

2011  
INSTALLATION MANAGEMENT COMMUNITY  
LEADER HANDBOOK  
VERSION 2.0



**IMCOM**  
SOLDIERS • FAMILIES • CIVILIANS

*We are*  
**THE ARMY'S HOME**

NOVEMBER 2011



## Foreword

The Installation Management Community Leader Handbook is a reference tool to help enhance how we, as leaders, deliver our mission of serving Soldiers, Families and Civilians through programs and services that are commensurate with the quality of their service.

Today's operating environment is the most challenging that the Installation Management Command (IMCOM) and its partners in managing installations – the Office of the Assistant Chief of Staff for Installation Management (OACSIM), Assistant Secretary of the Army for Installations, Energy and Environment (ASA, (IE&E)) and Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA, (M&RA)) -- has ever experienced. The Nation and the Army have endured unprecedented stress through ten years of uncertainty and conflict, characterized by lengthy, multiple deployments. Sustaining the All-Volunteer Force in such an environment with the infrastructure and programs it needs to accomplish its mission of winning the warfight strains already limited resources.

This environment makes your role as an Installation Community leader more vital than ever. Engaged leadership, whether military or Civilian, from headquarters through Garrisons, equipped with the right tools and perspectives anchored in the Army's imperatives can make a difference in sustaining our Army into the next generation. Strategic national guidance that begins at the top with the President's Management Agenda (PMA), continues through the Quadrennial Defense Review (QDR), reinforced by The Army Plan (TAP) and the Army Campaign Plan sets the stage for planning that directly touches installation management in the Army Sustainability Campaign Plan and Installations and Environment Strategic Plan.

The Leader Handbook and its companion, the Installation Management Campaign Plan (IMCP), are fundamental operational guides for you as you fulfill our mission every day. Both documents hone in on some common key areas that define installation management's role in supporting readiness:

- Support to Commanders
- Army Force Generation (ARFORGEN)
- Soldiers, Families and Civilians
- Sustainability
- Army Reserve Component
- Stewardship through a cost-conscious culture

As you execute your responsibilities as an installation management leader, keep three questions at the forefront of your decision-making process:

### ***Are we doing the right things?***

The Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage – are core to all that installation management represents. As a leader, your personal actions lead the way within your organization and sphere of influence. It is your most important Army role. This perspective is particularly vital as you weigh competing options for funding requirements in an increasingly restrictive resource climate. Which options have the potential to add the greatest value?

### ***Are we doing things right?***

Keeping focused on identifying efficient ways to deliver on our mission goes a long way to achieving the Army's strategic goals and objectives well into the future. A commitment to stewardship through a cost-culture mindset ensures resources are consistently aligned to deliver maximum value to the Army while maintaining a safe environment to live, work, train and play.

### ***What are we missing?***

It is easy to become so focused on day-to-day leadership and operations that the bigger installation picture can get lost. Periodically, take time to look at your operations from a different, objective vantage point. Identify gaps, guidance that needs clarifying, or areas that may need course correction. Your experience on the ground is the input we need to continually improve how we support the Army. Regardless of your leadership level, you are in a position to make a difference in installation management and the quality of life it provides to the men and women who fight every day to preserve our freedom. We look forward to joining with you in taking up this challenge.

***SUSTAIN – SUPPORT – DEFEND!***



MICHAEL FERRITER  
Lieutenant General, U.S. Army  
Commanding

# Installation Management Community Leader Handbook Version 2.0

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**Summary.** The Installation Management Community Leader Handbook (IMCLH) provides information to the Installation Management Community and is designed as a textbook for usage in conjunction with the Installation Management Academy Garrison Leadership Course. The book is designed to leverage internet based multimedia content with embedded hyperlinks along with a capability for content to be searchable and copyable.

**Applicability.** The information provided applies to all of Installation Management Community.

**Suggested Improvements.** The proponent for the IMCLH is the Headquarters Installation Management Command G5, ATTN: IMPL-S (Strategic Planning and Assessment Division), 2405 Gun Shed Road, Fort Sam Houston, TX 78234-1223. Users may send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Headquarters, Installation Management Command, ATTN: IMPL-S, 2405 Gun Shed Road, Fort Sam Houston, TX 78234-1223.

**Online Discussion Forum.** The Installation Management Community supports the principles of Knowledge Management. The Installation Management Community encourages collaboration and innovation about the IMCLH in an environment where there is freedom to contribute, communicate, and provide unimpeded feedback. The HQ IMCOM G5 Plans Directorate has an established discussion forum provided in GarrisonCommander.com where stakeholders can download the most current update to the IMCLH and provide comments and suggested improvements at the following web link:  
<https://forums.army.mil/CommunityBrowser.aspx?id=1567439>

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# Chapter 1 Introduction

## 1.1. Overview.

a. The United States is currently engaged in the longest war sustained by an All-Volunteer Force (AVF) at any time in the Nation's history. The Army is engaged on multiple fronts, including force drawdowns in Iraq and Afghanistan, Defense Global Posture Realignment, and completion of the requirements of BRAC 2005 at the end of FY 11. Ten years of conflict, characterized by repeat, lengthy deployments, have stressed the Army, Soldiers, Families and Civilians alike. This environment places tremendous stress on the Force.

b. Never before have Installation services been so critical to well-being and readiness within an operating platform of constrained financial resources. Soldiers, Families and Civilians need us now more than ever. Stress experienced by Army Families directly affects Army capabilities. To mitigate the risk that stress brings, Installations need to be as relevant to readiness as possible. The Army Family Covenant is an umbrella Army-level initiative that honors our commitment to Soldiers and Families. Many Installation-delivered programs and services embody the promises of the Covenant:

**AMERICA'S ARMY:  
THE STRENGTH OF THE NATION™**

### Army Family Covenant

**We recognize...**  
...The sacrifices made by our Soldiers and Families every day.  
...The strength of our Nation comes from the strength of our Soldiers and their Families.

**We are committed to...**  
...Keeping faith with our Soldiers, their Families, our wounded, and our Survivors.  
...Maintaining the support that Soldiers and Families deserve.  
...Building a partnership with Soldiers and Families that enhances their strength and resilience.

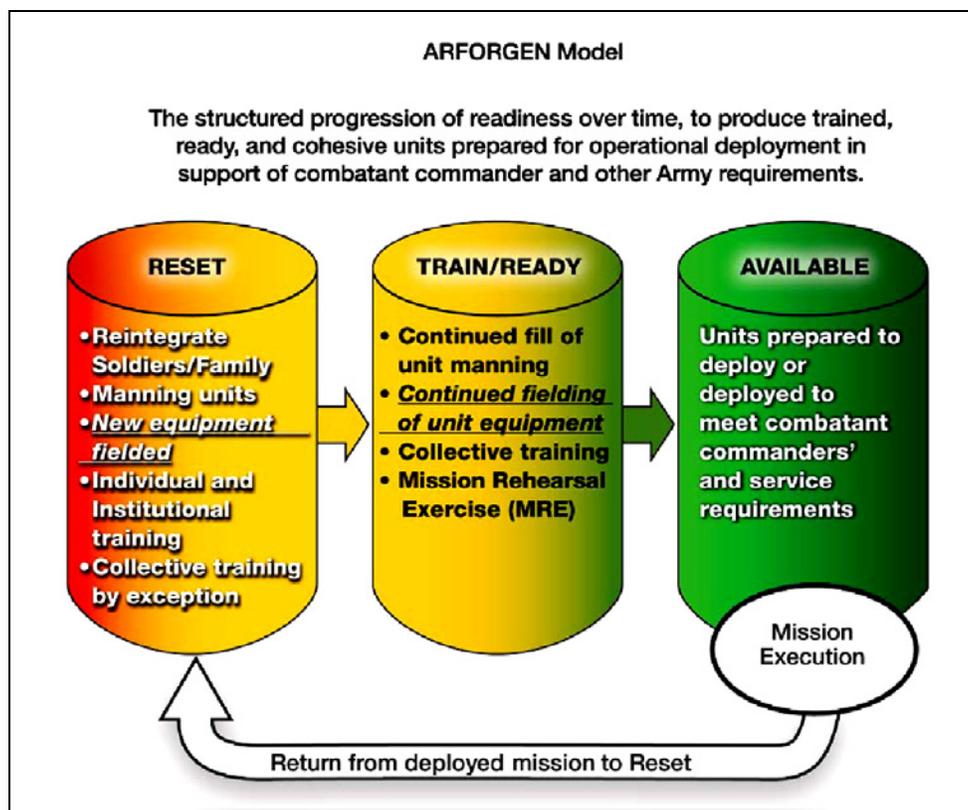
**We are committed to improving Soldier and Family readiness by:**

- Continuing to build resiliency through strengthened Soldier and Family programs that are simple and easier to access
- Maintaining accessibility and quality of health care
- Sustaining high-quality housing for Soldiers and Families
- Maintaining excellence in school support, youth services, and child care
- Promoting education and employment opportunities for Family members
- Sustaining recreation, travel, and quality of life opportunities for Single Soldiers
- Joining forces with communities to inspire support for Soldiers and Families

 **SOLDIERS • FAMILIES • ARMY CIVILIANS**  
**ARMY STRONG.**

## 1.2. Installation Management and Army Force Generation (ARFORGEN).

a. Senior Army leadership recognized the need to restore balance to the Force while maintaining readiness levels. Institutionalized in AR 525-29, the Army Force Generation (ARFORGEN) model delivers a sustained flow of trained, ready Soldiers to support full-spectrum operations with three categories – RESET, TRAIN/READY and AVAILABLE. ARFORGEN allows the Army to hedge against unexpected contingencies which maintaining a predictable, sustainable tempo for the AVF.



b. Senior IMC leaders see an increased need for support services, and training infrastructure as facilities become strained as Forces come home to installations, and support for the RESET phase of the ARFORGEN cycle comes under pressure.

## 1.3. Ends + Ways + Means = Strategy.

a. Fiscal constraint is the underpinning for IMC success within an environment where resources are scarce and expected to become more so. Key to effective support of the Army's operations is enabling Senior Commanders to focus on their warfighting mission through the efforts of IMC leaders engaged in effectively delivering

installation support. A national fiscal reality directly feeds this operational reality for the IMC. The 'Ends, Ways and Means Strategic Framework' shapes IMC actions and ultimate outcomes.

b. The 'Ends, Ways and Means Strategic Framework' is defined as:

- Ends: Strategic outcomes or desired end-states
- Ways: Methods, tactics, procedures and practices applied to achieve the 'Ends'
- Means: Resources required to achieve the 'Ends', such as personnel, systems, money, times, or political capital.

c. Key to effective support of the Army's warfighting mission is enabling Senior Commanders to focus on the warfight by taking on the leadership role for installations. The Army's centralized approach to installation management links services, infrastructure and operational support to Soldiers, Families, and Civilian wherever they are stationed, and directly enhances readiness of the Force.

d. Army communities, today and in the future face a widening gap between decreasing resources and increasing demands. To meet this challenge, installation management must be flexible, and adaptable while continuing to maintain installations that sustain mission readiness. Managing fluctuating 'ways' and 'means' to achieve a constant end-state helps the Army to more effectively use resources, that is, to 'do less 'better' in delivering critical programs and services. As an IMC leader, you play a critical part in enhancing cost-saving practices and sustaining available resources while maximizing installation support.

e. A highly skilled, adaptable and creative workforce is one of the 'means' that will help us accomplish these goals. As an integral component in the equation, leaders must leverage the IMC workforce and ensure their understanding of how their efforts directly contribute to accomplishing the vision of "Providing Soldiers, Families and Civilians a quality of life commensurate with their service." The Installation Management Campaign Plan (IMCP), the companion publication to the Leader Handbook, translates this perspective into six Lines of Effort (LOEs) and cascading support tasks that operationalize the plan.

#### **1.4. The role of the Installation Management Campaign Plan (IMCP).**

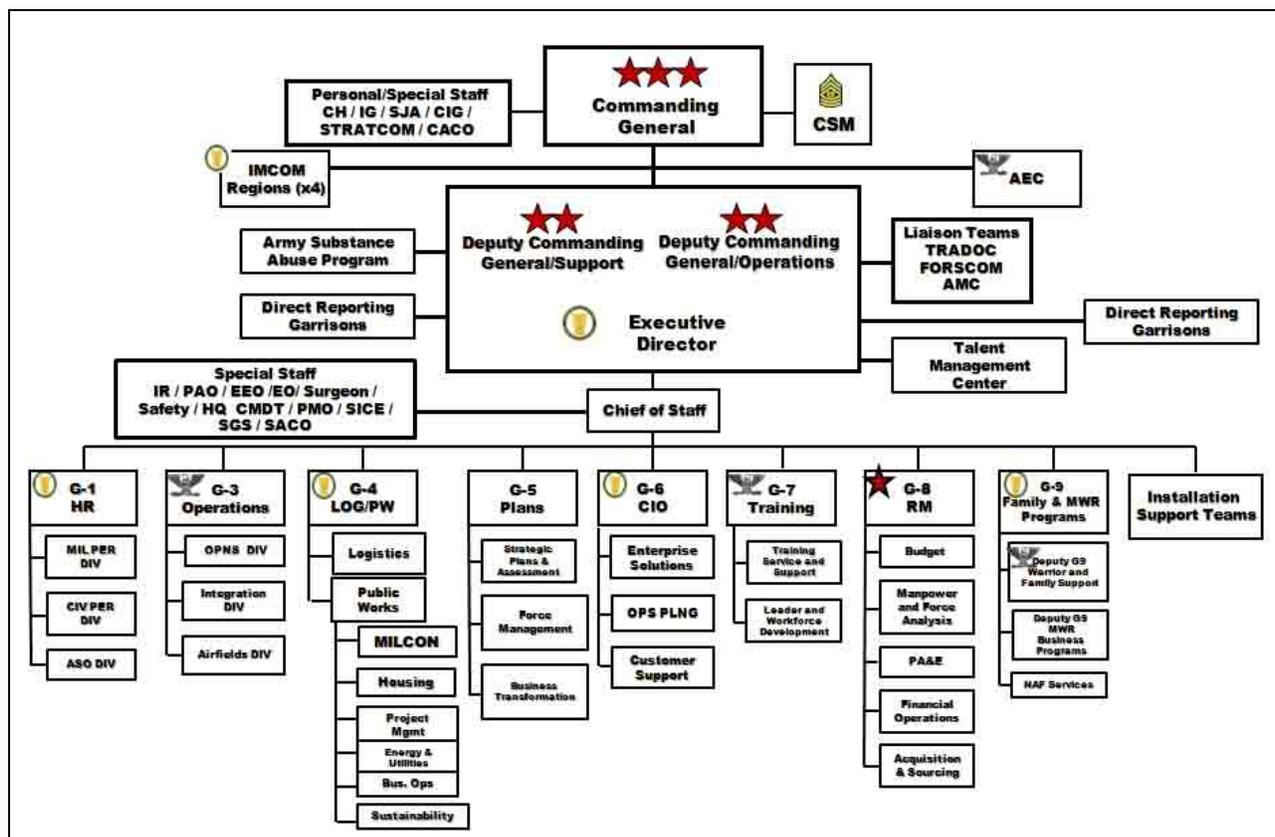
a. The IMCP is the management tool, or roadmap, that directs the planning, preparation and execution of the full range of tasks that lead to successful mission accomplishment. The plan's participants are all organizations that comprise the IMC – Assistant Secretary of the Army, Installations, Energy and Environment (ASA (IE&E)), Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA (M&RA)), Office

of the Assistant Chief of Staff for Installation Management (OACSIM), and the Installation Management Command (IMCOM), including its subcommand the Army Environmental Command (AEC). The IMCP serves as the mechanism, or 'ways', to synchronize and integrate efforts of all these organizations.

b. Federal, Defense, and Army imperatives and guiding documents like the President's Management Agenda (PMA), Quadrennial Defense Review (QDR), The Army Plan (TAP), the Army Campaign Plan (ACP), and the Installations and Environment Strategic Plan are the sources of aligning Installation management with national requirements and driving the strategic imperatives that underpin the IMCP. The IMCP reflects a customer-focused approach to Installation management and relies heavily on feedback from all customers who live, work, train and play on Installations.

c. Download the entire IMCP, including the LOEs, from the IMCOM website at: <http://www.imcom.army.mil>

### 1.5. The IMCOM Organization.



a. *The IMCOM Regulation 10-1: Organization, Mission, and Functions, U.S. Army Installation Management Command (IMCOM)* describes the mission, organizational structure and functions of IMCOM. The Regulation applies to all organizational elements including the Headquarters, Regions, Garrisons and the Army Environmental

Command. Download IMCOM Regulation 10-1 at <https://www.us.army.mil/suite/doc/30694014>.

b. IMCOM Regions and Direct Report Garrisons: In August 2011, the number of regions was reduced by realigning Northeast and Southeast to form the Atlantic Region, realigning Korea to become part of the Pacific Region. The West Region was renamed as the Central Region. No changes were made to the name or scope of responsibility for the Europe Region.

c. To further streamline the organization and enhance effectiveness, twelve (12) Garrisons were identified to directly report to a designated Deputy Commanding General (DCG) at IMCOM Headquarters without a Region pass-through. The DCG serves as the rater for Garrison Commanders and engages Senior Commanders as necessary.

d. A new Headquarters-level Installation Management Support Team (IST) is the liaison between Direct Report Garrisons and Headquarters' staff to expedite the response capability for urgent Garrison issues as they occur.

e. As of 11 August, 2011, Direct Report Garrisons are:

USAG Miami	Fort Belvoir
Soto Cano	Fort Detrick
Presidio of Monterey	Fort Hamilton
Carlisle Barracks	Fort Meade
West Point	Joint Base Myer/Henderson Hall
Fort Leavenworth	Fort McNair
Fort A.P. Hill	

f. With the exception of Direct Report Garrisons, each Region has responsibility for specific geographically contiguous Garrisons. Some of those Garrisons may support smaller communities or activities too small to warrant a full Garrison staff. Garrisons with this type of responsibility will have a tailored structure to manage day-to-day operations and may be subordinate to a larger Garrison for management, budget or planning support. Some Installations like this may be led by a Department of the Army Civilian (DAC) rather than by a Garrison Commander.



## 1.6. Garrison Command Relationships

a. Overall Roles. *AR 600-20, Army Command Policy* outlines the roles and responsibilities of the Senior Commander (SC), GC/M. Each individual has a specific role to play in the Installation management mission. Download AR 600-20 at [https://www.army.mil/usapa/epubs/pdf/r600\\_20.pdf](https://www.army.mil/usapa/epubs/pdf/r600_20.pdf). The Senior Commander (SC), Mission Commander (MC), or Installation Commander (IC) and the Garrison Commander (GC) are the primary players with responsibility for Installation management services and operations.

b. Senior Commander (SC). The SC is charged with the care of Soldiers, Families and Civilians in order to enable unit readiness. He/she is the senior general officer on the Installation; the Reserve Senior Commander for the US Army Reserve (USAR), or the Adjutant General for a State Army National Guard (ARNG). Routinely, the SC resolves Installation issues with IMCOM or if necessary, with their associated Army Command (ACOM), Army Service Component Command (ASCC) or Direct Reporting Unit (DRU). Often, the SC is dual-hatted, exercising discrete authorities as an SC and as a Mission Commander (MC). SC responsibilities are Installation focused, synchronizing and integrating Army priorities and initiative at the Installation level. A strong collaborative relationship between the SC and the corresponding IMCOM Region Director or respective HQ IMCOM Deputy Commanding General is important to ensure appropriate funding. The Garrison is the primary organization providing services and resources to customers in support of the SC's mission.



## **Chapter 2**

### **Resource Management**

#### **2.1. Introduction.**

a. Resource management is the direction, guidance, and control of financial and other resources. It involves the application of programming, budgeting, accounting, reporting, analysis, and evaluation.

b. The United States Army 2008 Posture Statement emphasizes the need for effective resource management throughout the Army. Because the Army has a large and complex set of missions to execute and a limited set of resources with which to accomplish its missions and supporting tasks, the necessity to maximize the spending power of every dollar the Congress appropriates to the Army becomes paramount. Further, because the Army is vested with the public's trust and confidence for defending our Nation, all Army leaders have an incumbent responsibility to exercise effective and responsible stewardship for all the resources that have been entrusted to them. As such, responsible, effective and efficient resource management is an integral part of all Army leaders' duties and functions and is essential for maintaining the Army's readiness to accomplish its assigned missions.

#### **2.2. Key Players in Army Resource Management.**

a. Congress. Central to the function of obligating the Government to make a payment is the power invested by the U.S. Constitution in the Congress for the following: to raise revenue and borrow money; to raise and support armies and to provide and maintain a Navy; and no money shall be drawn from the Treasury, but in consequence of appropriations made by law.

b. Office of Management and Budget (OMB). OMB assists the President of the United States in overseeing the preparation of the Federal budget and in supervising its administration in Federal agencies. It evaluates, formulates, and coordinates management procedures and program objectives within and among Federal departments and agencies. It also controls the administration of the Federal budget, while routinely providing the President with recommendations regarding budget proposals and relevant legislative proposals. OMB oversees and coordinates the Administration's procurement, financial management, information, and regulatory policies.

c. Under Secretary of Defense (Comptroller). The USDI advises and assists the Secretary of Defense (SECDEF) in exercising budgetary and fiscal powers. As such, the USDI supervises and directs the preparation of DOD budget estimates and establishes and supervises the execution of policies and procedures to be followed in

connection with organizational and administrative matters pertaining to: preparation of budgets; fiscal, cost, operating, and capital property accounting; and progress and statistical reporting.

d. Secretary of the Army (SECARMY). Subject to the authority, direction, and control of the SECDEF, and subject to the provisions of section 3013 of Title 10, US Code, the SECARMY is responsible for, and has the authority to conduct all affairs of the Department of the Army. As such, the SECARMY can be considered the Army's top resource manager because of the position's inherent decision-making authority.

e. Assistant Secretary of the Army, Financial Management & Comptroller (ASA, (FM&C)). The ASA (FM&C) exercises the comptroller functions of the DA and advises the SECARMY regarding financial management.

f. Military Deputy for Budget. The Military Deputy for Budget is responsible for the Department of the Army's budget execution.

g. Director of the Army Budget (DAB). The DAB is responsible for the Army's budget formulation, the presentation and defense of the budget through the Congressional appropriation process, budget and execution analysis, reprogramming actions, and appropriation/fund control and distribution.

h. Commanders of Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU, and heads of other Agencies). ACOM, ASCC, DRU Commanders and heads of Agencies are responsible for developing, justifying, presenting and defending programs supporting their assigned missions and responsibilities. They plan, program, and budget for assigned missions, responsibilities, and functions. They document manpower in their subordinate organizations per allocated manpower levels. Further, they are accountable for ensuring approved program budgets are properly executed and certified. This includes ensuring accounting and fund status reporting for appropriated and non-appropriated funds is accomplished in accordance with fiscal law and governing regulations and policies.

**2.3. Fiscal Environment (National through Garrison level).** Resourcing IMCOM has a direct impact on the nation's fiscal health and solvency and should be a focal point for all leaders throughout IMCOM. With the defense budget accounting for the majority of the nation's discretionary budget, the resourcing practices and operations of the military services and their major commands have a direct correlation to the federal budget.

**2.4. Garrison Commander Resourcing Roles and Responsibilities.** Garrisons Commanders are directly responsible for their Garrison's resourcing program and are delegated this authority by the IMCOM CG. Their key areas of responsibility reside in three fundamental areas: funds management, Manpower management and contract

management. GC's should ensure their resource management program is built around these three components.

**2.5. Installation Funding.** Funding is an essential element in accomplishing IMCOM's mission to provide Installation capabilities and services to support expeditionary operations in a time of persistent conflict, and to provide a quality of life for Soldiers and Families commensurate with their service. Installation Management Command provides these capabilities and services through resources in five major funding programs:

- Base Operations Support (BOS).
- Sustainment, Restoration, and Modernization (SRM).
- Overseas Contingency Operations (OCO).
- Operations and Maintenance Army (OMA).
- Army Family Housing Operations (AFH-O)

a. Installation Management Command submits a Command Program Objective Memorandum (POM) and Command Plans that address manpower and funding requirements and authorizations; interprets Accounting Policy from Office of the Secretary of Defense (OSD) and Headquarters Department of the Army (HQDA) and develops IMCOM implementing guidance in coordination with the Defense Finance and Accounting System (DFAS); reviews and interprets laws, policy and other guidance affecting IMCOM resources to ensure funds are executed for intended purposes; and conducts manpower and equipment requirements determination in accordance with Army Regulation (AR) 570-4, Manpower Management and AR 71-32, Force Development and Documentation. The IMCOM's Annual Resourcing Guidance is published after the receipt of the HQDA Funding Letter and can be located on Army Knowledge Online (AKO) under IMCOM Resources Management Directorate (G8) at this URL: <https://www.us.army.mil/suite/files/6672738>. The command also publishes periodic guidance through command and resourcing channels.

b. We must do all we can to optimize the application of resources while ensuring consistent, equitable and predictable delivery of services to our Soldiers, Families, Civilians, and Retirees. An essential program driving the funding of installations is ensuring accurate quarterly input to the Army Stationing and Installation Planning (ASIP) system. The entire IMC is expected to pursue every feasible opportunity for savings in order to help ensure the most effective use of our resources at the enterprise level as well as at the installation level. Careful scrutiny is required to ensure all of our programs are targeted effectively and meet high priority needs. If any program is not funded, that program should not be started. We must live within our budget while

providing effective and efficient support. The POM process is the venue to compete for resources. The time for new ideas is in the POM process. Resourcing new programs outside the POM cycle is simply not feasible. At the time of publication, we are currently developing POM 13-17. That means any new program, if it is to compete for resources for FY12, should have been initiated about two years ago and should have achieved support by the Army staff during FY09. The same is true for the need to garner senior commander priorities for the programming process. The POM process is both the playing field, and the rules for DoD's resourcing process. Effective use of that process is critical to resourcing success and ultimately stakeholder support success.

**Timeline Program, Budget, Execute**

<u>Cycle</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
POM 10-15	Build POM FY10-15	Defend FY10-11 Budget	Execute FY10 Budget	Execute FY11 Budget			
POM 12-16*			Build POM FY12-16	Defend FY12-13 Budget	Execute FY12 Budget		
POM 13-17*				Build POM FY13-17	Defend FY13-14 Budget	Execute FY13 Budget	
POM 14-18*					Build POM 14-18	Defend FY14-15 Budget	Execute FY14 Budget
*Note: Program Operating Memorandum (POM) development changed to an annual event covering 5 yrs from a biannual event covering 6 yrs.							

c. IMCOM will distribute and track the execution of its resources by Management Decision Package (MDEP). Funding will be allocated to Commands on a quarterly basis as made available by the Army Budget Office (ABO).

d. Operations and Maintenance Army (OMA) funded Active and Reserve Component Installations will continue to provide intra-Army Base Operations Support (BOS) to tenants on a non-reimbursable basis at a programmed baseline level of service, charging only for mission unique and above standard common level support. For inter-service and intra-governmental customers, Installations will provide non-reimbursable support compliant with DODI 1400.19 and will continue to seek reimbursement for measurable and attributable incremental direct support costs. Facility sustainment is non-reimbursable for tenant facilities coded for "Army" OMA sustainment in the Installation's Real Property Inventory. All Restoration and

Modernization (R&M) projects requested by Army tenants continue to be considered reimbursable mission-unique until included at a baseline level in the Army's Installations and Infrastructure program requirements. Installations must document recurring reimbursable installation-level support in a DD Form 1144 (support agreement [SA]). The Garrison is responsible for reviewing the SA cost estimates with the customers, annually and reviewing the full language and provisions of the SA, triennially and if needed, re-signing it.

**2.6. Reimbursement Transactions.** More than \$2 billion in reimbursement transactions collectively take place on Army installations each year between Army installation suppliers and receivers for goods and services rendered. It is important for the Army to internally control and monitor these reimbursements to ensure they are authorized IAW DoD and Army policies. The OACSIM directed the Resources Directorate to capture reimbursement data annually by type (i.e., recurring/non-recurring; mission unique; above standard level; or transient training) and to review and analyze the data for discrepancies and potential programmatic decisions. HQDA initiated the tracking of different types of reimbursement through the use of Reimbursement Identification Codes (RICs). HQDA will use the data obtained from Army-wide RIC reporting to determine the origin of the funding that the Army tenants use to provide their reimbursement, and to analyze the different BOS and Sustainment Restoration and Modernization (SRM) services recorded as receiving the reimbursement. This information will enable more accurate programming and budgeting decisions, and will inform potential realignment of funding between Program Evaluation Groups (PEG) to save transaction and labor costs by eliminating unnecessary installation reimbursement transactions. When creating a Customer Number for a reimbursable order in STANFINS, financial managers will input one of the below numeric codes (1-8) in the "Billed Office Program year" field in the New Customer Number Requests menu in IOL. GFEBs has separate instructions with a drop-down menu for the RICs.

<b>Reimbursement Identification Code (RIC) Definitions</b>	
<b>CODE</b>	<b>Description</b>
<b><u>1</u></b>	<b><u>Recurring – Mission Unique: An intra-Army reimbursement provided on an annual basis, normally documented in a support agreement, for an atypical good or service not commonly provided by an Army installation, or determined by regulation to be reimbursable. Also included in this category are reimbursements from non-Army customers, and Army customers reimbursable by regulation or policy exception. Also includes goods/services that are directly related to mission performance and recorded on organizational property records, normally be deployed with using units.</u></b>
<b><u>2</u></b>	<b><u>Non-Recurring – Mission Unique: A reimbursement provided on a short-term or one-time basis for a mission unique good or service, as defined for RIC #1 above.</u></b>

<b>CODE</b>	<b>Description</b>
<b>3</b>	<b><u>Recurring – Above Baseline Service Level: An intra-Army reimbursement provided on an <i>annual basis</i>, normally documented in a support agreement, that purchases commonly provided installation services at an enhanced level requested and approved by the commander or higher headquarters of the tenant organization.</u></b>
<b>4</b>	<b><u>Non-Recurring – Above Baseline Service level: A reimbursement provided on a <i>short-term or one-time basis</i> for goods or services as defined for RIC #3 above.</u></b>
<b>5 &amp; 6</b>	<b><u>Unused (A reimbursement requested to cover an installation provider’s unfunded requirements (UFRs) or budget shortfalls is not authorized within the parameters of the Army Reimbursement Policy.)</u></b>
<b>7</b>	<b><u>Recurring – Transient Training: An annual inter-service or intra-governmental unit reimbursement provided on an annual basis, normally documented in a written long-term agreement, that covers direct incremental support costs for <i>regularly scheduled</i> training by individuals or units from another DoD component. Also includes reimbursement from Army units who are in the training load but have requested mission unique or above baseline level support.</u></b>
<b>8</b>	<b><u>Non-recurring – Transient Training: A short-term or one-time reimbursement, as defined for RIC #7 above, but it is a reimbursement for <i>unscheduled</i> training by individuals or units from another DoD component, or for Army units who were programmed to train at one Army installation, but that needed to accomplish unprogrammed training at another Army installation.</u></b>
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## 2.7. Determining the Baseline.

a. **Base Operations Support (BOS) Requirements Model (BRM).** BRM is a BOS-centric, historical based model designed as a consistent, reproducible, verifiable and modifiable tool that creates a baseline requirement for the Army. BRM provides MDEP managers/POCs and the II Program Evaluation Group (PEG) baseline BOS requirements that are accurate, reasonable, and defensible. The locked BRM (baseline, plus adjustments) data are used by the Army components to establish their funding distribution and allocation starting point. The ISR-S directly affects the accuracy of BRM; quality input is essential to achieving accurate BRM requirements. The service quality ratings are used to determine the “Should Cost” budget requirements for each level of quality (Green, Amber, Red, Black). Leadership emphasis from the Garrison

Commander and Senior Commander are important to improve ISR Services/ISR Cost reporting.

b. The IMCOM, USAR, and ARNG installations determine an installation-unique baseline service level consistent for all tenants, per approved HQDA requirements generation metrics/data, available resources, installation priorities and funding guidance. When reducing the baseline level of support due to a budget shortfall, Garrison Commanders will apply the reduction equitably to all tenants without applying a greater impact on any one tenant, group of tenants, component or military service.

**2.8. Intra-Army Reimbursement.** Installations request reimbursement from their intra-Army tenants or transient training units only when their support requirements are not included within the baseline level of BOS services, or when the tenant owns the facilities and therefore receives the SRM requirements and funding. The Office of the Assistant Chief of Staff for Installation Management (OACSIM) ensures the business rules for the various requirements models and reporting systems take into account the appropriate intra-Army population and assigned Real Property Inventory. The business rules are based on the most current requirements generation methodology and reimbursement policies. Installations and HQDA routinely evaluate on-going above baseline reimbursement relationships to determine whether any warrant inclusion in the Army's baseline level requirements through POM process actions and funding transfers. Identify any potential re-baseline or transfer actions to the OACSIM and the applicable MDEP manager during the annual POM cycle.

a. Authorized intra-Army reimbursement includes:

(1) Direct incremental cost of requested above baseline levels of service (e.g., additional days of custodial service within mission commander-approved funding priorities).

(2) Direct incremental cost of mission-unique services (e.g., maintenance of intelligence or special operations-peculiar equipment, disposal of hazardous waste from an exclusive mission, extended range support for a unique exercise, a service not defined in the Installation Status Report or baseline requirements).

(3) Unit operating budget costs stipulated in DoD and Army functional regulations (e.g., copiers, postage, long distance phone bills).

b. Unauthorized intra-Army reimbursement includes:

(1) Requesting a reimbursement to make up for a budget shortfall (i.e., passing an Unfunded Requirement to a tenant).

(2) Requesting a reimbursement without sufficient notice (minimum 180 days) or without revising or initiating a support agreement.

(3) Requesting a reimbursement when the installation supplier has the responsibility for the direct-funded BOS requirement, as defined by regulation, funding guidance, the Installation Status Report, MDEP definitions or a HQDA functional proponent.

(4) Requesting a reimbursement to generate revenue above the actual cost of providing the service (i.e., augmenting the appropriation) or to obtain resources for an unrelated BOS or SRM UFR.

(5) Requesting a reimbursement when the Garrison had already programmed and budgeted to provide the service, the service is part of the installation's baseline BOS or facility sustainment requirements.

c. Inter-service and Intra-governmental reimbursement. According to DoD Instruction 4000.19, support provided to, or received from, a non-Army organization (e.g., Air Force, Navy, Marines, another federal agency) is always reimbursable to the extent that the provision of the specified support increases the support supplier's direct costs (i.e., incremental direct cost). Reimbursement must be measurable and directly attributable to the receiver; indirect costs will not be included in reimbursement charges. Costs associated with common use infrastructure, however, are non-reimbursable, except for support provided solely for the benefit of one or more tenants. Common-use infrastructure, as used in the DODI 4000.19, is the basic backbone of the installation (e.g., roads, common facilities, common grounds, Entry Control Point, etc.), and other services that would be maintained whether the non-Army tenant were there or not. Common use infrastructure also includes any BOS or SRM service that is direct-funded for the supporting installation that incidentally benefits the non-Army tenants without causing a measurable increased cost. The DD Form 1144 will continue to be used for intra-governmental support until the Office of Management and Budget implements a new inter-agency agreement form.

## **2.9. Programming and Budgeting for Army Tenants on Other than Army (OTA) Installations.**

a. As a general rule, the Army Command (ACOM), Army Service Component Command (ASCC), Direct Reporting Unit (DRU) or other Army tenant organization programs and budgets for their inter-service/intra-governmental support costs IAW DODI 4000.19, when stationed on an OTA installation or location. Enclosure 6 of the DODI 4000.19 lists the Inter-Service Support agreement (ISSA) services that are normally reimbursable or non-reimbursable to the Army tenant on an OTA installation (<http://www.dtic.mil/whs/directives/corres/pdf/400019p.pdf>). Upon request, OACSIM and/or IMCOM advise and assist the Army tenant with ISA negotiation and with

estimating cost requirements for the ACOM, ASCC or DRU to submit in the POM. The Network Enterprise Technology Command/9<sup>th</sup> Signal Command (Army) (through its 7<sup>th</sup> Signal Command (Theater) units) and Army Materiel Command also advise and assist the Army tenant with ISA negotiation and cost estimating for Command, Control, Communications and Computers for Information Management (C4IM) and Directorate of Logistics type support, respectively.

b. In the past, some IMCOM Regions and Garrisons have taken the full ISA programming and budgeting responsibility for the Army tenant's BOS. Although any existing BOS caretaker relationships will continue until an Army-wide policy and transition plan is developed to ensure uninterrupted support to the Army mission units on OTA bases, IMCOM CG is the approving authority for any future BOS caretaker requirements for OTA ISAs and association costs, unless directed from higher levels of command. OTA BOS requirements are not included in baseline requirements generated by the BRM, and must be manually and separately programmed through MDEP managers and the II PEG. Any above baseline or mission unique BOS required by the Army tenant from the OTA base is funded by the tenant's parent organization. The Army tenant commander/director and comptroller signs the OTA ISA (DD Form 1144) as "receiver" unless a third party agency is directed to serve as executive agent for the ISSA.

c. ACOMs, ASCCs, DRUs and other tenant organizations occasionally find their host OTA installation cannot provide certain Army-specific support they require (e.g., Central Issue Facility, Army-unique items of supply, military ID cards, in/out-processing support). In addition, sometimes the Army tenant's OTA facility needs to be recorded in the Army's Real Property Inventory (i.e. the Biometrics Task Force, an element of HQDA G3/5/7 that will be located on FBI property in West Virginia). IMCOM will assign a satellite Garrison to provide the needed Army-specific reach-back support, and/or record the tenant's facilities in the assigned Garrison's RPI, as applicable. IMCOM, USAR and ARNG are responsible for separately programming and budgeting for the costs of providing reach-back support through MDEP managers and the II PEG, and will seek only authorized intra-Army reimbursement from the OTA tenant. An ISSA is required to document any authorized recurring reimbursement for the reach-back support. The Army tenant commander/director and comptroller signs the OTA ISSA as "receiver" with the reach-back Garrison, as "supplier."

## **2.10. Base Operations Support (BOS).**

a. BOS finances the Active Army's installation services worldwide, ensuring an environment in which Soldiers and Families can thrive, and provides a structure that supports an expeditionary Army. BOS is vital in all aspects of mission readiness and training, and provides for operating and maintaining installations worldwide that serve as our Nation's power projection platforms, and provides essential services and

programs that promote quality of life for our Soldiers, Families, and Civilian workforce. Installation support is provided through the following programs and services:

**(1) FACILITIES OPERATIONS** – provides for basic municipal services in operating and maintaining Army installations. Significant components of Facilities Operations are: (1) Pest Control; (2) Custodial & Refuse Collection; (3) Engineering Services and Real Property Maintenance, to include public works management and real estate/real property administration; (4) Grounds Maintenance & Pavement Clearing, including removal of snow and ice, grass cutting operations, and street sweeping; (5) Fire Protection and Emergency Services for the protection of installation population and fire fighters, including protection of critical infrastructure and aircraft, “1<sup>st</sup> Responder” medical and hazardous materials services, land wild fires and conduct of life/safety/health programs for installation population and fire fighters; (6) Real Property Leases, which include all direct and reimbursable worldwide costs for General Services Administration (GSA) and non-GSA real estate leases; and (7) Utilities costs associated with the procurement, production and distribution of utility services for Army installations include purchased electricity, steam, hot water and other utilities, as well as the operation of electrical, natural gas, heating, air conditioning, refrigeration, water, and wastewater treatment systems.

**(2) LOGISTICS SERVICES** – sustains supply operations, maintenance of installation equipment, and maintenance of installation non-tactical equipment. The three components of Logistics Services are: (1) Community Logistics – includes maintenance of unaccompanied personnel housing furniture and associated equipment; (2) Transportation Logistics – arrangement for freight and personal property shipments, passenger movements, deployment planning and execution, non-tactical vehicle (NTV) management for GSA or commercial leased and installation owned vehicles. It provides funds for installation services such as contractual bus service, local drayage for household goods and operation of rail equipment; and (3) Supply Logistics – includes Army food services funding for Civilian pay, contracts and other costs to operate installation dining facilities, to include purchasing operating supplies and replacement equipment for dining facilities; funds Troop Issue Subsistence Activities TISA); fuel for vehicles; and laundry and dry cleaning services.

**(3) COMMUNITY SERVICES** – involves vital resources supporting Soldiers and their Families: (1) MWR – programs such as Sports and Fitness, Libraries, Arts and Crafts, and Outdoor Recreation designed to improve Soldier readiness by promoting mental and physical fitness, building morale, increasing Family self-reliance, and enhancing Soldier, Family and Army Civilian well-being; (2) Warfighter and Family Services – provides statutory and regulatory Army Community Service (ACS) to promote self-reliance and satisfaction with military life through education and training. Core ACS programs include Deployment- Mobilization programs, Emergency Assistance and Placement Care, Employment Readiness, Exceptional Family Member Program, Family Advocacy, Financial Readiness, Information and Referral, Suicide

Prevention, Sexual Harassment/Assault Response and Prevention, and Outreach; (3) Child and Youth Programs – provided for children and youth ages four weeks to eighteen years enhancing readiness by reducing conflict between Soldiers' parental duties and their jobs; and (4) Lodging – includes activities designed to maximize lodging in DoD facilities for both Temporary Duty (TDY) and Permanent Change of Station (PCS) Soldiers and families.

**(4) SECURITY SERVICES** – encompasses: (1) Installation Law Enforcement – includes Department of Army Police and Contract Guards; (2) Installation Physical Security – services related to vehicle registration, visitor pass control facilities, communications, lighting and security guard entry control points, vehicle inspection areas, controlled access to mission essential and/or vulnerable areas, and anti-terrorism training to support and test security procedures and installation defensive measures. Supports the Installation Preparedness Program (IPP) that provides for protection against Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) incidents.

**(5) ENVIRONMENTAL PROGRAMS** – addresses: (1) Compliance – projects and activities to ensure compliance with Federal, state, and local laws and regulations, binding agreements, and country-specific Final Governing Standards; (2) Conservation – management and sustainment of natural and cultural resources; (3) Pollution Prevention – funds prevention-based solutions to correct deficiencies and minimize future environmental liabilities; and (4) Restoration – includes legally-mandated cleanup not eligible for funding under the Defense Environmental Restoration Program or Base Realignment and Closure Environmental Restoration Program.

**(6) INFORMATION TECHNOLOGY SERVICES MANAGEMENT** – resources base communications to include local telephone service, local dedicated circuits, Wide Area Telephone Service (WATS) toll charges, administrative telephone services and trunked radio systems. The program includes installation, operation, maintenance, augmentation, modification, rehabilitation and leasing of non-tactical communications, terminal and switching facilities and services associated with production, acquisition, and support of visual images. This program also supports all common user Command, Control, Communication, Computers, and Information Management (C4IM) technological services, information management services, and network services. Provides funds for manpower, contracts, support equipment, and costs to plan, manage, coordinate, and execute Information Technology Services Management (ITSM). Supports Information Assurance services at Army installations and provides resources to monitor compliance and ensure availability of Non-classified and Secure Internet Protocol Router Network, conducts annual Federal Information Security Management Act (FISMA) system security controls, provides manpower to conduct certification and accreditation, and funds the resources needed for the On-line Certificate Status Protocol (OCSP) licenses and personnel.

**(7) HOUSING SERVICES** – promotes the planning, management, coordination, and execution of government owned, leased, contracted, or privatized Family Housing and Unaccompanied Personnel Housing. (1) Family Housing Services – includes property and asset management services for government controlled and privatized Family Housing, housing referral services, management of the Family Housing furnishings in government controlled or privatized housing program, and management of the overseas Family Housing loaner furnishings program; (2) Unaccompanied Personnel Housing (UPH) – includes facilities for permanent party personnel, or designated for either initial military training, or other than initial military training.

**(8) OPERATIONAL MISSION SERVICES** – sustains the conduct of (1) Airfield Operations – includes weather, Air Traffic Control (ATC), terminal airspace management, airfield and flight management, RADAR, Air Traffic Control and Landing System (ATCALS) (including off airfield navigational aids) and communications systems maintenance, airfield equipment, transient services, liaison with Installation Movement for the provision of airfield passenger and cargo terminals, and support to assigned, tenant, and transient U.S. military aircraft and aircrew and (2) Port Services – includes Ship Movements, Berth Days, Magnetic Silencing, and Waterborne Spill Response at DoD and commercial seaports.

**(9) COMMAND SUPPORT** – establishes resources for Installation: (1) Public Affairs – includes distribution of internal information (e.g., base newspapers military radio/ TV stations, Public Information (e.g., press releases, media training/outreach), Website Content Management; (2) Legal Support – includes Military Justice, Installation Operations, Administrative, International, Business Law, Claims; (3) Financial Management – includes program/budget analysis/development, financial advisory services, budget execution support, accounting liaison services; (4) Management Analysis – includes strategic planning, requirements development, performance management systems, and organizational structure analysis; (5) Procurement Operations – includes purchasing, leasing, obtaining supplies, services, non-MILCON construction; contract operations, GPC management; (6) Installation Safety – includes training, evaluations/consultations; mishaps, near misses/complaint investigations; airfield, industrial, off-duty recreational, range, explosives, traffic safety awareness programs; (7) Installation Chaplain Ministries – includes worship services, chaplaincy education/training, advice to Commander, counseling; (8) Installation History – includes an accurate record of installation activities in peace/war and management of historical artifacts; (9) Postal Services, Honors/Protocol, Advisory Services, Administration, Executive Office, and Inspector General/Internal Review; (10) Army contracting – provides a more effective structure through which to execute effective and responsive contracting support worldwide for Army and other federal agencies to meet Warfighter needs across the full spectrum of military operations from installation operations to the last tactical mile.

**(10) HUMAN RESOURCES MANAGEMENT** provides: (1) Civilian Personnel Services – includes Human Resources (HR) strategy, organizational and position management, staff acquisitions, comprehensive employee performance management, compensation management, benefits management, human resources development, employee relations, labor relations, and separation management and (2) Military Personnel Services – provides support services that directly provide or indirectly results in tangible benefits to the military community or the mission. Provides military personnel information systems customer support services.

## **2.11. Sustainment Restoration and Modernization (SRM).**

a. SRM finances worldwide operations, activities, and initiatives necessary to maintain and sustain the Army's facilities; restores facilities to industry standards; and modernizes facilities to meet the full range of tasks necessary to provide relevant and ready land power for this Nation. These facilities are our community based installations and training sites. Their geographical locations are leveraged by the Army for power projection and support platforms utilizes information infrastructure that supports reach-back capabilities. This program includes Sustainment, Restoration and Modernization (Facilities Recapitalization) and Demolition/Disposal programs that support the reduction of excess and obsolete inventory. Further explanation of these programs is as follows.

**(1) SUSTAINMENT** – Provides resources for maintenance and repair necessary to sustain facilities in good working order and in accordance with industry standards. Includes recurring maintenance checks and emergency repairs; plumbing, electrical, heating, ventilation, air conditioning maintenance and repair; major components repair; or the replacement of roofs, furnaces, and air conditioners. Sustainment funding is required to prevent deterioration and corrosion of existing facilities and to complement the Army's restoration and modernization effort.

**(2) RESTORATION** – Provides resources necessary to restore degraded facilities to working condition. Restoration consists of repair and replacement work to fix facilities damaged by inadequate sustainment, excessive age, natural disasters, fires, and accidents.

**(3) MODERNIZATION** – Provides resources necessary to upgrade facilities to meet new standards or fulfill new functions. Modernization alters facilities solely to implement new or advanced technologies, to accommodate new functions, or replace building components that exceed the overall service life of the facilities. Modernization provides upgrades to bring systems to current code, enables handicap access, and enhances Force Protection. Energy sustainment security initiatives support the Environmental Protection Act of 2005 and the Energy Independence and Security Act of 2007. These initiatives reduce future costs of operation and maintenance; enhance

operational and business effectiveness thru institutionalizing energy considerations in Army planning and processes. Modernization increases strategic energy resilience by developing alternative/assured fuels and energy.

**(4) DEMOLITION** – Disposal of excess facility capacity eliminates obsolete infrastructure from the inventory. Age, size, and condition of these facilities make it expensive to sustain and is not cost effective to restore or modernize.

**(5) ENERGY SECURITY** – Provides funds for specific policies, programs, and projects identified in the “Army Energy and Water Campaign Plan” to comply with Statutes, Executive Orders, Army Energy Strategy and DoD mandated requirements; provides security and reliability for utility and energy systems; improves infrastructure performance and efficiencies for non-privatized systems to include buildings and facilities.

b. The DoD Facility Sustainment Model (FSM) forecasts the required sustainment funding needed to keep a typical inventory of facilities in good working order over their expected service lives. Sustainment includes regular inspections, preventive maintenance, minor emergency and service calls, and major component repair and replacement. The Office of the Secretary of Defense directs the Military Services to fund sustainment to 90% of the requirement generated by the FSM. The funding responsibility for SRM normally belongs to the supporting installation. Some exceptions apply, such as for USAR Centers and Vehicle Maintenance Facilities. For Army tenant organizations on OTA installations, it is preferred for the host installation to retain the sustainment requirement and funding responsibility for the Army tenant’s facility. When it is not possible for the host installation to retain the sustainment responsibility (e.g., because of the host military service’s policy), IMCOM will serve as the executive agent for the Army OTA tenant sustainment requirements and funding unless the Army tenant’s parent organization chooses to retain the sustainment funding and responsibility as in the best interest of the Army or because another appropriation funds the sustainment. If the Army tenant has previously funded OTA sustainment, the Army tenant will continue to fund it until codes in the Real Property Inventory (RPI) and the funding stream can be adjusted in the next available POM cycle.

c. The facilities reported in the RPI and real property changes that are expected to occur during the period covered by the FYDP are used to generate FSM requirements. FSM parses sustainment requirements according to the sustainment coding applied to each facility. Sustainment codes break out requirements by fund appropriation and organization. It is important for installation leadership to emphasize the accuracy of the RPI “Sustaining Organization Code,” which indicates the organization that is receiving the sustainment requirement and funding responsibility for a facility. The Sustaining Organization Code should indicate Army OMA-funded unless sustainment is funded through another appropriation. For OTA facilities, the Sustaining Organization Code should list either: (1) the host OTA military service’s appropriation (e.g., Navy, Air Force,

etc.), (2) Army-OMA, or (3) Army-other appropriation. The MDEP manager is responsible for spreading the FSM generated requirements to the applicable Army organizations, either IMCOM as executive agent, or to the individual Army tenant organizations.

d. It is critical for Garrison DPWs to oversee RPI code changes to ensure that no unilateral and uncoordinated changes are made that would shift the sustainment funding responsibility to another organization. If a sustainment responsibility changes to a new sustaining organization or appropriation, the sustainment coding must be corrected within the Integrated Facility System (IFS). At a minimum the notification of changes should be communicated to: (1) The financial managers of both the supporting and supported command who are responsible for programming, budgeting and distributing the requisite funding; (2) the installation support agreement manager, who must update the support agreement and cost estimates; (3) OACSIM Operations Directorate and Resources Directorate, for updating policies, procedures and forecasts.

## **2.11. Army Working Capital Fund (AWCF) Installations.**

a. The Army Budget Office (ABO), in coordination with OACSIM, IMCOM, Army Materiel Command (AMC), and U.S. Army Medical Command (MEDCOM), reviewed funding policies, requirements and responsibilities for AWCF installations. AMC will receive a funding transfer from IMCOM for FY11 in MDEP QRPA, Program Element (PE) 132078, which represents 90% of the facility sustainment requirement generated by the Facilities Sustainment Model (FSM) to support qualifying OMA-funded (SAG 132) facilities defined as "indicator code 1" IAW DFAS-IN Manual 37-100-11. The transferred funding includes OMA (SAG 132) funding for health clinics and TRICARE Management Activity (TMA) facilities on all AMC installations. The facilities supported by this funding transfer are those that cannot be sustained with AWCF. With this full transfer, AMC assumes responsibility for all Sustainment, Restoration and Modernization (SRM) in these facilities, to include unplanned Restoration and Modernization requirements. IMCOM will continue to fund via MIPR the common level of Base Operations Support (BOS/SAG 131) defined as "indicator code 1" in DFAS-IN Manual 37-100-11 on the same basis as provided by IMCOM Garrisons, to include utilities/electricity, water/waste water, real property management, custodial, refuse collection, grounds maintenance and pest control. In its FY11 Funding Letter, IMCOM will identify, by AMC installation, the MDEPs and Program Elements receiving BOS funding from IMCOM. This is to ensure a consistent understanding of funding responsibilities between commands. Beginning in FY11, IMCOM will coordinate the sustainment and BOS funding requirements with AMC installations and review the FSM and BOS Requirements Model (BRM) data generated for AMC AWCF installations, and coordinate with OACSIM Resources Directorate to make appropriate adjustments prior to the Program Objective Memorandum lock.

b. IMCOM continues to have responsibility for funding the BOS support required for MEDCOM health clinics and TMA facilities on all AMC installations. IMCOM will transfer via MIPR (DD Form 448), or as applicable transfer via GFEBs, funding in BOS (OMA/SAG 131) for FY11 to AMC installations to support facility operations within the clinics and TMA facilities, to include utilities/electricity, water/waste water, real property management, custodial, refuse collection, grounds maintenance and pest control. Health clinics are considered "indicator code 1" facilities that cannot be sustained with AWCF. ABO directed a transfer via schedule 8 in POM 13-17 the OMA sustainment and BOS funding and responsibility for supporting the clinics from IMCOM to MEDCOM. Beginning in FY13, the MEDCOM support requirements will be documented in support agreements between the clinics/TMA facilities and the AMC host installations.

c. Army tenants on AWCF installations will continue to fund their direct incremental BOS and SRM support costs and a fair share of indirect support costs IAW 2008 ABO policy, and their negotiated support agreements with the AWCF installation hosts. Prior to future Funding Letters, Army tenant commands will consolidate their support agreement funding requirements by MDEP and PE and submit them through the appropriate MDEP managers as a POM submission, or coordinate with OACSIM Resources Directorate to make appropriate adjustments to the BOS Requirements Model (BRM) prior to the Program Objective Memorandum lock. Army tenants will continue to receive the full benefit of indicator code 1 BOS services and facilities on AWCF installations without charge.

**2.12. Training Support System (TSS).** The TSS is managed by the Directorate of Plans, Training, Mobilization and Security (DPTMS). The TSS includes of the Sustainable Range Program (SRP) which consists of the Range and Training Land Program (RTLTP) and the Integrated Training Area Management (ITAM) program, Training Support Centers (TSC), and Mission Command Training Support Program (MCTSP).

a. The TSS Operations MDEPs include TATM, TAVI, TCSC, and VSCW.

b. The IMCOM is responsible for the execution of training support operations on Installations, to include Range Operations (MDEP VSCW), Integrated Training Area Management (MDEP TATM), Training Support Center (TSC) operations (MDEP TAVI), and Mission Command Training Support operations (MDEP TCSC).

c. These are "Mission" funded (Sub Activity Group (SAG) 121) activities to support home station Full Spectrum Operations training. HQDA Army G-7, ICW HQ IMCOM G-7(Training), plans, programs, and budgets for the manpower and support operation services associated with these activities. These resources are executed by IMCOM based on HQDA allocation, distribution and direction, DA EXORD 360-08 (Training Support System Enterprise establishment, and in accordance with the

following guidance and instructions (previously published NETCALL 2008-22, Training Support Manpower Resource Funding).

(1) SAG 121 funding will not be migrated to other SAGs without coordination with IMCOM G-7. Upon review, IMCOM G-7 will forward installation requests to HQDA, Army G-3/5/7 for approval.

(2) IMCOM RMs do not have the authority to divert SAG 121 funding (specifically MDEPs VSCW, TATM, TAVI, TCSC) to fill BOS/SRM (to include II PEG MDEPs by definition IAW DFAS 37-100 within SAG 121) requirements and, conversely, cannot divert BOS/SRM funding to meet SAG 121 shortfalls without coordination with IMCOM G-3/7 and approval from HQDA. However, Garrison Commanders, in coordination with and approval from the SC, may realign funding within SAG 121 (MDEPs VSCW, TATM, TAVI, TCSC, to meet local/installation training priorities. IMCOM Region, IMCOM G-7, and affected Mission ACOM, ASCC, or DRU, must be notified that the realignment will occur and for what purpose.

(3) TSS funds cannot be migrated between installations or across Regions without the prior approval of HQ IMCOM G-7 and HQDA, Army G-3/5/7.

(4) Authorized manpower is based on the Program Budget Guidance (PBG) and reflected in PPBE authorizations. Any additional manpower requirement to meet Mission needs must be validated by the SC and forwarded thru IMCOM G-7 for approval by Army G-3/5/7 IAW EXORD 360-08, and the TT PEG. Army Budget Office (ABO) policy prevents resourcing TSS manpower from other than SAG 121.

d. Training Support Systems (TSS) capability gaps affecting the MC's ability to train and meet ARFORGEN readiness requirements are identified by the DPTMS for SC review and prioritization. These SC issues/training needs will be forwarded by the Garrison Commander to IMCOM G7 for review and arbitration by the TSS Enterprise during the TSS Program Management Review IAW DA EXORD 360-08.

e. All known TSS requirements must be in the Senior Commander Installation Needs and Issue (SCINI) database to be considered for resourcing. Any emerging requirements that occur during the fiscal year will be considered on a case-by-case basis. IMCOM G-7 will work closely with DAMO-TRS and the Army Budget Office throughout the budget year, to include the Mid Year Review, to address FY critical shortfalls validated and prioritized by the TSS-E IAW DA EXORD 360-08.

f. TSS Operational services requested by DoD and non-DoD agencies exceeding baseline requirements require Inter-service, Inter-departmental, and Inter-agency support consideration, per DoD Instruction 4000.19, for identifying reimbursable service requirements. Inter-service and intra-governmental support is reimbursable to the

extent that a provision of the specified support for a receiver increases the support supplier's direct costs.

g. SAG 121 funding provided for TDY travel support DA G3 and/or Executive Agent/TSS Enterprise sponsored events are considered critical for attendance (i.e. on Program Management Reviews, TSS Workshops), and is in support of IMCOM mission execution requirements based on HQDA allocation, distribution and direction. IMCOM Garrisons are not authorized to restrict SAG 121 funded TDY travel requirements unless IAW paragraph 2(b), above, ICW SC priorities.

**2.13. Resource Management for Future Years.** IMCOM's Resource Management program is built on MDEPs; they are the primary management elements during both the programming and budgeting phases of operations. IMCOM submits on an annual basis input by MDEP to HQDA for their incorporation into the Army POM. These submissions are partitioned currently into 5 Program Evaluation Groups (PEGs) but the majority of IMCOM's resourcing requirements are a part of the Installation (II) and Training (TT) PEGs.

**2.14. Force Structure and Manpower Management.**

IMCOM's Force Structure is tiered into 3 echelons: Garrison, Region and IMCOM Headquarters. Its manpower is centrally managed by the IMCOM G8 Manpower Division, organized with Command analysts to work directly with the Garrison Manpower Management shops.

**2.15. Acquisition and Sourcing.**

In IMCOM, a leader cannot have a viable resource management program without having a strong contract management program with integrated leader and staff involvement. Absent a viable contract management program, a Garrison's resourcing efforts will fall well short. **Annex C** addresses in great detail IMCOM's approach to acquisition and contract management operations throughout the command.

**2.16. Financial Operations and General Fund Enterprise Business system (GFEBs) for Leaders.**

a. GFEBs, the Army's new web-enabled financial, asset and accounting management system, will standardize, streamline and share critical data across the active Army, the Army National Guard and the Army Reserve. It brings the majority of Army financial management data into a single system allowing the Army to fully assess performance and costs, empowering leaders at all levels to determine the true costs of operations and costs that affect their budgets. GFEBs benefits extend beyond the financial arena, offering new and improved capabilities for Army-wide interoperability while increasing quality and effectiveness, reducing cycle-time and variance to free human and financial resources for higher priorities.

b. GFEBS will subsume over 80 legacy systems including the Standard Finance System (STANFINS), the most widely used standard accounting system for Army Installations, and the Standard Operation and Maintenance Army Research and Development System (SOMARDS). After deployment, GFEBS will be one of the world's largest government Enterprise Resource Planning (ERP) systems.

c. On 1 April 2009, the Army's Program Executive Office (PEO), Enterprise Information Systems provided the first eight deployment "waves" for GFEBS to over 1,500 financial users throughout the continental United States. To date, the following users went live (Waves 1-5):

- Installation Management Command (IMCOM) Headquarters
- IMCOM Atlantic (formerly Southeast) Region
- IMCOM Atlantic (formerly Northeast) Region
- IMCOM Central Region
- IMCOM Europe Region
- IMCOM Pacific Region
- Camp Parks and Fort Hunter Liggett, CA
- Carlisle Barracks
- Fort AP Hill, VA
- Fort Benning, GA
- Fort Bliss, TX
- Fort Bragg, NC
- Fort Buchanan, PR
- Fort Campbell, KY
- Fort Carson, CO
- Fort Drum, NY
- Fort Gordon, GA
- Fort Hamilton, NY
- Fort Hood, TX
- Fort Huachuca, AZ
- Fort Irwin, CA
- Fort Jackson, SC
- Fort Knox, KY
- Fort Leavenworth, KS
- Fort Lee, VA
- Fort Lewis, WA
- Fort Leonard Wood, MO
- Fort McCoy, WI
- Fort Meade, MD
- Fort Polk, LA
- Fort Riley, KS

- Fort Rucker, AL
- Fort Sam Houston, TX
- Fort Sill, OK
- Fort Stewart, GA
- Joint Base Meyer-Henderson Hall
- Presidio of Monterey, CA
- West Point
- White Sands Missile Range

d. The following sites were scheduled to go live on 1 October 2011 in Wave 7 :

- Aberdeen Proving Ground, MD
- Fort Belvoir, VA
- Fort Dix, NJ
- Joint Base Langley-Eustis
- JPPSOWA, Fort Belvoir, VA
- Miami, FL
- USAG, Japan

e. The following sites are scheduled to go live on 1 April 2012 in Wave 8a:

- Adelphi, MD
- Dugway Proving Ground, UT
- Redstone Arsenal, AL
- Soto Cano, HO
- Yuma Proving Ground, AZ

f. On 1 July 2012, the following Wave 8b sites are scheduled to go live:

- Detroit, MI
- Natick, MD
- Fort Detrick, MD
- Picatinny, NJ
- Rock Island, IL

## **2.17. Efficiencies/Cost Culture.**

**a. Background.** Institutionalizing cost culture and integrating it into resource-informed decisions is essential to ensure that Army is able to accomplish its strategic imperatives effectively and efficiently, given significantly reduced future budgets. A cost culture enables leaders to make accurate and timely decisions that capitalize on the

resources available to achieve the best results for the Warfighter and supports the Army's strategic goals and objectives.

#### **b. Cost Culture and Cost Management.**

(1) The Army's vision is a culture where all leaders and managers factor cost into their decision making, understand near and long term implications of their decisions, make effective trade-off decisions to achieve the best possible use of limited resources and focus on improving the efficiency and effectiveness of their operations. Sound, cost-informed decisions that optimize available resources to accomplish the mission require consideration of resource implications within and across the Army enterprise. Attaining this state entails transforming the organizational culture from a "Defend and Spend; Accomplish the Mission at Any Cost" mentality to a results-driven, "Accomplish the Mission While Considering Cost" mindset.

(2) Cost Management is a continuous process that involves controlling costs and improving operational performance while enabling resource-informed decisions. Cost management processes include collecting and linking financial cost with output and performance data. The goal of Cost Management (CM) is to manage business operations *efficiently* and *effectively* through the accurate measurement and thorough *understanding of the "full cost"* of an organization's business processes, products and services in order to provide the *best value to customers*.

**c. Goal.** The IMC goal is to ensure the funding received provides effective products, services, facilities and infrastructure that is delivered efficiently to Soldiers, Families, and Civilians, and that we sustain this support into the foreseeable future. The IMC leaders and managers are expected to incorporate cost considerations into all decision making; it must become the way we do business and not take a back seat to operational, political, and other considerations. A cost informed decision framework involves asking questions such as:

(1) Do we really need it? Is it worth the cost? What are you willing to do without? Is this requirement absolutely necessary for mission accomplishment/sustainment? Are there other alternatives that would conserve resources?

(2) What are my organization's capabilities, and what will it be responsible for in the future? Are we willing and able to do without in another area in order to fund the program or service?

(3) How much does this cost – now and into the future? Is it worth the cost?

(4) What are our key cost drivers, e.g., labor hours, square footage, etc?

(5) How can we accomplish the mission effectively and efficiently (doing the right things and doing things right) while using fewer resources?

(6) How and what kinds of cost information can we use to make better decisions?

(7) These kinds of questions will assist leadership in a number of ways, such as understanding near and long term cost impacts of decisions, and making effective trade-off decisions to achieve best possible use of limited resources.

**d. Achieving a Cost Culture.** Continuous improvement is a critical characteristic of a cost culture. The following four attributes will drive the IMC to improve cost effectiveness and align with goals and targets established by the Army Campaign Plan and the Army budget:

(1) Effective leadership engagement; i.e. the ability to drive positive, sustained change.

(2) Capable staff with cost expertise.

(3) Learning-oriented control processes.

(4) Relevant cost intelligence (measurement and review process)

**e. Governance.** Governance has three key components: policy, structure, and process.

(1) Policy embodies the business rules that guide decision-making from the strategic to the tactical level.

(2) Structure includes the roles and responsibilities of the forums and organizational entities involved in the process.

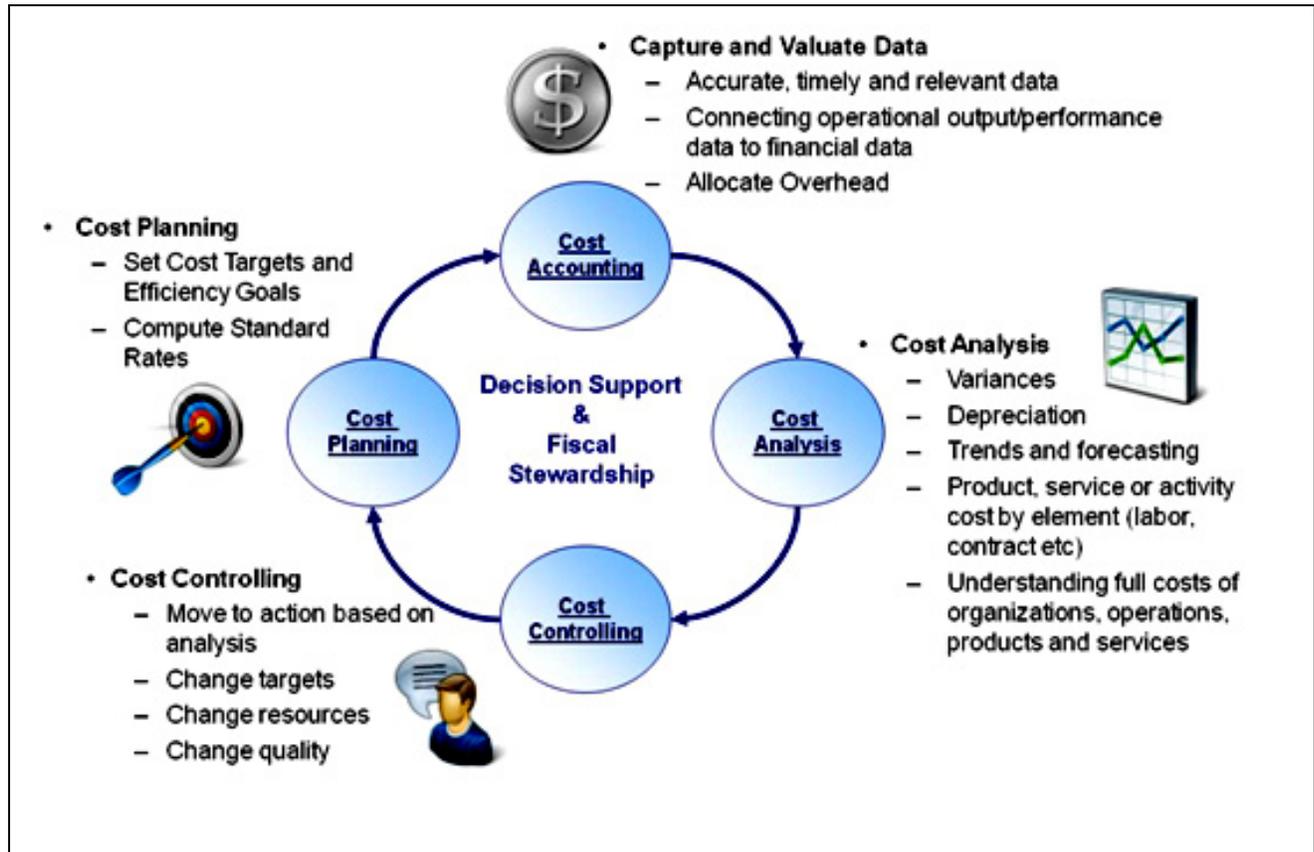
(3) Process identifies the specific activities, documents, and information required by leadership for decision-making.

(4) The specifics of governance for the IMC are under development.

**f. Process.**

(1) The Cost Management process provides financial and managerial information and cuts across financial and operational organizations within the IMC. The Cost Management process is driven by information needs of the operational organizations, not solely those of the financial organizations. The overall cost management process is

depicted in Figure 2-1, Cost Management Process, with each of the 4 steps in the continuous process described as follows.



**Figure 2-1. Cost Management Process**

(2) Cost Planning is the use of a cost model for “should-cost” forecasting to make informed decisions. Cost Planning is often performed for:

- Budget requirements requests
- Cost estimations
- Output quantities
- Capacity management
- Risk analysis
- Various time frames – out year / current year, quarterly, monthly
- Standard rates
- Defining targets to measure efficiency and effectiveness

Cost Accounting is the dollar valuation of the cost measurements resulting from business operations. The purpose of cost measurements is to provide operational managers with relevant “true” cost information to make sound economic decisions. Cost Analysis is the integration of functional outcome data with cost data to produce valid and verifiable information to conduct various forms of analysis. Sample types of analysis include:

- Organizational performance
- Analysis of alternatives
- Variance analysis
- Economic analysis
- Cost / risk assessments
- Trending

(3) Cost Controlling is to take “Best Value” and/or “Best Practice” actions to realign the organization to achieve the defined objectives. Actions are taken based on Cost Analysis results. Actions include:

- Redeployment of resources between outputs
- Change outputs (e.g., do more or less)
- Update/revision of plan information (e.g., updated standard rate)
- Execution of trade-off decisions (e.g., overtime versus external support)

(4) The Army 2011 Business Transformation Plan includes a Cost Culture Business Initiative, which has the intended outcome of improving the Army’s cost effectiveness by providing a greater organic cost competency to Army Commanders. The proposed performance measures the Army will use to evaluate the effective implementation of the Cost Culture initiative are as follows:

- Number of Generating Force organizations (operating on GFEBS) that are executing quarterly cost management process reviews
- Number of organizations using Cost Benefit Analyses in making resource-informed decisions
- Percentage improvement in the Cost Management Maturity Model score index

#### **g. Department of Defense Efficiencies Targets.**

(1) On 8 May 10, the Secretary of Defense (SECDEF) announced his goal to cut overhead and transfer savings to force structure and modernization within programmed budget. Subsequently, the Secretary of Defense directed the Services to improve effectiveness and efficiency of business operations to increase funding for mission

functions by meeting set targets (SECDEF Memorandum, Improving Department of Defense Business Operations, June 4, 2010):

<b>(\$B)</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
Army Target	2	3	5.3	8	10

Office of the Secretary of Defense (OSD) will measure Service compliance with two-thirds of efficiencies to come from Infrastructure. Savings from efficiencies are to be applied to increase funding for Procurement, RDT&E (especially S&T), Quality of Life (QOL) programs, OMA, MILPERS, and MILCON programs (i.e. Family Housing, schools, CDCs, and WW). (USD I Memorandum, Guidelines for Improving DoD Business Operations, June 16, 2010). On June 18, 2010, the Secretary of Defense (SECDEF) guidance and comments were to: eliminate non-essential programs; gain efficiencies within programs; and build agility through operational efficiencies.

(2) The Secretary of the Army (SECARMY) has committed the entire Army to participate in the efforts to improve its business processes and meet the efficiency goals set by the SECDEF. The Army's Chief Management Officer (CMO) is leading the Army's fully integrated approach and will provide recommendations for SECARMY approval and adjustment to the FY12-16 POM. (SECARMY Memorandum, Oversight of Army Efficiencies Efforts, August 26, 2010).

(3) Initial implementing guidance from the CMO addresses contracts and contracted personnel, and Civilian personnel authorizations. It also tasked the Army Office of Business Transformation to identify candidates for business process efficiencies with the following goals:

<b>(\$M)</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
Business Process Efficiencies Goals	25	50	100	200	300

CMO guidance also tasked the ASA(IE&E) with support from ACSIM to identify efficiencies in installation management with the following goals:

<b>(\$M)</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
Installation Management Efficiencies Goals	160	390	620

(Under Secretary of the Army Memorandum, Guidance on Implementing Army Efficiency Initiatives, September 2, 2010).

(4) Initiatives must be specific, actionable, and measurable; percentage and across-the-board reductions are not acceptable. DoD efficiencies targets and Army goals accelerate the need for inculcating a cost culture throughout the IMC, and call for an initiative-based approach rather than salami slicing.

**h. Cost Benefit Analysis.** To ensure that no significant resource-related issue is decided without a thorough review of its costs, its projected benefits, and the trade-offs required to pay for it, unfunded requirements and new or expanded program proposals submitted to the SECARMY, CSA, USA, or VCSA must be accompanied by a thorough Cost-Benefit Analysis (CBA). The CBA must identify total cost, benefits that will result, bill-payers used to pay for it, and the second and third level effects of the funding decision. (VSCA and USA Memorandum, CBA to Support Army Enterprise Decision Making, December 30, 2009). This approach should be applied to all funding decisions at all levels, and under a cost culture should be second nature.

### **I. Continuous Process Improvement/Lean Six Sigma (CPI-LSS).**

(1) In January 2009, the SECARMY and the CSA identified three major elements of essential institutional adaptation. First, the Army will improve how we execute our cyclical ARFORGEN model by revising the institutional support of the ARFORGEN process. Second, the Army will adopt an enterprise approach by developing an Army-wide strategic management system that incorporates a refined governance process supported by improved assessment architecture. Third, the Army will reform its requirements and resource processes by establishing a more responsive and realistic requirement process and inculcating a cost culture that incentivizes good stewardship.

(2) To support the Army's efforts to synchronize the efficient and effective use of resources, IMCOM must identify and target creative and innovative enterprise-wide, cost-saving, quality-enhancing improvements of our programs and services. The Army and IMCOM are focused on creating a cost-conscious culture capable of proactive action even amidst a resource-limited environment as experienced now and in the foreseeable future.

(3) Lean Six Sigma (LSS), one method of Continuous Process Improvement, consisting of a DoD-wide standardized set of tools to add to the Commander's Tool Kit, is an enabler to improve the efficiency and effectiveness of the services we provide. RDs and GCs/GMs can utilize LSS to improve the processes of supporting these Lines of Effort to ensure we meet the desired outcomes and performance levels. LSS is not about how many people get trained or certified, but rather how we use this method to improve operations and/or resource utilization with the focus always on serving Soldiers and Families.

(4) Continuous Process Improvement methods, such as LSS, support Leaders in:

(a) Making fact based decisions, enabling rapid adaptation to changing conditions, and capitalizing on opportunities.

(b) Building and managing the workforce based on organizational goals, budget considerations, and staffing needs.

(c) Anticipating and meeting the needs of both internal and external customers.

(d) Delivering high-quality products and services.

(e) Facilitating cooperation and motivating team members to accomplish group goals and building internal and external coalitions to achieve common goals.

(f) Inspiring and fostering team commitment, spirit, pride, and trust.

## **2.18. Anti-Deficiency Act (ADA) – What a Leader should know.**

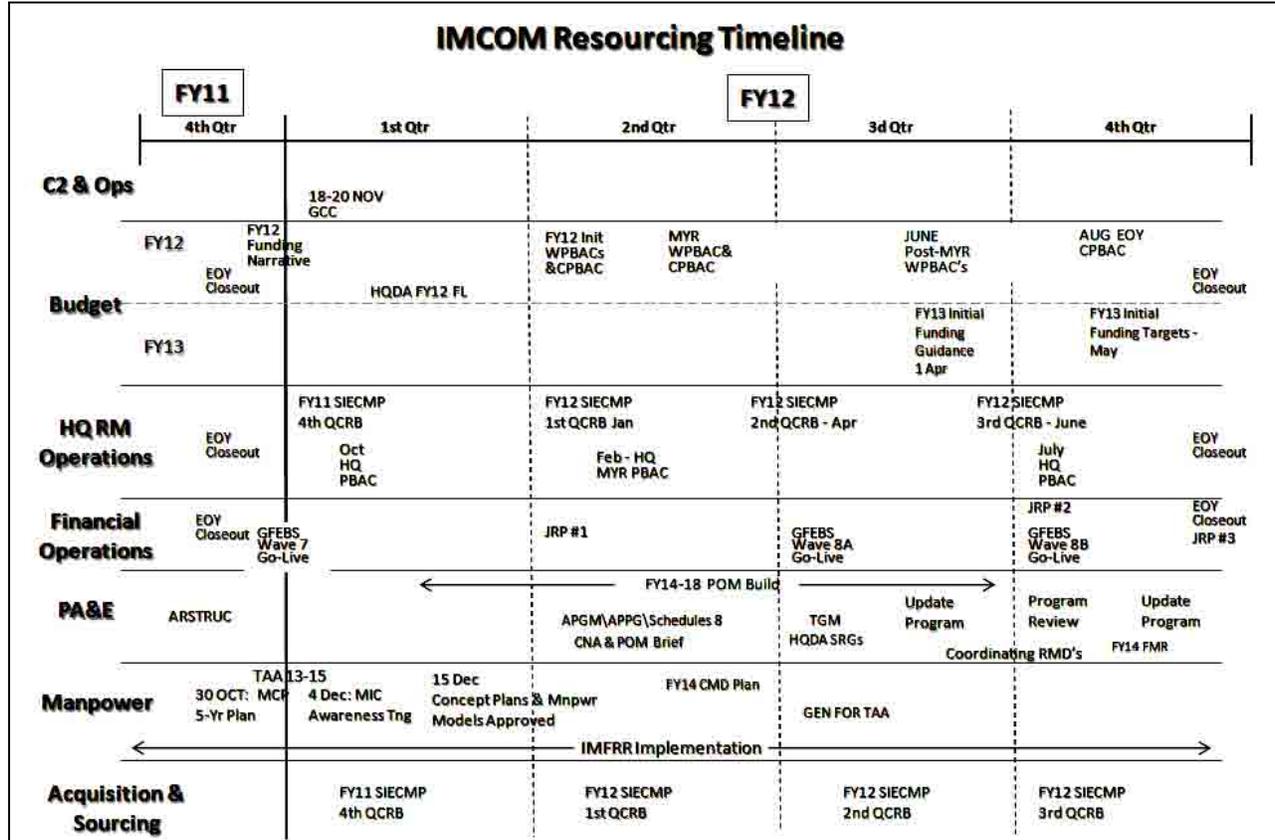
a. Chapters 13 and 15 of the United States Code Title 31 contain prohibitions with respect to the legal use of funds and establish punitive provisions in the event there are violations. When the ADA was codified into the United States Code, its provisions were incorporated into a number of sections of Title 31. The sections that are most cited are 1341, 1342, and 1517.

b. Generally, ADA violations may occur when:

- Funding authority is issued in excess of an amount available and the excess amount is obligated or expended.
- There are violations of the special and recurring statutory limitations or restrictions on the amounts for which an appropriation or fund may be used.
- There are violations of statutory or regulatory limitations on the purposes for which an appropriation or fund may be used.
- Obligations are authorized or incurred in advance of funds being available.
- Obligations or expenditure of funds do not provide for a bona fide need of the period of availability of the fund or account and corrective funding is not available.

c. The person who caused the violation may be subject to discipline, to include suspension without pay or removal from office (31 USC 1349 and 1518). The Army's implementation procedures of these statutes are contained in DFAS Regulation 37-1 (Finance and Accounting Policy Implementation). If an action is taken knowingly and willfully and results in a conviction for violating the ADA, the person may be fined up to \$5000, imprisoned for not more than two years, or both (31 USC 1350 and 1519).

## 2.19. Key Resourcing Events/Activities.



## 2.20. APPROPRIATIONS FUNDING – “THE COLORS OF MONEY”

### a. APPN 0100.6041 – Family Advocacy Program (FAP) (0476)

The objectives of the FAP are to prevent spouse and child abuse, to encourage the reporting of all instances of such abuse, to ensure the prompt assessment and investigation of all abuse cases, to protect victims of abuse, and to treat all Family Members affected by or involved in abuse. In carrying out these objectives, the FAP will—

(1) Provide installation Commanders with staff assistance in addressing the problems of spouse and child abuse.

(2) Provide information and education designed to support strong, self-reliant Families and to enhance coping skills.

(3) Provide services to at-risk Families who are vulnerable to the kinds of stresses that can lead to abuse.

(4) Identify abuse as early as possible to prevent further trauma.

(5) Provide treatment services to Soldiers and their Families who are involved in Family violence in order to strengthen the Family and prevent the recurrence of abuse.

(6) Encourage voluntary self-referral through education and awareness programs.

(7) Partner with installation and community organizations to promote community cohesion.

**b. APPN 0100-6091 – Relocation Assistance Program (RAP) (0475)**

**c. APPN 0100.1101 – Professional Management Certification**

This program funds Comptroller related certifications, licenses, and fees.

**d. APPN 0510 – Base Realignment and Closure (BRAC)**

Base Realignment and Closure (BRAC). Defense Authorization Amendments and Base Closure and Realignment Act, PL 100-526 established the Defense Base Closure Account to provide required funding necessary to implement the approved recommendations of the Base Closure and Realignment Commissions. The ACSIM BRAC Division manages funds within this account to support the Army's construction, planning & design, Civilian severance pay, Civilian permanent change in station, transportation of things, environmental restoration, caretaker and other costs related to the realignment or closure of BRAC installations. After 15 Sep 11, BRAC funds can only be used for environmental restoration, property management and disposal, and other caretaker costs at closed or realigned installations. Additional information concerning BRAC funding is available in DoD Financial Management Regulation 7000.14-R, Volume 2B, Chapter 7, "Base Realignment and Closure Appropriations".

**e. APPN 0725-Army Family Housing (AFH)**

The AFH appropriation provides funds for the full life cycle of military Family dwelling units. Annual funds provide for the operation and maintenance of Army controlled Family Housing as well as the leasing of Family Housing on the economy. Annual funds provide for payment of mortgage principal and interest on specific privately financed housing projects. Payments for rents, services, and damage repair received from occupants of Army Family Housing and mobile home facilities are collected into the AFH reimbursement accounts.

**f. APPN 1105 – Forest Pest**

Protect forestland from insects, diseases, and other factors affecting forest health.

**g. APPN 2020 – Operations and Maintenance Army (OMA)**

This appropriation includes operation and maintenance of all Army, organizational equipment and facilities; purchasing equipment and supplies; production of audiovisual instructional materials and training aids; operation of service-wide and establishment-wide activities; operation of depots, schools, training (including cost of training Civilian employees in the program from which the salaries are payable), recruiting, and programs related to OMA; welfare and morale, information, education, and religious activities; and expenses of courts, boards, and commissions. This appropriation is generally an annual appropriation, available for obligation for one fiscal year only (except for selected limitations shown below). The third digit of the appropriation symbol represent the year of issue. A special 'no year' or 'X' year account is available for obligations until expended for selected programs listed in Chapter A0-2020X.

**h. APPN 2022/0726 – Army Recovery and Reinvestment Act (FSRM & AFHO)**

The purpose of the American Recovery and Reinvestment Act (ARRA) of 2009, Public Law 111-5 is:

- To preserve and create jobs and promote economic recovery
- To assist those most impacted by the recession
- To provide investments needed to increase economic efficiency by spurring technological advances in science and health
- To invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits
- To stabilize state and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

The reporting of dollars expended in support of this Act is at an unprecedented level of transparency and accountability allowing Americans to know where their tax dollars are going and how they are being spent. (<http://www.recovery.gov/Pages/default.aspx>)

Requirements have been established to meet crucial accountability objectives:

Funds are awarded and distributed in a prompt, fair and reasonable manner;

The recipients and uses of all funds are transparent to the public, and the public benefits of these funds are reported clearly, accurately, and in a timely manner;

Funds are used for authorized purposes and instances of fraud, waste, error, and abuse are mitigated; projects funded under this Act avoid unnecessary delays and cost overruns; and; program goals are achieved, including specific program outcomes and improved results on broader economic indicators.

**i. APPN 2035 – Other Procurement Army**

The term "procurement" is intended to include activities related to the procurement, production, and modification of Army equipment assets. The procurement

appropriations are normally available for obligation for 3 years (for example, 1 October 2001 to 30 September 2003).

**j. APPN 2065 – Operations and Maintenance, Army National Guard (OMNG).** Funds operation and maintenance, including training, organization and administration, of the Army National Guard; repair of facilities and equipment; hire of passenger motor vehicles; travel and transportation; care of the dead; recruiting; procurement of services, supplies, and equipment; and communications. The OMNG appropriation is an annual appropriation available for obligation for one fiscal year only.

**k. APPN 2080-Operations and Maintenance Army Reserve (OMAR).** Funds operation and maintenance, including training, organization and administration, of the Army Reserve; repair of facilities and equipment; hire of passenger motor vehicles; travel and transportation; care of the dead; recruiting; procurement of services, supplies, and equipment; and communications. The OMAR appropriation is an annual appropriation available for obligation for one fiscal year only.

**I. APPN 5095-Wildlife**

**m. APPN 5188 – Lease of Assets – Disposal Real Property**  
In accordance with Title 40 USC Sec. 572, this account is to record budget execution data from the disposal of DoD real property at military installations not designated for closure or realignment. The law specifies the following:

(1) The Army has the authority to collect proceeds from the sale of excess real property under the control of the Army.

(2) The Army has the authority to use the proceeds for facility maintenance and repair or environmental restoration.

**n. APPN 5189 – Lease of Assets**

(1) In accordance with Title 10 USC Sec. 2667, this account is to record collections from the lease of DoD assets at military installations not designated for closure or realignment. The law specifies the following:

(a) The Army has the authority to collect proceeds from leases, granting of easements, and proceeds received from authorizing the temporary use of other property under the control of the Army.

(b) The Army has the authority to use the proceeds for (1) maintenance, protection, alteration, repair, improvement, or restoration (including environmental restoration) of property or facilities; (2) construction or acquisition of new facilities; (3) lease of facilities; and (4) facilities operation support.

(c) The Army may not expend more than \$500,000 at a single installation until 30 days after reporting to Congressional Defense Committees on the proposed expenditure.

(2) Proceeds received from the lease, transfer, or disposal of any property declared excess or surplus at a military installation closed or realigned as a result of BRAC law.

(a) If closed or realigned prior to January 1, 2005, then proceeds must be deposited into the "Department of Defense Base Closure Account 1990" (legacy BRAC account). Account number is 97 X 0510.40\*1.

(b) If closed or realigned after January 1, 2005, then proceeds must be deposited into the "Department of Defense Base Closure Account 2005" (BRAC 05 account) Account number is 97 X 0512.50\*1.

**2.21. MAJOR PROGRAMS FUNDED.** The above Colors of Money is all encompassing in regards to funding provided to the IMC. The major programs funded are listed below:

**a. Army Family Housing (SAG 191,192,193,194 and 195).** AFH(O) accounts are described briefly here. A more thorough description and breakdown can be found in DFAS-IN Reg 37-100.

- **1911 – Housing Management.** Those costs associated with management of Army owned or leased housing and costs associated with the Housing Service Office (HSO) functions (e.g., Housing Referral and Set-Aside/Rental Partnership Program).
- **1912 – Municipal Services.** Payment for those services that are usually provided by a municipality, such as fire and police protection, for occupants of housing owned by the Army.
- **1913 – Furnishings.** Costs associated with providing furnishings to occupants of Army owned or leased housing. Also includes special issue and government furnishings provided to a General Officer on a Residential Communities Initiative (RCI) installation.
- **1914 – Miscellaneous.** Costs associated with Army occupants residing in housing owned by another federal agency, such as the Coast Guard.
- **192# – Maintenance and Repair.** Costs associated with maintenance, upkeep, repair, and demolition of Army owned housing.

- **1935 – Utilities.** Costs for purchased utilities including electricity, natural gas, water, waste water and fuel oil.
- **194# – Leased Housing.** Costs for leasing housing from non-federal agencies, commercial concerns and private landlords for the purpose of providing Family Housing for Army personnel and their Families; also includes required maintenance and utility costs.
- **1952 – RCI Transitional Expenses.** Costs for negotiating Community Development and Management Plan (CDPM) and award of housing operations to an RCI partner. (NOTE: Costs directly related to the management of Army owned housing continue to be charged to 1911/12/13/20/35 accounts during this negotiation phase right up until transfer of the real property to the partner.)
- **1953 – Post-Award RCI Expenses.** Costs for maintaining housing staff necessary to accomplish the required oversight function for converted RCI installations. (NOTE: If HSO functions are still staffed and administered by the Army, HSO costs continue to be charged to 1911.)

**b. Base Operation Support (SAG 131).**

(1) Refers to the resources to operate the bases, installations, camps, posts, and stations of the Military Departments. The majority of the requirements for this SAG are generated by the Base Operations Support Requirements Model (BRM) using Installation Status Report – Services data. The requirements are further refined during the HQDA POM build by the MDEP Manager and associated stakeholders. Understanding the ISR submission and the BRM baseline and BRM Presidents Budget lock positions are key to evaluating and executing the programs in this SAG. These resources sustain mission capability, ensure quality-of-life, and enhance work force productivity and fund personnel and infrastructure support. Personnel support includes food and housing services for unaccompanied and deployed forces; religious services and programs; payroll support; personnel management; and morale, welfare, and recreation services to Military Members and their Families.

(2) Infrastructure support includes utility systems operations; installation equipment maintenance; engineering services including fire protection, crash rescue, custodial, refuse collection, snow removal, and lease of real property; security protection and law enforcement; and transportation motor pool operations.

**c. Overseas Contingency Operations (SAG 135).** Created by definition of law, a contingency operation exists if a military operation results in the call or order to, or retention on, Active Duty of members of the Uniformed Services under 10 USC sections

688, 12301 (a), 12302, 12304, 12305, or 12406, or any other provision of law during a war or during a national emergency declared by the President or Congress. There are two primary CONOPS in support of the Overseas Contingency Operation (OCO) Operation Enduring Freedom (OEF), and Operation New Dawn.

**(1) Operation New Dawn:** Represents those missions that support the overseas contingency operation and other operations in Iraq such as Multinational Corps – Iraq (MNC-I) and Multinational Force Iraq (MNF-I).

**(2) Operation Enduring Freedom:** Represents all missions that support the overseas contingency operation outside of the Continental United States except OIF. Execution of tasks in support of these missions may occur in CONUS or OCONUS. The specific area of operations where the majority of the mission is conducted further identifies the OEF mission, such as Afghanistan (OEF-A), Philippines (OEF-P) and Horn of Africa (OEF-HOA). Training the Afghanistan National Army (ANA) is a mission that falls under OEF-A, as does detainee operations (operations executed primarily at but not confined to U.S. Naval Station Guantanamo Bay, Cuba).

**d. Other Operation and Maintenance (SAGs 114,115,121,133,324,333,423,432,434, 435,436,493 and 654).** Refers to Non Base Operation Support programs (i.e. Logistics Support, Environmental Restoration, Information Assurance, Training, Counter Narcotics, Military Burial Honors, etc.)

**e. Sustainment, Restoration, and Modernization (SAG 132)**  
Requirements for the Sustainment portion of this SAG (program element 78) are generated from the Real Property Inventory (RPI) in the Deputy Undersecretary of Defense for Installations and Environment's Facilities Sustainment Model (FSM). It has been Army policy to fund each of the three OMA appropriations requirements at 90% of the FSM requirement. Understanding the requirements and their relationship to the Real Property Inventory is important in executing the Sustainment program. Funds salaries, essential facility repairs, and essential day-to-day sustainment operations to keep the infrastructure in serviceable condition. In addition, funds HQDA priority projects to include facility flagship projects, permanent party barracks and Training Barracks Upgrade Projects (BUP/TBUP), transportation infrastructure, community support, and energy/utilities projects. For more detailed information (i.e. funding down to the MDEP level), please see IMCOM's Funding Letter Narrative Guidance.

#### **f. Nonappropriated Funds (NAF)**

NAFs are defined as cash and other assets derived from sources other than Congressional appropriations, primarily the sale of goods and services to DoD personnel and their Family Members that are used by the NAFI to support or provide authorized programs. The NAFs are Government funds used for the collective benefit of those who generate them. These funds are separate and apart from funds that are

recorded in the books of the Treasurer of the United States. Authorized and prohibited uses of NAFs are outlined in AR 215-1, Chapter 5, Section III. The Army Recreation Machine Program (ARMP) is an operational element of the Installation Management Command providing services, support and funding to MWR activities that enhance the quality of life for Military Members and their Families worldwide.

**g. ARMP services include:** Recreational Gaming, MWR business network, Support for Warrior Zones, and Support for Warrior Transition Units.

## **2.22. Garrison Commander Tips for Success.**

- With limited time available to managing Garrisons resources, focus on Manpower and Contracts. These consume the majority of your resources.
- Always have your fiscal lawyer by your side when making resourcing decisions, no matter how standard or trivial they may seem.
- Your resourcing program should be synchronized with the mission's units operations. Ensure your Installation and Mission Commanders are kept abreast and informed of the Garrison's resourcing posture and that to the extent possible, it reflects his/her guidance/priorities. Be an active participant in the major installation/mission planning and operations
- Maintain full transparency of your resourcing program at all times.
- Resource Management is not a staff operations; it is a leadership responsibility.



## **Chapter 3**

### **Staff Judge Advocate**

#### **3.1. Role / Function of the CLO/Region/HQ OSJA.**

a. A number of services on the installation share resources and responsibilities between mission assets and Garrison (IMCOM) assets. Legal assets are one such service. IMCOM legal manpower works in a Consolidated Legal Office (CLO); often referred to as the Installation Legal Office (ILO). They work for, and under the technical supervision of, the SJA – the SJA is on the SC’s staff as the SC’s SJA. Generally speaking, Garrison Commanders don’t have their own SJA (USAG Belvoir and USAG Meade are exceptions). As a practical matter, however, the SJA or his/her deputy SJA will provide legal advice directly to the GC, and the Chief of Administrative Law (ADLAW) will advise the Garrison staff.

b. There are four basic Base Operations (BASOPs) functions picked up to a greater or lesser extent by the CLO. IMCOM assets perform most of the installation administrative law and claims missions. Legal Assistance (LA) is a shared responsibility between mission and IMCOM assets despite the fact that many mission Table of Distribution and Allowances (TDAs) and Modified Tables of Organization and Equipment (MTOEs) don’t specifically provide for an LA capability (i.e., Division MTOE has no designated LA attorneys – but a Division “Operations Law (OPLAW)” attorney will likely be providing LA in Garrison). Almost all criminal law manpower is on the mission side (i.e., Judge Advocate Chiefs of Justice and Trial Counsels). This construct generally supports the efficient provision of legal services, but it poses particular problems when Corps or Division HQs deploy. In these cases, the CLO will generally require 15-20 US Army Reserve (USAR) Augmentees (Overseas Contingency Operations (OCO) funded Contingency Operations – Active Duty for Operational Support (CO-ADOS)).

c. The Region Counsels advise the Region Director and Region staff and provide direct support to the Garrisons in the areas of contract/commercial/fiscal law, privatization, employment/labor law, and related administrative and civil law support. The IMCOM Office of the Staff Judge Advocate (OSJA) also supports the regions and Garrisons on these types of issues, as needed through a complement of Contract/commercial and Administrative Law specialists. IMCOM OSJA is also responsible, in conjunction with the Office of the Judge Advocate General (OTJAG), for budget and manpower requirements on the IMCOM-side of the CLO. Technical support to the installation SJAs on other issues is principally provided by the ACOM OSJA (criminal law) or by OTJAG (i.e., Legal Assistance and claims).

**3.2. Command Investigations.** The CG wants to know when something of significance at the Garrisons is happening. Senior leader misconduct is one of those things. As such, by OPOD 10-263 (included in Garrison Leadership Course materials), the following are reportable investigations: IMCOM Soldiers in the rank of LTC and above, or SGM; IMCOM Department of the Army Civilians (DAC) in the grade of GS14 and above; the suspected suicide or attempted suicide of any IMCOM Soldier and other suicides/attempted suicides with an IMCOM interest; and any other investigation outside these requirements which Region Directors or commanders determine, in their discretion, should be reported to the CG. The OPOD outlines the notification requirement (command channels plus CC OSJA, IMCOM) as well as the requirement for bi-weekly updates through Region Counsel until the action is complete. Note that individual investigations appointed at the Region or HQ into something at a Garrison will not use the OPOD reporting process (i.e., GCs don't need to report the investigation), but GCs are expected to provide full support to these investigating officers. Some investigations cross "jurisdictional" boundaries. For example, while IMCOM personnel may be involved, there are also equities or command interests from the SC, ASCC/ACOM or others, including DA (e.g., Assistant Secretary of the Army (ASA) directed Anti Deficiency Act (ADA) investigations). In those cases, GCs should coordinate with the SC and the Region on who will take the lead.

**3.3. Command Ethics / Standards of Conduct / Joint Ethics Regulation (JER).**

Ethics issues at the Garrison center around several key areas, including: gifts, relationships with non-Federal entities (NFEs), conflicts of interest, misuse of government resources, financial conflicts of interest and financial disclosure, and contacts with industry/contractors. In particular, GCs must understand the rules regarding gifts to: individuals; the NAFI; the Army; and the Army for distribution to Soldiers. Each category has a different rulebook. Gift questions should be forwarded to the installation OSJA's ethics counselor for an ethics opinion. Similarly, relationships with NFEs are often complicated and involve issues of endorsement, solicitation, and logistics support. These should similarly be forwarded to the ethics counselor for ethics advice. Misuse of government resources is often tied to support to NFEs but also presents itself in cases where individuals use government resources contrary to established rules and for personal convenience or gain. Particular problem areas include Non Tactical Vehicle (NTV) use and use of telecommunications systems including email and cell phones/blackberry. The bottom line with ethics issues is that GCs and other leaders must be able to identify potential problems and proactively seek the advice of the ethics counselors.

**3.4. Labor and Employment.** The key to successfully managing personnel actions and dealing with labor issues is to build and maintain key relationships. Establish a strong relationship with Equal Employment Opportunity (EEO), Civilian Personnel Action Center (CPAC), the OSJA labor and employment specialists, and the union leadership. Attempt to identify problems early and facilitate resolution of disputes and grievances at the lowest level possible. Leaders must understand key union issues and

have a strong collaborative relationship with union leadership. Union issues include: understanding the contract; partnering with local union leadership; and providing information to the union as early as possible (or transparently indicating why information can't be provided). Garrison leadership faces particular challenges when dealing with grievances and arbitration as arbitration, in particular, may produce "split the baby" resolutions which are inconsistent with the legal liabilities of the parties. Leaders should understand that Garrisons who do not closely monitor overtime, Position Descriptions, and accurate classifications of exempted employees risk painful litigation under the FLSA for unfair labor practices.

**3.5. Anti-Deficiency Act (ADA) and Fiscal Law.** Fiscal law is one of very few areas of personal liability for Commanders. In order to comply with fiscal law, leaders must be mindful that expenditures are generally prohibited unless specifically authorized. This is different than the vast majority of issues in which the activity is considered lawful unless specifically prohibited.

a. Lawful purposes include: Military Construction; Procurement; and Operations & Maintenance. A variety of laws and regulations govern the use of appropriated funds (APF), and generally the use of funds must be proper with respect to time (bona fide needs rule), purpose, and amount. Understand that different types of funds will be available for different periods of time (i.e., O&M = 1 year, OPA (procurement) = 3 years, and MILCON = 5 years). Additionally, certain types of funds carry thresholds/limits (i.e., O&M minor military construction cannot exceed \$750K and O&M procurement of supplies or equipment cannot exceed \$250K). A common problem area arises near the end of the Fiscal Year when requiring activities attempt to obligate the balance of expiring funds for the next FY's requirements.

b. In addition, some types of procurements pose recurring problems. Officials should consult legal counsel on the purchase of items with APF that are generally considered personal expenses such as food/beverage and mementos like pens, pins, coins, bags, cups, clothing, and similar items. This is permissible under very limited circumstances when necessary for mission accomplishment. Notwithstanding this general prohibition, the following categories of expenses are generally permissible: mementos for qualified dignitaries purchased using Official Representation Funds (ORF) when necessary for the Army protocol mission (AR 37-47)(note that ORF must be approved by the principal DA official or Commander authorized to use the funds); mementos for community relations when necessary to satisfy Army Public Affairs objectives IAW AR 360-1 (e.g., Annual San Antonio Fiesta medals); and award Coins and similar devices, to recognize Soldiers and DA Civilians for performance excellence and contributions to Army missions. There are no restrictions on the use of command coins purchased with personal funds. Commanders may not present APF purchased command coins to contractors or as general tokens of goodwill, and coins purchased with ORF can only be presented to qualified dignitaries, not to members of the military, DoD Civilians, or to the general public.

c. Violations of time/purpose/amount may constitute an Anti-Deficiency Act (ADA) violation. Such violations trigger reports of who the responsible parties are and corrective actions taken to Speaker of House, President of Senate, and the POTUS.

**3.6. Contracts / Relationship with Contractors / Partners.** Conduct acquisition planning. Lack of, or late, planning leads to expensive, non-responsive, and often legally problematic acquisitions. Understand also that only a warranted Contracting Officer (KO) has the legal authority to enter commitments with 3<sup>rd</sup> parties. As such, avoid practices which either commit, or may appear to commit, the Army to doing something for contractors. When those who aren't warranted Kos commit the government, they may create "unauthorized commitments (UACs)." If the commitment could have been entered by a KO, then the action may be ratified. However, UACs create the potential for personal fiscal liability. An Information Paper in the Garrison Leadership Course (GLC) materials provides additional details. When meeting with contractors, avoid expressing wishes, requests, and future requirements. These meetings are useful in learning what's available in industry, but often lead to unauthorized commitments and inadvertently provide the visitor illegal competitive advantages. Remember that the Competition in Contracting Act (CICA) and the Federal Acquisition Regulation (FAR) require us to maintain a level playing field to the maximum extent practicable. In such meetings, it is often prudent to invite representatives from the appropriate technical division and from the Acquisition Sourcing Division (or the corresponding contract support office) as well as local legal advisors. Be in receive mode during such capabilities briefings. The term "partnering" is regularly used in the Army generally, and this command, specifically. Collaborative arrangements can be useful, particularly in an era of declining resources. However, be careful. "Partners" as the IM Community commonly uses the term are not our partners. Partners have shared interests, liabilities, resources, etc. Outside the government, "partners" have their own interests, different from ours to consider. Contractors are not our partners. Similarly, those engaged in privatization initiatives with the Army or your community, including those involved in RCI and utilities privatization (UP), are not partners. Understand the limits of the collaboration and relationship.

**3.7. Non Appropriated Funds (NAF) / Appropriated Funds (APF) Resources and Funds.** Leaders must have a basic understanding of the distinctions between NAF and APF and the uses which are permissible for each fund (and resources procured by those funds). Contrary to common misperception, NAF is not "no rules" money. 10 USC 2783 imposes an individual Fiduciary Responsibility to use and manage NAFs properly. This includes basic provisions against fraud, waste, or abuse and further provides that the use must support the purpose of the NAF. Violations of these provisions may equal a fiscal law violation similar in scope and significance to an ADA violation. This includes prohibitions on improper augmentation of appropriations. However, many types of MWR programs and activities are eligible for both APF and NAF support. AR 215-1 lays out most of these rules. In order to build some efficiency into program support from both APF and NAF, there are statutory exceptions to the

general rule of fund separation/segregation. 10 USC 2491 (UFM Statute) permits APFs, otherwise authorized for MWR, to be treated as NAF dollars for all purposes. As NAF does not expire at the end of the FY, this allows MWR to spend NAF at the beginning of the new FY to “bankroll” certain MWR programs which will later receive APF funding. This UFM mechanism requires a written MOA at the start of the FY. Additionally, 10 USC 2492 permits the NAFI to buy/sell/support APF-mission side directly through a written agreement. For example, the mowers used to maintain the golf course could be used in support of grounds maintenance off of the MWR facility. There are many restrictions to this, however – cannot increase NAF workforce; cannot displace contractors; and must be beneficial to the NAFI.

**3.8. New Developments.** The GLC will cover new issues which leaders should be aware of. Such new developments include changes to DA Conference Policy, DADT Repeal implementation, Sec Army In-sourcing Policy, and Soldier Skill Set Utilization. The issues are identified in the GLC for situational awareness. Engage with your local SJA as issues arise on your installations.

### **3.9. Things to Check.**

- Command Climate. Check your employees. Understand where command climate can be improved to enhance productivity and mitigate risks of hostile work environments.
- Collaborative integrated legal relationships with the command. While the SJA works for the SC, it is essential that the functional experts in the office, in particular contract and labor attorneys, are engaged in a collaborative relationship with other stakeholders on the Garrison staff. Recommend focusing on ensuring manpower and resources are aligned to meet critical needs and that the legal office is closely aligned to support. Where they are not, work with HR, CPAC, EEO, Manpower, and SJA to work personnel realignments.
- “Partnering” activities. As noted above, partnering with local communities and NFEs may pay dividends, particularly with declining budgets. However, relationships with partners must be legal and healthy. Turn over the rocks on these relationships.
- Command Policies. Ensure you have the required command policies. Ensure your command policies are current, reflect DOD/DA/IMCOM and your requirements, and are clearly communicated to the community.
- Ethics Program. Who gets trained? What are they trained on? Are there questionable practices/relationships which exist because of “history.”

### **3.10. Tips for Success.**

- Glass House – ensure conduct is above reproach. Due to your visible leadership position, many will look at all you do or say. Additionally, with ethics issues, understand that “legal” is not always best – understand perception issues.
- Investigate and adjudicate complaints and employee grievances quickly and fairly. Ensure responsiveness and transparency to the maximum extent practicable.
- Tread carefully with non-DOD: Contractors, Associations, other Non-Federal Entities (NFEs), and “partners.”
- Get a legal read early when developing “creative” solutions.
- Ensure a robust acquisition planning processes – late planning equals a poor, often legally problematic, product.

## Chapter 4: Chaplain

### WHY RELIGIOUS SUPPORT MATTERS



*“I look upon the spiritual life of the Soldier as even more important than his physical equipment... The Soldier’s heart, the Soldier’s spirit, the Soldier’s soul are everything. Unless the Soldier’s soul sustains him, he cannot be relied upon and will fail himself and his country in the end.”*

--General George C. Marshall  
Address at Trinity College, Hartford, Connecticut, June 1941

**4.1. Free Exercise of Religion.** The Army places a high value on the Soldiers constitutional right to the free exercise of religion. The religious program for the Army is the commanders program. Within IMCOM, the religious program is the Garrison Commander’s responsibility.

#### **4.2. Command Responsibilities.**

- Provide equitable support for religious, spiritual, moral, and ethical activities of all personnel in their commands (AR 165-1).
- Provide opportunity, time, and facilities for the free exercise of religion in accordance with law, regulations, and mission requirements.
- Accommodate special religious practices of personnel in their commands, consistent with DODD 1300.17 and AR 600–20.
- Facilitate Chaplain access and support to commands or organizations without assigned Chaplains or unit ministry teams (UMTs)
- Approve and resource the annual Command Master Religious Plan (CMRP).
- Provide Chaplains, Chaplain Assistants, and Religious Education Specialists with the resources required for performing the religious support mission to

include personnel, training, facilities, transportation, equipment, supplies, and financial resources consistency.

- Approve use of facilities for religious purposes (AR 210-22).
- Support Chaplain-led programs that build and maintain strong personal character, Family structures, and moral well being (Title 10 USC 1789).
- Submit to the Chief of Chaplains for certification all religious support personnel force structure initiatives pertaining to the TDA documents for their command (AR 5-22).

### **4.3. Chaplaincy.**

a. The Continental Congress established Chaplains as an integral part of the Army of the United States on 29 July 1775. The Chaplaincy remains a relevant and integral part of the heritage and future of the Army. The US Army Chaplaincy has three historic core competencies:

- Nurture the Living
- Care for the Wounded
- Honor the Dead

b. Commanders provide opportunities for the free exercise of religion through their Chaplains, Chaplain Assistants, and other religious support members. Chaplains are the commander's special staff officers to assist him or her in providing the religious program. Title 10, United States Code, Section 3073, Section 3547, and Section 3581, establishes the position of Chaplain in the Army and, together with regulations promulgated by the Secretary of the Army, prescribes the duties of that position. Chaplains serve as Special Staff Officers to advise the Commander and staff on all matters of religion, morals and morale. Concisely stated below is the IMCOM Garrison Chaplain's mission statement.

**4.4. Mission Statement:** Our mission is to provide religious support to America's Army at every garrison. Assist the Commander in ensuring the right of free exercise of religion. Provide spiritual, moral and ethical leadership to the Army.

**4.5. Garrison Chaplain.** The Garrison Chaplain is the command Chaplain for the Garrison Commander (GC). The Garrison Chaplain is responsible to the GC for garrison-based religious support advisement, planning, and execution. The Garrison Chaplain annually prepares the Garrison CMRP for the GC's approval. The Garrison UMT gives religious support in accordance with Chief of Chaplain's (CCH) policy and HQDA-approved Common Levels of Support to—

- Soldiers, their Family members, and authorized civilians assigned to the garrison.

- All authorized attendees of garrison chapel and other garrison religious support programs.
- Low density faith group Soldiers and their Family members, through worship services, religious rites, and pastoral care, as applicable.
- Deploying mission unit Soldiers and their Family members under the Army Force Generation (ARFORGEN) construct, beginning 30 days prior to deployment through 90 days after redeployment.

**4.6. Key Functions.** The Garrison UMT duties function within six major categories:

- Worship
- Pastoral care and counseling
- Religious Education
- Family Life Programs
- Command Master Religious Plan
- Chapel Tithes and Offering Fund

a. **Worship.** All Chaplains are ordained clergy and held accountable to the ecclesiastical standards of their endorsing faith group. All Chapel services provide authentic sacraments, worship, funeral and memorial services, religious rites, ordinances and other religious ministrations.

b. **Pastoral Care and Counseling.**

(1) Pastoral care and counseling is a core capability of the Chaplain Corps. Pastoral care and counseling describes a broad range of activities involved in caring for and strengthening Army personnel to survive and grow through the multitude of experiences that are part of military life.

(2) Privileged and confidential are often considered synonymous. However, when they are differentiated, privileged communication refers to information which is not admissible in a court or legal action, while confidential communications is a more general concept, referring to information which is protected both in and out of the legal context. Generally, a confidential communication is also privileged. Chaplains and Chaplain Assistants are covered under strict laws and regulations of confidentiality to ensure Soldiers, Family members and authorized Civilians feel free to come to them and discuss any life concern.

c. **Religious Education**

(1) The Garrison Chaplain provides direct supervision of the Directors of Religious Education (DRE), religious education specialists, or youth ministry specialists (Federal Civil Service employees) employed by the command.

(2) Directors of Religious Education, religious education specialists, and youth ministry specialists serve as the Garrison Chaplain's key resource persons in the area of religious education and spiritual formation. Religious education personnel analyze, develop, manage, present and evaluate religious education programs and spiritual formation processes that facilitate the religious and spiritual development of Soldiers and Family members.

(3) Commanders are not authorized to eliminate, transfer, or otherwise alter requirements or authorizations for civilian religious education employees that exist on the table of distribution and authorizations (TDAs) of their organizations without consultation with the Headquarters, Installation Management Command Chaplain, and the CCH.

#### **d. Family Life Programs.**

(1) Family Life ministry refers to a broad range of activities undertaken by all UMTs to enable Soldiers and Family members to build and maintain personal spiritual health and build or restore healthy relationships. Family Life ministry provides highly trained specialized Family Life Chaplains serving as credentialed Family systems therapists and trainers.

(2) Family Life ministry includes education, consultation, and pastoral counseling.

(3) Family Life education is preventive in nature and provides resources for Army personnel to develop healthy relationships on every level so that they are able to thrive under the pressures of military life. This may include education for single Soldiers, couples, Families, or extended Families, and training in a wide range of factors, such as finances, parenting, and deployment stress.

(4) Consultation and pastoral counseling is a formal and spiritually integrated process enabling Army personnel to change, cope, and resolve their presenting issues in a religious framework.

**e. Strong Bonds Programs.** Building Strong and Ready Families is a curriculum and retreat-based relationship development program executed by Chaplains in support of Command directives. Strong Bonds includes programs to train Army personnel in relationship skills throughout the Army/Soldier life cycle. The Chief of Chaplains provides annual Strong Bonds guidance to UMTs on Strong Bonds programs and execution. All UMTs are required to comply with directives when doing training using the Strong Bonds name and/or funding.

**f. Command Master Religious Plan.** The Command Master Religious Plan (CMRP) is the key document stating what garrison ministries are planned for each fiscal

year. The Commander's signature authorizes the execution of the CMRP as the Commander's Plan for Religious Support on the Installation. As a minimum, the CMRP includes:

(1) Both Appropriated Fund (APF) requirements and the Chapel Tithes and Offering Fund (CTOF), Non-Appropriated Fund (NAF) budget and program for the fiscal year.

(2) Personnel and facility requirements and usage.

(3) Plan of religious coverage for:

(a) All Distinctive Faith Groups. Consult AR 165-1, chapter 5-5.

(b) A list of all Tenant Units.

(c) General coverage for Tenant Units without assigned Chaplains.

(4) Estimates based on the total requirements with an assessment of Unfunded Requirements and risks assumed based on the anticipated levels of funding.

(5) Training requirements for Chaplains, Chaplain Assistants and DA civilians to maintain proficiency and certifications.

**4.7. Chapel Tithes and Offerings Fund.** A big part of Garrison ministry revolves around the collection, accounting and distribution of the Chapel Tithes and Offerings Fund (CTOF). The Garrison Commander has the following oversight responsibilities.

a. The Commander reviews the minutes of the Chaplain Program and Budget Advisory Council (CPBAC). The function of this council is to advise the Garrison Chaplain and the Garrison Commander on new requirements or proposed changes to the CMRP. These changes may be either in regards to the CTOF program or APF programs. The review of the CPBAC minutes constitutes the Commander's approval of changes or adjustments to the CMRP. These minutes should include:

(1) Reconciliations of the Bank and GPC card statements. A memorandum from the Fund Clerk that the reconciliations were done to standard, Fund Manager certifying the Clerk's reconciliations are correct and the Garrison Chaplain verifying that the reconciliations were done to standard and the proper management controls are in place for the CTOF should accompany the reconciliations.

(2) The Sub-Account Balance sheet. No Sub-Account should have a negative balance, and the existence of a negative balance on a report is a warning sign of serious problems.

(3) The minutes of the meeting, signed by the Fund Clerk as the recorder, and the Garrison Chaplain as the Chair of the CPBAC.

(4) A Checklist from the two disinterested officers who conducted the monthly informal inspection of the fund affirming, at a minimum, the following:

(a) The monthly bank statement has been reconciled to the checkbook.

(b) The checkbook, general ledger, and statement of operations and net worth are reconciled and balanced.

(c) The transactions of the fund are recorded.

b. Signed Review of Minutes constitutes Command approval of adjustments to the CMRP.

c. The CTOF also provides a Helping Hand subaccount. In many cases, the Army and civilian assistance agencies are unable to help the Soldier, Family or DOD Civilian with critical needs. This Helping Hand subaccount provides assistance when no other resource is available within the provisions of the Garrison CTOF SOP.

d. The CTOF also supports a number of charitable activities in support of the Garrison and Installation populations. These may include but are not limited to designated offerings to charities such as Wounded Warrior, the Red Cross, Holiday Food Basket, and other such programs.

e. The CTOF fund is usually administered by an enlisted Soldier funds clerk and one NCO (or Chaplain) funds manager with no backups. Commanders must ensure these personnel are not unduly tasked with outside requirements so that these critical functions are not compromised.

f. ANNEX M, Command Master Religious Plan, Chapel Tithes and Offering Fund, and Chief of Chaplains Grant Programs provides additional information.

#### **4.8. Things to Check.**

- Check – Chaplaincy Program Budget Advisory Committee Minutes IAW AR 165-1, sub-account balance sheet, reconciliations and statement of operations and net worth at least quarterly
- Check – for annual submission of CMRP, resource and approve
- Check – Chaplains and Chaplain Assistants NCOERs/OERs are completed on time with Senior Chaplain review

#### 4.9. Tips for Success.

- Ensure your CTOF is reviewed at least quarterly.
- Make the Religious Support program a priority for your Soldiers, Families and authorized Civilians with your presence.
- Require your Garrison Chaplain to brief you quarterly on the Religious Support program.

## Garrison UMT Mission



#### 4.10. Key References and Resources:

- Title 10, US Code, Sections 1789, 3073, 3547, 3581.
- AR 165-1, *Army Chaplain Corps Activities*, 3 DEC 2009.
- The Army Chaplaincy Strategic Plan 2009-2014 (<http://www.army.mil/-images/2009/05/28/39252/>).
- Installation Management Community Campaign Plan 2011-2017, Version 4, November 18, 2011, Annex E (<http://www.imcom.army.mil/>).
- Virtual Spiritual Fitness Center website: <http://www.spiritfit.army.mil/>.

#### 4.11. The HQ IMCOM Religious Support Operations Office:

- Administration 210-466-0718
- Resource Management 210-466-0722
- Personnel Assignments 210-466-0723
- Mobilization and Reserve Affairs 210-466-0694
- Family Life 210-466-1165
- Force Structure/MILCON 210-466-0720

*We are the Army's Home*

## **Chapter 5**

### **Public Works and Logistics**

#### **5.1. Public Works Organization and Functions.**

a. Public Works comprises a very large portion of the Garrison resources. The first seven sections of this chapter introduce the wide range of activities that are the responsibility of the Garrison Commander through the Director of Public Works staff. Garrison leaders should familiarize themselves and rely on this handbook to guide them to current information. Links to additional information are included.

b. The staff elements are discussed CP-18 Program: The Public Works chief serves as the IMCOM Activity Career program manager (ACPM) for the CP-18 Engineers and Scientists Program. The Garrison DPW is normally assigned the duty as the Garrison CP-18 ACPM, reference AR 690-950 career Management para 1-18 MACOM Career Program Managers.

#### **5.2. Business Operations.**

a. This office is the “front door” to DPW from a customer perspective. Trouble calls are received and processed through this office, as are customer work orders. This office also provides the primary support office for DPW systems (including the General Fund Enterprise Systems –GFEBS), DPW annual work planning, job estimating, scheduling, and industrial engineer/productivity improvement efforts.

b. GFEBS is Army’s enterprise system for DPW functions. It not only captures financial information, but replaces the legacy Public Works system (the Integrated Facilities System) for all work management and real property functions. Various types and levels of training to include Sustainment (classroom), on-site, and on-line are available by contacting HQ IMCOM G-4 PWD, Business Operations GFEBS Team at (210) 466-0613.

c. Annual Work Planning is a critical component to a successful Public Works program. HQ IMCOM will offer two courses in FY12 that focus on the fundamentals of Annual work planning. Course schedule and registration information can be found at: <https://www.us.army.mil/suite/page/649494>.

#### **5.4. Facilities Management.**

a. This office supports two Divisions of the Garrison DPW commonly referred per the Standard Garrison Organization as the Operations and Maintenance Division (without Utilities) and the Engineering Division. The Garrison Operations and Maintenance Division typically consist of the Office of the Chief and four functionally

oriented Branches; Buildings and Grounds and Municipal Services. The Engineering Division consists of Project Management, Design Services and QAE/QC branches information relating to this office can be found at <https://www.us.army.mil/suite/page/623234>.

b. Project Prioritization System: The Project Prioritization System (PPS) is a web based project data system used for prioritization of SRM and MILCON projects. Because HQ IMCOM utilizes PPS for Office of the Chief for Installation Management (OACSIM) initiated short notice data calls, information requests, and project list submission, it is imperative that PPS project data is complete and up-to-date. The future Facility Investment Strategy (FIS) will rely on PPS for prioritization and funding of SRM projects. Access to PPS can be requested at <http://pps.hqda.pentagon.mil/>

c. Installation Status Report – Infrastructure (ISR-I): Annual requirement to inspect and rate infrastructure at installations. ISR-I articulates both reporting location and Army needs (e.g., facility shortfalls, asset quality, improvement cost calculations and mission support functional capability). Inspections are done by facility occupants IAW strict guidelines as established in AR 210-14 and specific instructions of the ISR Website at <https://isrtrain.hqda.pentagon.mil/isr/isrMainAKO/>. Emphasis is needed at Garrison Command level to provide complete and accurate reporting in ISR-I. Funding and Facility Investment Strategy (FIS) is based on facility condition, therefore accurate, honest assessment is a requirement. Garrison Commander certifies the ISR-I submission. Commander ensures appropriate comments are included when required.

d. LEED & Sustainability for SRM Projects: Leadership in Energy and Environmental Design – a point/credit based system for measuring sustainability of buildings developed by the US Green Building Council. Current ASA(IE&E) policy requires that beginning in FY13, all projects that are defined as comprehensive or substantial building renovations will achieve GBCI certification at the LEED-NC/MR Silver level or higher. This is an additional cost that must be considered during project development. A copy of the policy has been posted on the IMCOM Facilities Management AKO web page: <https://www.us.army.mil/suite/page/623234>.

e. Real Property Project Approval: Approval levels are delegated annually from IMCOM to Garrison Commanders. Approval levels are specific and spelled out in the delegation memorandums. Authority to re-delegate (which may include exceptions) is also included in the annual letter. Annual approval authority memorandum is posted on the IMCOM Facilities Management AKO web page which is located at: <https://www.us.army.mil/suite/page/623234>. Projects that exceed local Garrison Commander approval authority must be submitted to HQ IMCOM IAW guidance posted on the AKO web page for further processing.

f. Project Approval for New Square Footage: In an effort to stop the growth of Real Property Inventory, approval for any project that includes additional, previously non-existent, facility square footage has been retained at HQ IMCOM. Specific business rules have been established and posted on the IMCOM Facilities Management AKO web page at: <https://www.us.army.mil/suite/page/623234>.

g. Natural Disasters and Fire Damage Funding/Reimbursement: HQ IMCOM has established guidance for funding of damages as a result of fires or natural disasters. Garrisons are directed to reserve an amount equal to 2% of their initial, unallocated SRM annual funding for use against potential storm and fire damage. This is known as the 2% Tax. For potential funding/reimbursement of additional amounts, Garrisons must follow the procedures as detailed and posted on the IMCOM Facilities Management AKO web page at: <https://www.us.army.mil/suite/page/623234>.

h. Army Transportation Infrastructure Inspections: IMCOM performs inspections on bridges, dams, railroad tracks, airfield pavements and waterfront facilities which are required by public laws and/or AR 420-1, chapter 7. IMCOM provides reports to the Garrisons identifying critical and non critical deficiencies found during the inspection. For critical deficiencies, the Garrison Commander (GC) will be notified via memo from IMCOM DCG to provide a repair action plan within 30 days. For non-critical deficiencies, the GC should develop a current fiscal year (FY) and/or future FY project acquisition strategy for all deficiencies found. Future FY projects should be identified in the Project Prioritization System (PPS) for potential HQ IMCOM funding support. For more information, visit the ATIP site at: <https://www.us.army.mil/suite/page/583933>.

i. Snow and Ice Removal Services: Program adopted to ensure roads, airfield, and sidewalks are safe and passable during periods of mild to severe snow and ice conditions. GC ensures prioritization for clearance of designated areas, regular monitoring, development of quick response strategies, provision of snow fighting equipment and responsiveness to tenant mission. The program must consider employment of tactics and procedures to minimize the use of chemicals and abrasives on pavements, rails, airfields, bridges and high volume pedestrian walkways. [http://armypubs.army.mil/eng/DR\\_pubs/DR\\_a/pdf/tm5\\_624.pdf](http://armypubs.army.mil/eng/DR_pubs/DR_a/pdf/tm5_624.pdf)

j. Pest Control Services: The prevention and control of disease vectors and pests that may adversely affect the Army's mission or military operations; the health and well-being of people; or structures, material or property. All pest control applicators must be trained and certified. Information on training and certification can be accessed at: <http://www.afpmb.org/pubs/courses/courses.htm>

k. Grounds Maintenance Services: Provide manicured and natural surroundings for mixed use grounds, recreation areas and high visibility zones for improved living quality and well maintained facilities that align with preservation measures for natural and

developed surroundings. More information on ground maintenance can be found at:  
[http://armypubs.army.mil/epubs/pdf/r420\\_1.pdf](http://armypubs.army.mil/epubs/pdf/r420_1.pdf)  
[http://armypubs.army.mil/eng/DR\\_pubs/DR\\_a/pdf/tm5\\_630.pdf](http://armypubs.army.mil/eng/DR_pubs/DR_a/pdf/tm5_630.pdf)  
[http://armypubs.army.mil/epubs/pdf/P420\\_7.PDF](http://armypubs.army.mil/epubs/pdf/P420_7.PDF)

l. Custodial: Includes cleaning and janitorial services at the installation facilities. Services include the organizing, supervising, and training of the total work force engaged in this program and is inclusive of maintenance of cleaning equipment and provision of necessary supplies and equipment. Custodial services will be provided to UPH WTUs in accordance with ACSIM policy, 14 Oct 09. Garrison custodial services will be provided only to Brigade level and above. Echelons below Brigade will be performed on a reimbursable basis. Custodial for childcare must meet AR 608-10 requirements. Further custodial information can be found at:  
[http://armypubs.army.mil/eng/DR\\_pubs/DR\\_a/pdf/tm5\\_608.pdf](http://armypubs.army.mil/eng/DR_pubs/DR_a/pdf/tm5_608.pdf)  
[http://armypubs.army.mil/eng/DR\\_pubs/DR\\_a/pdf/tm5\\_609.pdf](http://armypubs.army.mil/eng/DR_pubs/DR_a/pdf/tm5_609.pdf)  
[http://armypubs.army.mil/epubs/pdf/R608\\_10.PDF](http://armypubs.army.mil/epubs/pdf/R608_10.PDF)

m. Solid Waste Management: Installations are to comply with the Solid Waste Disposal Act of 1976, EO 13514 and the DoD Strategic Sustainability Performance Plan in the management of solid (non-hazardous) waste; management programs includes source reduction, re-use, recycling, composting, collection, transport, storage, and treatment of solid waste. Additional information for solid waste management can be accessed through this link: <https://www.us.army.mil/suite/page/649493>.

A net zero installation reduces, reuses and recovers waste streams, converting them to resource values with zero landfill. In other words, a net zero waste installation aims to make disposal an unnecessary step. Garrisons start by reducing the initial amount of waste, and then find ways to repurpose waste with minimal processing. Additional information can be accessed through this link:  
<https://eko.usace.army.mil/virtualteams/netzero>.

n. Facility Reduction Program: This program is created to assist Garrisons with the disposal of unwanted/uneconomically repaired real property facilities. IMCOM Garrison Directorate of Public Works (DPW) will perform a comprehensive review of their Facility Reduction Plan in order to a) produce a prioritized project list of “ready to execute” (RTE) OMA facility demolition projects for FY12 and b) produce a Five Year plan, FY13-17, for future OMA programming goals.

o. School of Public Works: Provide curriculum in support of many functions and facets of the Public Works mission to include work management, engineer services, project acquisition management, Operations and Maintenance and others. The course curriculum can be found under the AKO Site at  
<https://www.us.army.mil/suite/page/649494>

p. CP-18 Engineers and Scientists interns: Annually recruit program interns in support of Garrison DPWs. DPWs submit annually in the fall timeframe their requirements. The intern program consists of two years starting at the GS-07 with a target of a GS-11. Both the salary and their training is funded by HQDA G1. The Interns Master Plan program is located at: [https://ekopowered.usace.army.mil/cp18/planning\\_your\\_career/mitp/](https://ekopowered.usace.army.mil/cp18/planning_your_career/mitp/).

q. Enterprise Roofing: HQ IMCOM Public Works is working on the development of a centrally managed roofing program. It is envisioned that this program will include roof inspections and the scheduling of replacement projects to be done via a central contract managed by staff members of the Facilities Management Branch at HQ IMCOM Public Works. The Garrison staff will participate in implementation of the program and address the roofing condition using management tools and/or ROOFER.

r. Enterprise Facilities Engineering Performance Woks Statements: HQ IMCOM Public Works is working on the development of standardized Performance Work Statements (PWS). The standardization will demonstrate standard criteria regarding work requirements, award structure, and contract length which will eliminate any disparity of costs for common services at installations. Examples of the standardized PWS include: Base Support, Custodial Services, Grounds Maintenance, Snow Removal, Elevator Maintenance, Pest Control, HVAC Operations & Maintenance, Solid Waste Management, and Surfaced Area Maintenance/Repair (roads). Once finalized and approved, these PWS will be used by all installations when renewing their contracts for these services.

s. Army Corrosion Program: The Corrosion Prevention and Control Program is sponsored by the Assistant Secretary of the Army for Acquisition, Logistics and Technology and benefits from cost sharing agreements between OSD and IMCOM. The program ensures mitigation controls can be designed into a facility by making sound material, process and geometry choices that are routinely confirmed or disproven through operational field testing at IMCOM installations. For more information see: <http://dodreports.com/ada532628> and [http://www.apd.army.mil/pdffiles/r420\\_1.pdf](http://www.apd.army.mil/pdffiles/r420_1.pdf)

## **5.5. MILCON, Master Planning, Real Property & Real Estate.**

a. The Master Planning section is responsible for the training and mentoring installation master planners how to develop all components of the real property master plan resulting in the capital investment strategy and ultimately the MILCON and Restoration and Modernization program. The Master Planning section oversees the GIS layers for which Public Works is the proponent ensuring that installation GIS systems and ARMYMAPPER are in compliance with DOD standards. The section is also the author of the Master Planning Technical Manual and the Army Space Planning Criteria Manual.

b. The Real Property section is responsible for the accuracy of the real property inventory (RPI). This section also oversees space utilization studies at the installation level to ensure every activity is assigned the space they are authorized. The real property section conducts analysis of real property data found in both IFS and GFEBS.

c. The Real Estate section manages all requests for ingrats and outgrants of property needed by tenant activities to perform their mission. All Enhance Use Lease actions are refined for action by USACE. The Real Estate section looks for permanent facility solutions to long term lease liabilities.

d. The MILCON section develops the annual IMCOM MILCON and UMMCA program in coordination with the tenant activity facilities requirements articulated by all ASCC/ACOM/DRUs. The MILCON section processes all relocatable building requests as well as resolving DD Form 1391 scope and cost issues from development of the FYDP through submission of the President's budget.

## **5.6. Housing.**

a. Housing is comprised of two components with several program elements; Unaccompanied and Family housing delivered through government owned, government leased and privatization. Managed by a diverse and knowledgeable workforce in support of Soldiers, DoD Civilians and their families.

b. Funding: AFH funds are "Fenced" (BP 190000)

- US Army Garrisons are directly funded by HQ IMCOM- NOT thru Regions
- "Garrison level" Reprogramming of AFH funding is NOT permitted; UPH funds are QHFM (131052.0) and are fenced through MDEP management
- "Garrison level" Reprogramming of QHFM funding is NOT permitted

c. General and Flag Officers Quarters:

- Six Year Plan (SYP) required for each GFOQ
- Reviewed/approved by Occupant, GC, Region, IMCOM & HQDA
- Statutory thresholds- \$35K Operation & Maintenance (excludes Utility & Lease costs)
- Single Projects exceed \$30k require 1391 and HQDA approval
- Privatized GFOQ/Executive Homes (CONUS) Six Year Plan (SYP) required for Army Family Housing funded items, Furnishings (SAG 1913)
- Security Costs

d. The First Sergeant's Barracks Program (FSBP):

- FSBP is an IMCOM enterprise solution supporting the 2005 SECARMY's Holistic Barracks strategy

- Public Law 2807, Dec 09, directs the SECARMY to expand FSBP to all Army installations no later than Sep 10
- Empowers Army leaders to focus Soldier manpower on training and operational readiness to perform their primary mission
- Installations to take responsibility for barracks reset and facility sustainment while increasing life-cycle longevity of barracks furnishings
- DA goal Garrison utilization is 95%
- Focus on reducing excess Certificates of Non-Availability (I)

d. UPH Standards: The assignment standard is the minimally acceptable standard to which a Soldier must be housed. The 1+1 or Equivalent (1+1E) standard is the current Army objective to attain by 2015. E1/E4 assigned to barracks has a minimum of 90NSF sharing the sleeping room and adjoining bath with no more than one other. A Permanent Party (PP) E1/E4 assigned to barracks receive a minimum of 90NSF sharing the room with no more than three others and central bath. PP E5/E6 receive a minimum 135 NSF private sleeping room and bath shared with no more than one other.

e. Housing Inventory: Changes in Functional Use

- AFH
  - Diversion- temporary change (up to 3 years)
  - AFH to other use requires formal HQDA approval
  - M&R costs remain AFH during diversion period
  - Operational costs are charged to OMA during diversion period
- UPH
  - UPH to other “UPH” use is approved at IMCOM
  - UPH to other “Non-UPH” use requires formal HQDA approval
  - Do NOT divert for “routine” M&R, or awaiting dwelling unit assignment
- Conversion- permanent change
  - AFH to other use requires formal HQDA approval
  - UPH to other “UPH” use is approved at IMCOM
  - UPH to other “Non-UPH” use requires formal HQDA approval

f. Warriors in Transition (WT).

(1) The Army is committed to providing UPH for the WT population commensurate with their service and the duration of their recovery. The WT housing will meet the DoD Housing Inspection Standards and the facility condition will be the best available at the installation. Because of the fluid nature of the WT population, their needs, dependency status at their duty location, and possibility for non-medical

attendant (NMA) requirements, the WT chain of command requires more flexibility in housing their unaccompanied WT s.

(2) Garrisons are responsible for ensuring WTs will be housed in dedicated facilities conducive to their healing and transition requirements. The Army will provide housing specifically designed or adapted for the Warrior Transition Units (WTUs).

- Monthly & Quarterly Inspections of the WT facilities MEDCOM & TU
- DPW is to respond as soon as possible to inspection discrepancies
- DPW and Housing Manager will participate in inspections
- Army has an annual reporting requirement to Congress (November)
- Adequacy standards are being met
- Condition of the facilities (Accessibility, M&R)
- Measured against previous years report

#### **g. Things to Check.**

- Utilization of assets 95% or higher (AFH/UPH)
- ISR-I Rating Q1/Q2
- Budget planning and execution
- RCI – program oversight and execution
- Customer Satisfaction – your customer will let you know if you are doing a good job or not.

#### **5.7. Energy & Utilities.**

a. This portion of the Installation Management Community Leader Handbook (IMCLH) will serve as supportive energy program information for Garrison Commanders, Garrison Managers and Command Sergeants Major at the Garrison Leadership Course, as well as, create a common picture of the IMCOM Energy Program and synchronize the IMCOM Energy Program efforts of Garrison Leaders in the function of supporting the Installation Community. The topics discussed in this segment of the IMCLH are the key focus areas of the IMCOM Energy Program at the Garrison level. Additional information on IMCOM Energy can be found in the Energy and Water Efficiency and Security and Annex F: Energy & Water Efficiency and Security Action Plan sections of the IMCOM CAMPAIGN PLAN:

[http://www.imcom.army.mil/hq/about/campaign\\_plan/](http://www.imcom.army.mil/hq/about/campaign_plan/).

Helpful supplements are the IMCOM Energy Portfolio,  
<http://army-energy.hqda.pentagon.mil/programs/portfolio.asp>,

and the IMCOM Water Portfolio,

[http://army-energy.hqda.pentagon.mil/programs/water\\_portfolio.asp](http://army-energy.hqda.pentagon.mil/programs/water_portfolio.asp)

b. Current Situation: The United States military is one of the nation's largest consumers of energy. In 2009 alone the Army spent almost a \$1 billion on energy. The Army now faces increasing challenges to reduce consumption, increase efficiency, and make greater use of alternate and renewable energy sources. The Army Energy Security Implementation Strategy (AESIS), approved on 13 Jan 2009 by the Senior Energy Council, establishes the Army's five Strategic Energy Security Goals (ESGs). The AESIS provides the framework on which Line of Effort 6, Energy Efficiency and Security of the IMCP was developed to enhance our energy posture across IMCOM. By achieving our energy conservation, efficiency and security goals, we will better position the Army to accomplish its mission regardless of the energy challenges in the future in a more cost efficient manner. Energy and water resources are limited, they must be carefully managed to ensure they are used effectively and responsibly to support mission and quality-of-life requirements.

c. Garrison Energy Program Action Plan: The heart of the IMCOM Energy Program at the Garrison is the Garrison Energy Program Action Plan. The Garrison Energy Program Action Plan outlines their strategy for identifying, integrating and executing specific actions for managing energy and water consumption and costs, and meeting the objectives outlined in Line of Effort 6 (LOE 6) of the IMCP.

d. Garrison Energy Managers: Garrisons must appoint in writing full time Garrison energy managers in accordance with criteria in AR 420-1 (One energy manager per five million SF) and input contact information in the Army Energy and Water Reporting System (AEWRS). Garrisons will ensure their energy managers are knowledgeable and trained.

d. Key Leader Position Descriptions: Energy and water conservation responsibilities must be included in position descriptions of Commanders and Directors and other key positions (as a minimum Director of Logistics, Director of Public Works (DPW), DPW Engineering Chief, DPW O&M Chief, DPW Utility Services Officer, DPW Energy Manager) that impact energy management to ensure compliance with Federal Legislation, Executive Orders, AESIS, and IMCP LOE 6.

#### **e. Things to Check.**

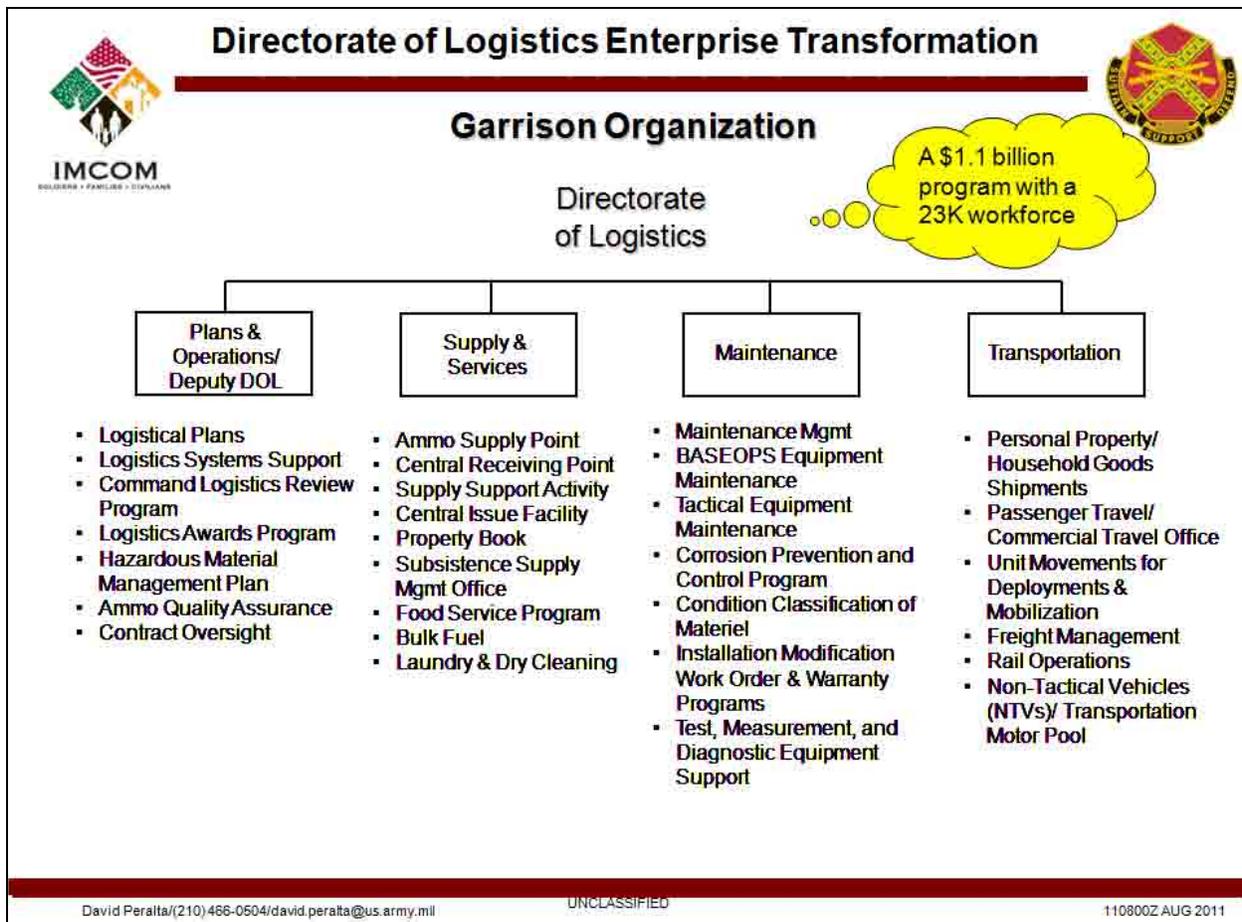
- Has a quarterly Garrison Energy Steering Committee (GESC), composed of energy managers and organizations/units from within the USAG's Area of Responsibility (AOR) been established and chaired to review energy/water consumption activities, evaluate goals and objectives, and to develop strategies for improvement?
- Has a Building Energy Monitor (BEM) and Unit Energy Conservation Officer (UECO) Program been implemented IAW <https://www.us.army.mil/suite/doc/23967581?>
- (Example at <https://www.us.army.mil/suite/doc/23967333>)

- IAW EISA Sec 432, have Garrisons annually performed Comprehensive Energy and Water Evaluations (energy audits) of at least 25% of their facilities (total square feet) to evaluate energy usage and determine the best locations to incorporate energy savings measures? Guidance for conducting energy audits can be found in the DOD Energy Manager's Handbook: <http://www.acq.osd.mil/ie/fim/library/DoDEnergyManagerHandbook.doc>
- Have all cost effective no-cost/ low-cost Energy Conservation Measures (ECMs) been implemented at the Garrison? A list of the IMCOM Low-Cost No-Cost ECMs is available at <https://www.us.army.mil/suite/doc/24771579>
- Have all energy and water saving projects that are life cycle cost-effective (ECMs with simple payback of 10 years or less) IAW EISA07 been identified and implemented?

## **5.8. Logistics.**

a. This portion of the Installation Management Community Leader Handbook (IMCLH) will serve as supportive logistics information for Garrison Commanders, Garrison Managers, and Command Sergeants Major at the Garrison Leadership Course, as well as, create a common picture of Garrison Logistics and synchronize the Logistics efforts of Garrison Leaders in the function of supporting the Installation Community. The topics discussed in this segment of the IMCLH are the Directorate of Logistics (DOL), DOL Transfer to Army Material Command (AMC) and future Garrison S4 support. Additional information on IMCOM Logistics can be found at: <https://www.us.army.mil/suite/portal.do?%24p=201655> .

b. DOL: The Garrison Directorate of Logistics typically consists of the Office of the Director and four function oriented Divisions; Plans and Operations, Supply and Services, Maintenance, and Transportation. Figure 8-1 shows each of these Divisions and the functions that are associated with them.



**FIGURE 8-1**

c. Plans and Operations: Plans and Operations (P&O) is responsible for the integration, coordination, and synchronization of logistical actions and activities across all DOL segments. The Division prepares Logistical Operation Plans and Orders, provides planning for and support to Contingency Operations, and develops Strategic Logistical Plans. P&O is also the Business Operations and Integration organization for the DOL. In addition the P&O Division has responsibility for the Automated Systems used in the DOL including updates, fielding, and problem resolution.

d. Supply and Services: The mission of the Supply and Services Division is to provide materiel and supply support over the essential ranges of Supply Classes I, II, III (bulk & package), IV, V, VII, and IX to support the missions of their customers. Supply and Services Functions include Property Book, Installation Food Service, Troop Issue Subsistence Activity (TISA), Materiel Management (including Hazardous Materials), Central Receiving Point, Supply Support Activity, and Ammunition Supply Point (in the 50 States).

e. Maintenance: The DOL Maintenance Division's mission is to provide maintenance resources and capabilities to effectively support the Senior Commander, tenant organizations, and visiting units on an area wide basis. Support functions include Base Operations support equipment maintenance, tactical back up field and sustainment level maintenance, Test Measurement and Diagnostic Equipment (TMDE) support, Corrosion Prevention, Reset, Left Behind Equipment (LBE), and Pre-Deployment Training Equipment (PDTE). The Division also provides support to Installation Status Reporting (ISR), Readiness Reporting, National Maintenance Program (NMP), and equipment fielding. Multiple funding streams are utilized to accomplish the Maintenance Division mission. This Division is integral to the Army Force Generation (ARFORGEN) process.

f. Transportation: The Transportation Division executes Transportation Management for base operations services related to unit movements, cargo movement, rail operations, personal property movement and storage, official passenger travel, and non-tactical vehicle operations IAW federal, DoD and Army Regulations and Policies.

g. DOL Transfer: HQ IMCOM G4 is currently working an initiative to transfer the Garrison DOL at each Garrison to Army Material Command (AMC). AMC will assign the DOL to Army Sustainment Command (ASC), one of the AMC subordinate commands. This transfer is scheduled to take place in October 2012; however, DOLs are already under the Operational Control of ASC. This initiative will exploit AMC's core competency in logistics, will obtain efficiencies through elimination of redundancies, and enable IMCOM to focus on its core competencies. This obviously changes a few things related to the way we have done logistics business at Garrisons in the past. However; one thing will not change – The continuing level of support the DOL provides to the Senior Commander, Garrison Commander, and other tenants on the installation.

h. Senior Commander Support: After the transfer of the DOL to AMC, the DOL will continue to provide logistical planning and execution support for many missions. Examples are contingency or crisis operations, unit deployments/ mobilizations, and other major events which would require Garrison logistical support. ASC and its Army Field Support Brigades (AFSB) will provide higher level DOL staff support previously executed by HQ IMCOM and the IMCOM Regions.

i. S4 Staff Support: Early on, one of the concerns identified with the transfer was how to provide logistics staff support to the Garrison Commander without a DOL. The solution, which has been coordinated with AMC and placed in the Memorandum of Agreement for DOL Transfer, is that the Directorate of Logistics will continue to provide S4 logistics support. Figure 8-2 below provides additional information on the support that can be expected by the Garrison Commander.



### Designated Garrison S4

- DOL designates an appropriate level DA Civilian (normally the DOL)
- Provides logistics staff support to the Garrison Commander
- Coordinates and reports on all DOL support for the Garrison
- Provides logistics planning for contingencies, operations, mobilizations, deployments, and major events
- Provides execution support during operations
- Executes the Garrison Command Supply Discipline Program
- Performs other logistics staff actions as required

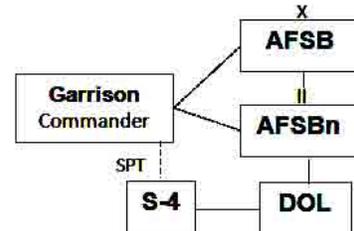


FIGURE 8-2

#### j. Things to Check.

- Determine who the DOL has assigned as Garrison S4
- Review Property Accountability Procedures and Garrison Command Supply Discipline Program



## Chapter 6 Environmental

**Environmental Program – maintaining/establishing a successful program, best practices, and potential pitfalls**

**6.1. The bottom line of the Army Environmental Program is establishing and ultimately maintaining a viable program and best practices that eliminate or limit potential pitfalls.** The goal for environmental stewardship:

- Preserve, protect, conserve, sustain and, where appropriate, restore the natural environment, and comply with statutory and other environmental requirements.
- Integrate program guidance and goals across the installation to lead and execute environmental programs.
- Transform business practices, enhance current management procedures, and develop innovative technologies and approaches.
- Leverage across the Army enterprise to improve operational capabilities while achieving greater efficiencies and reduced liabilities.
- Produce an Environmental Portfolio while proactively address environmental matters to ensure Soldier, Family and Civilian readiness.

Additional information about Army Environmental Programs and USAEC, as well as points of contact for Garrison technical assistance, is available on the AEC website at: <http://aec.army.mil>.

**6.2. Legal ramifications of the environmental program include fiscal and operational impacts.** Improper or lack of planning and execution of environmental plans, programs and systems such as National Environmental Policy Act (NEPA), Environmental Quality (EQ) and Environmental Management System (EMS) can lead to training restrictions or injunctions, costly delays, legal liabilities, political (Congressional) concerns, and/or public protest.

a. General Principles of Criminal Liability – You

- Department of Justice prosecutes for “significant environmental harm and culpable conduct”
- Knowledge is sufficient – no intent is required
- Responsible corporate officer doctrine
- Department of Justice may, or may NOT provide defense counsel

## **b. Typical Civil Enforcement Scenario – Your Installation.**

- How do problems surface? Regulator inspection or self discovery and report.
- Legal liability can be exposed in terms of Notice of violation (NOV), complaint issued or legal administrative order.
- Immediately notify higher headquarters and the Environmental Law Division (ELD) thru Region/US Army Environmental Command (USAEC) of any discovery of environmental program deficiency/violation.
- Fine imposed can be as costly as \$32.5K per violation per day.
- Installation negotiates settlement in consultation with USAEC and ELD – ELD must review settlement prior to signature.
- Fines generally paid from installation's O&M – contractor indemnification.

## **6.3. Things to Check.**

- Use of Environmental Management Systems (EMS) as overarching management structure for all installation environmental programs – execute current approved environmental plans.

[An EMS is an organized, formal approach to managing an organization's environmental risks. This approach is based on a proven business model for continual improvement consisting of four steps: plan, do, check, and act. Installations can use this model as a standard framework to clearly identify, prioritize, manage, and check progress toward meeting environmental requirements; minimize environmental, community, and mission risks; identify areas for continuous improvement and help the installation achieve its sustainability goals. The EMS integrates the installation's organizational structure, planning activities, responsibilities, practices, procedures, processes, resources and the environment. Simply put, an EMS requires you to say what you are going to do, do what you said, check that you achieved what you said, and adjust the system as needed.]

- Ask, "What are our "Top 3" environmental challenges?"
- Ask, "What are the previous Environmental Program Assessment System (EPAS) findings; where is the corrective action plan and when is the next EPAS?"
- Determine what is being done to minimize generation of waste and pollutants to reduce adverse impacts to the environment while increasing recycling of waste streams (plastics, metal, glass, paper, cardboard).
- Identify best management practices applied to enhance and increase populations of endangered species with an end state objective of sustaining the natural environment?

#### **6.4. Tips for Success.**

- Get involved in your environmental program; integrate your environmental staff into all aspects of planning – Consider the holistic environmental picture on your installation.
- Engage/consults regulators, the public, local stakeholders and/or Native American/Hawaiian tribes – Consult your lawyers ( Environmental Legal Specialists (ELS), AEC).
- Understand and know the status of the various funding streams available to support your environmental programs.
- Ask for clarification/definition of environmental acronyms and verbiage, and their secondary and third order effects.
- Get AEC involved before the execution of your environmental plans becomes a crisis.

**6.5. Additional Information.** Additional information about AEC and Army Environmental Programs, as well as points of contact for Garrison technical assistance, is available on the AEC website at: <http://aec.army.mil>

**6.6. In addition to EMS support AEC can provide direct programmatic assistance to your installation in the following environmental program areas.**

a. Army Compatible Use Buffers (ACUBs). The ACUB program is an integral component of the Army's sustainability triple bottom line: mission, environment, and community. An ACUB allows an installation to work with partners to encumber land to protect habitat and training without acquiring any new land for Army ownership. Title 10, Section 2684a of the United States Code, authorizes DoD to partner with non-Federal governments or private organizations to establish buffers around installations. AEC implements this authority through the ACUB program and facilitates the execution of ACUBs for installations. Through ACUBs, the Army reaches out to partners to identify mutual objectives of land conservation and to prevent development of critical open areas. This program allows the Army to contribute funds to the partner's purchase of easements or properties from willing landowners. These partnerships preserve high-value habitat and limit incompatible development in the vicinity of military installations. <http://aec.army.mil/AEC/acub/index.html>.

b. Forestry and Conservation Reimbursable Programs. The AEC manages the conservation reimbursable and fee collection program for the Army. This program takes government land or resources not currently needed by the Army, and provides access to them for other parties. This generates revenue to supplement what is provided by tax dollars, which is then used to maintain and manage the resources for future use. The Army's conservation reimbursable and fee collection programs consist of three individual and distinct program areas: Forestry, Agriculture/Grazing, and Hunting and

Fishing. These programs seek to achieve two goals: 1) exist to provide ecosystem-level management that supports and enhances missions, and 2) the land's ability to support each installation's respective military mission-scape, while simultaneously obtaining ecologically- responsible results that satisfy all federally mandated requirements for natural resources. AEC assists Garrisons to prepare, review, approve, and coordinate centrally managed program work plans consistent with Army priorities (e.g., Forestry, Ag Leases). AEC provides information and guidance to installations on the marketing of the Army Forest, Agricultural Out-Lease, Wildlife hunting and fishing programs. In addition they track the Garrison's program estimates for proceeds and expenditures and required reports for Forestry and Ag Leases. Program revenues are generated through the sale of forest products, collection of lease payments for agriculture and grazing land, out-leases, and collection of fees for hunting and fishing permit fees. The programs are designed and managed to supplement other Army natural resources management funding and implement conservation-based natural resource projects.

c. National Environmental Policy Act (NEPA). The purpose of NEPA is to ensure that environmental considerations and awareness of external stakeholder concerns are incorporated into the Federal agency project planning, decision-making, and implementation process. One of the basic principles of NEPA is that early, integrated planning will assist in better decision-making, and that decision-makers will make better decisions when they have clear information about the consequences, costs, and trade-offs between different courses of action. AEC assists the Army in supporting integrated decision-making and achieving compliance with environmental and NEPA regulations by coordinating Army/Garrison planning efforts to shape project proposals that include early awareness of environmental considerations, planning constraints, and environmental mitigation costs. AEC is responsible for assisting Army proponents and Garrisons in complying with NEPA law and regulations by supporting Army proposal scoping and development, contracting and supporting Army in-house execution of NEPA, facilitating the Environmental Impact Statement (EIS) staffing process with the ARSTAFF and Army Secretariat, tracking NEPA execution status for Army projects, ensuring synchronization of NEPA completion with the Army MILCON and stationing program/project execution timelines, reviewing and archiving completed NEPA documentation, and ensuring the programming of necessary environmental mitigations required to support the implementation of Army proposals. This is achieved by:

(1) Providing decision makers, the public, and other stakeholders with the information they need to understand the scope of agency project proposals and the potential environmental impacts associated with the set of proposed actions being considered.

(2) Ensuring that appropriate mitigations for adverse environmental impacts are considered and incorporated into Federal agency proposals to lessen environmental impacts, to the maximum extent practicable ensuring compliance with environmental laws and regulations.

d. Integrated Pest Management (IPM). Our focus is assisting installations worldwide, both active and reserve component with IPM assistance and advice. The AEC IPM Program helps protect the IMCOM's and the Army's Soldiers, Civilians and their families from insect and other pests by using IPM. We help sustain infrastructure used for training, working and living by providing professional guidance to reduce or eliminate impact from all plant, insect, fungus and vertebrate pests. We provide technical advice and information, approval and validation of installation integrated pest management programs; regulatory oversight and technical guidance on applicator certification and training.

e. Pollution Prevention (P2). P2 is a comprehensive initiative to reduce and prevent pollution at the source. It focuses on conservation of resources, replacement of hazardous materials with less hazardous materials, waste reduction, recycling, and other tools. These actions help the Army and installations to successfully avoid, prevent, or reduce the generation and discharge of pollutants. Cost savings often result from implementation of pollution prevention alternatives.

f. Compliance. AEC provides installation compliance support of various environmental media (air, water, waste, toxics, etc). AEC tracks new federal regulations, assesses the impact on the Army, provides input to the Army's comments to queries from regulators, and keeps the Army informed about new regulatory activity. AEC's role in reviewing and commenting on new regulations has resulted in reduced compliance burdens and costs to installations.

g. Conservation. AEC helps installations sustain continued access to land, air, and water resources for realistic military training and testing. AEC also helps ensure that the natural and cultural resources entrusted to DoD care are sustained in a healthy condition for scientific research, educational, and other compatible uses by future generations.

h. Natural Resources. AEC helps installations preserve and protect the viable and/or renewable products of nature and the environment. This program area includes management of soil, air, water, plants, animals, grasslands, rangelands, croplands, forests, lakes, and streams that are on Army lands. AEC provides management, plans and analysis to help the installation integrate natural resource responsibilities with operational and mission requirements. The result is sustainable ranges, training areas, and other land assets, as well as conservation, utilization, and rehabilitation of natural resources on Army lands.

i. Cultural Resources. The Army is steward to tens of thousands of historic buildings, archeological sites, and Native American sacred sites. The Cultural Resources Management Program at AEC assists installations in meeting their federal compliance requirements with respect to these resources by developing programmatic compliance solutions and technical documents, and providing technical support to

installations. The Cultural Resources Program supports the mission by ensuring sustainable practices within the Army, including long term management and use of historic and culturally significant properties, while also meeting the Army mission.

j. Endangered Species and Migratory Bird Programs. Over 200 federally listed threatened or endangered (T&E) species have been recorded onsite or contiguous to Army installations within CONUS. Numerous additional species classified as Species at Risk (SAR), also occur on Army installations. These SAR are identified as “critically imperiled” or “imperiled” on a global scale. Army installations are also home to hundreds of species of migratory birds during the breeding and/or winter season or as stopover sites during migration. The AEC T&E and migratory bird team provides conservation, management, and compliance technical support and guidance to installations and Army Commands regarding the Endangered Species Act (ESA), Migratory Bird Treaty Act (MBTA), and the Bald and Golden Eagle Protection Act (BGEPA). AEC also reviews the Federal Register for potential future proposed listing announcements to alert installations of any changes that may affect mission activities.

k. Environmental Technology. The AEC Technology staff provides integrated environmental management and analytical natural resources support to sustain and enhance Army training and testing lands and operations, and to mitigate environmental factors which might impact readiness. The staff provides technical support to the Army Sustainable Range Program, and membership on the Army Range Sustainment Integration Council; management of the Army Forestry, Agricultural Out-Leasing, and Hunting/Fishing Programs; environmental planning assistance and NEPA technical support to the Army; and management and environmental analytical support for range and munitions regulatory and sustainability programs.

l. Environmental Performance Assessment System (EPAS) External Audits. The Environmental Performance Assessment System (EPAS) program was developed and implemented in 1991-92 in response to the 1986 EPA recommendations and incorporated into DoD and Army regulations. The original program, known as the Environmental Compliance Assessment System (ECAS), assessed active Army installations for compliance with Federal, State, and DOD regulations. In 2002, the Army changed the formal assessment name to EPAS. Following the Army’s implementation of the Environmental Management Systems (EMS) to comply with Executive Order 13148, the EPAS incorporated EMS into the assessment process. The EPAS program assists all Army Commanders in attaining, sustaining, and monitoring its environmental programs through environmental media assessments. AEC executes EPAS external environmental compliance audits and environmental management system (EMS) conformance audits. AEC provides a small team of experts in various environmental media areas who review the environmental program to identify potential issues and suggest resolutions before federal or state regulators identify them. The team will also share lessons learned across Army Garrisons and suggest ways to manage the projects more effectively to meet compliance metrics. These audits are

required by DODI 4715.5/DODI 4715.6 and AR 200-1. Additional information on EPAS and EMS can be found at (<https://www.us.army.mil/suite/doc/13056734>).

m. Environmental Reporting. The AEC Environmental Reporting Office (ERO) Information and Contracting Services Branch collects Army-wide environmental data required by Headquarters, Department of the Army (HQDA) and DoD decision-makers. This Branch provides web-based collection and analysis tools used by installations, Garrisons, the Installation Management Command (IMCOM), Army commands, and HQDA.

n. Cleanup. AEC centrally funds and manages the Army's environmental Installation Restoration Program (IRP), IMCOM's compliance cleanup (CC) program, and the Military Munitions Response Program (MMRP). AEC collaborates with installation staff, offering tools, analysis, and professional assistance so the installations may fulfill cleanup metrics and goals more effectively. AEC sponsors training to better assist installations in complying with laws and regulations and apply best management practices associated with cleanup. The Army's IRP is a comprehensive program to identify, investigate, and cleanup contamination at active and operating Army installations. CC includes all overseas cleanup activities and certain cleanup efforts in CONUS that are not eligible for special funding allotted to IRP sites. The Army MMRP was established to address responses to unexploded ordnance (UXO), discarded military munitions (DMM), and munitions constituents (MC) contamination at non-operational ranges.



## Chapter 7 Operations, Security, and Airfields

### 7.1. ARFORGEN, G3 Integration Branch, and Knowledge Management.

a. The IMCOM's role in the ARFORGEN Synchronization Board process is imbedded in the 2011 Army Posture Statement. The 2011 Army Posture Statement stated the following:

The Army identified four key goals necessary to adequately prepare the force for today's strategic environment...the final and most critical goal is to fully embrace our rotational readiness model – a process we call Army Force Generation [ARFORGEN].

The Army's generating force, which prepares trains, educates and supports Army forces worldwide, is also working to rapidly address the demands placed on the organization by both the current and future operating environments.

In an effort to adapt institutional business processes, the Army is working to wisely steward resources...along three primary business transformation objectives: establish an enterprise mindset and approach; adapt institutional processes to align with ARFORGEN; and reform the requirements and resource process. (2011 Army Posture Statement).

b. IMCOM supports the Army's transition and alignment of generating force processes to better support ARFORGEN through its development of requisite processes and procedures. The G3 Integration Division supports the IMCOM mission by executing IMCOM enterprise level synchronization and integration of IMCOM ARFORGEN Support; developing and coordinating IMCOM's mobilization support policy, planning, preparation and resourcing; providing oversight of mobilization operations; providing oversight of Mobilization TDA requirements and validating Contingency Operations – Active Duty for Operational Support (CO-ADOS) approvals; managing the Program Objective Memorandum (POM) and budget process, to include manpower, for G-3 MDEPs (QSEC and QNMG); establishing, maintaining and updating Organizational Inspection Program (OIP) checklists and inspection plans; promoting integrity, accountability, and improvement of IMCOM personnel, programs, and operations in support of mission requirements; and, integrating Knowledge Management – People, Technology, and Processes; synchronizing Knowledge Management processes – including the War Fighters Forum (WFF).

c. **G38 – IMCOM ARFORGEN Integration Branch.** The IMCOM ARFORGEN Integration Branch plans, coordinates, synchronizes and integrates IMCOM ARFORGEN. This branch will establish an internal IMCOM organizational structure and

processes to provide IMCOM-wide synchronization of effort across the multiple lines of effort supporting the Readiness Core Enterprise ARFORGEN Model. ARFORGEN Integration Branch functions and tasks consist of providing ARFORGEN and Mobilization support policy, planning and operational oversight. Core Functions of this branch include:

- Monthly ARFORGEN VTCs/ Quarterly ARFORGEN Conferences
- ARFORGEN Coordination with SICE/ACSIM
- Synchronize IMCOM ARFORGEN Board Processes
- SICE ROC Drills
- Mobilization support policy, planning and operational oversight
- FORSCOM Command Readiness Program
- CO-ADOS Management
- Support Base Services (SBS) Contract

These tasks are required to support IMCOM Headquarters and Staff, IMCOM subordinate commands, (US Army Environmental Command) as well as all Regions and US Army Garrisons.

#### **d. IMCOM's role in the ARFORGEN Synchronization Board (ASB) Process.**

(1) IMCOM HQ has organized and developed processes to properly support the Army goals for ARFORGEN. IMCOM established the membership and responsibilities of the HQ IMCOM ARFORGEN Integration Executive Board and Working Group to proactively plan, prepare and execute IMCOM responsibilities in support of steady state ARFORGEN.

(2) The recently approved IMCOM Regulation 10-1, Organization and Functions, includes an ARFORGEN Integration Executive Board Charter to continuously support the Army's ARFORGEN process. The objective of the ARFORGEN Integration Executive Board is to synchronize IMCOM directorate support to ARFORGEN efforts and to inform the Services and Infrastructure Core Enterprise Board. The ARFORGEN Integration Executive Board will consolidate IMCOM issues and ensure solutions are developed in support of the ASB, ASRC Quarterly Conferences and the Executive Level SICE Boards. The board will provide guidance to the ARFORGEN Integration Work Group, validate ARFORGEN Integration Work Group solutions, and elevate relevant issues to the IMCOM Commander related to ARFORGEN and SICE Board support requirements. The executive board is chaired by the IMCOM Deputy Commanding General for Operations. The convening authority and facilitator is the IMCOM G-3, who attends the quarterly FORSCOM hosted ASRC Conferences (may delegate to the G3 Integration Division Chief), ASB Plenary Sessions and Executive Level SICE Boards. Standing members of the executive board are the IMCOM staff directors and selected special staff.

(3) The ARFORGEN Executive Board receives direct support from the ARFORGEN Integration Work Group. The objective of the ARFORGEN Integration Work Group is to capture and work IMCOM issues related to the ARFORGEN process and SICE requirements, in support of the ARFORGEN Integration Executive Board. The ARFORGEN Integration Work Group will meet monthly, while sub-work groups will be formed as required to support the mission. The ARFORGEN Integration Work Group is chaired by the IMCOM G-3 and facilitated by the G-3 Integration Division Chief. Standing members of the work group include the following representatives: G-1 (Plans & Integration; Military Personnel Division), G-3 (ARFORGEN Integration Branch; Operational Planner), G-4 (PW; Transportation), G-6 (Operations), G-7 (Training), G-8 (Budget; Manpower), G-9 (Family Programs), Chaplain, and Strategic Communications.

(4) The IMCOM ARFORGEN support capacity established through the IMCOM 10-1 charter is anchored by the G3, Integration Division. The Integration Division provides the principal IMCOM HQs conduit for SICE and RCE related activity. The G3, supported by the ARFORGEN Integration Work Group, will coordinate IMCOM integration and synchronization efforts with the SICE and RCE AO level work groups. The G3 will use the ARFORGEN Integration Work Group as the means to address and work SICE and RCE issues across the IMCOM staff. Depending on the agenda, the G3 will direct and coordinate attendance of appropriate members of the ARFORGEN Integration Work Group to AO level SICE and RCE meetings in order to synchronize IMCOM staff support to ARFORGEN efforts of both core enterprises.

#### **e. Garrison Support to ARFORGEN.**

(1) The Installation Senior Commander establishes Installation priorities, ensures active units are supported to meet readiness requirements to meet LAD and supports Forces Command (FORSCOM), the executing agent for mobilization in CONUS, to ensure the successful planning, preparation, and execution of both mobilization and demobilization of Reserve Component Formations and Individuals. At the Installation level, IMCOM executes Installation readiness missions, provides equitable services and facilities, optimize resources, sustains the environment, and enhances the well-being of the military community. The Garrison facilitates the IMCOM mission while supporting the Senior Commander established priorities.

(2) Garrisons support the Army's ARFORGEN process through the effective, efficient provision of all aspects of Title 10 support as required to Mobilize, Deploy, Redeploy and Demobilize (MDRD) units and Soldiers. IMCOM managed Garrisons designated as Power Projection Platforms, Power Generation Platforms, Power Support Platforms and active Mobilization Force Generation Installations plan, prepare, rehearse and execute MDRD operations. The Garrison assumes the following responsibilities and executes the following requirements to properly support the Army's ARFORGEN process:

(a) The Garrison ensures the delivery of services and support to mobilizing, deploying, redeploying and demobilizing formations and individuals on behalf of the Senior Commander.

(b) The Garrison coordinates and synchronizes the efforts of the Services and Infrastructure Core Enterprise Installation representatives at the tactical level to provide responsive services and support that meet fluid ARFORGEN requirements. The broad array of customers that the Garrison supports for MDRD operations include First Army, FORSCOM, TRADOC, USAREUR, USARPAC and USASOC.

(c) The Garrison underwrites the Senior Commander responsibilities and IMCOM responsibilities to apply Title 10 support to the deployment and redeployment of active component forces and to support the mobilization and demobilization of reserve component formations and individuals (includes joint and other Service forces when required).

(d) The Garrison helps establish requirements and provides oversight to the Support Based Services (SBS) Contract as the primary IMCOM means to provide IMCOM Garrisons the flexibility to acquire staff augmentation support services for non-government in nature tasks that exceed organic capabilities.

(e) The Garrison coordinates and provides surge support to deploying and redeploying AC forces when required.

(f) The Garrison supports un-forecasted mission requirements beyond the deliberately planned MDRD support to AC and RC formations.

(g) The Garrison provides functional administrative capabilities above and beyond the operating force capability for all deploying, deployed and redeploying formations and individuals as required. The Garrison backfills functional administrative capabilities typically leveraged from the operating force when those functions are deployed.

(h) The Garrison ensures the synchronization of potential constraints (Installation Infrastructure Capital Improvements, Environmental Constraints, and Temporary Capability Shortfalls) with MDRD operations.

(i) OCO funded assets available to facilitate the Garrison Commander execute MDRD operations include:

1. Mobilization support organizations that facilitate MDRD operations and focus efforts to ensure the Installation provides required ADCON (Minus Training) support to RC Units mobilizing, deploying, redeploying and demobilizing and support AC deployments and redeployments.

2. The SBS Contract designed to provide bulk labor to support MDRD operations and provides IMCOM Garrisons the flexibility to acquire augmentation for Non-Governmental In Nature (Non-GIN) tasks that exceed organic capabilities during surge events involving mobilization, deployment, redeployment and demobilization.

**f. IMCOM Integration Support .**

(1) The Integration Support Branch manages two G-3 Management Decision Package (MDEP) programs – QNMG and QSEC. These MDEPS are broken down into ISR 901- Mobilization/Demobilization, 902 DPTMS Command and Control, and 603 Installation Security. Planning and execution is conducted via management of Current year Budget execution, out year programming through the Program Objective Memorandum (POM) process, and TDA manpower management. Additionally, the branch will execute the Organizational Inspection Program (OIP) Program. This branch will Core Functions of this branch include:

- MDEP Management (QSEC and QNMG)
- TDA Management – IMCOM Command Plan
- POM (Budget, Metrics, Modeling, CLS/ISR, Spend Plans)
- Monitor and Project Current and Out Year Execution and Distribution (Monthly, Quarterly, Annually)
- OIP Program Establishment and Management
- OIP Checklists and Inspection Management

(2) These tasks are required to establish internal IMCOM organizational structure and processes to manage programs by MDEP to provide Garrisons predictability of resource levels as well as promoting integrity, accountability, and improvement of IMCOM personnel, programs, and operations through a disciplined OIP.

(3) The Integration Support Branch serves as the link between DPTMS and HQ IMCOM G8 to ensure that the Garrisons DPTMS concerns are heard at the HQ Level. The branch works with G8 Manpower to cross-walk and verifies the Garrison TDA to ensure positions are aligned with the proper MDEP and SAG, works with G8 Requirements to ensure proper documentation and service models, and maintains up to date information from the Garrison DPTMS regarding manpower by MDEP. The branch works with IMCOM G8 Budget on the final FY funding spread and identify shortfalls prior to submission to ABO, works with the HQDA MDEP Manager and II PEG to ensure that funding is properly allocated and that the programs are properly represented and defended at the HQDA level, and monitors spending in the year of execution to ensure all programs remain funded to the proper level and that funding is being properly executed by MDEP per Funding Guidance. Additionally, the branch assists the DPTMS in the development of the 1-n list to prioritize funding by MDEP and prepares data calls

from the DPTMS to provide requirements for the POM build and ensure proper IMCOM representation at HQDA to defend programs. Finally, the Integration Support Branch serves as the IMCOM HQ SME on MDEPs (ISR) responding to all questions from HQDA, Garrison or IMCOM G8 regarding funding or program execution to the Directorate level.

**g. IMCOM Knowledge Management.**

a. The Knowledge Management (KM) Branch provides oversight, direction, and resources to support the overarching IMCOM KM effort and Situational Dominance strategy. This organization serves as a pivotal coordination and communication body to organize and align KM initiatives across the IMC to successfully build KM capabilities for the current and future fight supporting all facets of Installation management including all Installation Management Campaign Plan Lines of Effort. KM Branch works to achieve efficiencies that contribute to fulfillment of the Shared Vision for Situational Dominance (SD) and accomplishment of Installation Management Campaign Plan (IMCP) objectives. Core Functions of this branch include:

- Develop/maintain Situational Dominance Strategic Plan and Metrics
- Staff direction/facilitation of KM Executive Board and Working Group and communities of practice including the War Fighters Forum (WfF)
- Continuous KM assessment
- Knowledge creation and transfer efficiencies
- Monitor emerging KM trends
- KM training

These tasks are required to establish an internal IMCOM organizational knowledge network, structure and processes to achieve KM efficiencies, and proactively plan, prepare and execute KM responsibilities to achieve and maintain IMCOM Situational Dominance.

b. The Knowledge Management (KM) Branch will inculcate KM processes enterprise-wide through IMCOM leadership, staff, Regions, US Army Garrisons and AEC. The G3 Integration KM Branch utilizes Knowledge Management processes and procedures to develop a long term change in organizational culture, moving IMCOM from a “knowledge-hoarding organization” to a “knowledge-sharing organization” – an IMCOM that exemplifies a workforce focused on collaboration and innovation in an environment where there is freedom to contribute and communicate and feedback flow is unimpeded.

## **h. Things to Check.**

- Check patch chart changes and updates regularly.
- Check the IMCOM HQs and Installation MSE ASRC inputs/outputs related to the monthly VTC and Quarterly Conferences.
- Check the SBS Contract (and other supporting contracts) for forecasted use, redundancy, effectiveness and execution metrics.
- Check to ensure that Mobilization Plans are accurate, updated and integrated with all Mobilization Enterprise partners.

## **i. ARFORGEN Tips for Success.**

- Develop a close working relationship with the FORSCOM MSE and coordinate routinely.
- Develop and nurture a Services Enterprise forum to address the entire array of Title 10 support responsibilities and requirements for MDRD operations.
- Use the Installation Synchronization Conference/SICE ROC drill to ensure all enabling Garrison services are synchronized to support the Senior Commander and his operational requirements.
- Plan on CO-ADOS support when Operating Force services normally leveraged for Garrison responsibilities are deployed as well as direct support to 1<sup>st</sup> Army (1A) Mobilization.
- Ensure that funding is executed within the proper MDEP and AMSCO
- and that all authorizations are documented properly on the TDA. MDEP funding is provided for specific functions and personnel support. The MDEP Manager at IMCOM G3 can assist.

## **7.2. G33 Operations Center.**

a. HQ IMCOM has a 24/7 (manned 12 hrs; on call 12 hrs) Operation Center from which the Command Group is provided Situation Awareness. The HQ Operation Center—manned by a Battle Captain, Watch Officer and Common Operating Picture (COP) Manger over two 12 hour shifts – is located at Joint Base San Antonio, Texas within the HQs IMCOM Building. The Commander's Monday/Wednesday/Friday Commander's Update Briefing (CUB) is held here; and the Crisis Action Team (CAT) forms here as the Center maintains links with HQDA, Army North (ARNORTH), Northern Command (NORTHCOM) and our Federal Partners. In order to maintain Situational Dominance, the HQs rely on input from the Regions and USAG Operations Centers.

b. At IMCOM Garrisons, the Installation Operation Center (IOC) is configured to support the mission of the Senior Commander (SC). Some IOCs are co-located with the SC, some augment, some stand alone and some are the Military Police desk.

Regardless of the configuration, the IOC works with the SC and shares information with the HQ IMCOM Operation Center. The IOC must meet the reporting requirements and timeline of the Commander IMCOM CCIRs, and the SIRs directed by AR 190 series. Additional information about CCIRs and SIRs is contained in ANNEX A of this handbook. Other information sharing/limitations may be directed by the SMC. The Army's Emergency Management regulation and DoD guidance direct that operation centers establish a relationship with the local authorities to build a spirit of mutual support. Each Garrison has an Emergency Manager (EM) charged with this task. IMCOM plays a key role in Defense Support of Civil Authorities (DSCA) mission by providing and coordinating USAGs as staging areas for our Federal Partners or locations for staging/employing Title 10 forces in support of a DSCA mission. The Garrison EM will foster local and federal partner relationships. HQ, IMCOM Operations Center is the link between NORTHCOM and ARNORTH, which are charged with Defense and Support of the Homeland. The HQ, IMCOM Operations Center is also the facilitator for sharing information during DSCA missions and internal emergencies between the USAG and ACOMS, DA, NORTHCOM and ARNORTH.

### **7.3. G3 Airfield Operations Division: IMCOM responsibilities for Airfields and Heliports and for Airfield/Heliport Management and Air Traffic Services**

**a. Responsibility.** IMCOM Airfields and Heliports are the responsibility of the IMCOM G3 and are managed by the Airfield Operations Division.

**b. Airfield Operations Division Mission.** Provide airspace management, airfield services and infrastructure in support of the Senior Commanders' mission, Soldier training, mobilization and deployment. (LOE 4, IR 1-3).

#### **c. Functions:**

(1) Primary Function: Perform resource management functions (budgets, programming, and manpower) to provide adequate resources through IMCOM Regions to IMCOM Garrisons for the safe operation of their airfields.

(2) The Chief, Airfield Operations Division, G3, serves as the IMCOM Service Owner, Service 302, Army Airfields (AAF) and Army Heliports (AHP), consisting of Airfield Management Services, Flight Management Services, Aircraft Ground Services, Air Traffic Control Services, Air Traffic Control Maintenance Services.

(3) The Chief, Airfield Operations Division, G3, also serves as the IMCOM POC for Management Decision Package (MDEP) QAAF which funds all IMCOM AAFs and AHPs. The Army MDEP manager for QAAF is the Commander, US Army Aeronautical Services Agency (USAASA), a subordinate Agency to the DA G3/5/7 Aviation (IMCOM does not manage all Army Airfields). The QAAF MDEP does not provide resources for AAF/AHP maintenance and upkeep, fire and emergency services, security, wildlife and

environmental hazards, provision of aircraft fuel (except dispensing), pavement, lighting and marking, etc. There are several MDEPs associated with the “totality of AAF/AAP operation, maintenance and support,” which requires a cooperative, integrated effort at all levels.

**d. Support Functions:** The Airfield Operations Division staff performs myriad support functions to provide staff oversight and policy guidance for Airspace, Airfield/Heliport Management and Air Traffic Services. These functions include but are not limited to:

(1) Airfield/Heliport Quality Assurance Evaluations (QAE) – IMCOM HQ provides a team of 5 to 7 evaluators to each IMCOM-managed AAF/AHP to conduct a thorough evaluation every 30-36 months. The team consists of technical experts in the areas of Airfield Operations, Airfield Safety, Airfield Infrastructure, Public Works and Environment. The result is a comprehensive report to the Garrison Commander as to the status of his/her AAF/AHP. Specific areas of Air Traffic Control Operations and Fire and Emergency Services are evaluated separately by organizations charged with that responsibility (US Army Air Traffic Services Command and IMCOM PMO, respectively).

(2) Airfield Infrastructure/Waivers/Facilities Requests.

(3) UAS Operations/ Integration.

(4) Airfield Safety.

(5) Air Traffic Control Operations.

(6) Air Traffic Control Equipment Maintenance and Upgrades.

(7) Airspace Management – The IMCOM Air Traffic and Airspace Officer (AT&A) resides in the Airfield Operations Division and provides expertise to Garrisons on various issues associated with efficient utilization of the US National Airspace System.

(8) Airfield Transfers – As of September 2011, IMCOM manages 28 AAFs and 5 AHPs. Army Campaign Plan directs IMCOM to manage all Army Airfields. Each MACOM/DRU/ASCC evaluates their operated airfields every two years and provides HQDA their recommendation regarding the transfer of airfields. Following these recommendations, HQDA will direct commands to execute airfield transfers over the next two fiscal years. The transfer of an AAF/AHP requires significant prior planning, coordination and resource transfer sufficient to maintain the AAF/AHP and is an ongoing, complicated and difficult process.

(9) Airfield Support Working Group (ASWG) – As noted in para 3. A. (3) above, there are several MDEPs associated with the “totality of AAF/AAP operation, maintenance and support,” which requires a cooperative, integrated effort at all levels. Given this reality, IMCOM has chartered the ASWG, co-chaired by the Chief, Airfield Operations and the G4 DPW, to bring together the various staff elements that have a stake in a portion of AAF/AAP operation, maintenance and support to identify issues, assign staff responsibility and develop solutions to IMCOM-wide AAF/AHP problems.

**e. HQ IMCOM Airfield Operations Division POCs:**

- Stewart Wyland – Chief, 210-466-0883, [stewart.wyland@us.army.mil](mailto:stewart.wyland@us.army.mil)
- Dan Clark – Policy and Integration, 210-466-0314, [daniel.clark2@us.army.mil](mailto:daniel.clark2@us.army.mil)
- Fred Baca – Infrastructure and UAS, 210-466-0316, [fred.baca@us.army.mil](mailto:fred.baca@us.army.mil)
- Bill Livingston – ATC Maintenance and Airfield Equipment, 210-466-0313, [william.livingston1@us.army.mil](mailto:william.livingston1@us.army.mil)
- Dave McCormick – ATC Operations and Airspace, 210-466-0344, [william.mccormick@us.army.mil](mailto:william.mccormick@us.army.mil)
- James Knight – Quality Assurance, 210-466-0928, [james.c.knight2@us.army.mil](mailto:james.c.knight2@us.army.mil)
- Joel Reyes – Management Analyst, 210-466-0315, [joel.p.reyes@us.army.mil](mailto:joel.p.reyes@us.army.mil)

**f. Airfield Management Things to Check:** What does a leader need to check to ensure the DPTMS and Airfield Manager are doing the right things, doing things right, and are not missing anything?

- Are the hours of operation for each airfield capability (base operations, Air Traffic Control, Aircraft ground services, ATC Maintenance, etc.) appropriate and essential for mission accomplishment? Are they reviewed periodically to determine if they can be reduced due to mission change?
- Does the installation conduct a quarterly Airfield Operations Board (AOB) with the appropriate Garrison leadership and directorate representation to ensure a cooperative, integrated approach to solving airfield issues? Does the Garrison Commander, if not a member of the board, receive feedback from the board?
- Are Airfield work orders properly submitted, current and appropriately prioritized? Do the DPTMS and DPW/DOL work closely together to solve airfield maintenances and support issues with the constrained resources available?

- Are deficiencies identified in the most recent IMCOM QAE corrected, awaiting resources to correct or passed to the appropriate higher level for correction as appropriate? Have all deficiencies noted in the most recent IMCOM QAE that have not been corrected been identified to the Garrison Commander with the risk associated and has that risk been accepted by the appropriate level of command?

#### **7.4. G32: Responsibilities of the Installation Security & Intelligence Office.**

**a. Security and Intelligence.** Security and Intelligence professionals of the Garrison's Security and Intelligence (S&I) Office provide policy guidance, assistance, and oversight to its customers for the following intelligence-based security programs: Information Security (INFOSEC), Personnel Security (PERSEC), Industrial Security (INDUSEC) and Security Education, Training, and Awareness (SETA). The S&I Office also provides Intelligence Support to the Garrison in the development of plans, programs, and operations. Security inspections are conducted to ensure compliance with security program requirements, and that records are properly protected and maintained in accordance with regulations. S&I Office may coordinate with other organizations on the Installation, i.e., Provost Marshal, Anti-Terrorism, and local Military Intelligence Offices. The S&I Office has representation at Threat Working Groups and may be included in Surety working groups as well.

**b. Support from higher HQs.** The IMCOM HQs and Region Security Program managers are prepared and equipped to assist you and your Garrison Security Managers with issues concerning all Intel-based Security disciplines. These individuals have direct communication with higher level program managers (DA and DoD) and can answer RFIs, provide interpretation of policy, program oversight and development and sometimes procure resources when needed.

**c. Operations Security (OPSEC).** Each Garrison should have a Level II trained OPSEC Officer. The OPSEC Officer is responsible to perform OPSEC duties for the Garrison Command and support the tenant units' OPSEC Officers. The OPSEC Officer should be involved in all planning efforts within the Garrison Command and should be the lead for the Installation OPSEC Working Group. The IMCOM HQs G-32 also maintains responsibility for OPSEC program management for the command. The OPSEC program manager also is available to provide interpretation of policy, program oversight and development and sometimes procure resources when needed.

**d. Weblink.** Click on this weblink to access more information about IMCOM Security and Intelligence: <http://www.imcom.army.mil/hq/organization/ops/>

**e. Things to Check.** What do you, as a leader, need to check to ensure the S&I Office is doing the right things, doing things right, and how do you know what is missing?

Have all Garrison personnel received the annual Information Security training and understand how to handle and manage classified and controlled unclassified information (CUI)?

Are senior managers and their subordinates aware of, and received the insider threat training through the annual Threat Awareness and Reporting Program (TARP) training; do they know what to report and to whom?

- Report potentially derogatory information immediately to the S&I Office, Article 15, indebtedness, abuse (family), drug or alcohol usage, etc. If there is doubt, err on side of caution. . Army is preparing a new program titled Security Resiliency, which will “clear the Army”. The program is focused on an enterprise solution to ensure personnel have received the proper personnel security investigations. It relates to the insider threat and is an effort to ensure we have an effective and efficient process for pre-screening, thoroughly investigating and continuously evaluating our personnel for suitability in the United States Army.
- Ensure your personnel know and understand the importance of the OPSEC Critical Information List (CIL). The CIL is developed by the OPSEC Officer and the Commander to ensure the items on the list are protected. The CIL should generally be the most crucial pieces of information that the Commander wants to protect from the threats to the mission. CIL items are items that, if exploited by the threat, will severely negatively impact the mission or endanger lives.

**f. Tips for Success.**

- Ensure Garrison personnel know how to report security violations involving classified information and controlled unclassified information.
- Ensure you know who your Garrison Security Manager is (they should be appointed on orders by you, the Garrison Commander/Garrison Manager). The individual should have a direct line of communication to you on matters involving the intelligence based security programs.
- Has your Security Manager explained the security issues of your particular Garrison? Is there synergy among the Provost Marshal’s office, the other tenant offices that may affect the security of your Installation? They can tell you “what is missing”, e.g., if there is a lack of coordination, collaboration or that leaders and supervisors are not ensuring they are in touch with the S&I office. This avoids breaches, spillages, etc. Ensure you have personnel that can monitor these programs.

**7.5. HQ IMCOM points of contact for support in execution of CG IMCOM-directed OPORDs, processing Serious Incident Reports and Commander's Critical Information Requirements, supporting ARFORGEN and Mobilization, supervising airfield/heliport management, conducting Emergency/Consequence.**

**G3 POCs to the Installation Support Office, Direct Reporting Garrisons and Regions**

- G3 Airfield Operations POC is Dan Clark, 210-466-0355, [daniel.clark2@us.army.mil](mailto:daniel.clark2@us.army.mil)
- G32 Intel / Security POC is Walter Wadsworth, 210-295-2270, [sonny.wadsworth@conus.army.mil](mailto:sonny.wadsworth@conus.army.mil)
- G33 Ops Center POC is Tom Bowersox, 210-466-0089, [Thomas.Bowersox@us.army.mil](mailto:Thomas.Bowersox@us.army.mil)
- G33/35 Current Ops / FUOPS POC is Kelly McNeese, 210-466-0088, [kelly.d.mcneese.civ@mail.mil](mailto:kelly.d.mcneese.civ@mail.mil)
- G38 POC for Mobilization, Integration, and Knowledge Management is Cunningham, John R Mr CIV USA IMCOM HQ, 210-466-0103 at [j.robert.cunningham@conus.army.mil](mailto:j.robert.cunningham@conus.army.mil)

**7.6. Directorate of Plans, Training, Mobilization & Security (DPTMS).** The DPTMS directs, supervises, and controls the resources assigned to the directorate; reviews and analyzes operations and reports on findings with recommendations for improvement; formulates, documents, and implements policies and procedures; and advises the GC on matters which impact on assigned responsibilities. The DPTMS contains four divisions: Plans & Operations, Training, Security & Intelligence, and Airfields. The Directorate of Plans, Training, Mobilization and Security synchronizes internal and external activities that support the development and protection of the War-Fighters, the Civilian workforce, and the family members assigned to the installation. The functions are executed through the divisions and branches, and encompass the following:

**a. Things to Check.**

- Operations Center Emergency Action Drills / CCIR / SIR Procedures
- Changes to any AT/FP Conditions or capabilities
- Any degradation to required Airfield Operations standards
- Any degradation to the Garrison Emergency Service Capabilities
- Tracking System for Orders and Taskings / Mission Support Requirements



## **Chapter 8**

### **Internal Review (IR)**

**8.1.** Army Regulation 11-7, Army Internal Review Program states, “The fundamental tenet of Army management philosophy is that commanders at all levels are responsible for the accomplishment of their missions and for effective stewardship of the resources provided to them for mission accomplishment. Commanders are responsible for compliance with laws, policies, procedures; achieving program objectives; and for the accuracy, propriety, legality, and reliability of their actions. In discharging their responsibility, commanders will use their IR capability and other facets of their internal control system to ensure the preservation and proper use of resources.”

**8.2.** IR offices are organizationally aligned to be independent, and located outside the typical staff structure so as to report directly to the Garrison Commander or Deputy to the Garrison Commander. The IR office will not be aligned under another directorate or staff section. IR professional staff requirements include a minimum 24 semester hours of accounting and minimum annual Continuing Professional Education (CPE) of 40 hours. IR staff should seek continued development thru professional certifications such as, Certified Government Financial Manger, Certified Internal Auditor, Certified Government Audit Professional, etc., and membership in organizations such as Institute of Internal Auditors, American Society of Military Comptrollers and Association of Government Accountants.

**8.3.** Internal review products assess command performance based on mission goals, statutory, regulatory, and command requirements, and initiate from requests for services and IR internal nominations developed from risk assessments. IR engagements are conducted according to specific audit standards of AR 11-7. IR reports to provide assurance or conclusions based on evaluation of data and evidence against objective criteria (for example, specific requirements or measures, or good business practices). IR’s objective analysis and recommendations will improve a program’s performance and operation, reduce costs, facilitate decision-making, and contribute to public accountability. Reviews will assess effectiveness of the internal controls for command decision-making and program operations.

**8.4.** Potential IR audits include: assessing overall management controls; contract management, fleet sizing, training cost, travel benefits, Audit Readiness/Chief Financial Officers (CFO) Act compliance, confirmation of compliance with laws, regulations, etc., analysis of processes and costs, validation of Lean Six Sigma (LSS) project savings, and analysis of organizations/situations not appropriate for LSS. Significant emphasis for IR is audit readiness.

**8.5.** Army Audit Readiness is a congressional mandate of the CFO Act of 1990 and National Defense Authorization Acts – FY09, 10, 11. The Secretary of the Army has included Audit Readiness goals in the Army Campaign Plan, has instituted SES Audit

Readiness performance standards, and established the requirement for IR to perform audit readiness evaluations and follow-up reviews. IR is the audit readiness POC for IMCOM. Army Commanders are required to engage their Irs in support of the Audit Readiness mission. Current Army Audit deadlines are set for Real Property in FY 2013, Capitalized Equipment in FY 2015, Statement of Budgetary Resources in FY 2015 and in all areas in 2017.

**8.6.** IR is also charged with investigating violations of the Antideficiency Act (ADA). The ADA is a collection of statutes, primarily Sections 1341, 1342 and 1517 of Title 31 of the United States Code. The ADA requires the head of each executive agency to prescribe by regulation a system of administrative control of funds. It describes the legal requirements for allotment structures and definition of the role of key officials; fixes responsibilities for anti-deficiency violations, or regulation relating thereto; and provides the means for reporting such violations to the President and Congress through the Office of Management and Budget (OMB).

**8.7.** Three types of ADA violations can occur, Purpose (expenditure must be made in accordance with the appropriation), Time (appropriation is available for obligation for a definite period of time) and Amount (obligating, expending, or authorizing the use of funds exceeding the amount available in an appropriation or fund). Typical violations include exceeding statutory thresholds for small construction or acquisitions, or obligating/expending funds for a purpose not intended by the appropriation. The IR Office is a critical command resource available to provide advice in avoiding ADA violations.

**8.8. References:** AR 11-7 Army Internal Review Program, AR 11-2 Management Control, AR 36-2 Audit Services, OMB Circular A – 123 Internal Control Systems, Army Campaign Plan Decision Point (DP) 91.

**8.9. Website:** <http://asafm.army.mil/offices/FO/InternalReview.aspx?OfficeCode=1500>

**8.10. Things to Check.**

- Is there an Annual Internal Review Audit Plan based upon risk assessment and command priorities? Is it approved by the Garrison and the Senior Commander? Is it checked at least quarterly and revised semi-annually to remain responsive to Command requirements?
- Is IR focused and being used in the right areas (audit readiness, high risk/high cost areas, Command concerns or priorities)?
- Do IR products provide return on investment to the Command (monetary benefits, cost avoidance, recommendations for improved processes, etc.)
- Is IR properly organizationally aligned? Is the Internal Review Officer one of the Command's trusted agents for advice and problem resolution?

- Are staffing levels appropriate to support the Installation? Does the IR staff meet the minimum professional accounting and continuing professional education requirements?
- Is an annual review accomplished of the management control program in support of the Commander's Annual Statement of Assurance been conducted?
- Is the IR timely implementing corrective actions from their Tri-Annual External Quality Assurance Review? Are they conducting and reporting to Command their annual internal assessment in other years?
- Are IR services, products and benefits to command accurately reflected in their semi-annual report to DA thru IMCOM HQ?

#### **8.11. Tips for Success.**

- Set the tone at the top, "What you permit you approve." Irs can help create a culture of doing the right things right.
- Positively engage and focus IR toward high risk/high cost areas and Command priorities.
- Expect and require the highest level of professionalism and engagement by your IR team.
- Ensure IR is the first place to contact regarding external audit or inspection teams requesting information or to visit the area.
- Require approved corrective action recommendations of audits and Internal Reviews are timely implemented – receive the benefits.
- Institute/maintain appropriate internal controls to ensure positive stewardship of resources and prevent occurrence of ADA violations, i.e., legal review of contracts, independent resource management certification of funds.



## **Chapter 9**

### **HQ G5; Region Plans; and Garrison Plans, Analysis and Integration Office (PAIO)**

#### **9.1. Overview of HQ G5; Region Plans; and Garrison Plans, Analysis and Integration Office (PAIO) Functions.**

a. The HQ G5; Region Plans; and Garrison Plans, Analysis and Integration Offices (PAIO) constitute what is generally referred to within IMCOM as the plans community. While much of the work these staffs perform is plans related, they have a different focus and functions than a Joint, Corps or Division type Plans Directorate. The IMCOM plans community focuses on sustainability; assessments, including measuring and analyzing performance; business transformation and efficiencies; integration of programs and stationing management. Members of the plans community are problem solvers. They find more efficient and effective ways to run operations. IMCOM “planners” must possess strong problem solving and analytical skills and the ability to lead implementation of solutions. They must demonstrate strong communications skills, the ability to think logically, skill at working with others. Their ability to make important contributions is enhanced by practical ability to applying analytical methods from mathematics (including modeling), science, and engineering and to use such tools as the scientific method, systems thinking, Lean Six Sigma, and the Military Decision Making Process. Garrison PAIO team members are critical enablers to sustaining mission accomplishment. The HQ G5 Plans Directorate maintains a Knowledge Management portal on Garrison Commander.com at this link that leaders and staff can check frequently for updates at this URL:

<https://forums.army.mil/secure/CommunityBrowser.aspx?id=1474491&lang=en-US>

b. The HQ IMCOM G5 Directorate is organized into three Divisions: Strategic Plans and Assessments Division, Business Transformation Division and Force Management Division. The G5’s counterpart at IMCOM Garrisons is the PAIO. The PAIO is the Garrison Commander’s staff element for strategic and management planning and integration for the installation. The PAIO provides oversight of assigned programs; conducts analytical reviews; monitors Army baseline standards; captures and enables implementation of best business practices; identifies, tracks, and orchestrates reporting of performance measures; and integrates and optimizes use of technology. This office is the focal point for strategy and management planning for installations. The PAIO is focused on setting conditions and long-term planning. The Office is primarily staffed with management analysts who can provide the commander disinterested, objective assessments and recommendations.

**c. Key Initiatives:**

- **Strategic Plans and Assessments**
  - Integrated Strategic Sustainability Planning (ISSP)
  - Installation Planning Board (IPB)
  - Strategic Management System (SMS)
  - Installation Status Report (ISR)
  - Army Stationing and Installation Plan (ASIP)
  
- **Business Transformation**
  - Army Communities of Excellence (ACOE)
  - Continuous Process Improvements (CPI)
  - Interactive Customer Evaluation (ICE)
  - Best Practices (BP)
  
- **Force Management**
  - Stationing
  - Force Integration
  - Force Structure
  
- **Miscellaneous**
  - Historical Report
  - Town Halls
  - Management Control Program
  - Installation Fact Book / Installation Statistics Card

**d. Tips for Success:**

- Enable your PAIO team by ensuring they have the right skill set.
- Help them avoid getting caught up at the tactical/ day-to-day level so they can assist you at the operational and strategic levels
- If your PAIO team does not have the right skills, tap external talent until you can get your team trained.

## **9.2. Overview of how the G5 and your PAIO can assist with mission accomplishment in the new fiscal reality.**

a. The PAIO is responsible for gathering and analyzing data for higher headquarters, tracking the implementation of higher headquarters policies and overseeing long-range plans. The PAIO performs: 1) Planning; 2) Measuring and evaluating service delivery; 3) Ensuring continuous improvement of Garrison operations; and 4) Ensuring business transformation efforts are inculcated into Garrison operations and delivering desired results.

### **(1) Planning:**

- Provide an integrated and systemic approach to Garrison planning. Facilitate strategic sustainability planning, outlining realistic capabilities and driving long-range mission, community, environmental and economic impact based decisions through systems thinking ensuring sustainability is at the forefront, or at least considered, in all aspects of Garrison operations.
- Coordinate the Installation Planning Board which is a forum for providing a common operating picture of installation capabilities and tenant requirements that provide the senior commander and tenants with a common operating picture of installation resources and management.
- Maintain accurate Garrison population data within the Army Stationing and Installation Plan (ASIP).

### **(2) Measuring and Evaluating Delivery:**

- Ensure quality service delivery through data collection, measurement, and performance evaluation.
- Provide personalized and customized assistance to each directorate and staff office for the Installation Status Report – Services (ISR-S), Installation Status Report – Services (Cost) (formerly ISR Service Based Costing (SBC)) and Installation Status Report – Natural Infrastructure (ISR-NI).

### **(3) Continuous Improvement:**

- Ensure continuous improvement of Garrison operations (cost, quality, time, speed) using process improvement methodology and other quality management system.
- Apply continuous process improvement tools such as Lean Six Sigma to become more customer focused by improving the efficiency and effectiveness of our business processes, manage change by building a

culture of continuous improvement across the Garrison, and optimize our limited resources by increasing productivity without sacrificing quality.

- Provide technical and analytical support for Garrison Alternate High Performing Organization (AHPO) efforts.

#### **(4) Achieving Desired Results:**

- Ensure business transformation efforts are inculcated into Garrison operations and delivering desired results.
- Coordinate the Army Communities of Excellence (ACOE) Organizational Self Assessment (OSA) process to identify the Garrison's strengths and opportunities for improvement.
- Administer the Army Suggestion Program and encourage Soldiers and Civilians to submit ideas that increase the efficiency and productivity of the Army.
- Direct the Customer Relations Management (CRM) program for the Garrison. Administer the Interactive Customer Evaluation (ICE) system.

#### **b. Things to Check.**

- The right resources (people/time) to achieve success.
- Are the right people involved?
- Leadership engagement at all levels.
- Response to customer comments (ICE).

#### **c. Tips for Success:**

- Take a holistic view.
- Focus on outcomes; assess and measure progress on outcomes.
- Get inside "requirements."
- Challenge conventional wisdom.
- Leverage best practices and success from other installations.

### **9.3. Installation Management Campaign Plan (IMCP).**

a. The IMCP provides direction for planning, preparation, and execution of the full range of tasks necessary to address our Services and Infrastructure Core Enterprise (SICE). The IMCP strategic direction provides the foundation and road map for each Soldier, Family and Civilian to understand their role in supporting the warrior now and in the future. The IMCP is a living document manifested by all agencies within the Installation Management Community to align and integrate this strategy. The ASA (IE&E) is responsible for installation policy; oversight and coordination of energy security and sustainability; environmental initiatives; resource management; military

construction; operations and maintenance; base realignment and closure (BRAC); privatization of Army family housing, lodging, real estate and utilities; and the Army's installation safety and occupational health programs. Our strategic imperatives, nested in the IMCP, include: (1) Continue evolving as customer-focused, cost conscious community; (2) Embrace a performance-based management culture; (3) Equip employees with the competencies, skills and enabling capabilities needed to provide extraordinary support to our customers; (4) Ensure fiscal responsibility; and (5) Focus our thinking to address identifying and fulfilling present and future needs. Each imperative is derived from and driven by a fundamental alignment with other Strategic Guidance starting with the President's Management Agenda (PMA), Quadrennial Defense Review (QDR), The Army Plan (TAP), the Army Campaign Plan (ACP) and the Installations and Environment Strategic Plan. The IMCP represents a customer-focused approach at all levels within the Installation Management Community. A key function of the enterprise process is the continued use of input and feedback from the Army Family (Installation Senior Commanders, their Soldiers, Families and Civilians). We encourage each Soldier and Civilian employee to read, understand and participate in the IMCP which supports the warfighter, our customers, and the Department of the Army. The IMCP can be downloaded from the IMCOM Webpage at the following URL: <http://www.imcom.army.mil>

#### **b. Things to Check.**

- Does the workforce have an understanding of the content of the IMCP?
- Are activities driving by a Line of Effort contained in the IMCP?
- Are the IMCP metrics reviewed and monitored?

#### **c. Tips for Success.**

- Discuss the IMCP with your Soldiers, Civilians and Families so all understand their roles in supporting the Warrior today and into the future.
- Understand and use the IMCP strategic communications messages often, over multiple media (ensure you are reaching those off-post), and with the surrounding community.
- Convey the IMCP to supported commanders and tenants.
- Engage community leaders; encourage involvement and strategic partnerships to deliver services for Soldier, Civilians and Families on and off the installation.
- Execute the IMCP in the context of the installation's missions, resources and operating environment to support Senior Commander requirements.

#### **9.4. Installation Planning Board (IPB).**

a. Garrisons facilitate a variety of boards and planning activities which integrate regulatory, planning, and constituent informational requirements. The board and planning activities conducted at an installation create a battle rhythm which facilitates a pattern of communications and control to coordinate individual planning efforts and prioritize conflicting goals. Examples of these boards and planning activities are the Real Property Planning Board (RPPB), Antiterrorism and Force Protection Master Plan, Cultural Resources Master Plan, Energy Management Plan, Environmental Quality Control Committee, Environmental Management System, Executive Quality Council, Human Resources Master Plan, Information Technology Master Plan, Non Appropriated Fund (NAF) Capital Purchase and Minor Construction Master Plan, Range and Training Land Master Plan, and Installation Safety Council. Each of these boards and activities should produce a product that is presented to the SC and/or GC in an appropriate forum and provide feeder information to the IPB. The semi-annual IPB, co-chaired by the SC and the RD (or equivalent), serves as the platform for identifying and providing a common operating picture of installation capabilities and tenant requirements. The IPB enhances communications and decision making, prioritizes local requirements, enhances readiness, promotes stewardship of resources, and highlights issues for elevation to Army senior leaders. The IPB produces an Integrated Priority List (IPL), co-signed by the SC and RD (or equivalent), which sets or resets installation priorities and requirements. Requirements that cannot be met in the near-term are candidates to be incorporated into the Installation Strategic Plan. For Garrisons directly reporting to HQ IMCOM, the IPB will be co-chaired by the SC and the designated HQ IMCOM Deputy Commanding General (DCG) or their representative.

#### **b. Things to Check.**

- Does the Garrison conduct IPBs?
- Does the Garrison have an Integrated Priority List that is endorsed by the Senior Commander and supporting leadership at IMCOM (Region Director or Deputy Commanding General IMCOM)?
- Is the IPB integrated with feedback provided by other planning boards at the installations?

#### **c. Tips for Success.**

- Engage tenant unit leaders; encourage involvement and participation in the IPB.
- Develop and implement an Installation Strategic Plan via the ISSP process which drives priorities for planning for the future.
- Synchronize planning efforts with the Senior Commander.

## 9.5. Sustainability.

a. Incorporating sustainability principles into daily operations has become an important focus area over the past decade for the Department of Defense (DoD), Army, and Installation Management Command (IMCOM). Since 2000, many Army Installations have been persistent in planning for, promoting and developing sustainable installations. Over the past six years, the Army and Installation Management Community (IMC) have worked to codify their corporate ambition to operationalize sustainability concepts, principles and tenets to affect exceptional, yet realistic, support for current and future missions at Army installations. Several legal drivers have served as a foundation in this process and include but are not limited to: AR 5-1, Total Quality Management; AR 210-20, Real Property Master Plans for Army Installations; and AR 200-1, Environmental Protection and Enhancement.

b. Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance, (EO13514, October 2009) enhances and augments EO 13423. Under EO 13514, Federal Agencies are required to move toward sustainable operations and facilities by: increasing energy efficiency; reducing greenhouse gas emissions; conserving and protecting water resources; eliminating waste; leveraging acquisitions to support sustainable technologies and materials, products and services; and designing and constructing facilities to high performance standards.

c. Applying the five principles of sustainability, as provided in IMCOM Policy 11-32-1, Operationalizing Sustainability, is an evolution in planning and implementation. Following the Integrated Strategic and Sustainability Planning (ISSP) process, all cross-functional planning efforts will be aligned and integrated into Command strategic action plans through an installation-wide strategic plan.

d. The IMCOM Installations are required to develop a Strategic Plan with long range goals that are reflective of installation-specific challenges that must be addressed to support development of a sustainable installation. This plan is intentionally cross-functional across the Garrison organization, enhanced by the participation in development from tenants and community stakeholders, and support current and future campaign plans of the Senior Commander.

e. Installations should develop a single strategic plan that documents the activities that support long-term strategic and sustainability plan objectives unique to the installation while being aligned with the IMCP LOEs. Actions identified in the installation strategic plan should be integrated into the appropriate subordinate plans developed and maintained by the installation (e.g., Real Property Master Plan, Integrated Natural Resource Management Plan, Succession Plan, etc.). Installations developing new strategic sustainability plans shall consider the IMCP LOEs as a foundation as they are a reflection of the Commander's Intent to create Sustainable Army Communities of Excellence where installations integrate safety, sustainability, innovation,

communication, partnership, and stewardship into all facets of decision-making and execution.

**f. Things to Check:**

- Does the Garrison have a current Installation Strategic Plan based upon the Integrated Strategic Sustainability Planning process?
- Have action plans been developed supporting the Installation Strategic Plan?
- Is a sustainability mindset inculcated within the workforce?
- Is the Installation Strategic Plan updated annually?

**g. Keys to Success.**

- Engage tenant unit leaders; encourage involvement and participation in the ISSP process and Installation Strategic Plan development.
- Develop action plans supporting the Installation Strategic Plan.
- Ensure execution of the Installation Strategic Plan and monitor metrics which measure progress in achieving goals and completing action plans.

**9.6. Strategic Management System (SMS).**

a. SMS serves as the foundation for ensuring Army-wide strategy execution, strategy management, organizational alignment (vertical and horizontal), and data synchronization. It consolidates input from various Army information technology systems or Standard Army Management Information Systems (STAMISs) into a single dashboard to compare actual performance to stated targets or standards. The evolution of SMS began in January 2006, at the direction of the then-Secretary of the Army, Francis J. Harvey, the Army's Strategic Readiness System was replaced by the Strategic Management System, a performance management methodology designed to include management and strategy execution plans encompassing all aspects of the Army's statutory requirements under Title 10, U.S. Code. SMS is an enterprise performance-management framework (with a supporting web-based system). The SMS aggregates key performance indicators from all functional levels of the Army and delivers strategically-focused presentations to executive leaders and all subordinate command levels. It is accessible to anyone with an Army Knowledge Online (AKO) account (after a corresponding SMS account is created). SMS uses a hierarchical structure based on overarching strategies, initiatives, tasks, and metrics. SMS provides a cross-functional snapshot of the Army's strategic posture in a top down, data-driven, performance-metric format. This automated tool facilitates an enterprise-level approach to Army decision making and strategy management and serves as an enabler to bring the Army back in balance. SMS is available on AKO using the Non-Secure Internet Protocol Router Network (NIPRNet) for unclassified data processing and through the Secret Internet Protocol Router Network (SIPRNet) on AKO-SIPRNet for classified data

processing. SMS program office technicians migrate SMS data from the NIPRNet to the SIPRNet every business day. Therefore, to view the complete SMS picture with all data, one must view it in the classified environment. HQ IMCOM is actively engaged in using SMS to manage performance. HQ IMCOM G5 and IMCOM Regions routinely conduct training to teach people at your Garrisons how to use SMS. The web link to SMS is at the following URL: <https://www.sms.army.mil/cms/>

**b. Things to Check.**

- Is someone trained within the Garrison to operate and champion SMS?
- Are IMCP metrics being monitored with SMS?
- Are metrics being tailored to monitor performance of programs and services?

**c. Keys to Success.**

- Inculcate data-driven performance-metrics into the management of programs.
- Engage Garrison leaders; encourage involvement and participation in usage of SMS.

**9.7. The Installation Status Report (ISR).** The ISR program assists the Army leadership in making appropriate and responsible decisions required to sustain or improve the management of state or base facilities, natural infrastructure, and services. The program provides HQDA, ARNG, IMCOM, and the ISR reporting organization leadership with executive level information focused on an Army base's real property assets, natural infrastructure, and support services. The ISR consists of four components: 1) Services; 2) Cost; 3) Infrastructure; and 4) Natural Infrastructure.

a. Installation Status Report Services and Cost. The purpose of ISR–S and ISR–S (SBC) is to evaluate the cost and quality of service delivery performance for base support services provided at each Army base. These components assess cost, quantity, and quality of services provided to organizations and individuals associated with Army bases. ISR–Services and ISR–Services Cost are used in the Standard Service Costing model to calculate cost estimating relationships (CER) that are used in the Base Operations Support Requirements Model (BRM) to program base operations funding.

b. Installation Status Report Infrastructure. The ISR Infrastructure is designed to give base commanders and staff a summary-level evaluation of the mission, quality and quantity ratings, and the costs to maintain, improve or replace those portions of a Base's infrastructure that are reported by ISR. Visibility at the facility level of detail allows headquarters to view information to make decisions about funding, Military Construction projects (MILCON) and stationing actions.

c. Installation Status Report Natural Infrastructure. ISR-NI is designed to provide leaders at all levels (base and HQDA) with a decision support tool that links performance indicators to Mission Support, Sustainability and Environmental Quality programs. ISR-NI is an objective analysis of a reporting organization's ability to support mission requirements based on the availability and quality of air, water, land, and energy resources. The data will provide the information necessary to assist in identifying deficiencies in environmental programs, planning for resources, and improving mission readiness status and environmental compliance.

d. **Website:** ISR Web: <http://isr.hqda.pentagon.mil>

**e. Things to Check.**

- Review ISR inputs to ensure accuracy and to determine if the inputs portray an accurate depiction of the Garrison.
- Ensure inputs are submitted in accordance with established suspenses.
- Use ISR data to develop action plans which support process improvements.

**f. Keys to Success.**

- Provide support and mentoring during the data collection process.
- Familiarize with AR 210-14, Installation Status Report.
- Review data to ensure it accurately portrays an accurate depiction of the Garrison.

**9.8. Continuous Process Improvement / Lean Six Sigma.**

a. In January 2009, the Secretary of the Army and the Chief of Staff, Army identified three major elements of essential institutional adaptation. First, the Army will improve how we execute our cyclical ARFORGEN model by revising the institutional support of the ARFORGEN process. Second, the Army will adopt an enterprise approach by developing an Army-wide strategic management system that incorporates a refined governance process supported by improved assessment architecture. Third, the Army will reform its requirements and resource processes by establishing a more responsive and realistic requirement process and inculcating a cost culture that incentivizes good stewardship.

b. To support the Army's efforts to synchronize the efficient and effective use of resources, IMCOM must identify and target creative and innovative enterprise-wide, cost-saving, quality-enhancing improvements of our programs and services. The Army and IMCOM are focused on creating a cost-conscious culture capable of proactive action even amidst a resource-limited environment as experienced now and in the foreseeable future.

c. Lean Six Sigma (LSS), one method of Continuous Process Improvement, consisting of a Department of Defense-wide standardized set of tools to add to the Commander's Tool Kit, is an enabler to improve the efficiency and effectiveness of the services we provide. Regional Directors and Garrison Commanders can utilize LSS to improve the processes of supporting the IMCP Lines of Effort to ensure we meet the desired outcomes and performance levels. LSS is not about how many people get trained or certified, but rather how we use this method to improve operations and/or resource utilization with the focus always on serving Soldiers and Families.

d. Continuous Process Improvement methods, such as LSS, support Leaders in:

(1) Making fact based decisions, enabling rapid adaptation to changing conditions, and capitalizing on opportunities.

(2) Building and managing the workforce based on organizational goals, budget considerations, and staffing needs.

(3) Anticipating and meeting the needs of both internal and external customers.

(4) Delivering high-quality products and services.

(5) Facilitating cooperation and motivating team members to accomplish group goals and building internal and external coalitions to achieve common goals.

(6) Inspiring and fostering team commitment, spirit, pride, and trust.

e. **Website:** The CPI Website/Portal is located at:  
<https://www.us.army.mil/suite/page/281441>

**f. Things to Check.**

- Are project sponsors designated for each project?
- Does the Garrison Commander intervene to eliminate barriers to project completion?
- Are LSS belts given proper time to complete their projects?

**g. Tips for Success.**

- The CPI program must generate financial or operational benefits.
- Ensure projects are reported and updated in Power Steering.
- Ensure the Executive Quality Council meets routinely to review project and provide status updates.

**9.9. Army Communities of Excellence Program.** The Army's program to achieve and sustain installation excellence is the Army Communities of Excellence (ACOE). The ACOE program uses a holistic approach which emphasizes strategies to support excellence in management and continuous process improvement. The program assists Garrison Commanders in aligning mission with goals and objectives while benchmarking against the best installations and organizations in the Army. The program recognizes performance excellence at installations by assessing all components and dimensions of organizational management consistent with the Army mission and tenets of AR 5-1, Total Army Management.

a. Several tools are available under the ACOE program to assist Garrison Commanders and their staffs in successfully aligning processes, services, and programs with the strategic direction outlined in the Installation Management Campaign Plan (IMCP), Army Campaign Plan, and the four Army Imperatives to sustain, prepare, reset and transform. All tools are designed to assist IMCOM organizations to thoroughly understand and effectively apply the ACOE integrated management framework to their organizations.

b. By using Malcom Baldrige criteria as the framework for performance assessment, the ACOE program helps participating Army installations/communities focus on providing excellence in facilities and services in support of Soldiers, their Families and their units. Performance assessment against the Baldrige criteria provides opportunities to identify best practices in installation management and reveal potential opportunities to apply appropriate performance improvement tools such as Lean Six Sigma and Continuous Learning. The Baldrige criteria:

- Category 1: Leadership – “Setting Direction”
- Category 2: Strategic Planning – “Planning for Success”
- Category 3: Customer & Market Focus – “Understanding the Customer”
- Category 4: Measurement, Analysis & Knowledge Management – “Managing by Fact”
- Category 5: Workforce Focus – “Empowering & Engaging the Workforce”
- Category 6: Process Management – “How Work Gets Done”
- Category 7: Results – “How well we do what we do”

c. The ACOE Website/Portal is located at:  
<https://www.us.army.mil/suite/page/617836>

**d. Things to Check:**

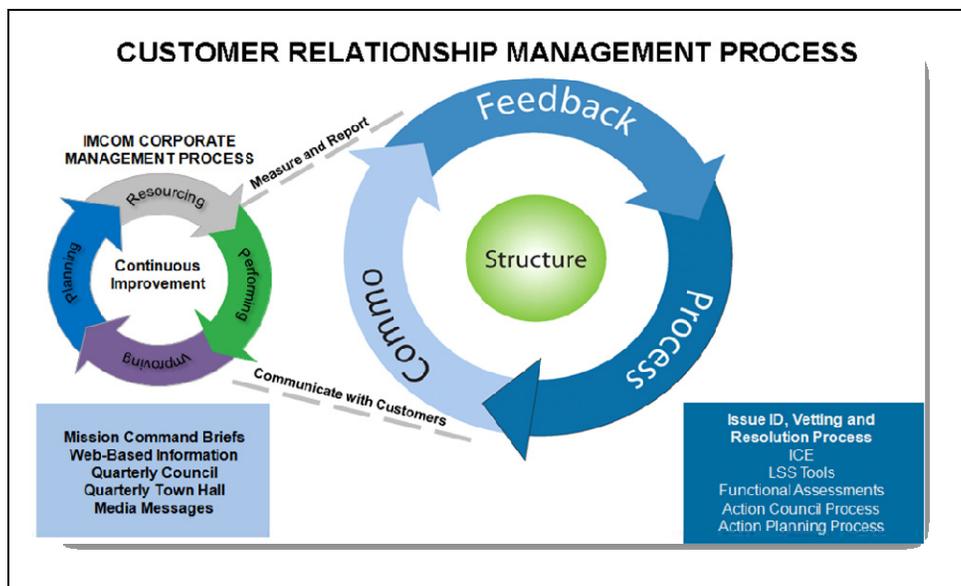
- Is there an Integrated Installation Strategic Plan focusing on Sustainability and Long Range Goals?
- Is cost benefit analysis used to perform analysis?

- Is the Garrison completing DA/IMCOM projects?
- Are sustainability issues identified?
- Is the Garrison collaborating with the Senior Commander and local leaders?

**e. Tips for Success:**

- Have an Integrated Strategic Plan
- Align mission with goals and objectives while benchmarking against the best installations and organizations in the Army.
- Get the right people involved in preparing the Garrison Profile.
- Validate metrics in the Strategic Management System.

**9.10. Customer Relationship Management.** Establishing effective relationships begins by providing a variety of means for customers to dialogue with us. When customers have concerns, complaints, or suggestions for improvement, they want someone to listen to them, consider their comments, take appropriate action as necessary, and follow up with them to let them know the results. The following diagram illustrates the customer relationship management process.



a. As leaders and managers of finite resources, we are keenly interested in continuous process improvement that leads to improved service delivery and cost savings. This is depicted by the small process wheel on the left. Measuring performance by our standards provides one point of view. Measuring performance from the customer’s perspective provides another point of view. We can combine these perspectives to make a more accurate assessment of facilities and services and take action accordingly.

b. The way we receive feedback, as depicted in the center of the diagram, is through solicited and unsolicited means. Surveys and open forums are the principal means of soliciting customer feedback. The Interactive Customer Evaluation (ICE) system, email, phone calls, letters, and office calls are typically how we receive unsolicited feedback.

c. What we do with the feedback received is addressed in the “Process” portion of the diagram. Assessing the feedback for validity, prioritizing it, determining the best course of action to address the matter, determining if resources are available etc. are all part of the process. Some customer issues will have simple solutions, some more complex, and others will not be able to be resolved at the local level. Regardless of whether customer issues can be resolved or recommendations implemented, it’s always important to close the feedback loop.

d. The communications arrow of the diagram represents the means used to convey information to our customers. Using installation media such as newspapers, newsletters, web pages, and social media like Face Book or Twitter, as well as community forums like Community Information Briefings and Town Hall meetings are excellent ways to let customers know how the issues and recommendations they’ve raised have been addressed. Also remember that to manage customer expectations it is essential to communicate with them frequently. The more information customers have, the better they will respond when faced with less than optimal situations. The structure at the center of the diagram refers to the leadership team and service provider managers as well as those directly responsible for customer relationship management. Working together as a team, they ensure that all facets of customer relationship management are in balance and functioning properly.

### **9.11. Interactive Customer Evaluation (ICE).**



a. ICE is a Department of Defense (DoD) managed, web-based tool that collects customer feedback on services provided by various organizations. ICE is designed to improve customer service by allowing Service Provider Managers (SPMs) to monitor the satisfaction levels of their services and respond directly to customer concerns. The system automatically calculates the customer satisfaction rating each week and reports trend data. ICE submissions only reflect the opinions of those who choose to submit comments. They are not intended as a means to reflect exact customer satisfaction levels for the entire customer population. While ICE results are not statistically significant unless there are at least 25 comments per question, large numbers of responses can give SPMs a general sense of overall customer satisfaction or dissatisfaction. These reports are available to leaders and supervisors responsible for each service provider area. ICE provides the following benefits:

- Allows customers to quickly and easily provide feedback to SPMs and, if requested, receive a response.

- Gives leadership timely data on service quality
- Encourages communication across organizations by comparing best practices to increase performance results.

b. Key Customer Relationship Management Roles and Responsibilities.

(1) Garrison Commander/Manager and Deputy to the Garrison Commander. The Garrison Commander/Manager and his/her Deputy are responsible to track ICE trends, such as customer satisfaction, SPM response rates, comment card submissions, etc. to determine if there may be systemic problems or key areas requiring further investigation. The goal is to achieve a 100% response rate to all customers requesting a response within the 3 working day time frame. Garrison Commanders/Managers and their Deputies are also responsible to ensure that SPMs are taking appropriate action to resolve customer issues in a timely manner. Not every issue can be resolved at installation level or every good suggestion implemented, but it's important to acknowledge customer comments. Whenever possible, explain the reason why issues cannot be resolved or what's being done to elevate the concern. The command team should also lend command emphasis and support to all actions designed to improve customer relationship management such as periodic surveys, strategic communications efforts, customer service training programs, and customer service recognition programs.

(2) Plans Analysis and Integration Office (PAIO). Within the PAIO (or equivalent) is a person whose principal responsibility is to serve as the ICE Site Administrator.

(3) The ICE site administrator monitors SPM response times to identify if they're complying with the 3 working day requirement, publishes reports identifying satisfaction rates by service, establishes ICE accounts for SPMs, provides ICE training to SPMs, and responds to requests for assistance with any issues regarding the ICE program. The ICE administrator may carry out other duties related to customer relationship management such as collect customer issues or recommendations raised at various forums and consolidate for leader review and action and/or serve as an initial point of contact when customers don't know to whom they should address their comments. In this case, the ICE administrator acts as a referral agent to connect the customer to the appropriate SPM.

(4) Service Directors and Service Provider Managers. Directors of installation services and SPMs are responsible to ensure their front-door employees, those who interact directly with customers, receive training in customer service practices and adhere to the tenants of good customer service. Service Provider Managers are responsible to respond to ICE comments, when the customer requests a response, within 3 working days, or to provide an interim response when more time is required to address the matter. The Service Director should monitor SPM response rates to ensure

they comply with the 3 working day requirement. Directors and SPMs should monitor trends in ICE and look for systemic problems requiring resolution. They should further ensure that actions taken to resolve customer issues are communicated to customers so they know the outcome of their actions.

**c. Things to Check.**

- Is the staff engaged and following through with customers?
- Are computers/ICE kiosks placed in high traffic areas?
- Are ICE marketing items in the budget?

**d. Tips for Success.**

- Strive for minimum of a 90% or better customer satisfaction rate.
- Promote use of ICE to customers through PAIO and ICE Service Providers.
- Strive to address customer issues timely (3 days if response is requested/5 days for all others).

**9.12. Best Practices.**

a. The processes, practices, and systems identified in these leading organizations are referred to as best practices and provide a model for other organizations with similar functions and/or missions. Best Practices use the processes, practices, and systems from best practice reviews to provide a framework for assessing similar programs, operations, or functions.

b. The Business Practice goals of this program are to:

- Develop and share best business practice information by finding and using the best ways of working to achieve IMCOM's mission.
- Define and continuously improve processes so that they are streamlined, standardized, and replicable IMCOM-wide.
- Provide the workforce with new, enhanced, and innovative solutions to improve mission performance utilizing BPs across IMCOM.
- IMCOM Focus: Identify practices that can be replicated enterprise-wide.

**c. Things to Check.**

- Review Garrison-level good ideas and improvement projects (PAIO managed).
- Nominate a good practice for ACOE or other source for sharing recognition.
- Share successful efficiency projects on Garrison Commander.net.

#### **d. Tips for Success.**

- Create an environment to implement best practices and enterprise efficiencies on a large scale.
- Enhance delivery of services, improve efficiency and provide greater savings to the government.
- Identify, analyze, and execute projects to yield tangible cost savings throughout the Installation Management Community enterprise.

**9.13. Force Integration.** Force Integration performs coordination and integration actions involving special installations, coordination and support for Joint Base and Army Support Activities. Manages contingency and expeditionary basing installation management efforts. Manages IMCOM sponsored conference program and plans, coordinates, and executes selected IMCOM sponsored conferences and workshops such as the Commanding General's workshop with GCs.

#### **a. Things to Check:**

- Is the Garrison affected by Joint Basing, AMC-Special Installation transfer, or other BASOPS transfer from another ACOM to IMCOM?

#### **b. Tips for Success:**

- Ensure PAIO is synchronized with Region and Force Integration Branch at HQ IMCOM.
- If the installation is a Joint Base with the Army as the Supported Service, include the Army Support Activity (ASA) for that Joint Base in all communications as you would any Garrison Command.

**9.14. Force Management.** Force Management is responsible for Garrison organization structure. In coordination with the headquarters staff, analyzes manpower resources in order to identify true requirements and to meet them in a cost-conscious manner. Manages the budget for QNMG programs (Services 73 (now 121) and 91 (now 100)) by MDEP. Coordinates the implementation of the various IMCOM force modernization initiatives working with stationing to ensure a seamless transition and Garrison size designations and responsible for reviewing/analyzing equipment requirements for Garrison level. Develops force structure documents and conducts analysis to align IMCOM force structure within doctrine, organization, training, leader development, material, personnel and facility (DOTLMPF) domains. Serves as lead for the Region Realignment OPT,

**a. Things to Check:**

- Does the Garrison have visibility of force management initiatives?
- Is the PAIO engaged in force modernization initiatives?
- Is ASIP data accurate to aid Garrison sizing actions/efforts?

**b. Tips for Success:**

- Fully engage the PAIO in force structure and requirements efforts (e.g., personnel, material, etc.).
- Ensure PAIO works with the IMCOM Force Management Branch to address Service 73 (now 121) and 91 (now 100) issues/concerns?

**9.15. Stationing 2020.** AR 5-10, Stationing, 20 August 2010, governs stationing actions on Army installations. Stationing packages are used to ensure complete coordination among stakeholders and to obtain approval for stationing units at Army installations in support of operational requirements. The ACOM, ASCC, and DRU initiate the stationing package and submit it to the Stationing Management Branch (SMB), a branch of the Force Management Division of IMCOM G-5. The HQ IMCOM G-5 SMB is the point of entry for stationing actions on IMCOM managed installations synchronizing stationing actions to align installation capabilities and resources in support of organizational requirements; coordinates with appropriate IMCOM staff for facilities, funding, and other resources. For additional information, SMB's web page is located at <https://www.us.army.mil/suite/page/87704>

**a. Things to Check:**

- Does the Garrison have visibility of stationing packets that are pending processing?
- Is ASIP data accurate for the installation to aid stationing actions/efforts?
- Does the Cost and Savings Summary Sheet align with the verbiage on the Stationing summary?

**b. Tips for Success:**

- Ensure PAIO is synchronized with Region and Stationing Management Branch at HQ IMCOM.

## **Chapter 10**

### **G7 Training**

#### **10.1. Training Support Services (TSS) Division – Overview**

a. The G7 TSS Division provides Garrison Commanders the integrated processes, resources, guidance, and assistance needed to effectively plan and deliver training support enterprise capabilities (training enablers) to meet the tailored training, education, readiness, and operational mission requirements of Senior Commanders and mission commanders.

b. The Directorate, Plans, Training, Mobilization, and Security (DPTMS) manages Garrison TSS programs from within the Training Division. GCs are responsible for providing the following installation training support services to all tenant activities per the Senior Commander's guidance and priorities:

- Sustainable Range Program (SRP) and Integrated Area Training Management (ITAM) – Live fire ranges, urban training complexes, and training area enablers in support of Army Force Generation (ARFORGEN) and unit training events
- Soldier Training Support Program (STSP) – Virtual Training Aids, Devices, Simulators, and Simulations (TADSS) and Training Support Centers (TSCs)
- Mission Command Training Support Program (MCTSP) – Constructive Mission Training Complex (MTC) battle command and gaming simulations
- Installation Ammunition – Training and operational load ammunition requirements for IMCOM Soldier training and installation security forces
- Institutional Training Support Program (ITSP) – IMCOM institutional training requirements, quota management, and coordination of installation resources supporting unit institutional training

c. TSS Division linkages to the Installation Management Campaign Plan (IMCP) are:

- LOE 1 – Soldier, Family, and Civilian Readiness (SR3 – Responsive Services that Meet Fluid ARFORGEN Requirements; SR5 – Training Support Services in Support of Soldier Readiness)
- LOE 4 – Installation Readiness (IR1 – Sustainable Infrastructure that Supports Senior Commander Requirements; IR5 The Army's Infrastructure Modernized and Sustainable)

d. The TSS Division is the IMCOM conduit for coordinating with HQDA staff, ACOMs/ASCCs/DRUs, and other supporting elements that assist in training support

delivery by providing policy guidance and installation TSS resources. TSS resourcing is a HQDA G3/5/7 function accomplished by the TT PEG:

(1) HQDA G3, DAMO-TR, utilizes Army training strategies, Senior Commander requirements, and command training guidance to develop plans, models, and methods that inform Program Objective Memorandum (POM) requirements for resourcing installation TSS programs.

(2) Resource types (MCA, OMA, OMAR, OCO) and amounts are directed to installation level and are provided to IMCOM for execution. TSS Division tracks and assists Garrisons in the execution of funds and adjustment of manpower requirements. These resources cannot cross into II PEG and must be executed for intended training support purposes.

(3) Garrisons identify and submit TSS requirements to HQ IMCOM through the use of the Senior Commander Installation Needs and Issues (SCINI) web-based data management program. SCINI is the tool for identifying mission commander TSS requirements and obtaining Senior Commander prioritization of those requirements at the installation. This process gives the “installation voice” to the TSS Enterprise leadership (HQDA G3/5/7 and TRADOC) as they program dollars and authorize work force levels that allow IMCOM to deliver effective, targeted installation training support.

#### **e. Sustainable Range Program (SRP)**

(1) The IMCOM Sustainable Range Program (SRP) provides assistance and oversight of Garrison’s execution of SRP functions. The program also provides guidance, the tracking of resources and programmatic assistance to the Garrison to ensure that the SRP functions effectively support the Senior Commander’s (SC) live fire, maneuver training and mission requirements. These training requirements are accomplished through the SRP’s two core components, the Integrated Training Area Management (ITAM) Program and the Range and Training Land Program (RTLTP).

#### **(2) IMCOM SRP support services include:**

(a) MDEP Management: SRP provides management of the MDEPs TATM (ITAM), VSCW (RTLTP) and range modernization funded by VSRM. This is accomplished by working closely with Regions and Garrisons to ensure HQDA MDEP managers for TATM and VSCW have identified program requirements are presented to HQDA (TTPEG) for validation and funding.

(b) ITAM Plan Development: IMCOM G7 accomplishes this by working closely with both the Garrison ITAM and Environmental staff to identify cultural and environmental related requirements within the Garrison’s training area. Once

requirements are identified they are prepared and included in the Garrison's ITAM Plan IAW AR 350-19 ([http://armypubs.army.mil/epubs/pdf/r350\\_19.pdf](http://armypubs.army.mil/epubs/pdf/r350_19.pdf)). The ITAM Plan is the basis for all training land requirements submitted to HQDA for funding.

(c) Range Complex Master Plan (RCMP): IMCOM RTLP provides guidance and assistance to Garrisons as they develop and prepare the RCMP. RTLP ensures that the RCMP is fully integrated and part of the Garrison's Real Property Master Plan (RPMP). The RCMP must include all new range modernization requirements, all land acquisition requirements and range projects that have been programmed and included on the Army's 1-N list. The RCMP is the source for the Garrison's Range Development Plan (RDP). IAW AR 350-19 and HQDA G3 (DAMO-TRS) guidance, only range and land requirements identified and part of the Garrison's RCMP will be considered for validation and funding consideration.

(d) Range Modernization Oversight: IMCOM SRP provides subject matter expertise and oversight in the execution of range modernization across IMCOM. This includes attending planning charrettes and design reviews during the development of the range project. On request from Garrisons, IMCOM SRP staff will conduct assistance visits as projects are constructed. IMCOM SRP staff attends and participates in the United States Army Corps of Engineer (USACE) Military Construction (MILCON) review and the Army's MILCON Integrated Planning Team (IPT), ensuring live fire training requirements are addressed during these bodies' deliberations.

(e) SRP Contract oversight: The G7 SRP staff provides subject matter expertise and oversight as Garrisons execute contract requirements funded by MDEPs VSCW and TATM. This oversight is chiefly limited to review of contract Performance Work Statements (PWS), ensuring these meet VSCW and TATM funding guidance and programmatic objectives.

(f) IAW EXORD 360-08; reviews, compiles and adjudicates Senior Commander approved installation integrated SRP training issues and needs for presentation at biannual Program Management Reviews conducted by HQDA G3.

(g) TSS Program Objective Memorandum (POM) development and analysis: SRP attends and participates in the HQDA G3 PMRs and presents IMCOM Senior Commander Needs and Issues (SCNI) used by HQDA G3 MDEP managers (VSCW and TATM) for developing and presenting requirements to the TT PEG for funding consideration during POM builds.

(h) Conducts MDEP TATM and VSCW resource management analysis and advises HQDA G3 (DAMO-TR) on issues affecting IMCOM installation ITAM and Range Support manpower, facilities and operational issues.

(i) Provides advice and recommendations for the implementation of Garrison Organization, Manpower Models and DPTMS alignment.

(j) Service Champion for CLS 304 and 305 (ISR 903 & 904).

(k) Participates in Army National Guard (ARNG) & Reserve Component (RC) Training Support Working Group activities as required.

### **(3) DPTMS Roles and Responsibilities:**

(a) Installation DPTMS – Chief of Training Division oversees the TSS training support and ensures SRP support meets Senior Commander's objectives including:

1. Oversees development and submission of SCNI needs ensuring these contain the necessary information required for IMCOM G7 adjudication prior to presentation at biannual HQDA G3 PMRs.

2. Participates in all training complex sustainment and modernization installation master planning processes (e.g. RMCP, RDP, ITAM Plan).

3. Participates in all land acquisition and Army Compatible Use Buffer (ACUB) development and discussions ensuring training needs are identified and addressed.

4. Oversees MDEP TATM and VSCW funding execution adhering to approved spend plans and identifies shortfalls preparing these for submission to IMCOM Program Budget Advisory Council (PBAC) for funding consideration at midyear and end of year reviews.

5. Ensures training assets are properly documented and accounted for on the Garrison's real property inventory.

6. Provides direction and leadership to Garrison SRP staff, ensuring training ranges and lands are capable of supporting Senior Commander training objectives.

(b) Installation Range Officer: Manages range operations in support of Senior Commander's live training objectives.

1. Prepares the Garrison Training Budget (TBUD) to ensure adequate MDEP VSCW funds are provided for range operations ensuring adherence to approved policies and procedures for submission to HQDA G3 for funding.

2. Prepares the Garrison RCMP, ensuring accuracy of content and the capture of range modernization and training land requirements and is integrated into the Garrisons' RDP and overarching Real Property Master Plan (RPMP).

3. Manages range and training land assets, ensuring these are accessible, available and capable of supporting the Senior Commanders training objectives.

4. Assists in developing and prioritizing the ITAM 5 year work plan which is updated annually and addresses all training land requirements including land acquisition.

5. Develops of Standard Operating Procedures (SOP) for ensuring the safe and efficient use of Garrison live training assets to include any Civilian use i.e. hunting, fishing etc...

(c) Garrison Leader & Workforce Development Techniques.

1. Things Leaders Should Check. What leaders need to check to ensure they are doing the right things, doing things right, and identifying what they are missing:

Interval	What to Check	Why
Monthly	Reimbursable Costs Report	To ensure customers fully compensate the Garrison for services that require reimbursement.
Quarterly	TSS-Enterprise Event Calendars	To ensure TSS-E events are aligned with Senior Commanders priorities and ARFORGEN requirements.
Quarterly	MDEP TATM & MDEP VSCW Funding Execution Report	To ensure Range operations is allocating funding according to the Spend Plan.
Quarterly	Career Program 32: Army Civilian Training, Capability, and Doctrine Warfighting Developers	To ensure professional development training is available to build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce. <a href="http://www.cpol.army.mil/library/train/catalog/toc.html">http://www.cpol.army.mil/library/train/catalog/toc.html</a>

Interval	What to Check	Why
Semi-Annually	Senior Commander Installation Needs and Issues (SCINI)	To ensure Senior Commanders issues and needs are properly vetted prior to submission to IMCOM G7, SRP Program Manager for presentation at the TSS-Enterprise semi-annual Program Management Review.

**d. Tips for success:**

(1) COMMUNICATE. Stay in contact with your G7 SRP staff and request assistance and advice when needed.

(2) STAY INFORMED. Know AR 350-19 ([http://armypubs.army.mil/epubs/pdf/r350\\_19.pdf](http://armypubs.army.mil/epubs/pdf/r350_19.pdf)) and TC 25-8 ([https://armypubs.us.army.mil/doctrine/DR\\_pubs/dr\\_d/pdf/tc25\\_8.pdf](https://armypubs.us.army.mil/doctrine/DR_pubs/dr_d/pdf/tc25_8.pdf)) requirements and utilize installation SRP, TRADOC Capability Management – Live (TCM-L) and other Training System Support Enterprise (TSS-E) subject matter experts and resources to ensure the Garrison is capable of supporting ARFORGEN training requirements.

(3) WATCH YOUR FUNDING STATUS & EXECUTION. Synchronize MDEP TATM and VSCW resource execution with emerging ARFORGEN training requirements.

(4) ENFORCE POLICIES. Promote compliance with Army-wide TSS standards as directed by:

(a) TSS Enterprise (DP-91 Training Enabler Implementation Plan, Oct 08.

(b) HQDA G-3/5/7 Executive Order 360-08, Establishment of the Training Support System – Enterprise)

(c) AR 350-38, Training Device Policies and Management  
[http://www.apd.army.mil/pdf/r350\\_38.pdf](http://www.apd.army.mil/pdf/r350_38.pdf)

(d) IMCOM Narrative Funding Guidance.

(e) AR 350-1 Army Leader and Training Development  
[http://www.apd.army.mil/pdf/r350\\_1.pdf](http://www.apd.army.mil/pdf/r350_1.pdf)

(f) AR 25-2, Information Assurance  
[http://www.apd.army.mil/pdf/r25\\_2.pdf](http://www.apd.army.mil/pdf/r25_2.pdf)

(g) TRADOC Regulation 350-70 Systems Approach to Training Management, Processes and Products [www-tradoc.army.mil/tpubs/regs/r350-70/index.html](http://www-tradoc.army.mil/tpubs/regs/r350-70/index.html)

## **10.2. Soldier Training Support Program (STSP)**

a. The HQ-IMCOM G7 Soldier Training Support Program (STSP) provides Garrison Commanders, and IMCOM Regions, the processes, guidance, and assistance needed to effectively manage and execute STSP functions, and support Senior Commanders' (SC) execution of system & non-system Training Aids Devices Simulators and Simulations (TADSS) requirements. Standardized and consistent services and support is provided through Training Support Center (TSC) operations. The STSP Branch manages Sub-Activity Group (SAG) 121 Management Decision Package (MDEP) TAVI funds in support of IMCOM Campaign Plan Lines of Effort 1 and 4.

b. IMCOM STSP Branch functions and training support services include:

(1) Providing a consistent level of training support services to IMCOM installation Training Support Centers (TSC) and their AR 5-9 Areas of responsibility, reducing training overhead on units by aligning Soldier Training Support Service enablers IAW SC priorities.

(2) Validating and adjudicating the SC approved installation integrated Soldier Training Support System training needs list.

(3) Briefing SC approved STSP needs and issues to the Training Support System Enterprise during bi-annual Program Management Review (PMR) and Training Support Work Groups (TSWG).

(4) Conducting MDEP TAVI resource management analysis and advising HQDA G3 (DAMO-TR) on issues affecting IMCOM installation TSC manpower, facilities and operations.

(5) Providing TADSS management oversight of IMCOM installation TSCs for movement and storage IAW federal, DOD and Army regulations. Conduct TADSS PM coordination, integration, real property infrastructure, standardization, and TT PEG POM requirements.

(6) Standardizing TSC Operations processes and TSS-E program integration.

(7) Implementation of Garrison Organization, Manpower Models and DPTMS alignment.

(8) Service Champion for CLS 306. Serves as TSS-E CLS 306 Community of Practice (CoP) lead, co-chairing CoP with HQDA-G3 (DAMO-TRS) and TRADOC-ATSC-STIDD.

(9) Senior Commander Installation Needs and Issues (SCINI) submission review / Program Management Review (PMR) presentation.

(10) Conducts Joint Capability Integration Development System (JCIDS) and System Training Plan (STRAP) reviews to ensure that all PEOs/PMs' system and system support costs (including those system support costs incurred by other than the program managers) related to new or modified equipment acquisitions are captured and included in the systems management decision package for the related acquisition.

(11) Coordinating/Conducting National Guard (ARNG) & Reserve Component (RC) Training Support Working Group activities.

### **c. DPTMS Roles and Responsibilities:**

(1) Installation DPTMS – Chief, Training Division. The Chief, DPTMS receives the Garrison Commander's (GC) TSS training needs, then reconciles, prioritizes and integrates the Mission Commander's (MC) training needs and IMCOM Common Levels of Service (CLS) 306. The DPTMS will provide the prioritized integrated TSS needs list to the installation's SC for approval/signature. After SC review, the approved integrated TSS needs list will be returned to the DPTMS for transmission through IMCOM Regions to Headquarters, IMCOM.

(2) Installation Training Support Officer (TSO). The TSO manages the TSC, functioning independently in compliance with applicable IMCOM policies and directives. Also assigns and approves TADSS products and services, and ensures that TADSS products and services meet the requirement of AR 350-38, Training Device Policies and Management. Additionally, the TSO provides guidance and consultation to the Installation Commander and other ACOMs, in the multi-disciplinary functions of TADSS. Serves as Contracting Officer's Representative (COR) by letter of appointment on contracts involving TADSS (including MILES) Contract Logistics Support (CLS). Responsibilities include:

(a) Provides administration and operational management of Garrison Training Support Center (TSC), executing TSS functions IAW HQDA, G3 (DAMO-TRS) objectives and SC's training requirements.

(b) Coordinates, synchronizes and supervises day-to-day and future TSC operations for the TSC, maintaining situational awareness of installation unit requirements and area of responsibility (AOR). This includes management of customer

unit accounts for all authorized agencies, i.e. National Guard, Army Reserve, and Department of Homeland Security). On joint bases, responsibilities may also include management of customer unit accounts for sister services; USN, USAF, USMC and USCG.

(c) Analyzes and submits timely and appropriate resources requirements (manpower, facilities, and operations).

(d) Provides subject matter and technical expertise and leadership to ensure quality, timely and accurate collection and reporting to higher, adjacent and subordinate headquarters using classified and unclassified systems.

**d. Garrison Leader & Workforce Development Techniques.**

(1) Things Leaders Should Check. What leaders need to check to ensure they are doing the right things, doing things right, and identifying what they are missing:

<b>Interval</b>	<b>What to Check</b>	<b>Why</b>
Monthly	Reimbursable Costs Report	To ensure customers fully compensate the Garrison for services that require reimbursement.
Quarterly	TSS-Enterprise Event Calendars	To ensure TSS-E events are aligned with Senior Commanders priorities and ARFORGEN requirements.
Quarterly	MDEP TAVI Funding Execution Report	To ensure the TSC is allocating funding according to the Spend Plan.
Quarterly	Career Program 32: Army Civilian Training, Capability, and Doctrine Warfighting Developers	To ensure professional development training is available to build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce. <a href="http://www.cpol.army.mil/library/train/catalog/toc.html">http://www.cpol.army.mil/library/train/catalog/toc.html</a>
Semi-Annually	Senior Commander Installation Needs and Issues (SCINI)	To ensure Senior Commanders issues and needs are properly vetted prior to submission to IMCOM G7, STSP Program Manager for presentation at the TSS-Enterprise semi-annual Program Management Review.

**(2) Tips for TSO success:**

(a) COMMUNICATE. Stay in contact with your G7 STSP Staff and attend monthly TSS Community of Practice meetings.

(b) STAY INFORMED. Know the Mission Essential Requirements (MER) for your AR 5-9 Area of Responsibility (AOR) and utilize installation Training Support Center (TSC) and Training System Support Enterprise (TSS-E) resources to support ARFORGEN Training Requirements. Contact the Training Transformation Support Team (TTST) at TRADOC-ATSC-TSAID to obtain a copy of your installation MER.

(c) WATCH YOUR FUNDING STATUS. Synchronize MDEP TAVI resource execution with emerging ARFORGEN Training requirements.

(d) ENFORCE POLICIES. Promote compliance with Army-wide TSS standards as directed by:

(1) TSS Enterprise ( DP-91 Training Enabler Implementation Plan, 31 Oct 08

(2) HQDA G-3/5/7 Executive Order 360-08, Establishment of the Training Support System – Enterprise)

(3) AR 350-38, Training Device Policies and Management  
[http://www.apd.army.mil/pdffiles/r350\\_38.pdf](http://www.apd.army.mil/pdffiles/r350_38.pdf)

(4) IMCOM Narrative Funding Guidance.

(5) AR 350-1 Army Leader and Training Development  
[http://www.apd.army.mil/pdffiles/r350\\_1.pdf](http://www.apd.army.mil/pdffiles/r350_1.pdf)

(6) AR 25-2, Information Assurance  
[http://www.apd.army.mil/pdffiles/r25\\_2.pdf](http://www.apd.army.mil/pdffiles/r25_2.pdf)

(7) TRADOC Regulation 350-70 Systems Approach to Training Management, Processes and Products [www-tradoc.army.mil/tpubs/regs/r350-70/index.html](http://www-tradoc.army.mil/tpubs/regs/r350-70/index.html)

### **10.3. Mission Command Training Support Program (MCTSP).**

a. Mission Command Training Support Program (MCTSP) provides Garrison Commanders and IMCOM Regions processes, guidance, and assistance needed to effectively support Senior Commanders execution of virtual Training Aids Devices Simulators and Simulations (TADSS), Constructive (Mission Simulations), and Army Gaming, Army Force Generation (ARFORGEN) training requirements. MCTSP Branch manages Sub-Activity Group (SAG) 121 Management Decision Package (MDEP) TCSC funds and provides standardized, flexible, scalable and responsive Live, Virtual, Constructive-Gaming (LVC-G) supporting IMCOM Campaign Plan Lines of Effort (LOE) 1 and 4.

b. Listed below are six (6) IMCOM MCTSP Branch functions; a more detailed list of MCTSP Branch functions can be found in IMCOM Regulation 10-1 <https://www.us.army.mil/suite/doc/30694014>.

(1) Provide a consistent level of training support services to support ARFORGEN training and reduce training overhead on units by aligning Mission Command Training Support Service enablers with Deployment Expeditionary Force and Contingency Expeditionary Force commanders training plans in accordance with (IAW) Senior Commander priorities.

(2) Brief Senior Commander approved TSS needs and issues to the Training Support System Enterprise during bi-annual Program Management Review and Training Support Work Groups.

(3) Attend quarterly US Army Forces Command ARFORGEN, Synchronization and Resourcing Conference to determine who (units/individuals), when, where (site), and how (methods/media) collective and individual critical tasks will be trained.

(4) Manage SAG 121, MDEP TCSC funds and provide standardized, flexible, scalable and responsive LVC-G training that is synchronized to support Active and Reserve Component units.

(5) Monitor all Mission Training Complex (MTC) DOD Information Assurance (IA) certification programs.

(6) Coordinate training to meet mandatory experience, education and training requirements for Career Program 36 Modeling and Simulations personnel.

c. Director, Mission Training Complex (MTC), Training Division, Directorate, Plans, Training, Mobilization and Security Roles and Responsibilities:

(1) Serve as the Chief of Training/DPTMS MCTSP LVC-G Subject Matter Expert.

(2) Coordinate unit training execution requests and prepare/submit Reimbursable Cost reports to DPTMS for training that exceeds baseline (5 days a week; 8 hours per day).

(3) Schedule, synchronize and deconflict MTC training request IAW US Army Forces Command, ARFORGEN Synchronization and Resourcing Conference guidance.

(4) Prepare and submit, to IMCOM G7, Region Operations and Garrison staff, the Garrison MTC Event Calendar.

(5) Develop MTC Spend Plan and execute MDEP TCSC resources to support Senior Commander ARFORGEN mission command operational training requirements.

(6) Use Individual Development Plans in concert with performance counseling to establish an organization environment that values and encourages life-long learning.

(7) Provide DPTMS a prioritized MCTSP TSS training needs/issues list, via the IMCOM Senior Commander Installation Needs and Issues (SCINI), for submission to the Senior Commander for approval.

(8) Monitor MTC DoD Information Assurance certification and ensure MTC meet the requirements for connecting physically and /or virtually to the Installation Campus Area Network.

(9) Monitor instructor certification and ensure all instructors meet instructor certification requirements as established by TRADOC Regulation 350-70.

**d. Garrison Leader & Workforce Development Techniques**

**(1) Things Leaders Should Check.** What leaders need to check to ensure they are doing the right things, doing things right, and identifying what they are missing:

<b>Interval</b>	<b>What to Check</b>	<b>Why</b>
Monthly	Reimbursable Costs Report	To ensure customers fully compensate the Garrison for services that require reimbursement.
<b>Interval</b>	<b>What to Check</b>	<b>Why</b>
Quarterly	MTC Event Calendars	To ensure MTC events are aligned with Senior Commanders priorities, ARFORGEN requirements, and LVC-G modernization (equipment and infrastructure).
Quarterly	MDEP TCSC Funding Execution Report	To ensure the MTC is allocating funding according to the Spend Plan.

Interval	What to Check	Why
Quarterly	Career Program 36 Modeling and Simulations Individual Development Plans	To ensure professional development training is available to build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce. <a href="http://www.cpol.army.mil/library/train/catalog/toc.html">http://www.cpol.army.mil/library/train/catalog/toc.html</a>
Semi-Annually	Senior Commander Installation Needs and Issues (SCINI)	To ensure Senior Commanders issues and needs are properly vetted prior to submission to IMCOM G7, MCTSP Program Manager for presentation at the TSS-Enterprise semi-annual Program Management Review.
Annually	Department of Defense Information Assurance Certification and Accreditation Program (DIACAP)	To ensure MTC meet the requirements for connecting physically and/or virtually to the Installation Campus Area Network (ICAN).
Annually	Instructor Certifications	To ensure instructors meet all course certification requirements.

**(2) Tips for Success.**

(a) Allocate and apportion MCTSP Training Service and Support (TSS) resources based on ARFORGEN Mission Command Training Requirements.

(b) Synchronize MDEP TCSC resource execution with emerging ARFORGEN Mission Command Training requirements.

(c) Promote compliance with Army-wide TSS standards as directed by:

(1) AR 350-38, Training Device Policies and Management  
[http://www.apd.army.mil/pdffiles/r350\\_38.pdf](http://www.apd.army.mil/pdffiles/r350_38.pdf)

(2) IMCOM Narrative Funding Guidance.

(3) AR 350-1 Army Leader and Training Development  
[http://www.apd.army.mil/pdffiles/r350\\_1.pdf](http://www.apd.army.mil/pdffiles/r350_1.pdf)

(4) AR 25-2, Information Assurance  
[http://www.apd.army.mil/pdffiles/r25\\_2.pdf](http://www.apd.army.mil/pdffiles/r25_2.pdf)

(5) TRADOC Regulation 350-70 Systems Approach to Training Management, Processes and Products [www-tradoc.army.mil/tpubs/regs/r350-70/index.html](http://www-tradoc.army.mil/tpubs/regs/r350-70/index.html)

#### **10.4. Ammunition Management Program**

a. The Ammunition Management Office serves as the focal point for the installation concerning ammunition management and support operations in relation to Requirements, Authorizations and Forecasts. This program ensures that all steps are taken and processes are in place to secure sufficient Class V assets are available at the Ammunition Supply Point to support all STRAC, Program of Instruction and Operational requirements. Primary manager for all Training and Operational Load Ammunition authorizations/requirements for Soldiers assigned to Garrisons, DA Civilian Police/Guards, MP detachments, Special Reaction Team, Explosive Ordnance Disposal, Battlefield Effects Simulators, Salutes, and Interment.

b. The following is a list of IMCOM Ammunition Management Branch functions. A more detailed list of functions is found in IMCOM Regulation 5-13 (<https://www.us.army.mil/suite/doc/12451405>).

(1) Serves as the Command Manager of the Total Ammunition Management Information System (TAMIS) and all processes therein (<https://tamis.army.mil>).

(2) Provides timely and accurate management analysis of all IMCOM organizations to determine ammunition requirements, and authorizations based on personnel and weapons density.

(3) Provides information, data, analysis, and research for special projects for IMCOM and DA. Implements and refines policies, procedures, and processes and define automated solutions to document ammunition management.

(4) Ensures that policies, objectives, standards and other guidance contained in any publications pertaining to weapons strategies or training are in agreement with DA training principles.

(5) Provides representation on the Army Munitions Requirements Working Group which is responsible for reviewing and managing all aspects of training ammunitions for the Army.

#### **c. DPTMS Roles and Responsibilities Executed by Garrison Ammunition Manager:**

(1) Serves as the TAMIS trainer and advisor for installation/Garrison tenant units.

(2) Provides the Director of Logistics (DOL)/Logistics Support Element (LSE) with information on Garrison ammunition requirements, authorization, forecast changes, or unforecasted requirements, that may not be available to the LSE or ASP manager through TAMIS.

(3) Coordinates with appropriate activity to synchronize scheduling of weapon training devices, simulators/simulations (engagement skill trainer (EST)), and ranges with customer unit forecast/request for supporting munitions.

(4) Conducts TAMIS user certification and unit level Ammunition Manager Course.

(5) Develops and conducts, in conjunction with the DOL, Quality Assurance Specialist Ammunition Surveillance (QASAS) and Installation Safety Office (ISO), the installation Ammunition Handler Certification Course, and provide membership to the installation Ammunition Certification Board.

(6) Validates requests for issue of munitions, regardless of requesting command.

(7) Provides ammunition status reports to Garrison and Senior Commanders, as requested.

#### **d. Garrison Leader & Workforce Development Techniques.**

**(1) Things Leaders Should Check.** What leaders need to check to ensure they are doing the right things, doing things right, and identifying what they are missing:

(a) Ensure training ammunition requirements in TAMIS meet unit requirements in accordance with DA PAM 350-38 and/or other authorizing documents.

(b) Ensure training requirements and authorizations are forecasted in TAMIS and synchronized with training schedules through the end of next FY.

(c) Submit ammunition issue requests so they arrive electronically to the Installation Ammunition Manager no later than 10 days prior to the requested issue date.

(d) Ensure only ammunition to be immediately expended to meet daily training objectives are opened and distributed. Focus will be to maintain maximum serviceability of munitions in the original hermetically sealed, weather resistant packaging.

(e) Ensure ammunition is handled and expended safely.

(f) Enforce policies to maintain 100 percent accountability of all arms, ammunition and explosives (AA&E) and packing component items issued to the unit.

(g) Ensure that Soldiers and Civilians receiving ammunition assets from installation ASPs are certified to handle and transport ammunition and explosives, and, that vehicles used to transport ammunition are serviceable (DD Form 626, Motor Vehicle Inspection (Transporting Hazardous Materials) standards); have the required safety equipment; and, are properly marked.

## **(2) Tips for Success.**

(a) Check to ensure that required ammunition is forecasted 90 days in advance of requirement.

(b) Track expenditure rate; this could be an indicator of Law Enforcement readiness.

(c) Ensure Operational Load is on the property book correctly and that it is inspected regularly for accountability and serviceability.

## **10.5. Training Support Integration Program**

a. Training Integration Program provides focus and synchronization for all IMCOM training programs; promoting business transformation, monitoring performance results; vertical and horizontal integration of training requirements that are associated with 2 or more training support programs. Installation level requirements are identified by Senior Commanders (SC)/Garrison Commanders (GC)/Mission Commanders (MC) and coordinated with Headquarter, Department of the Army, the Training Support System-Enterprise (TSS-E), Army Commands, Army Service Component Command, and Direct Reporting Units (ACOM/ASCC/DRU).

b. Integration Branch functions and responsibilities include, but not limited to:

(1) Coordination and integration of the Army Support Training Conference (ASRC) and Joint Assessments (JA) supporting the Army Force Generation training demand signal.

(2) Oversight and development of Training Manpower/Manpower Modeling/Tables of Distribution and Allowances (TDA)/Resource Management/Contracts/Army Transformation supporting the Training Support System.

(3) Management Decision Package (MDEP) Management for Institutional Training (VOPR), Museums (VMUS), and the Combat Training Center at Fort Polk, LA (WCJT).

(4) Army Force Generation (ARFORGEN) and Training Transformation (SICE/HCE/MCE/MCE) synchronization.

(5) Provides Strategic Communications and Joint Sourcing Training Oversight (JSTO) for all Army Campaign Plan decisions and Army Regulations.

(6) Provides coordination and functionality for contracts supporting G7, Training Transformation, Warfighter Forum, travel (TDY), and official correspondence.

(7) Executes the IMCOM G7 TSS-E battle rhythm (Program Management Reviews, Training Support Working Groups, Training-Council of Colonels, Training General Officer Steering Group, Army Training and Leader Development Conference, Mission Essential Requirements Reviews, Training Support System Reviews, Theater In-process Reviews, ROC Drills, Operational Environmental Management Plan, and Mission Essential Task List reviews.

(8) Consolidated review of MDEP funding for the TSS programs for the Program Objective Memorandum (POM), specifically the: Institutional Training, Installation Ammunition Management, Sustainable Range Program, Soldier Training Support Program, Mission Command Training Centers, and the Integrated Training Area Management (VSCW, TAVI, TCSC, and ITAM).

(9) Provides guidance and policy for all Base Realignment and Closure (BRAC) issues.

(10) Coordinates all Combined Arms Training Strategy issues.

(11) Information Technology Development/automation for divisional support, equipment, database management, monthly training calendar, share point (maintenance and development), and professional development schools.

### **c. DPTMS Roles and Responsibilities:**

(1) Installation DPTMS – Chief, Training Division. The Chief, DPTMS Training Division receives the Garrison Commander's (GC) TSS training needs, then reconciles, prioritizes and integrates the Mission Commander's (MC) training needs and IMCOM Common Levels of Service (CLS) 300-Series. The DPTMS will provide the prioritized integrated TSS needs list to the installation's SC for approval/signature. After SC review, the approved integrated TSS needs list will be returned to the DPTMS for transmission through IMCOM Regions to Headquarters, IMCOM.

(2) Also provides seamless support of full spectrum of operations enabling live, virtual and constructive training of joint / combined expeditionary forces in support

of the Senior Commander's training objectives and requirements. It consists of the following:

- (a) Coordinates and facilitates Training Resources Integration Conference.
- (b) Manages the Gunnery Standardization Program (GSP).
- (c) Supervises the Installation Training Area Management (ITAM) program.
- (d) Develops the Range Complex Master Plan.

**d. Garrison Leader & Workforce Development Techniques.**

**(1) Things Leaders Should Check.** What leaders need to check to ensure they are doing the right things, doing things right, and identifying what they are missing:

<b>Interval</b>	<b>What to Check</b>	<b>Why</b>
Monthly	Reimbursable Costs Report	To ensure customers fully compensate the Garrison for services that require reimbursement.
Quarterly	TSS-Enterprise Event Calendars	To ensure TSS-E events are aligned with Senior Commanders priorities and ARFORGEN requirements.
Quarterly	SAG 121 MDEPs VSCW, QNMG, TATM, VOPR, TBAS, TCSC, TAVI Funding Execution Report	To ensure installation is allocating funding according to Spend Plans.
Quarterly	Career Programs within DPTMS	To ensure professional development training is available to build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce. <a href="http://www.cpol.army.mil/library/train/catalog/toc.html">http://www.cpol.army.mil/library/train/catalog/toc.html</a>
Semi-Annually	Senior Commander Installation Needs and Issues (SCINI)	To ensure Senior Commanders issues and needs are properly vetted prior to submission to IMCOM G7, STSP Program Manager for presentation at the TSS-Enterprise semi-annual Program Management Review.

**(2) Tips for Success.**

- (a) Maintain frequent communication with G7 Integration Branch and attend quarterly DPTMS meetings with Deputy G7.

(b) Maintain awareness of any changes in Mission Essential Requirements (MER) for your AR 5-9 Area of Responsibility (AOR). Contact the Training Transformation Support Team (TTST) at TRADOC-ATSC-TSAID to obtain a copy of your installation MER.

(c) Synchronize all SAG 121 resources execution with emerging ARFORGEN Training requirements.

(d) Promote compliance with Army-wide TSS standards as directed by:

(1) TSS Enterprise (DP-91 Training Enabler Implementation Plan, 31 Oct 08).

(2) HQDA G-3/5/7 Executive Order 360-08, Establishment of the Training Support System – Enterprise).

(3) AR 350-38, Training Device Policies and Management  
[http://www.apd.army.mil/pdf/r350\\_38.pdf](http://www.apd.army.mil/pdf/r350_38.pdf) .

(4) IMCOM Narrative Funding Guidance.

(5) AR 350-1 Army Leader and Training Development  
[http://www.apd.army.mil/pdf/r350\\_1.pdf](http://www.apd.army.mil/pdf/r350_1.pdf).

(6) AR 25-2, Information Assurance  
[http://www.apd.army.mil/pdf/r25\\_2.pdf](http://www.apd.army.mil/pdf/r25_2.pdf).

(7) TRADOC Regulation 350-70 Systems Approach to Training Management, Processes and Products [www-tradoc.army.mil/tpubs/regs/r350-70/index.html](http://www-tradoc.army.mil/tpubs/regs/r350-70/index.html)

## **10.7. IM Academy / Garrison Leader & Workforce Development (See Annex K).**

a. IMA Education Knowledge Center (EKC).

(1) Training Programs and Services provide support to the Garrisons by managing IMCOM's Institutional (School) Training quotas and allocating the training seats to the Garrisons with each having a sub-quota source code. IMCOM G7 serves as the quota source manager for training seats for Garrisons that are managed in the Army Training Requirements and Resources System (ATRRS) information system. Functional Training seats are acquired in each of the POM Years through The Army Centralized Individual Training Solicitation (TACITS) process when the Garrisons enter their forecasted requirements. Un-forecasted training requirements can be acquired in the budget and execution year through the Training Resource Arbitration Process

(TRAP) by requesting through IMCOM G7 to HQDA G1. TACITS and TRAP processes are in AR 350-10 Management of Individual Training Requirements and Resources, [http://www.apd.army.mil/pdf/files/r350\\_10.pdf](http://www.apd.army.mil/pdf/files/r350_10.pdf). Your Training Administrator will find instructions on ATRRS website <https://www.atrrs.army.mil/>

(2) Manages the DA Directed Military Temporary Duty (TDY) Funding for Institutional Training: G7 manages the TDY funding for DA Directed Soldier Training and provides Garrisons an annual target to cover forecasted training for Garrison Soldiers. Another component of the TDY funding managed by the G7 is the Institutional Training Directed Lodging and Meal (ITDLM) Program. This is funding that the Garrisons receive to pay for all Soldier lodging (on and off post) except PAL and DFAC meal costs at participating ITDLM locations (Carlisle, Ft Eustis, Ft Lee, Ft Leonard Wood, Ft Meade, Ft Benning, Ft Bliss Ft Sam Houston, & Ft Sill,) while TDY for PME schools. This reduces the amount of money spent for training since the actual costs for lodging and meals are lower than per diem. This also streamlines the reimbursement process for the Soldier. The Garrisons administer the funding for lodging and meals in lieu of TDY for the AC, ARNG and USAR.

(3) The EKC is the IMCOM lead to develop the policy and resources for future training and input to Army training initiatives. EKC is conducting a training gap analysis in Installation Management leader development. The platform for future training will be the Installation Management Academy. The Academy will be used to build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce while providing specific leader and professional development classes to enhance leadership and technical competencies of the Installation Management Community workforce. The G7 is proponent for Army Individual Training policy and regulation that requires input to training initiatives such as the mandated Congressional Civilian education and leader development, Army Training Strategy, One Army School System, and Language Training Detachments. As the IMCOM proponent, the G7 is responsible for IMCOM Reg. 350-1 Training and Leader Development and providing IMCOM input to AR 350-1.

(a) Comprehensive Soldier Fitness (CSF) – Master Resilience Training (MRT) – G7 has proponency for the MRT Program. IMCOM MRT training requirements are coordinated with HQDA G3/5/7 CSF Division and ACSIM Family Support Division. MRT Training quotas are provided to the Army Community Services (ACS) for supporting Installation families and to the Garrison for the workforce. The ACS is provided MRT quotas family counseling on the installation and for mobilization / deployment family counseling. Garrisons are provided MRT quotas for the military and DA Civilian workforce. Soldiers are required to receive 2 hours of MRT training per quarter. Department of Army Civilians (DAC) are encouraged to participate in the MRT training on a voluntary basis. Garrison Commanders must select personnel to take MRT training and serve as the MRT trainer as an additional duty. G7 will allocate training quotas until the MRT requirements are fully resourced and all locations have

trained MRT staff. A forthcoming OPORD will identify program requirements, distribute MRT quotas and will provide the reporting requirements.

(b) Training Resource Arbitration Panel (TRAP) – Serve as the IMCOM representative on the TRAP process co-chaired by HQDA G3/5/7 and G1. The TRAP process identifies Garrison Sustainment, Restoration, and Modernization (SRM), Base Operating Support (BOS) and Training Support System (TSS) costs required to support increased Institutional training loads in the year of execution. TRADOC collects the resource requirements needed to train the increase in students based on input from the schools and Garrisons. The schools coordinate with the Garrisons to capture their costs. The G7 reviews the cost estimates from the Garrisons for validation, and participates in the TRAP Council of Colonel / GOSC Meetings and the Budget, Requirements and Programs (BRP) decision meetings ICW IMCOM G8.

#### **b. Garrison Leader & Workforce Development Techniques.**

**(1) Leader Checklist. What leaders need to check to ensure they are doing the right things, doing things right, and identifying what they are missing:**

(a) Review individual development plans (IDPs) with directors and ensure required training is programmed

(b) Review the process your Garrison uses to manage institutional and individual training for military and DA Civilians.

(c) Review the annual Garrison TACITS training quota request (March – April) and ensure sufficient training seats are available for your key missions.

(d) Check MRT Trainer workforce counseling meetings.

(e) Check with Training Administrator and Directors to see if there are any training quota shortfalls

(f) Assess if workforce is taking advantage of training opportunities for CES, and other Civilian training opportunities. How many Civilians have credit for the five separate CES courses (Foundation, Basic, Intermediate, Advanced and CESL).

(g) Determine if all Civilians hired after 30 September 2006 have taken the Foundation Course within the first six months.

(h) Determine funding level for individual training and assess the capability of the Garrison staff in major skills; are they T, P, or U?

(i) Determine if the Garrison has a New Employee Orientation and assess attendance.

(j) Are there active Training Resource Arbitration Panel (TRAP) requests at your Garrison? Are TRAP requests for training seats being input for training shortfalls? Who manages TRAP at your Garrison?

(k) Assess staff capability and determine what training is needed in year of execution and what training is needed for future missions?

(l) Consider capability gaps in staff training; is there a local solution through the Civilian Personnel Office or other DoD agencies? If not identify training requirements and report training gaps to IMCOM G7, EKC Mr. Stephen Fluegeman, [stephen.fluegeman@us.army.mil](mailto:stephen.fluegeman@us.army.mil).

### **c. Tips for Success.**

(1) Ensure Soldier Professional Military Education (PME) DTS TDY Orders are processed timely based on HRC enrollment.

(2) Encourage DA Civilians to start Civilian Education System Course self enrollments through the Civilian Human Resources Training Application System (CHRTAS) well in advance to get in the desired class date. Classes are filled on a first come first served basis.

(3) Require your staff to give a solid forecast of training required (functional and special skills) for entry into TACITS each FY.

(4) The Installation Management Community (IMC) Civilian Career Management Guide provides career maps which identify experiences, education, and training for our workforce to facilitate career development and progression, while providing an environment that encourages self-development and life-long learning. This guide provides information to assist in developing a healthy, well-balanced, multi-skilled workforce comprising military and civilian leaders and personnel with the knowledge, skills, and opportunities to successfully and innovatively accomplish the mission. Leader and workforce development - a strategic imperative - is nested in the Installation Management Community Campaign Plan, Line of Effort 3. The Installation Management Career Management Guide (1 June 2011) is provided at <https://www.us.army.mil/suite/doc/30513849>

## Chapter 11

### Human Resources

**11.1. Introduction.** The Directorate of Human Resources (DHR) provides the capability to sustain and conduct HR functions: providing personnel services and support to Soldiers, their families, Department of the Army Civilians, and organizations while in Garrison, or while deployed. The DHR is also responsible for sustaining the Installation Management Community (IMC) workforce with HR support and Workforce Development Programs. General overviews of the HRD primary functions are:

- a. Provide Military and Civilian Human Resources Services and Support. Administer the essential personnel services and support to execute HR programs that enable Soldier readiness and sustains the human dimension of the force. Support an uninterrupted flow of military and Civilian personnel so the commander has the personnel required to accomplish the mission, enhance unit cohesion, and sustain morale.
- b. Provide Army Continuing Education Services. ACES is designed for overall program management to include; education counseling; support to Post Secondary education; Functional Academic Skills Training (FAST); education testing; Army Personnel Testing; management of Education Centers and Multi-use Learning Facilities management of contracts for support services.
- c. Provide Army Substance Abuse Program (ASAP) Services. It is the policy of the Army Substance Abuse Program to prevent substance use from having an adverse impact on job performance or mission readiness. The ASAP is designed to strengthen the overall fitness and readiness of the Army's total workforce and enhance the combat readiness by providing services which are responsive to the needs of the installation. The program emphasizes alcohol and other drug abuse deterrence and prevention education utilizing a public health model, drug testing, risk reduction services, rehabilitation services, suicide prevention, screening, short-term counseling and referral services for DA Civilian employees and eligible family members.
- d. Provide Administrative Services and Support. The ASD is designed to supervise Garrison correspondence programs and manage enterprise program management initiatives; prepare policy and regulatory guidance for supported activities; operate the Records Holding Area; manage the Information Control Program; manage the Army Records Management System Program; Prepare and Deliver Official and Personal Mail; process and respond to Freedom of Information Act (FOIA)/Privacy Act (PA) Requests; and provide editing services for publications and forms.

## 11.2. Civilian Personnel.

**a. Civilian Personnel Division (CPD).** In direct support of the US Army Garrisons, develop and implement comprehensive human resource strategies and policies that provide quality and timely advice, assistance, evaluation, and analyses to develop and sustain the Civilian workforce.

**b. Civilian Personnel Advisory Center (CPAC).** The CPAC is a key component of installation human resource services delivery. Under agreement with the Army G1, the CPAC at each installation is under the operational control of the GC. The GC (or DGC) will be the rater for the CPAC Director and the senior rater / Higher Level Reviewer for other CPAC senior Civilian positions. The CPAC provides Civilian personnel administration, operations, and advisory services (position classification, staffing, employee development, management and labor relations, and workforce planning) for all Appropriated Fund (AF) and Non-Appropriated Fund (NAF) positions. Contact your local CPAC for all matters related to Civilian personnel. The Personnel Management Information and Support System (PERMISS) on the Civilian Personnel Online (CPOL) website can provide answers to general guidance and information on all areas of Army Civilian Personnel Management. The PERMISS website is located at this URL: <http://cpol.army.mil/library/permis/>. The NAF Employee Handbook is located at: [http://cpol.army.mil/library/naf/handbook/NAF\\_Employee\\_Handbook.pdf](http://cpol.army.mil/library/naf/handbook/NAF_Employee_Handbook.pdf).

### **c. Position Management and Classification.**

(1) Titles, series, and grades of positions within the federal government are established by position classification standards issued by the Office of Personnel Management (OPM). The grade of the position is determined by applying the OPM standards. An occupational code and title are assigned at the same time. These decisions are made by comparing an individual's job description to various position classification standards.

(2) Civil service positions in CONUS fall within three major categories – General Schedule (GS), Wage System (Wage Grade, Wage Leader, and Wage Supervisor), and NAF. GS positions consist primarily of clerical, administrative, technical, and professional duties, while the Wage System includes trade and craft positions such as electricians, plumbers, and material handlers. A fourth category of positions exist OCONUS with the Foreign National positions.

(3) Position classification standards are published by OPM after extensive public studies of occupations. There are over 400 standards written to ensure that similar positions in different government agencies have the same title, occupational code, and grade. These detailed standards assist in evaluating jobs based on the major duties, responsibilities, and qualifications required for a specific position.

(4) Additional information on Position Management and Classification can be found in PERMISS at <http://cpol.army.mil/cgi-bin/permis/tree.cgi?MainSection=PMCP>

**(5) Things to Check.**

- Have managers with delegated classification authority been trained and delegation letter on file?
- Are Garrison organizations compliant with the current Standard Garrison Organization grade structure?
- Does the organization support supervisory and leader ratios?  
What impact has reorganizations had on structure?

**(6) Tips for Success.**

- Maintain a cooperative relationship with servicing classifiers in accomplishing assigned responsibilities and notify servicing classifier of any significant changes in duties and responsibilities involving one or more positions.
- Ensure positions are accurate and reviewed annually for continued accuracy.
- Design organization to use the lowest grade feasible to accomplish mission and provide for career progression. Eliminate excessive layering, fragmentation, and unnecessary positions.
- Don't assume re-described work warrants an upgrade.
- Ensure each subordinate employee is provided a copy of his or her official position description to which they are formally assigned.

**d. Recruitment and Placement Terms of Reference.**

(1) Lateral/Reassignment. The term "lateral" refers to moving from one position to another, at the same grade level. This is also known as a reassignment. Employees who are serving on career/career-conditional appointments may be noncompetitively reassigned to positions with no higher known promotion potential than their current position.

(2) Change to a Lower Grade. Career or career-conditional employees may wish to apply for voluntary change to lower grade. Often, the reason for this is for employees to transfer to another career field.

(3) Details. A "Detail" action is a temporary assignment of an employee to another position or set of duties, without changing the employee's current status, pay grade, or salary. Details are intended to cover workload during short periods of absence or to perform additional duties required of a special project. Details to the same or lower

grade can be made in 120-day increments for up to 1 year. Sometimes, in limited cases, these details may be extended an additional year, for a total a 2 years. Details to higher grade positions may be made noncompetitively for up to 120 days.

(4) Promotions: A “Promotion” action is a change in status upward resulting from an assignment to a higher graded position and a higher salary. For promotion to another position, the employee must possess at least the minimum recruitment standards, or their equivalent, as set forth in the class specification. The purpose of a promotional pay increase is to reward the employee for the assumption of duties more responsible and more difficult than those in the current position. Subject to the availability of funds, salary increases, not to exceed the maximum of the range, may be given in accordance with the provisions of the agency.

**(5) Things to Check.**

- Have you received advisory guidance from CPAC?
- Is there a TDA available for the recruitment?
- What are the current recruitment strategies?

**(6) Tips for Success.**

- Ensure you have a working relationship with your CPAC representative.
- Ensure you review current policy and procedures.
- Stay current on technology solutions on recruitment.

**e. Force Structure Reshaping and Reductions:**

(1) Position Management and Classification. Review all position descriptions of both encumbered and vacant positions to assure duties and responsibilities are assigned for the most efficient organization. Incorporate efficiencies and eliminate redundant responsibilities. Evaluate the current span of supervisory control to determine if changes can be made to eliminate or reduce intervening levels of supervision and eliminate positions. Review positions to determine if duties can be consolidated with other positions or organizations, but maintain the skill levels, and positions can be eliminated. Redistribute duties and responsibilities and eliminate the position.

(2) Workforce Alignment. Appoint a Garrison Management Board to assist you in employing position management techniques, workforce alignment and sustainment through the end target. Review every vacancy for the possibility of filling it with an employee affected by the restructure and avoid adding to your strength. Impose or continue hiring freeze. Cross-walk your employees from your current manning

document to authorized positions on your new manning document. You will know where you have overages, shortages, mission essential positions, and preliminary employee impact. Review stock piled vacancies for possible placement of employees not slotted against authorized positions. Consider modifying qualifications for placement of these impacted employees to accommodate placements. Initiate no recruitment actions until qualifications of impacted employees have been reviewed for placement consideration.

(3) Reassignments (Voluntary and Management Directed) - the movement of an employee to another position for which he/she qualifies at the same grade level and comparable pay.

(4) Voluntary Changes to Lower Grade - the non-competitive movement of an employee to another position for which he/she qualifies at a lower grade and agree to the downgrade.

(5) Manage your temporary and term appointments judiciously. Do not extend these time-limited appointments beyond the end target date. Terminate temporary employees in continuing positions when an impacted employee is qualified and can be assigned to the position.

(6) Workforce Reduction Tools.

(a) Voluntary Early Retirement Authority (VERA). Under this authority eligible employees can retire early when you restructure or abolish their position. The use of this authority requires my approval.

(b) Voluntary Separation Incentive Pay (VSIP). This is an incentive for employees to retire or resign and create vacancies for affected employees or save another employee from involuntary separation. This incentive may be used together with VERA.

(c) Use Discontinued Service Retirement (when job is abolished).

(d) Partner with other Garrisons/Organizations. Share resumes of impacted employees with Garrisons and other organizations in the same commuting area for placement consideration before recruitment is initiated. The Civilian Personnel Advisory Center can assist in this effort. Look across the enterprise for opportunities to place impacted employees. This may require PCS or other incentives such as relocation bonuses.

#### **f. Workers' Compensation Program.**

(1) The Federal Employee Compensation Act (FECA) is administered by the Office of Workers' Compensation Program (OWCP) of the US Department of Labor. It

provides compensation benefits to Civilian employees for disabilities due to personal injury sustained while in the performance of duty or to an employment-related disease. The Act also provides for the payment of benefits to dependents if the injury or disease causes the employee's death. Benefits cannot be paid if the injury or death is caused by the willful misconduct of the employee, the employee intends to bring about their injury or death or that of another employee, or if intoxication is the proximate cause of the injury or death.

(2) If an employee is injured on duty, they must immediately notify their supervisor. The supervisor provides the employee with the required forms and makes arrangements for the employee to be transported to the designated occupational health clinic for evaluation and, if desired, treatment of the injury if services are available. The employee presents the required authorization forms to the occupational health nurse or physician to annotate their disposition (i.e. return to duty, restricted duty, or return to quarters), and notifies their supervisor immediately of their duty status. In traumatic injuries, an individual acting on their behalf must complete the employee portion of form CA-1, Federal Employees Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation, and return it to their supervisor within 30 days of injury to be eligible for continuation of pay (COP). CA-1 and CA\_2 forms are available online at: <http://www.dol.gov/owcp/dfec/regs/compliance/forms.htm>. The employee must present their supervisor with medical documentation of any disability from regular or light duty within 10 working days in order to remain eligible for COP. If disability results from an occupational disease, the employee or an individual on their behalf must complete form CA-2, Notice of Occupational Disease and Claim for Compensation. The employee has three years in which to file a claim from the date of their traumatic injury or from the date they first become aware of the occupational disease.

(3) If the employee becomes disabled due to traumatic injury, the employee may use leave or request Continuation of Pay (COP) for up to 45 days. If the employee is disabled due to traumatic injury beyond the 45 days of COP, or if the employee is disabled due to occupational disease, they may use leave or Leave Without Pay (LWOP). The employee may file for leave buy back, compensation of lost wages, or compensation for loss of a body part/function on Form CA-7, Claim for Compensation On Account of Traumatic Injury or Occupational Disease.

(4) If the employee has questions regarding their rights and benefits under FECA, they should contact the Workers' Compensation Specialist at the CPAC for further assistance.

(5) Additional Information may be found at <http://www.cpms.osd.mil>.

## **(6) Things to Check.**

- Has HQ established and filled an IMCOM FECA Program Coordinator position to provide day-to-day enterprise program oversight, advice and support, as well as liaison with HQ Army, FECA Program officials and IMCOM subordinate organizations?
- Do we provide safe and healthful workplaces and conditions of employment, assuring that all facilities
- and operations comply with safety and occupational health standards?
- Do we ensure that injured employees understand their rights and responsibilities under FECA and that
- Claims and supporting documents are completed and submitted in a timely manner?
- Have we ensured that we are in compliance with DoD/DA policy and DOL regulations by working towards an expeditious return to full time regular duty or to at least a light duty position?
- Has each Installation established a FECA Working Group, that meets at least quarterly, in accordance with the FECA Working Group Charter?

## **(7) Tips for Success.**

- Conduct Supervisor and Employee safety training to educate directors, manager, supervisors, and employees on their workplace rights and responsibilities per DoD, DA, OSHA, and DOL.
- Participate in the FECA Working Group, staffing claims and looking for viable return to work candidates, and then for positions into which they might be placed.
- Safety and occupational health is a responsibility of each and every employee. Employees will comply with safety and occupational health requirements and operating procedures and will immediately report unsafe or unhealthful conditions and practices to their supervisor and/or safety office.

**g. Performance Management.** Performance management is a continuous, systematic process by which Commanders, managers, and supervisors integrate the planning, directing, and executing of their organizational mission with Civilian performance appraisal, pay, awards, promotion, and other systems. It is an inherent responsibility for all those in position of leadership. Those being rated, developed and recognized through the performance management system – Total Army Performance Evaluation System (TAPES). TAPES require that employees be given written objectives and responsibilities at the beginning of the rating period. At the end of the

rating period, there is a formal evaluation or assessment, a written evaluation and a formal oral discussion that comprise the employee's rating of record. This formal evaluation or assessment is conducted at the end of the rating period, normally annually. TAPES is divided into two systems - the Base System and the Senior System. The [annual appraisal period](#) is determined by the grade of the position. The standardized periods are as follows: 1 July -30 June - ES, ST, SL, GM, WS/GS-13 and above, employees at equivalent levels in other pay plans. 1 Nov-31 Oct - WS/GS - 9 through 12, employees at equivalent levels in other pay plans (except WL and WS). The annual appraisal periods for the Base System are locally determined rating cycles: WG, WL, WS/GS 1 - 8 and employees at equivalent levels in other pay plans are included. In addition, some demonstration projects have different rating cycles.

The performance management process includes five phases: Planning performance and assigning work, Monitoring performance, Developing performance, Appraising performance, and Rewarding performance. The Army program is described in AR 690-400, Chapter 4302 (Total Army Performance Evaluation System, or TAPES), dated May 22, 1993, and Change 1, dated October 16, 1998. The Army program requires that employees be given written objectives/responsibilities at the beginning of the rating period. The assignment of objectives/responsibilities, along with periodic performance discussions, lets employees know what work they are going to be rated on and the standard of performance they must meet to be satisfactory. Within Army, all objectives/responsibilities are "critical," therefore at any time during the rating period that an employee's performance fails to meet 1 or more of the objectives/responsibilities, the supervisor may place an employee on a performance improvement plan (PIP). Failure to bring the performance up following that opportunity period should result in the employee being reassigned, demoted, or removed. On the opposite end of the spectrum, employees who exceed the objectives/responsibilities should be considered for recognition under the [incentive awards program](#). Throughout the performance rating period, the supervisor reviews the employee's work and communicates expectations. At the end of the rating period, there is the formal evaluation or assessment, the written evaluation and formal oral discussion that comprise the employee's rating of record. This formal evaluation or assessment is conducted at the end of a rating period, normally annually. This phase is often referred to as the appraisal. Each year this cycle ends and begins again. Additional information about performance management can be found at URL: <http://cpol.army.mil/library/permis/52.html>

### **(1) Things to Check.**

- Rater and Senior Rater boxes are not in agreement.
- Failure to annotate objective rating on the performance plan.
- Failure to attach the performance plan to the Evaluation Report.
- Performance Plan not in effect for 120 days.

## **(2) Tips for Success.**

- An approved (initialed and dated by the Senior Rater) performance plan must have been in effect for at least 120 days before a rating can be completed.
- Senior Raters rate on performance only – not on potential.
- If either the Rater or the Ratee departs within 120 days of the end of the rating period, an annual rating should be prepared.

Performance management is a continuous, systematic process by which Commanders, managers, and supervisors integrate the planning, directing, and executing of organizational work with Civilian performance appraisal, pay, awards, promotion, and other systems. Additional information about performance management can be found at URL: <http://cpol.army.mil/library/permis/52.html>

### **h. Recognizing Performance and Service.**

(1) Recognizing employees. Recognizing employees with incentive awards is a flexible management tool available to managers. Public recognition of superior ideas and outstanding individual and group performance helps build morale. It can also help managers build and maintain a highly motivated and productive organization.

(2) Three categories of recognition - monetary, honorary, and time-off. Effective use of awards requires consideration of the nature of the contribution and the needs and interests of the employees. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition or time-off might be considered appropriate for individual sustained superior job performance or for an individual or a group of employees who have produced an excellent product or completed a complex assignment in an outstanding way. The only ratings-based awards are performance awards, which are monetary awards given in recognition of high-level performance for a specific period or a Quality Step Increase, which is only given to GS employees with Exceptional ratings of record for the current rating period. Time-off awards ARE NOT ratings-based awards. The Time-off award may be granted in amounts up to 40 hours for a single contribution and up to 80 hours in a one year period. It must be scheduled and used within one year of the date.

(3) Granting Awards. An award may be granted to Civilians based on performance or service. A rating-based award is a monetary award given in recognition of high-level performance for a specific rating period. There are two types of rating-based awards used: performance-based cash, and Quality Step Increase (QSI). A rating-based performance cash award is a one-time lump sum cash payment. A QSI is an additional within-grade-increase to recognize high quality performance which merits faster than normal salary enhancements.

(4) Nominating and Approving Awards. Employees will be nominated and approved for rating-based awards using a copy of the completed appraisal form. A monetary performance award will be computed as a percentage of the employee's base pay. Generally within the same organizational element, employees with higher ratings should receive larger dollar awards than employees at the same grade level who have lesser ratings. Rating-based awards are nominated and approved on the appraisal forms. The written justification supporting the annual rating serves as the basis for the rating-based award.

(5) Honorary Awards. Honorary awards like military decorations may be granted to Civilian employees. Full color images and criteria for the awards is available for review at <http://cpol.army.mil/library/mer/awards/>. Honorary awards are appropriate for accomplishments at all times and are not only for departure or retirement awards.

#### **(6) Things to Check.**

- Ensure that all awards are consistent with regulatory criteria and approved by appropriate organizational levels.
- Use the program to both recognize top performers and provide others with examples of the types of contributions the organization values so that others can emulate.
- Approving officials must be at least one level above the level of the nominating official.

#### **(7) Tips for Success:**

- Set aside an adequate budget to administer the Incentive Awards Program.
- Use a balanced combination of honorary and monetary awards to ensure fair and consistent recognition of the highest performers.
- Present within a reasonable time after the contribution being recognized, and published in a way that celebrates excellence.
- Present awards in forums commensurate with the level of the award. Whenever possible, present awards to employees prior to their departure.

#### **i. Discipline.**

(1) The broad objective of discipline is to motivate employees to conform to acceptable standards of conduct and to prevent prohibited activities. Discipline is a part of the daily responsibility of supervisors and not merely the action taken at times when an employee deviates from acceptable forms of conduct. The supervisor's most effective means of maintaining discipline is through the promotion of cooperation, of

sustained good working relationships, and of the self-discipline and responsible performance expected of mature employees. Disciplinary actions fall into two categories: informal disciplinary actions (oral admonishments and written warnings) and formal disciplinary actions (letters of reprimand, suspensions, involuntary reductions in grade or pay, and removal). Similarly, employee conduct requiring discipline falls into two categories: behavioral offenses for which progressive discipline aimed at correcting the behavior is appropriate and offenses relating to violation of regulations or laws for which punitive sanctions are required. Disciplinary action should be taken for the purpose of either correcting offending employee behavior and problem situations or for the purpose of imposing punishment necessary to maintain discipline and morale among other employees.

(2) Informal. Informal disciplinary actions are taken by the supervisor on his/her own initiative in situations of a minor nature involving unacceptable behavior. Oral admonitions/ counselings and written counselings /warnings are normally the first steps in progressive discipline for behavioral offenses and they should be documented in official Memorandums for Record or Memorandums to the employee. Oral counseling/warnings and oral reprimands are generally used in constructive discipline. This form of disciplinary action is usually taken against an employee when less serious violations of rules, regulations, standards of conduct, and safety have been committed. These types of disciplinary actions are kept at the immediate supervisory level.

(3) Formal. All formal disciplinary actions must be proctored through the CPAC and labor attorney/legal office before implementation. Formal discipline is used for more serious or repeated violations. The immediate supervisor initiates all formal disciplinary actions against an employee. Disciplinary actions consist of written reprimands and suspensions of 14 days or less. Also included are adverse actions such as suspension of 15 days or more, demotions, and removals. Letters of Reprimand become a part of the employee's Official Personnel Folder (OPF) for 2 years unless management determines that it should be withdrawn from the OPF prior to that time. After the 2 years, the Letter of Reprimand is removed from the employee's OPF. Suspensions, demotions, and removals are permanent records in the employee's OPF. The employee has the right to make an oral or written reply to the deciding official regarding his or her proposed disciplinary action. Normally a higher level of management makes the written decision regarding the proposed disciplinary action. The deciding official will make a decision of the proposed disciplinary action and notify the employee of his decision in writing. All formal disciplinary actions will advise the employee of his right to appeal or grieve the disciplinary action.

(4) The Merit Systems Protection Board in its landmark decision, *Douglas vs. Veterans Administration*, 5 MSPR 280, established criteria that supervisors must consider in determining an appropriate penalty to impose for an act of employee misconduct. These twelve factors are commonly referred to as "Douglas Factors." The CPAC can advise more on these factors and how they relate to the offenses.

(5) Disciplinary action is administrative in nature and may be imposed separate and apart from any judicial or criminal actions that may result if the misconduct is criminal in nature.

#### **(6) Disciplinary Situations.**

(a) Misconduct. Misconduct is refusal to follow established laws, rules, regulations and policies. The Table of Penalties contains specific examples of elinquency and misconduct for which disciplinary action is appropriate. The Table also prescribes the appropriate range of penalties to be imposed for the first and subsequent offenses. An act of misconduct which did not result in a formal disciplinary action letter or reprimand, suspension of 14 calendar days or less, or an adverse action may not be considered a "first offense" for purposes of applying the Table of Penalties for a subsequent act of misconduct.

(b) Safety, Health, and Environmental Violations. Employees are expected to perform their duties in such a way as to prevent damage to property, the environment, or injury/illness to themselves or others. Aggressive and continuing accident/illness prevention and environmental management program efforts are required at all levels of IMCOM in accordance with applicable Agency, Federal, State, and local rules, regulations, statutes, laws, and codes.

(c) AWOL. Absence Without Official Leave (AWOL) is an absence that has not been authorized or for which a request for leave has been denied. It does not necessarily mean that the employee had insufficient reason for requesting leave, but rather the employee's presence is required at work. Charging an employee with AWOL is typically a two-step process. Annotation of an employee's timecard with a period of AWOL results in no pay for the time absent and may be charged in 15-minute increments. Under no circumstance can an employee be required to perform work during periods for which leave is coded as AWOL. Supervisors are responsible for notifying employees when they are coding leave as AWOL and why it was imposed (sample below). Recording an absence as AWOL for timekeeping purposes is not discipline; but could be the basis for a supervisor taking disciplinary or adverse action. The supervisor next needs to make a determination whether disciplinary or adverse action is appropriate. The supervisor has the option of imposing no penalty, oral admonishment, written reprimand, suspension, or removal from Federal service. Supervisors should consult with their Human Resource Advisor in the CPAC for advice and recommendation regarding taking disciplinary action.

(d) Sexual Harassment. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when: Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; Submission to or rejection of such

conduct by an individual is used as the basis for employment decisions affecting such individual, or Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

1. Sexual harassment is a prohibited personnel practice which violates merit principles. Such harassment results in discrimination for or against an employee on the basis of conduct not related to performance. This includes taking, or refusing to take, a personnel action, including promoting employees who submit to sexual advances or refusing to promote employees who resist sexual overtures. Sexual harassment can also result in other forms of prohibited economic retaliation, such as the issuance of unsatisfactory or unacceptable performance appraisals, leading to the denial of a within-grade increase, demotion or removal, or the initiation of unwarranted disciplinary action.

2. Sexual harassment is a form of employee misconduct which engenders fear, anger, and loss of self-esteem. Such misconduct creates a physiologically harmful condition of employment, and violates laws and regulations which guarantee a working environment free of intimidation. Any employee who engages in sexual harassment will be subject to prompt disciplinary action, up to and including removal from the Federal service.

3. Managers and supervisors are required to contact the Civilian Personnel Advisory Center, Labor Management Employee Relations to discuss the appropriate action after receiving a complaint of harassment. Managers or supervisors who fail to take appropriate action on such complaints are subject to disciplinary action, for failure to perform their managerial or supervisory responsibilities.

#### **(6) Table of Penalties.**

(a) If formal disciplinary action is proposed by the supervisor, the table of penalties (<http://cpol.army.mil/library/permis/5a111.html>) will be used, as a guide in determining what action should be proposed. The table is SUGGESTIVE only. The fact that an offense is not listed in this table does not mean that a penalty cannot be imposed.

(b) A determination of the appropriate penalty will be made through comparison with the table of penalties and the penalty imposed on other employees who have engaged in similar misconduct.

**j. Performance Improvement Plan (PIP).** On the occasion when management experiences performance problems with employees, procedures are available to document and provide a means for employees to improve. Management should consult with their supporting CPAC for more information on the PIP program.

**k. Web Site:** <http://cpol.army.mil/library/permis/5a.html>

**l. Things to Check.**

- Have Supervisors attended Supervisory Training at the local CPAC?
- Are employees being routinely coached and counseled about their performance?
- Are Supervisors familiar with procedures for implementing a PIP?

**m. Tips for Success.**

- Establish Standing Operating Procedures for PIP.
- Ensure leaders are trained about their responsibilities.
- Set the example by ensuring employees are routinely coached and counseled.

**n. Alternative Discipline (AD).**

(a) Alternative discipline (AD) can be characterized as a form of alternative dispute resolution (ADR) that, like more traditional ADR techniques such as mediation, facilitation, etc., can be used effectively to resolve, reduce, or even eliminate workplace disputes that might come from a circumstance where disciplinary action is appropriate. As the term suggests, AD is an alternative to traditional discipline--usually when the traditional penalty would be less than removal.

(b) The system allows management and the employee who has committed an infraction to agree to an alternative form of corrective action in lieu of traditional discipline. This may include attendance at remedial classes, leave donation, community service, apologies, etc. It is intended to provide rapid resolution to problems, avoid the costs and lost time resulting from use of formal complaint systems, and contribute to a more positive resolution to problems from both management's and the employee's perspective. It is not used in situations where removal is warranted or where legally prescribed penalties apply to the violation.

(c) If the employee fails, the terms and conditions of the AD agreement, the employee is notified in writing that the agreement was violated and the traditional penalty, which is identified in the agreement, would be immediately imposed. AD agreements are signed by the employee, the employee's representative, and the supervisor or other management official and are maintained in the servicing human resources office, not in the OPF.

(d) Benefits of AD include avoidance of the high costs of litigating appeals, grievances, or complaints that often follow traditional discipline--under AD, all issues are

resolved at the time the action is taken. The command retains the services of the employee instead of losing productivity because the employee is under suspension as may be the case under traditional discipline. If the employee is suspended, there may be replacement coverage expenses which might include overtime payments for other employees to do the work of the suspended employee.

**o. Web Site:** [http://www.opm.gov/er/adrguide/Section2-alt\\_discipline.asp](http://www.opm.gov/er/adrguide/Section2-alt_discipline.asp)

**p. Things to Check.**

- Does the misconduct justify a penalty less than removal?
- Did the employee admit to the misconduct, accept responsibility for it, and agree not to repeat the misconduct?
- Did the command determine the employee is a good candidate for alternative discipline and the alternative discipline acts as a deterrent to other employees?
- Does the employee agree to waive any and all grievance, appeal, and/or EEO complaint rights with respect to the particular action? (These rights are also waived if traditional discipline is imposed because the employee fails to satisfy the terms and conditions of the AD agreement.)

**q. Tips for Success.**

- AD helps avoid lost time and productivity of supervisors, deciding officials, witnesses, and others who may be preparing for and attending hearings or other dispute resolution proceedings if traditional discipline is used.
- AD reduces the negative impact on the relationship between a supervisor and a disciplined employee that can occur following traditional discipline.
- AD can be a tool to help cope with reductions in command funding by keeping employees on the job and productive.

### **11.3. Defense Civilian Intelligence Personnel System.**

a. The Army Defense Civilian Intelligence Personnel System (DCIPS), a Title 10 Excepted Service Civilian Personnel System, is a mission-focused performance system that supports the complete human capital lifecycle for Army Civilian positions, employees and organizations engaged in or in support of an intelligence or intelligence-related mission.

b. The Defense Civilian Intelligence Personnel System (DCIPS), formerly known as the Civilian Intelligence Personnel Management System (CIPMS), is a Title 10 Excepted Service Human Capital System. DCIPS is an enterprise Intelligence Community (IC) personnel system that is a mission-focused and founded in Army

policies that support employee performance, career development opportunities, rewards and recognition. DCIPS offers Army Leadership the flexibility to hire employees across the IC and promotes a culture that is based upon employee performance.

**c. Commanders:**

- Direct the implementation of DCIPS, ensuring that any supplemental command-wide DCIPS policies and procedures are flexible, cost-effective and efficient.
- Evaluate the implementation and effectiveness of DCIPS programs to ensure alignment with the goals and objectives of the human capital strategic plan and Army policies.
- Appoint in writing CP-35 career program managers.
- Determine, recommend and monitor personnel management resource requirements necessary to support intelligence functions within their command.
- Ensure DCIPS employees and their rating and reviewing officials receive mandatory DCIPS training as defined by Army, ODNI/USD(I) DCIPS training (to include all supervisors and managers (Civilian and military) of Army DCIPS employees).
- Serve as the Command PM PRA for their command. The Command PM PRA establishes the PM PRA structure through the appointment of Organizational PM PRA(s) and provides independent review and decision of formal reconsideration requests of evaluations of record when challenged by employees. Commanders of ACOMs, ASCCs, and DRUs may further delegate the authority to serve as the Command PM PRA to their Deputy Commander or Command Chief of Staff. For Headquarters, Department of the Army, the AASA may further delegate the authority to the Deputy Administrative Assistant to the Secretary of the Army or to the Principal Officials. Commanders are to remain cognizant of and accountable for all actions taken pursuant to the delegated authorities.
- Serve as the Command Performance-Based Bonus Performance Review Authority (Command PBB PRA) (refer to the PBB PRA definition).

d. Web Site: <http://www.dami.army.pentagon.mil/site/dcips/>

**e. Things to Check.**

- Are DCIPS employees informed about the program?
- Are employees development performance objectives and are they being periodically counseled?
- Do employees have Individual Development Plans in place?

#### **f. Tips for Success.**

- Ensure employees are informed about the program.
- Ensure performance objectives are in place and employees are periodically counseled about their performance.
- Ensure employees are provided developmental opportunities.

#### **11.4. Labor Management Councils.**

a. Executive Order 13522 (E.O.) requires the establishment of Labor-Management Councils at the level of recognition. Given this requirement, it is important that management officials, especially Commanders and their staff at the Garrison level be informed of the expectations associated with the E.O., as well as how best to address union requests regarding its implementation.

b. Commanders and their staff should be made aware of this obligation and encouraged to start discussions with their unions on the implementation of their local council. Likewise, it is important commanders and their staff be fully prepared to engage their unions should the union raise the issue of E.O. implementation, such as establishment of councils, union pre-decisional involvement, and possible participation in permissive bargaining pilots.

c. Joint Labor-Management training materials can assist parties in cultivating a cooperative working relationship and in establishing an effective labor-management council. Garrison Commanders and their staff are encouraged to work with the unions to make of these training tools. The Office of the General council has posted the Basic Statutory Training slides: [Introduction, FLRA Organization, ULP Process; Bargaining; Bypass; Meetings; Information; Discrimination; Interference; and Union ULPs.](#)

d. Awareness of the requirements of the E.O. to establish a labor management council and involvement in its implementation, not only supports the administration's efforts, but will serve to improve the long-term accomplishment of the Army's mission. Civilian Personnel Advisory Centers' labor relations staff is available to assist the commander by ensuring the command is made aware of the requirements and applicable content of the E.O.

e. Website: [http://www.flra.gov/OGC\\_web-based\\_EO\\_training](http://www.flra.gov/OGC_web-based_EO_training)

#### **f. Things to Check.**

- Was any issue on the agenda treated as unimportant? Each item on the agenda deserves thorough investigation and discussion.
- Were any of the meetings allowed to become gripe sessions?

- Did the group delay in communicating solutions developed for serious problems, or the outcome of issues discussed?

**g. Tips for Success.**

- An opportunity for advance discussion of operational problems, planning and scheduling, and other matters that have potential impact on employee work schedules, overtime schedules, layoffs, recalls, temporary transfers or new job opportunities.
- An opportunity for management to be responsive to constructive suggestions and valid complaints, demonstrating to the union and employees that management is sincerely interested in improving the workplace.
- A means of communicating with employees through their elected leaders.

**11.5. Alternate Work Schedule (AWS) Program.**

a. The AWS Program offers management advantages, such as reduction of short-term absences and tardiness, improved service to customers due to longer office hours, increased productivity and efficiency, and higher employee morale. To be eligible to participate in the AWS program, IMCOM employee's most recent performance rating must be at or above Successful under the Total Army Personnel Evaluation System. The employee must retain their performance at Successful or above once approved to participate in the AWS Program. Eligible IMCOM Civilian personnel are authorized to work compressed work schedules (CWS) within the AWS Program.

b. Under 5 U.S.C. 6122, a flexible work schedule includes designated hours (core hours) and days when an employee must be present for work. A flexible work schedule also includes designated hours during which an employee may elect to work in order to complete the employee's basic (non-overtime) work requirement. Under 5 U.S.C. 6121(5), a compressed work schedule means that an employee's basic work requirement for each pay period is scheduled (by the agency) for less than 10 workdays. See the definition and requirements for regularly scheduled work in 5 CFR 610.102 and 5 CFR 610.111(d).

c. There is only one CWS option available to IMCOM Civilian employees: a 5-4/9 schedule which allows an employee to work eight 9-hour days and one 8-hour day in a bi-weekly pay period to comprise 80 hours with a fixed regular day off (RDO). RDO means that the employee obtains one day off every 2 weeks by completing their 80-hour bi-weekly work requirement in 9 days instead of the standard 10 days. Subject to DAA approval, the employee may chose any day, Monday through Friday, as their RDO.

(1) Flexible work schedule (FWS) means a work schedule established under 5 U.S.C. 6122, that -- (1) in the case of a full-time employee, has an 80-hour biweekly basic work requirement that allows an employee to determine his or her own schedule within the limits set by the agency; and (2) in the case of a part-time employee, has a biweekly basic work requirement of less than 80 hours that allows an employee to determine his or her own schedule within the limits set by the agency.

(2) Flex tour means a type of flexible work schedule in which an employee is allowed to select starting and stopping times within the flexible hours. Once selected, the hours are fixed until the agency provides an opportunity to select different starting and stopping times.

(3) Gliding schedule means a type of flexible work schedule in which a full-time employee has a basic work requirement of 8 hours in each day and 40 hours in each week, may select a starting and stopping time each day, and may change starting and stopping times daily within the established flexible hours.

(4) Compressed work schedule (CWS) means: (1) in the case of a full-time employee, an 80-hour biweekly basic work requirement that is scheduled by an agency for less than 10 workdays; and (2) in the case of a part-time employee, a biweekly basic work requirement of less than 80 hours that is scheduled by an agency for less than 10 workdays and that may require the employee to work more than 8 hours in a day. (See 5 U.S.C. 6121(5).)

(5) Core hours means the time periods during the workday, workweek, or pay period that are within the tour of duty during which an employee covered by a flexible work schedule is required by the agency to be present for work. (See 5 U.S.C. 6122(a)(1).)

#### **d. Things to Check.**

- How should employees and supervisors plan alternative work schedules?
- How much weight should the supervisor give to childcare and carpool schedules or other personal employee preferences versus programmatic needs?
- Can a manager request a change to an employee work schedule once it has been approved OR Will employees be able to change the work schedule if their situation changes?

#### **e. Tips for Success.**

- AWS has improved employee morale and not decreased availability of staff for core office hours.

- AWS has decreased frequency of unscheduled leave request.
- AWS has improved work environment and contributed to cost savings related to operational costs.

### **11.6. Telework Program.**

a. Telework is an effective strategy for mission accomplishment, ensuring continuity of operations in a crisis, facilitating your organization's ability to recruit and retain valued talent. Telework can benefit employee morale, reduce commuting cost and stress, serve as an effective recruitment and retention tool, and benefit the environment through cleaner air and reduced energy consumption. Telework can be utilized to help relieve traffic congestion caused by restricted installation access and increased security precautions. Furthermore, it may be an appropriate component in planning for continuity of operations (COOP) during unforeseen interruptions or disaster.

b. Online telework training for managers is available. Supervisors should ensure that all teleworkers complete training on information security management and on accessing DoD technology remotely and understand their responsibilities in safeguarding work related information. Although telework is encouraged, it is not a right and all employees are not eligible to telework nor are all DoD positions eligible for telework.

c. Telework should be implemented strategically, taking into account mission requirements, office coverage, employee eligibility, and union recognition based upon the entire workgroup rather than granting or denying telework requests one by one on a first-come, first-served basis. Telework requests may be denied and Telework Agreements may be terminated. Telework is not an employee right, even if the employee is considered "eligible" by DoD and Component standards. Denial and termination decisions must be based on business needs or performance, not personal reasons.

d. It is worth noting that performance standards for off-site employees are the same as performance standards for on-site employees. Remain equitable in assigning work and rewarding performance. Avoid distributing work based on "availability" as measured by employee presence in the office. Avoid the pitfall of assuming that employees who are present are actually accomplishing more work than employees who are not on-site.

e. Determine equipment required by teleworkers based upon available funding and the nature and type of work performed by the teleworker. Although teleworkers are responsible for ensuring all official information is safeguarded and government furnished equipment and property is protected, supervisors should work with

teleworkers to ensure they fully understand relevant DoD and Component policies and procedures.

f. Telework can be an important part of DoD Continuity of Operations (COOP) and pandemic influenza planning. Review DoD Instruction 1035.01, Telework Policy, for details regarding telework during emergency situations (e.g., weather-related emergencies) or pandemic influenza. Employees expected to telework in an emergency situation should telework periodically, under non-emergency circumstances to ensure its effectiveness in continuing operations in the event of a crisis or emergency.

**g. Things to Check.**

- Do I have to manage a teleworker differently than my in-office staff?
- If the manager denies an employee's telework request, can the employee appeal that decision?
- Does an employee have a right to telework?

**h. Tips for Success.**

- Including employees in the process and asking them to help formulate possible solutions to issues that may arise can help to ensure employee accountability and the effective functioning of the entire workgroup.
- Effectively negotiating the process of communicating expectations sets the stage for good performance management practices.
- The success of the DoD telework program depends on regular, routine use. Experience is the most effective way to enable supervisors, employees, IT support, and other stakeholders to work through technology, equipment, communications, workflow, and other issues that may hamper the effectiveness of a telework program.

**11.7. Civilian Readiness – Overview.**

a. Civilian Readiness builds Ready Individuals and Ready Teams to meet the ever changing Army and IMCOM mission. Success in these areas allows an individual to be better prepared to perform the mission with fewer personal distractions. Numerous programs are available to Civilian employees to improve in these areas including, but not limited to: Civilian Wellness Program, Army Community Services, and Financial Readiness classes.

b. Ready Individuals and Ready Team are resilient, having reduced lifestyle and behavior risks. They are well-trained, understand their position and role within the organization, and strive to stay strong in all five pillars of comprehensive fitness

(Physical, Emotional, Social, Family, and Spiritual). They demonstrate situational dominance, are good stewards of resources (fiscal, environmental, energy, personnel), and do what is right, not what is easy.

c. Website: <http://www.facebook.com/IMCOMCivilianWellness>

**d. Things to Check.**

- Does my organization participate on the Wellness/Health Promotion Council?
- What role does encouraging Wellness play in my organization?
- Does my organization take advantage of offered training?
- Does my organization participate in the Civilian Wellness Program?
- How am I serving as a positive example of Wellness to my employees?

**e. Tips for Success.**

- Establish a close working relationship with the Wellness/Health Promotion Council member.
- Ensure supervisors and employees are aware of training opportunities.
- Be an advocate for the Civilian Wellness Program.
- Regularly participate in Wellness/Health Promotion Council events.
- Serve as a Wellness role-model at every opportunity.

**11.8. Military Personnel Division (MPD).**

a. The Military Personnel Division ensures the full spectrum of military human resources programs; services and systems are professionally executed to support the readiness, and well-being of Soldiers, Retirees and their Family member.

b. Garrison Commanders (GCs) have the overall responsibility to provide, manage and deliver military personnel services to Soldiers, Retirees and their Family members throughout the installation and their respective area of responsibility. The Director of Human Resources (DHR) is the GC's executive agent responsible to provide and oversee military personnel management services for the GC. The MPD is the office responsible for providing military personnel support at the Garrison. The MPD executes a myriad of military human resource programs, services and systems that are professionally executed to support the Army Forces Generation Life Cycle readiness and well-being of Soldiers, Retirees and their families.

c. Three Management Decision Packages (MDEPs) support MPD operations:

- QPSG: Supports MPD's Civilian pay and other miscellaneous expenses.
- VMBH: Supports Military Burial Honors.

- VCAP: Supports Army Career and Alumni Program (ACAP).

### **(1) Casualty Assistance Center (CAC) Operations.**

(a) The Casualty Assistance Center's (CACs) primary mission is to provide high quality and responsive professional service to the primary next of kin (PNOK) and Family members of critically injured or deceased active duty Army Soldiers, Retirees, or Veterans within their Area of Responsibility (AOR). CACs initiate and receive casualty reports; coordinate casualty support; appoint and train casualty notification and casualty assistance officers; coordinate escorts for transport of remains, conduct 24-hour operations; prepare remains for shipment; monitor disposition of personal effects; support the funeral honors program; initiates line of duty investigation and operate during peacetime and contingency operations. The Army recognizes the importance of paying final tribute to reflect the personal pride and esteem placed upon military service. It is, therefore, the Army's policy to provide military burial honors at the interment service for military personnel (former and present). Procedures for military burial honors:

- Determine decedent's eligibility.
- Coordinate honors.
- Administratively prepare honors team.
- Brief honors team leader.
- Arrange transportation and lodging for honors team.
- Brief honors team.

(b) Military Funeral Honors (MFH) entitlements:

- Active duty Soldiers and retirees: Full MFH, consisting of a 9-member team.
- Veterans: Service detail consisting of at least two uniformed military members, at least one of whom will be from the parent service of the veteran.

(c) Casualty Assistance Officer (CAO) and Casualty Notification Officer (CNO) Reports: The CAO/CNO's prepare a Casualty Assistance Report known as an After Action Review or AAR. An AAR is due 30 days after date of death, then a "Interim" 60 day report is due after date of death, then the "Final" report is due 90/120 days after date of death. The AAR is an outline of all phases: Phase I - Initial Action Notification, Phase II - Preparing for the Funeral, and Phase III - Benefits. After Phase III, case is transferred to Survivor Outreach Services (SOS).

**(d) Websites:**

- Casualty and Mortuary Affairs Operation Center (CMAOC):  
<https://www.hrc.army.mil/site/active/TAGD/CMAOC/cmaoc.htm>
- Military Funeral Honors (MFH):  
<http://www.militaryfuneralhonors.osd.mil/>

**(e) Things to Check.**

- Are CNOs/CAOs selected, trained and certified before being assigned CAO or CNO duties IAW AR 600-8-1?
- Are CNO/CAO rosters maintained and updated?

**(f) Tips for Success.**

- Timely Casualty reporting.
- Ensure 100% of unit Soldiers have a current and signed Record of Emergency Data (DD93) on file.
- Ensure that at least 50% of unit strength is trained to perform MFH IAW FM 3-21.5.
- Ensure a Military Escort and a Summary Court Officer is appointed.
- Ensure unit leadership understands that CAO/CNO's primary duty is to support the primary next of kin and survivors.

**(2) Retirement Services.** The Retirement Services Office (RSO) of the Garrison help Soldiers/Families prepare for retirement and a smooth transition, provides information on benefits and entitlements to active duty Soldiers and Families, assist survivors of Soldiers who die on active duty to maximize their survivor benefits and serve retired Soldiers and their Families and survivors throughout their servicing area. AR 600-8-7 charges IMCOM with the management and operation of the Army Retiree Soldier Commendation Program, which includes the issuance of the Retiree Commendation Package upon retirement. The packet consists of a number of items: a personalized letter signed by the Secretary of the Army, Chief of Staff, Army, and the Sergeant Major of the Army; a 3 x5 foot U.S. Flag; Army Retiree Pin and decals, Army strong DVD, packaged in a full-color box carrier. Production of the packet is contracted. Personalized Packets are ordered by installation RSO through a web-based ordering and tracking system and mailed to the RSO to arrive in time for the Soldier's retirement ceremony. The packets are available for Active, Guard and Reserve components - on a cost-shared basis.

**(a) Website:** <http://www.armyg1.army.mil/rso/>

**(b) Things to Check.**

- Existence of an active generic e-mail address for use by the serviced population in reaching the RSO.
- Publication of retiree newsletter once a year.

**(c) Tips for Success.**

- Know your RSO and ensure your RSO knows of your “open door” policy.
- Ensure there is an active Retiree Council which meets semi-annually; know your retiree council leadership and encourage periodic office calls by them.
- Conduct Retiree Appreciation Day (RAD) once a year.

**(3) Army Career and Alumni Program (ACAP).** ACAP provides comprehensive transition and employment assistance to Soldiers, DA Civilians, and their Family Members throughout their personnel life cycle. These services continue for Army Retirees. ACAP is a Commander’s program and has a high degree of attention from Congress and the Army Senior Leadership. ACAP has strong partnerships with internal service providers and the Department of Defense, Labor, and Veterans Affairs. ACAP is committed to excellence in service, innovation, retention, and deployability. ACAP is a valued resource in the economic development planning of local and State Planners. ACAP provides both on-site and virtual programs and services designed to promote well-being, job assistance, transition planning and counseling to prepare Soldiers and their Families for a post-service career. ACAP also informs local Community Leaders and Employers of the value, unique skills and resilience Soldiers and their families bring to the workforce. ACAP provides access to employers through job fairs/employers days and employment resources. The ACAP Transition Services Manager develops a fiscal year marketing plan addressing the strategic plan for providing transition services for the installation community.

**(a) Website:** <https://www.hrc.army.mil/site/active/tagd/acap/>

**(b) Things to Check.**

- Are units at the installation allowing Soldiers to attend initial ACAP transition counseling as well as follow-on classes?
- Is the ACAP Transition Services Manager (TSM) positioned to provide effective support to Unit Commanders, local Communities, and Employers seeking transitioning Soldiers?
- Has the TSM provided you a copy of his annual marketing plan and does he brief you on his execution of it during the FY?

- Does your installation meet the five ACAP standards of Timeliness, Initial Counseling, Workshop Attendance, VA Benefits Briefing Attendance, and Follow-On Services?

**(c) Tips for Success.**

- Require a quarterly Review and Analysis from the TSM on the ACAP Center's performance and execution.
- Conduct a semiannual focus group with Soldiers who only used the mandatory ACAP Services as well as Soldiers who used the follow-on ACAP services.
- Validate that ACAP is supporting and being supported by local Commanders.
- Validate ACAP is engaged with the local communities, service providers, and economic development groups.
- Have the CSM(s) visit the ACAP Center. Employees do better when Command is interested and checks their performance and service.
- Conduct quarterly Installation Transition Services Council with supported and supporting stakeholders.

**(4) Installation ID Card Facilities Appointment System.** ID Card facilities undergo daily challenges when it comes to the length of time customers may have to wait before issuance of an ID Card. Appointment scheduling can improve customer service by reducing wait time, excessive lines and waiting room traffic. There are currently 31 IMCOM ID Card Facilities using the Navy Appointment Scheduler (AS) with 100% reliability and no cost to IMCOM. The Navy AS has an Administrator Role capability, which allows the ID Card Facility Site Security Manager to manipulate the system to accommodate for personnel scheduled for leave or medical absences; the system also allows for issuance demand priorities in accordance with site requirements. The AS has three types of reports that can be pulled, each indicating the following data: the number of each specific population served, day-to-day appointment history and day view range for each Garrison. The Navy and the DMDC developers have assured IMCOM that additional reports can be built upon request that will further assist the Garrisons and HQs.

**(a) Website:** <http://appointments.cac.navy.mil/appointment>

**(b) Things to Check.**

- Are your customers waiting in long lines to obtain an ID card?
- Do you receive ICE or other type of complaints due to long waits at the ID Card Facility?

- Are families and retirees traveling long distances, just to end up waiting in long lines to receive an ID card?

**(c) Tips for Success.**

- Implement an Appointment System; make it mandatory. Enforce setting appointments via the AS through an active marketing campaign, focusing on Soldiers, Civilians and Retirees.
- Marketing campaigns should include advertisement through several methods, i.e., social media sites, posting and distributing informational flyers, posters at the PX, Commissaries, Medical Treatment Facilities, and other public areas. Work with the Installation Public Affairs Office to publish ads/ articles in the Garrison and local newspapers as well as local radio spots to provide widest dissemination.
- Have recorded messages play on the ID Card Facility phones that will inform the customer of the AS process, the ease of use, and the benefit of using the AS.
- Reach remote retirees through the Retire Appreciation Day, Quarterly Retirement Council Meetings and Human Resources Command Retirement Services Office; the goal is to reach those retirees without computer access.
- Present the AS information at Family Readiness Meetings, town halls, and Senior Commanders/ Sergeants Major's meetings so they can also disseminate the information.

**(5) Voting Assistance.** The Voting Assistance Program (VAP) mission is to assist Soldiers exercise their right to vote to ensure that they have an equal opportunity with the general population to have their vote counted. VAP is also an advocate for Soldiers and overseas voters, identifying impediments to their ability to exercise their right to vote and propose methods to overcome those impediments. Directive Type Memorandum (DTM) 10-021, dated 15 Nov 10, establishes the Guidance and Implementation of the Installation Voter Assistance Offices (IVAO). IVAOs shall be established on each military installation. The IVAO will provide robust voter assistance to military personnel, their dependents, Civilian Federal employees and other qualified voters as may have access to such installation offices. The IVAO will also be established within the installation headquarters organization reporting directly to the installation commander, even if geographically located in another office such as a Personnel Support Detachment, Family Readiness Group, In & Out Processing Center, Community Service Offices or other centralized administrative support site. Command emphasis should be placed on Voter Registration by Senior Leaders to ensure that awareness is throughout the installation.

**(a) Website:** <http://www.fvap.gov/>

**(b) Things to Check.**

- Ensure Soldiers and Family members have access to voter registration information.
- Ensure IVAO receives federal voting assistance program training.
- Ensure Monthly Measures of Success report is submitted.
- Ensure IVAO is on Appointment Orders.
- Establish Generic Installation Voting E-mails (ex: [vote.wainwright@us.army.mil](mailto:vote.wainwright@us.army.mil)).

**(c) Tips for Success.**

- Trained IVAO.
- Command Emphasis.
- Leadership checks of the program.

**(6) Military Personnel Manning.** The Army Manning Guidance is established to manage Active Component manning priorities. The office of the Deputy Chief of Staff G-1 publishes the HQDA Manning Guidance yearly. The Chief of Staff, Army is the approval authority for the HQDA Manning Guidance, establishing manning priorities and strategy for the Army. All Army Commands, Army Service Component Commands and Direct Reporting Units' manning priorities are governed by the HQDA Manning Guidance. There are three main categories of unit described in the HQDA Manning Guidance: Deployers, Priority Mission Units and Remainder of Units. IMCOM is a Direct Reporting Unit that falls within the last category for fill priority; therefore, only after Deployers and Priority Mission Units are filled to 90-100% will IMCOM compete with other units for the remaining available inventory. Garrison MPDs must identify IMCOM projected losses to HQ IMCOM G1, who, as the executive agent for the command, will coordinate with Human Resources Command (HRC) for proper requisitions. IMCOM, as a TDA organization, houses Soldiers on compassionate reassignment status and some returned to duty from the Warrior Transition Units that are not fully prepared to return to TOE organizations. These assignments need to be closely monitored to ensure Soldiers return to their primary occupational specialty when fully capable. Some of the other surplus personnel you may find assigned to the Garrison are: Soldiers going through Replacement Centers; Mobilization and Deployment Brigades; Soldiers not eligible for reassignment; Approved Retirements and Soldiers within 90-120 days of their expiration term of service.

**(a) Website:**

<http://www.armyg1.army.mil/docs/mp/HQDA%20FY11%20Manning%20Guidance%2017%20Dec%2010.pdf>

**(b) Things to Check.**

- Requisition Process.
- Management of Surplus Soldiers.

**(c) Tips for Success.**

- Early identification of losses.
- Close communication with HQ IMCOM G1.

**(7) Garrison Command Management:** Garrison Commanders are selected and slated for command through the Centralized Selection List (CSL) process. Below is some information on the Garrison Command tour length, Command Slating and Post-Command Key Billet Slating.

- **IMCOM Tour Length Requirements.** The command tour length for all Garrison commanders is two years. Any exceptions to the two-year tour length policy will be considered on a case-by-case basis. Commanders wanting to have their command tour extended must submit a request for extension THRU the Region Director and must include Senior Commander's concurrence.
- **Centralized Selection List Command Selection Board Guidance.** As proponent for Installation Management, the ACSIM provides board selection guidance to CSL Command boards. This selection guidance is part of the Memorandum of Instruction to board members and it identifies priority selection criteria and any unique considerations that should be taken into account when selecting officers in the Installation Category. It is not specific to any particular command position.
- **Centralized Selection List Command Slating Guidance.** Once the CSL Command Boards are completed, Senior Leader Development (SLD) office is responsible for slating colonel selectees to each command vacancy. Human Resources Command (HRC) is responsible for slating lieutenant colonel-level commands. Each year, branch and functional proponents are provided the opportunity to submit slating guidance for both COL and LTC command positions. The ACSIM provides slating guidance for commands in the Installation Category. This guidance identifies any specific skills and experiences that should be taken into consideration when slating officers, and any unique circumstances at particular Garrisons that should be part of the slating decision.

- Post-Command Key Billet Assignment Cycle. IMCOM has a deliberate decision-making process to assess out-going and former Garrison commanders for the purpose of identifying officers for key COL and LTC staff vacancies within OACSIM, IMCOM, and OASA (I&E). Additionally, this decision cycle includes considering certain high-potential officers and the post-command assignment best suited for their professional development and promotion potential. Joint qualification and recent deployment experience are two important factors taken into consideration during this process. Critical to the success of obtaining these selected officers is early involvement in the process and an on-going dialogue with SLD and HRC regarding these vital assignments. IMCOM G-1 monitors this process from selection of the officers until assignment instructions are issued and provides periodic updates to IMCOM senior leaders.
- Website: <https://www.hrc.army.mil/site/protect/branches/officer/LeaderDev/CommandMngt/index.htm>

### **11.9. Army Substance Abuse Program (ASAP).**

a. Per AR 600-85, the Army Substance Abuse Program (ASAP) is a command program that emphasizes readiness and personal responsibility and supports the Public Health Model. The mission of the ASAP is to strengthen the overall fitness and effectiveness of the Army's workforce, to conserve manpower and to enhance resiliency in Soldiers, Family members and Civilians. ASAP provides services which are proactive and responsive to the needs of the Army through education, deterrence, identification - detection, referral and risk reduction. The two overarching tenets of the ASAP are Prevention and Treatment.

b. On 8 Feb 10, the Chief of Staff of the Army directed IMCOM take operational command and control of all ASAP related functions at the Garrison level to include operational control of ASAP counselors (Outpatient Program up to 2.5 level) to integrate with the IMCOM Garrison ASAP Non-Clinical Programs. OCONUS Clinical and Non-Clinical Programs were already merged in Europe and Korea. Commanders will ensure that all officials and supervisors support the ASAP. Commanders should assess the program effectiveness. Refer to IMCOM Regulation 600-85-1, ASAP, for more information.

c. Two Management Decision Packages (MDEPs) support MPD operations:

- QAAP: Substance Abuse Program.
- VCND: Supports Drug Enforcement Program.

d. Website: <http://www.acsap.army.mil>

**e. Things to check.**

- Does the ASAP Manager brief the Garrison Commander and staff on ASAP program needs, evaluations and make recommendations for improvement?
- Does the ASAP Manager have sufficient manpower resources in support of its mission requirements?
- Does the ASAP Manager ensure ASAP personnel required to possess and maintain certifications are certified?
- Is there an Installation Prevention Team, Suicide Prevention Task Force and a Risk Reduction Task Force on your Garrison?
- Does the ASAP Manager administer and monitor the Installation Employee Assistance Program, drug testing program, Risk Reduction program and clinical programs on your Garrison?

**f. Tips for Success.**

- Ensure you establish a close working relationship with the ASAP Manager and the Clinical Program Manager.
- Ensure your Garrison has representation on all ASAP task forces, the Health Promotion council and the Workplace Violence prevention committee.
- Be an advocate for the de-glamorization of alcohol and other drugs at unit and community events.
- Provide regular feedback to the ASAP Manager through quarterly meetings.
- Resource and staff the Garrison ASAP to ensure appropriate response to the needs of the military and Civilian community.

**11.10. Army Continuing Education System (ACES).**

a. The ACES provides lifelong continuing education opportunities for Soldiers and their Families. It is committed to excellence in service, innovation and deployability. The ACES provides a litany of programs and services designed to promote personal and professional development, enhance job performance, career growth, and prepare Soldiers and their Families for a post-service career.

b. The ACES supports the IMCOM Campaign Plan (ICP) LOE 1/SR4: Soldier, Family, and Civilian Readiness by Incorporating “Best value Technology and Access to Education and Training To Enable the Transformed Army’s Individual Readiness.” To that end, ACES developed an Army Enterprise GOArmyEd portal that facilitates Soldier Learning and provides for a Soldier- centric, interactive, anytime, anywhere environment. More information about the portal and its multi-uses can be found at: Website: <https://www.goarmyed.com/>

c. Professional and personal development opportunities include basic skills remediation, high school completion, post secondary, collegiate/ vocational technical programs producing diplomas, degrees and certification. Support services include professional counseling, tuition assistance, academic and military testing, transcript services, and multi-use learning centers. Three Management Decision Packages (MDEPs) support the ACES program:

- BA333 VATA: Provides tuition assistance to the Total Army for vocational/ technical and postsecondary programs in support of a Soldier's career progression and self-development goals.
- BA333 VACE: Provides continuing education programs and services to the Total Army.
- BA121 VOPR: Provides resources to MTO&E units for Army Learning Centers support and associated contracted training, Army Personnel Testing/contracted testing.

d. To mitigate annual Incremental decrements to the ACES program, in addition to the aforementioned Soldier-focused GoArmyEd, ACES is piloting a counselor/Soldier focused Virtual Counseling System (VCS), now being assessed in Europe, and taking full advantage of the Defense Connection on-line (DCO) for training. In addition, ACES will host a team of education professionals, DHRs, and Soldiers to develop Best Business Processes, identify efficiencies, redundancies, and technologies that will provide the timely quality services to Soldiers commensurate with fiscal realities.

**e. Things to Check.**

- Army Education Business Hours; are they meeting the Soldier and Family member needs? Are the hours so scheduled to support the ARFORGEN cycle?
- Lunch time and evening basic skills and college courses; are contractors and academic institutions providing quality instruction?
- Programs and services; are they meeting the needs of Soldiers and Family members?

**f. Tips for Success.**

- Aggressively market your ACES program.
- Require the Education Services Officer (ESO) to provide a quarterly Review and Analysis (R&A).
- Most important, regularly visit the Army Education Center; your interest and support will instill new energy and enthusiasm in your education professionals when servicing the needs of Soldiers.

## **11.11. Administrative Services Division.**

a. Administrative Services Division (ASD). In direct support of the US Army Garrisons, ASD advises the IMCOM Commander and staff on all aspects of the Records Management, Personal and Official Mail and Distribution, Freedom of Information Act, Privacy Act, and Publishing and Forms Management Programs required by Federal laws. The following highlights the area of direct support to the Soldier.

### **(1) Records Management.**

(a) Our Nation's military history depends on the proper collection and preservation of unit/organization records. The information preserved will dictate what history says about your organization. A clear record of where and how a mission was accomplished allows analysis of strategy (right or wrong), it allows the collection of lessons learned for dissemination and historical study, and it provides the backbone on which an organization's stories are connected to the legacy of the U.S. Army in action—the story of its Soldiers during over two centuries of defending the nation.

(b) Additionally, capturing and preserving your official records ensures veterans, Army Civilians and agencies providing benefits (Veteran's Administration, insurance companies, etc.) can verify and validate claims for benefits. This, in most cases, happens long after the mission is over. A veteran can be left without critical care or compensation if there is no recorded proof to validate his claim and the service and/or circumstances surrounding that claim. A Civilian can have difficulty proving length of service, or recorded evidence of awards for future employment.

(c) Records management is everyone's responsibility, but leaders pave the way. Additional information about Records Management can be found in AR 25-400-2, ARIMS at the following URL: [http://www.apd.army.mil/pdf/files/r25\\_400\\_2.pdf](http://www.apd.army.mil/pdf/files/r25_400_2.pdf)

### **(d) Things to Check.**

- Is there a viable Records Management Program on your Garrison?
- Are RMs included in the planning process for new or replacement IT systems?
- Is training offered to serviced/supported activities in the following records management program elements? (records/mail/FOIA/privacy)?
- Is current supportive technology utilized by all parties (FACTS, ARIMS, AMPS)
- What percentage of time is spent on RM vice other requirements (FOIA, mail)? Is there appropriate resourcing/training for the requirements.

**(e) Tips for Success:**

- Ensure the Records Managers have a partnership with IT, PAO, OPSEC, and Legal personnel.
- Ensure the Records Management Issues are represented in important meetings.
- Provide leader recognition and support to Records Management (including mail, Freedom of Information, and Privacy).
- Look for and embrace future technology solutions.

**(2) Privacy.**

(a) The Privacy Act of 1974 regulates the collection, maintenance, use, and dissemination of personal Information. The requirements to support this mandate have grown considerably over the past few years as protection of privacy became so important. The Garrison Privacy requirements include processing Privacy Act Requests (as part of the FOIA program), validating forms and Privacy Impact Assessments (PIAs), monitoring/consulting on Personally Identifiable Information (PII) breaches, answering or acting as liaison on Privacy Complaints, training all installation population on safe privacy practices, providing specific privacy training to the workforce, and providing quarterly reporting statistics.

(b) Privacy is important to everyone, especially in this day and time of rampant identity theft. Protecting privacy of our employees and our customers should be a high priority. Soldiers and their families must be vigilant about maintaining personal privacy, especially when keeping in touch often means using public social media. It would be natural to discuss family finances, or the whereabouts of a child at a given time with a deployed spouse. There are many kinds of predators lurking the internet, just waiting for such information. Providing privacy awareness training during “reset” for the Soldier and anytime for families helps maintain safety and well being to our most important natural resource – the Soldier.

**(c) Website:** <https://www.rmda.army.mil/programs/privacy.shtml>

**(d) Things to Check.**

- Is there a Privacy Act Officer appointed on your Garrison?
- Are Privacy Officers included in the planning process for new or replacement IT systems? Is the Officer required to validate new forms and PIAs?
- Is privacy training offered to serviced/supported activities?
- Is Privacy Act data excluded from information posted on intranet/internet?

- Is Garrison staff trained on the three different privacy trainings now required (general, functionally specific, and leadership)?

**(e) Tips for Success.**

- Ensure the Privacy Officers are appointed and trained on all new areas of privacy requirements.
- Ensure Privacy issues are represented in important meetings.
- Provide leader recognition and support to Privacy Issues and consider personal privacy high priority.

**(3) Mail.**

(a) Personal/Official Mail and Distribution service is provided enterprise-wide. An Official Mail Manager is an inherently governmental position and provides the following services to all members of activities attached or assigned, and all tenant organizations: incoming and outgoing mail services; inspect mail and report deficiencies; monitor spoiled postage and ensure postage reimbursement by tenants; street addressing services; unit mail room inspections, unit mail clerk training and testing; and screening of suspicious packages as warranted. This list is not all inclusive and additional information can be located in AR 25-51  
[http://www.apd.army.mil/pdf/r25\\_51.pdf](http://www.apd.army.mil/pdf/r25_51.pdf)

(b) Postal services are provided OCONUS only, currently only in Europe and soon in Korea. These services include running Army Post Offices (APOs)- which offer the same services as stateside United States Postal Services- and Unit Mail Rooms (UMRs) or Consolidated mailrooms (CMRs). For more information on postal mission:  
<http://www.dtic.mil/whs/directives/corres/pdf/452506m.pdf>

(c) The postal service provides the commander with a LOE which impacts logistical as well as morale support of the force as a whole. When properly incorporated into the concept of wartime support, postal service provides an increased operational readiness (morale) with a minimum of resources. If postal planning is not incorporated into the joint-planning process, postal support requirements may divert resources from other support requirements.

**(d) Things to Check.**

- Has an official mail manager been appointed in writing? Postal Officer?
- Do personnel in the organization receive training in the preparation of mail and the cost effective use of the official mail system?
- Has the organization developed procedures limiting the use of special services (for example, registered, certified, and so on)?

- Is there an installation policy for the reimbursement of postage by tenants?
- Are trained personnel in charge of the financial transactions in APOs?

**(e) Tips for Success.**

- Ensure the OMMs and Postal officers are properly placed and trained.
- Look for and embrace consolidation efforts, technology support and procedural streamlining.
- Understand the implications of mail service on morale and make it a top priority.

## Chapter 12 Talent Management

**12.1. Introduction.** Leaders across all organizations whether private industry, for profit or non-profit, acknowledge that people are their most important resource and how they take care of that resource can make or break an organization.

a. We as the Installation Management Community fully recognize the importance of taking care of our people and have documented its importance throughout the IMCP. Taking care of our people is central to our LOEs for Soldier, Family and Civilian Readiness and Well Being as well as Safety. LOE 3 (Leader and Workforce Development) speaks to taking care of our people professionally. Our goal is to ensure we have the right blend of diverse and talented leaders and professionals to successfully execute our mission today and for the future – “the right people in the right place at the right time.”

b. To that end, the Commanding General, IMCOM established the Talent Management Center (TMC) as a way for the leadership to look at how we develop our Civilians and how we build our bench. A major goal of the TMC is to establish a policy focused on preparing the leaders of the IMC with the broadening experiences, competencies, skills, and abilities necessary to create a talent pool of employees ready to assume leadership roles within the community.

12.2. The TMC is charged to focus on three key areas:

**a. Positions:**

<b>Garrison</b>	Garrison Manager; Deputy Garrison Manager; Deputy Garrison Commander; Director of Human Resources; Director of Logistics; Director of Plans, Training, Mobilization and Security; Director, Emergency Services; Director/Chief, Plans, Analysis and Integration; Director of Resource Management; and Director of Families, Morale, Welfare and Recreation.
<b>Region</b>	Chief of Staff; directorate level positions and NAF equivalents within Human Resources; Public Works; Logistics; Operations; Plans; Resource Management; and Families, Morale, Welfare and Recreation; and Region Installation Support Team Chiefs.
<b>HQ, IMCOM and AEC</b>	GS-15s and NAF equivalents serving as Chief of Staff; G1 (Deputy Director and Division Chiefs); G3 (Division Chiefs); G4 (Deputy Director and Division Chiefs); G5 (Director and Division Chiefs); G7 (Division Chiefs); G8 (Deputy Director and Division Chiefs); G9 Chief of Staff and Installation Support Team Chiefs.

**b. People:** Who are in these positions and where are they in terms of development and readiness to take on new responsibilities and assignments? What does our bench look like? Are they ready now, ready soon, or need more development?

**c. Policies and Procedures:** Do we have the right ones in place? What needs to be updated or stopped? And what are we missing?

**12.3.** The TMC supports several training and developmental opportunities to enhance the leadership skills for selected applicants to include the following:

a. Senior Service College (SSC) is at the apex of the Army Civilian Education System (CES). The 10-month, full-time resident course (or 2 years nonresident distance education courses) prepares highly motivated GS-14/15 or equivalent Civilian leaders for positions of greatest responsibility in the Department of Army.

b. Defense Senior Leader Development Program (DSLDP) is the Department of Defense (DoD) program that prepares highly motivated GS-14/15 or equivalent Civilian leaders to excel in the 21st Century joint, interagency, and multi-national environment. The 2 year program consists of three elements: 10-month SSC/Professional Military Education (PME) at resident Senior Service College, series of cohort Defense-focused Leadership Seminars (at least four 3-5 day seminars), and an Individual Development phase designed to provide an Enterprise-wide perspective.

c. Harvard University Program for Senior Executive Fellows (HU-SEF) course builds Civilian leader executive skill sets in political and public management, negotiation, human resource management, policy-making, organizational strategy, communication, ethics and leadership. The 4-week course is directed primarily towards promising GS-14/15 or equivalent Civilian managers who are required to focus on "the larger picture" of the organization.

d. Leadership for a Democratic Society at the Federal Executive Institute (LSD @ FEI) course focuses upon the development of personal leadership skills for government and transforming public organizations. This 4-week program is only GS-15 or equivalent Civilian Leaders.

e. Senior Leader Seminar Pilot Program provides current, strategic Army, non-Army, and National information. This semi-annual, 1-week seminar is for active duty Colonels and GS-15 or equivalent Civilian leaders.

f. Senior Enterprise Talent Management (SETM) Pilot Program TDY Pilot Program is a competitive development opportunity designed to provide special assignment TDY broadening experiences for GS-14/15 or equivalent Civilian leaders.

g. Cost Management Certification Course (CMCC) is designed to create a cadre of professionally knowledgeable, analytically competent, and personally motivated change agents to instill the cost management culture into their organizations. The 4-week course is for GS-13 or equivalent Civilians.

#### **12.4. Things to Check.**

- Does CPOL Civilian Record Brief (CRB) accurately reflect your employees' careers?
- Are position descriptions (PDs) accurate?
- Are workforce IDPs current and relevant?
- Verify the alignment of TAPES objectives with PD and IDP objectives.
- Verify performance feedback counseling occurs regularly. Verify employee satisfaction with the feedback counseling sessions.

#### **12.5. Tips for Success.**

- Leverage centrally funded programs such as Civilian Education System (CES) training - enrollment into higher level developmental programs usually require completion of the CES Advanced Course.
- Support developmental opportunities and assignments for your workforce.
- Mentor or be mentored.
- Celebrate professional successes publicly and timely.
- Obtain CES equivalent, exemption, or constructive credit as soon as possible – it takes up to 8 weeks to reflect in official records.

[https://www.atrrs.army.mil/channels/chrtas/help/CES\\_Course\\_Credit.asp](https://www.atrrs.army.mil/channels/chrtas/help/CES_Course_Credit.asp)

**12.6.** Additional information about the TMC can be found at the following GCNet URL:

<https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1532751&lang=en-US>



## **Chapter 13**

### **Equal Employment Opportunity (EEO)**

**13.1.** It is the policy of the Department of the Army (DA) and IMCOM to provide equal opportunity in employment for all people, and to prohibit discrimination in employment because of race, color, religion, sex, national origin, age, disability, genetic information, or reprisal. It is IMCOM's Policy to promote culture that values diversity and empowers individuals to participate constructively to their fullest potential in support of the IMCOM mission. Local EEO officers serve as a resource to assist leaders and employees. This link provides more information about HQ IMCOM EEO:

<http://www.imcom.army.mil/hq/organization/eoo/>.

**13.2.** The primary functions and responsibilities of the Garrison EEO include the following:

- Complaints Processing.
- MD 715, Policy and Compliance.
- Workforce Analysis and Development.
- Diversity.
- Special Emphasis Programs to include Individuals with a Disability.

#### **13.3. Things to Check.**

a. Complaints Review:

- Has there been any Findings of Discrimination? If yes, find out if there were sanctions imposed and/or remedies still in place that you need to be aware of or monitor.
- Review NSAs to determine if there are terms you need to take action on or enforce.
- What is the complaint workload?
- What are the complaint trends?

b. Schedule a meeting with your EEO Officer. Aside from meet and greet, this meeting should serve to get a Garrison EEO posture and Program status.

c. Have EEO Officer re-issue all EEO Policy Statements for your signature within the first 30 to 60 days after taking Command.

d. Know the mandatory products and services your EEO Office is required to provide to all Army Tenants on the Installation.

e. MD 715 Overview: Have your EEO Officer conduct a MD 715 State of the Agency Briefing to you during your initial meeting. Pay close attention to:

- Part G, the Dash-Board Report
- Was the Report signed by the previous Commander/if not why?
- Identified Barriers/Triggers?
- What is the Plan of Action?

#### **13.4. Tips for Success.**

- Encourage the use of Mediation to resolve conflicts.
- Require EEO Officer provide EEO training to all supervisors and managers, such as, but not limited to, complaint processing, reasonable accommodations and diversity.
- Ensure supervisors and managers have measurable EEO performance objectives.

## **Chapter 14**

### **Equal Opportunity (EO)**

**14.1.** The EO Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. EO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. Specifically, the goals of the EO program are to—

a. Provide EO for military personnel and Family Members, both on and off post and within the limits of the laws of localities, states, and host nations.

b. Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.

c. Further information about the Army's EO program can be found in Chapter 6, Army Regulation 600-20, Army Command Policy and on the HQ IMCOM website at this weblink: [http://www.imcom.army.mil/hq/organization/equal\\_opportunity/](http://www.imcom.army.mil/hq/organization/equal_opportunity/).

#### **14.2. Things to Check.**

- Ensure current policy letters are posted and assessable to all military members.
- Conduct climate assessment within 90 days of a change of command and annual thereafter.
- Conduct mandatory EO training at least twice per fiscal year.
- Conduct and celebrate ethnic observances IAW AR 600-20, Chapter 6.
- Appoint unit Equal Opportunity Leaders (EOL) to assist in EO programs and training.

#### **14.3. Tips for success.**

- The Equal Opportunity is a Commander's program; ensure there is 100% leader commitment.
- Create and sustain an environment free from discriminatory behaviors and practices.
- Conduct periodic focus groups to assess the climate of the unit and determine what type of training to provide.



## Chapter 15

### Special Topics (Commissary, AAFES, ASYMCA, AER)

#### 15.1. Commissary Operations.

a. The Defense Commissary Agency (DECA) operates a worldwide chain of commissaries providing groceries to military personnel, retirees and their families in a safe and secure shopping environment. Authorized patrons purchase items at cost plus a 5-percent surcharge, mandated by Congress, which covers the costs of building new commissaries and modernizing existing ones. Shoppers save an average of more than 30 percent on their purchases compared to commercial prices – savings amounting to thousands of dollars annually. A core military Family support element, and a valued part of military pay and benefits, commissaries contribute to family readiness, enhance the quality of life for America's military and their Families, and help recruit and retain the best and brightest men and women to serve their country.

b. Many commissaries now have a Focus Group, which is made up of commissary patrons, and which generally meets annually to discuss issues associated with commissary operations and service, and to provide input to commissary management about patron needs and desires. Focus groups have come up with a lot of great ideas that have helped our commissary management folks to improve patron service. To find out about the Focus Group at your commissary, and how you can join the Focus Group, you should contact the Store Director or Manager at your commissary directly, either while you're in the commissary, or by e-mail or telephone.

c. **Website:** <http://www.commissaries.com/>

#### d. Things to Check.

- Is there a commissary focus group at your Garrison?
- Have you established a relationship with the Commissary Store Director?
- Does the Commissary Store Director attend Garrison meetings.
- Is the Commissary Store Director involved in the Garrison Army Family Action Plan?
- Does the Commissary have a customer feedback system in place?

#### e. Tips for Success.

- Ensure you established a close working relationship with the Commissary Store Director.
- Ensure the Commissary is included in important meetings.
- Be an advocate for the Commissary's integration of technology infrastructure and business process improvements.

- Provide regular feedback to the Commissary Store Manager.

## **15.2. Army Air Force Exchange System (AAFES) Operations**

a. The Army and Air Force Exchange Service (AAFES) has an enduring mission to provide quality merchandise and services to its customers at competitively low prices and to generate earnings which provide a dividend to support morale, welfare and recreation programs.

b. The AAFES is a joint military activity providing quality merchandise and services to active duty, Guard and Reserve members, military retirees and their Families at competitively low prices. The Exchange is now in its 116th year. While most of the Exchange's earnings go to US Army Installation Management Command (IMCOM), G-9, Family and Morale, Welfare and Recreation Programs and to Air Force Services - \$248.7 million in 2010 - the remaining funds support the construction of new and improved Exchange facilities. The Exchange pays roughly two-thirds of yearly earnings to IMCOM G-9 Family and MWR Programs. In the past ten years, the Exchange has contributed more than \$2.4 billion to quality-of-life programs such as youth services, Armed Forces Recreation Centers, arts and crafts, aquatic centers, golf courses and more. In addition to improving quality-of-life, the Exchange offers an average overall savings of 24% compared to shopping the competition. Patrons can enjoy Exchange benefits in many ways, with the greatest value being the Exchange pledge "We go where you go," serving troops worldwide.

c. The Exchange is a major employer for members of the Army and Air Force Family. Among more than 43,000 Exchange Associates, some 30% are military Family members. Another 1% are military members who work part time in Exchanges during their off-duty hours.

**d. Website:** <http://www.shopmyexchange.com/>

### **e. Things to Check.**

- Have you established a relationship with the AAFES Store Director?
- Does the AAFES Store Director attend Garrison meetings?
- Is the AAFES Store Director involved in the Garrison Army Family Action Plan?
- Is there a customer feedback system in place?

#### **f. Tips for Success.**

- Ensure you established a close working relationship with the AAFES General Manager.
- Ensure the AAFES General Manager is included in important meetings.
- Be an advocate for AAFES integration of technology infrastructure and business process improvements.
- Provide regular feedback to the AAFES General Manager.

#### **15.3. Armed Services Young Men's Christian Association (ASYMCA)**

a. The Armed Services YMCA (ASYMCA) is a 501(c)(3) nonprofit organization exemplifying the American spirit of caring. Although headquartered in Alexandria, Va., the ASYMCA provides support services to military service members and their families all over the world, with a particular focus on junior-enlisted men and women — the individuals on the front lines of defending our nation. In 1983, the Department of Defense and the military branches determined that YMCA's Military Family Resource Center had successfully demonstrated its need to become a permanent part of the Department of Defense. In 1984, the Armed Services YMCA was officially established and recognized as a part of the Department of Defense

b. Today, the ASYMCA, a national member association of the YMCA of the USA, operates more than 150 program centers worldwide, working closely with the Department of Defense. The possibility of expansion into geographical areas where there are unmet needs always exists, and there is no effort to compete with other support agencies. Where there is a need, we try to meet it in cooperation with the installation commander, and we remain dedicated to providing essential support programs for U.S. military personnel and their families.

c. At its 16 dedicated branches, the ASYMCA offers essential programs such as childcare, hospital assistance, spouse support services, food services, computer training classes, health and wellness services, and holiday meals, among many others. In addition to these locations, the ASYMCA and its programs are implemented by partners at nine affiliated community YMCAs, as well as eight Department of Defense/Department of Homeland Security affiliates worldwide, and through the support of a dedicated volunteer corps. In 2009 alone, more than 9,400 volunteers donated 169,803 hours of service in support the ASYMCA.

**d. Website:** <http://www.asymca.org/>

**e. Things to Check.**

- Have you established a relationship with the local ASYMCA?
- Is the local ASYMCA invited to attend Garrison meetings.
- Does the ASYMCA have a customer feedback system in place?

**f. Tips for Success.**

- Ensure you established a close working relationship with the local ASYMCA
- Ensure the local ASYMCA is included in important meetings.
- Provide regular feedback to the local ASYMCA.

**15.4. Army Emergency Relief (AER)**

a. The Army Emergency Relief (AER) is a private nonprofit organization incorporated in 1942 by the Secretary of War and the Army Chief of Staff. The AER's sole mission is to help Soldiers and their dependents. AER is the Army's own emergency financial assistance organization and is dedicated to "Helping the Army Take Care of Its Own". AER provides commanders a valuable asset in accomplishing their basic command responsibility for the morale and welfare of Soldiers. Support for AER assistance program comes from the following sources: Contributions from Soldiers (active and retired) and Civilians; repayment of AER interest-free loans; investment income; and unsolicited contributions. The Army traditionally conducts an annual fund raising campaign for AER during the period 1 March through 15 May. The policies and requirements concerning this campaign are in Chapter 5, AR 930-4. The Director, AER sends a campaign letter to each commander before the start of the annual fund drive. AER sends copies separately to the AER Officer for use by the Campaign Coordinator and the AERO during the campaign. AER funds are made available to Commanders having AER Sections to provide emergency financial assistance to Soldiers - active & retired - and their dependents when there is a valid need. AER funds made available to Commanders are not limited and are constrained only by the requirement of valid need. For these reasons, the AER assistance program is conducted within the Army structure by major commanders and their installation/organization commanders through AER sections and other related organizations.

**b. Reference:** AR 930-4, Army Emergency Relief,  
[http://www.apd.army.mil/pdffiles/r930\\_4.pdf](http://www.apd.army.mil/pdffiles/r930_4.pdf)

**c. Things to Check.**

- Is an audit conducted annually by each Commander with an AER section?
- In any event, any loss of funds or negotiable instruments, fraudulent use of the AER program, or other impropriety involving AER must be reported

immediately through your chain of command to the Director, AER. The installation commander must have the incident investigated IAW AR 15-6. The report of investigation/board proceedings and the command action taken regarding the results should be sent to the Director, AER within four months of the date of discovery.

**d. Tips for Success.**

- The key ingredient in the security and integrity of our AER program is the quality of the people who administer it. Therefore, Commanders should select, train, inspect, and audit the people who administer his AER program with great care.
- AER Campaign Keys to Success is provided at this link:  
<http://www.aerhq.org/download/KeysToSuccessFINAL.pdf>



## **Chapter 16**

### **Director of Emergency Services (DES) and Protection Programs**

**16.1. Introduction.** The Director Emergency Services and Protection Program Chapter will address 5 program areas: Fire and Emergency Services (F&ES), Law Enforcement (LE), Physical Security (PS), Antiterrorism (AT), and Emergency Management (EM). These 5 programs, elements under the Army's holistic security protection portfolio, are critical for the installation to maintain a safe and secure environment for our Soldiers, Families and Civilians.

**16.2. Purpose.** Installation protection is one of the most important missions, if not the most important one, IMCOM has been entrusted with. A fully integrated installation protection program not only protects our Soldiers, Families, Civilians and installation assets day to day, but also prepares our installations to respond to a variety of hazards and threats as they may emerge. Installation protection is based upon an all-hazards approach to threat analysis and risk assessments. Detailed analysis examines the full spectrum of possible events and incidents to include natural disasters, man-made disasters, terrorism, crime, and high risk behaviors that may occur on our installations or in our adjacent communities. Threat and risk analysis drives execution of protection programs to address each phase of an event (pre-event, inter-event and post-event) and ensure appropriate actions are taken to deter, detect, respond, reduce, and recover to save lives, protect property, and assure mission success.

#### **16.3. Fire and Emergency Services.**

a. Fire and Emergency Services is an all hazards response agency. The F&ES professional fire protection program is rooted in DoD, Army, and Industry standards. AR 420-1 prescribes Army policies and responsibilities covering all fire fighting (structural, aircraft, and wildland), emergency dispatching services, by Civilians or military, fire prevention (technical services), hazardous materials (HAZMAT)/Chemical, Biological, Radiological, Nuclear and High-yield Explosives (CBRNE) response, Weapons of Mass Destruction (WMD), emergency medical services (EMS), rescue services, disaster preparedness, and ancillary services.

b. The capability of an emergency response organization to support a Garrison community is directly related to response (station location, communication, infrastructure support), staffing (to include training, qualifications, proficiency training). DODI 6055.06, Fire and Emergency Services (F&ES) Program, requirements establishes staffing requirements for fire departments and identifies response time requirements for emergency vehicles.

- 7 minutes for structural fires
- 3 Minutes for unannounced aircraft emergencies

- 7 Minutes for first response to medical emergencies

c. Vehicles requirements are based on meeting mission needs (aircraft, large facilities, multiple demand zones). As a result of firefighting apparatus life cycle management, significant progress has been made the past few years to improve the fire fighting vehicle fleet. Fire Fighting Apparatus Life Cycle Management and Replacement Plan is a centrally managed program. Currently HQ, IMCOM collects annual data calls and validates the firefighting vehicles requirements submitted by installations and develops a 1N list for standardization and bulk buys for the Army's fire and emergency services fleet.

**d. Top 5 things for Leaders to understand or check:**

- HQ, IMCOM FE&S developed a HQ, IMCOM Fire and Emergency Services Program Assessment (FESPA) checklist for conducting Fire and Emergency Services (F&ES) Operational Readiness Inspections (ORI's). This checklist synchronizes with Installation Status Reports (ISR's), support Installation Readiness, IR8.6, complies with AR 420-1, and provides an effective evaluation of the fire services. IMCOM Garrison Fire Chiefs perform annual self-inspections using the latest version of the HQ, IMCOM FE&S Program Assessment checklist and Region Fire Protection Specialist performs triennial ORI inspections. All IMCOM Fire Chiefs have the current ORI Checklist.
- Constricted budgets have driven the need for a risk analysis to the forefront of priorities. Risk analysis allows a Garrison to focus its energy and expenditures where it will make the greatest impact where fire loss is most likely. Garrison Commanders approve Garrison F&ES Risk Assessments, and submit waiver requests, if applicable.
- Garrison Commanders are encouraged to develop regional partnerships through reciprocal agreements among DoD installations and other federal, state, local, and private entities to share planning/management strategies and resources. Garrison Commanders ensure serviced tenant activities reimburse installations for F&ES as defined by Memorandum of Agreements (MOAs) and Interservice Support Agreements (ISSAs). Reciprocal agreements must be in place if emergency assistance is planned off the installation. In the absence of any agreement, installation commanders are authorized to render emergency assistance to preserve life and property in the vicinity of a DoD installation when, in their opinion, such assistance is in the best interest of the United States, under immediate response authorities described in DoD Directive 3025.1.

- Garrison Commanders are to designate an installation Wildland Fire Program Manager in either F&ES or natural resources organization, and approve the Installation Wildland Fire Management Plan when applicable. It is vital that prevention of Wildland fires be practiced daily. Fire breaks should be maintained as outlined within the Installation Wildland Fire Management Plan to prevent fires from spreading into unwanted areas. Most apparatus cannot go into areas of deep seated rough terrain forcing firefighting to walk in with tools and equipment. Having no dedicated manpower assigned to combat wildland fires, personnel responding are cross staffed from structural pumpers that respond primary to structural emergencies. Responding to wildland fires causes fires demand zones to be unprotected and at times, will cause delayed fire responses to other emergencies. Resources available to combat wildland fires threatening government resources consist of: Military and Civilian aircraft to perform fire retardant drops, dozers and heavy equipment, forestry service personnel and equipment.
- AR 420-1 Army Facilities Management Chap 25 Fire and Emergency Services Program implements Statutes and DODI 6055.06. The U.S. Army has adopted the use of the National Fire Protection Association (NFPA) standards. National Fire Protection Association (NFPA) Codes otherwise known as National Consensus Standards identifies minimum standards and requirements for fire prevention and suppression, training, equipment, and other life-safety standards. Some codes are based on Public Law (Life, Health, Safety requirements and some Fire Prevention Codes that are not waivable).

#### **16.4. Law Enforcement.**

a. Law Enforcement (LE) functions include dispatching, patrolling, police and traffic investigations, administration of records. Law Enforcement personnel provide critical first responder capabilities to calls for emergency services and assistance. They are essential to the maintenance of good order and discipline through patrolling, investigation of crimes and misconduct, and management and enforcement of installation traffic control programs. LE personnel assist commanders as a reporting agency for criminal activity, serious incidents, and trends analysis to identify high risk behavior or threats to the installation. They closely coordinate LE efforts with local authorities and agencies to effectively integrate the full spectrum of LE activities in order to enhance installation protection. LE personnel incorporate the support of their communities through strategic communications, crime prevention awareness and policing.

b. Key Law Enforcement challenges:

(1) Funding. As resources diminish the DES must focus on using his limited resources wisely. In law enforcement, that means assessing current services provided, analyzing crime trends and conducting risk assessments.

(2) Manpower Authorizations. IMCOM will experience significant challenges as installations work towards meeting their directed FY13 manpower end-strengths. As a result, many DES's will experience the loss of excess Department of the Army Civilian Police (DACP) from their rolls. Military Police (MP) support must be employed to the fullest extent possible to mitigate gaps in law enforcement coverage to the installations.

(3) The DES should continuously communicate with the senior MP leader (where available) to coordinate utilization of MP Soldiers. Communication. Communication to the customers is critical. Leaders at all levels should continuously communicate that our installations are safe and secure.

**c. Top 5 things for Leaders to understand or check:**

- Crime trends. The installation DES, ICW the local CID office, should provide information to the GC/SC on crime statistics and trends for on/off post. Policing programs and patrols should be focused to reduce/prevent crimes (i.e. larcenies in housing areas) on the installations.
- Training and Certification. AR 190-56 (The Army Civilian Police and Security Guard Program) directs and outlines the initial training and certification requirements for all DACP prior to performing law enforcement duties on the installation. Additionally, all DACP and MP are required to participate in sustainment training including, but not limited to, weapons qualification, Use of Force training and physical fitness testing. All training and certification should be documented and checked by the leaders on a regular basis.
- DA Form 4833 (Commander's Report of Disciplinary or Administrative Action). The DA Form 4833 is a key document which provides leaders vital information that assists in identifying high-risk behavior in Soldiers and crime trends. Commanders are required to complete this document identifying action(s) taken on Soldiers with their command every time a Soldier is charged with a suspected offense. The DES is required to maintain and should report the return-rate status on a regular basis. Senior leaders should support the DES, ensuring that the proper emphasis is placed upon the timely completion of this document by all commanders.

- Regulatory Requirements. Internal assessments and external inspections will ensure compliance with all laws, DoDI and AR 190-series regulations that apply to the installation DES. Critical are certification and training, evidence room procedures and police/investigation reporting.
- Jurisdiction of installation and police authority. What type of jurisdiction is the post on (exclusive, proprietary, concurrent)? This is important to determine the authority of your police officers (DA Civilian Police and Military Police) and authority of outside police agencies have on your installation. All law enforcement personnel (DACP/MP and Guards) should have a written letter of authority which outlines their law enforcement authority and jurisdiction.

d. Additional Resources: AR 190 Series Regulation:  
[http://armypubs.army.mil/epubs/190\\_series\\_collection\\_1.html](http://armypubs.army.mil/epubs/190_series_collection_1.html)

### **16.5. Physical Security (PS).**

a. PS is an integral part of the Force Protection Program. Its objective is to provide protection from terrorists and other criminals, disaffected persons, hostile intelligence, paramilitary forces, protesters and saboteurs. Physical Security is designed to deter, detect, and defend against all threats. It employs physical measures, such as fences, lights, cameras, blast walls, vehicle barriers and alarm systems; and procedural measures such as, security checks, guards, training and awareness programs, property accountability / inventory requirements, physical security inspections of mission essential or vulnerable areas (MEVA), and security surveys of installations.

b. One of the most critical aspects of PS deals with installation access control points (ACPs). IMCOM is in the processing of transiting from a Contract Security Guard (CSG) force to DA Security Guards (DASG) that was congressional mandated. Those installations with large troop populations will have a mixture of DASGs and Soldiers. The blending of Soldier Skill Sets Utilization (S3U) will reduce the overall costs associated with manning ACPS at those installations. Twenty- eight installations made the transition in FY2010 with the remaining 14 installations to follow once the Secretary of the Army's restriction on in-sourcing has been rescinded. Until that time the CSG contracts at 14 installations will remain in effect.

c. Installations were provided DASG authorizations determined by their number of CSG. CSGs were determined by traffic flow through ACPs. A conversion factor of 1 CSG to 1.2 DASG was utilized for the convert. Installations that want to reclaim their DASG authorizations must adhere to the following procedure:

- 14 day Traffic Study (TS) of inbound traffic at all access control points.

- Validation of TS by Office of the Provost Marshal General and IMCOM Physical Security. This may require a site visit to confirm traffic count.
- If validated, installation must submit a concept plan and cost benefit analysis.
- Concept Plan submitted to IMCOM G8 and then forward to G3FM for final approval.
- Approved requirements from G3FM are just requirements not authorizations.

**d. Top things for Leaders to understand or check:**

- Conduct Risk Analysis (IAW DA Pamphlet 190-51) for all planned or existing facilities, either designated or likely to be designated, a MEVA.
- Installation Engineers ensure Physical Security measures and supporting resources are identified on DD Forms 1391, Military Construction Project Data.
- DES develops and maintains a current Installation Physical Security Plan that is based on risk analyses, Physical Security Inspections, and installation Physical Security Surveys.
- Physical Security Plan tested at least once every two years and reviewed by the FP Working Group at least annually.
- Areas critical to mission accomplishment and/or vulnerable to theft, trespass, damage, or criminal activity, will be identified and prioritized in order to focus security protective measures.
- Physical Security Office conducts Physical Security Inspections (PSI) IAW AR 190-13, AR 190-11, AR 190-5, and DA PAM 190-51.

e. The implementation of appropriate physical and procedural measures as part of a Physical Security Program are designed to provide deterrence, detection, and defense to the installation against the wide spectrum of criminal threats.

**16.6. Protection Program: Antiterrorism (AT) and Emergency Management (EM).**

a. Senior Commanders (SC) have the responsibility for the Installation Protection Program. Garrison Commanders (GC) execute the Installation Protection Program in support of the SC. Antiterrorism Officers (ATO) and Emergency Managers (EM), normally aligned under the DPTMS, provide support to the GC/SC by developing plans, and synchronizing, the “all hazard” Protection Program. An effective Protection Plan must have the involvement/input of all staff and tenant organizations on the installation IAW SC guidance.

b. IMCOM Exercise and Training Program supports Line of Effort 4: Installation Readiness and Key to Success IR 8: Provide a safe and secure environment for Soldiers, Family Members, Civilians and installation assets. IMCOM OPORD 11-214 (<https://www.us.army.mil/suite/files/26193187>) provides guidelines necessary to

successfully execute the Exercise and Training Program. The Exercise and Training Program provides the GC the means to assess the installation capabilities to prevent, protect, respond and recover from an all hazards crisis event. Key components of the IMCOM Exercise and Training Program are:

- Senior Commander to Garrison Commander dialog.
- 30 Capabilities. IMCOM derived these from the National Preparedness Guidance and provides a common vocabulary with our community partners.
- External evaluation through partnered Garrisons.
- Standardized scenarios. These were adopted from the Homeland Security Exercise Evaluation Program.
- Require AAR and Corrective Action Plans to be submitted to the higher headquarters. AARs and CAP must be approved by the SC.
- Annual full-scale exercise. This provides the installation a “capstone” event to the annual training plan. This exercise meets both AR 525-13 and AR 525-27 exercise requirements.
- Use standardized Army training assessment (T/P/U). Tenant and functional support is critical for accurate self assessment of the installation capabilities. The GC conducts the self assessment which should be approved by the SC.
- Training strategy and plan submission. This should be coordinated with tenant and local partners to synchronize training events and provided to IMCOM headquarters.

**c. Top things for Leaders to understand or check:**

- Commanders must conduct a self assessment of their Antiterrorism program IAW AR 525-13 within 60 days of assumption of command and annually thereafter. Additionally Garrisons will receive a Higher Headquarters Assessment (HHA) every three years. HHA are led by Region, HQ IMCOM or Joint Staff Integrated Vulnerability Assessment staff (JSIVA). HHA are based on the JSIVA benchmarks located at <https://www.us.army.mil/suite/folder/14400988> .
- Protection Working Groups should include Garrison staff and tenant organizations, are conducted semi-annually and oversee the implementation and development of the program. Threat Working Groups meet quarterly or as needed based on threats and includes the ATO, EM, CID, MI, S2, local law enforcement and others as needed. Protection Executive Committee (Senior Level Steering Committee) meets semi-annually to review and act on recommendations from other working groups and to assist in determining resource allocation priorities.

- Department of Defense Instruction (DODI) 6055.17 establishes the DOD Installation Emergency Management Program and defines the Initial Operational Capability (IOC) requirements for implementation of the National Response Plan and National Incident Management System (NIMS). AR 525-27 establishes the Army Emergency Management Program. IMCOM OPOD 10-094 (<https://www.us.army.mil/suite/files/23026100>) mandates the implementation of a NIMS compliant Installation Emergency Management Program at installations with an IOC of 31 Jan 11 and Full Operational Capability (FOC) of 31 Jan 14.
- Ensure the installation Exercise and Training plan incorporates recent AAR and Correction Action Plans (CAP) from recent Full Scale Exercise as well as SC guidance. Update higher headquarters on exercise scenario and dates.

d. Additional resources: NIMS' training is available at no cost by going to the Federal Emergency Management Agency website (<http://www.training.fema.gov>). Installation EM staff can assist with obtaining higher level training requirements.

#### **16.7. Tips for success:**

- Risk assessments must be completed in all areas to determine priority for limited resources.
- Communication to the customers is critical. Leaders at all levels should continuously communicate that our installations are safe and secure. Utilize forums such as town halls and installation newspapers to tell the community members the great things the police/guards/ firefighters and protection team are doing to keep our communities safe.
- Ensure the installation Exercise and Training Plan incorporates recent AAR and Correction Action Plans (CAP) from recent Full Scale Exercise as well as SC guidance. Update higher headquarters on exercise scenario and dates.

## **Chapter 17**

### **Inspector General (IG)**

**17.1.** The Army IG is an extension of the eyes, ears, voice, and conscience of the commander. The IG is a personal staff officer providing the commander a sounding board for sensitive issues. IGs are honest brokers and consummate fact finders. Their primary functions are training, inspecting, assisting, and investigating. IGs operate within an environment consisting of the commander, the commander's Soldiers, family members, DA Civilian employees, retirees, and other Civilians needing assistance with an Army matter and the IG system. They must be sufficiently independent so that those requesting IG assistance will continue to do so, even when the complainant feels that the commander may be the problem. Therefore, IGs must maintain a clear distinction between being an extension of the commander and their sworn duty to serve as fair and impartial fact finders and problem solvers. Commanders must also understand this clear distinction for their IGs to be effective.

**17.2.** The IMCOM IG is expected to provide direct service to Soldiers, Department of the Army Civilians, and Family members of IMCOM HQ, AEC, and the IMCOM regional headquarters worldwide. The IMCOM IG will be prepared to provide direct service to Garrison Commanders and their staffs on an IMCOM issue in the event Senior Command IGs (SCIGs) are unable to provide direct service or if there is compelling IMCOM interest. IMCOM IG will work closely with all SCIGs to ensure Garrison Commanders are properly provided IG support. This link provides more information about HQ IMCOM IG: [http://www.imcom.army.mil/hq/organization/inspector\\_general/](http://www.imcom.army.mil/hq/organization/inspector_general/).

#### **17.3. Leader Checklist.**

- Are procedures in place for correctly reconciling employee time?
- Are hiring procedures established to remove the perception of hand picking or favoritism (OPM 5 CFR Parts 230, 301, 316,337 and 410)?
- Are procedures in place to properly monitor purchase and travel card usage?
- Are the requirements of the Joint Ethics Regulation (JER) followed?
- Are leaders familiar with the Whistleblower Protection Act?

#### **17.4. Tips for Success.**

- Remember all Soldiers and Civilians have the right to present complaints and grievances to the IG without fear of disciplinary or adverse action.
- Report improprieties. Ensure proper internal controls are in place for all Garrison and management functions.
- Perceptions count! Watch what you are doing, because everyone is watching you.



## **Chapter 18**

### **Information Technology**

**18.1.** Garrison Information Technology (IT) service requirements include data, voice and video capabilities. The Garrison obtains baseline IT services at no cost from the Network Enterprise Center (NEC). The Garrison S6/Information Management Office (S6/IMO) has a series of key responsibilities: (1) interfaces with the supporting NEC to ensure the provision of baseline services and to coordinate service level agreements where necessary for above baseline or enhanced services; (2) coordinates fielding, implementation and sustainment of IMCOM mission/business systems with respective Directorates and the local (NEC); (3) manages the Information Assurance responsibilities including IA training, coordination, tracking, and enforcement in coordination with local NEC; (4) performs incident response and disaster recovery operations for key leaders; (5) provides Garrison Commander and senior staff with situational awareness of IT issues; (6) maintains an interface with IMCOM G6 to ensure continuity of action within the Garrison (7) escalates Garrison IT service issues to proper staff within IMCOM. In addition to the designated S6/IMO, there are IT specialists embedded within the directorates to support IMCOM mission systems. A key challenge for Garrison leaders is monitoring and ensuring that IT costs are fully accounted for in facilities construction projects – for both renovation (sustainment, renovation and modernization (SRM)), and for new construction projects.

**18.2.** The Garrison MWR non-appropriated fund (NAF) IT systems are separately funded and supported. NAF IT services/systems are supported by a Garrison Information Services Office (GISO) typically assigned to the MWR directorate. NAF funded IT resources may not be applied to appropriated funded requirements.

**18.3. Website:** <http://www.GarrisonCommand.com>

#### **18.4. Things to Check.**

- Has an S6/Information Management Officer (IMO) has been appointed to manage and support Garrison IT requirements and operations?
- Have all Garrison employees complete annual Information Assurance (IA) training?
- Is the Garrison budget development process addresses life-cycle management of IT equipment and capabilities?
- Are Information Management Services obtained from the local Network Enterprise Center (NEC)?
- Are Service Level Agreements (SLAs) in place with the supporting Network Enterprise Center (NEC) for Garrison specific IT requirements and above baseline services?

- Are IT costs (IT Tails) are included as part of all facilities construction projects - for both renovation (sustainment, renovation and modernization (SRM)), and for new construction projects?

#### **18.5. Tips for Success.**

- Develop close working relationship with the supporting NEC Director.
- Encourage Garrison S6/IMO participation in the NEC's IT services forums and Configuration Control Board (CCB) meetings.
- Emphasize IA awareness and discipline.
- Maintain critical end-user communications devices for Land Mobile Radio (LMR).
- Ensure all IT hardware, software and service purchases are validated and approved by the servicing NEC.
- Maintain familiarity with updates to the NEC provided C4IM services (baseline and above baseline) and the separate requirements for IMCOM mission systems.

## Chapter 19 Safety

### 19.1. Safety Management/Leadership.

a. The objective of the Safety program is to enhance mission effectiveness while preserving resources and safeguarding the health and welfare of Army personnel and the public on and off the installation. Officers, NCOs, Soldiers, and Civilians will employ the five-step risk management process outlined in Field Manual 5-19. This process integrates Composite Risk Management into all phases of an operation, from the planning phase thru the execution phase. The Composite Risk Management is the integration of safety and risk management into all elements associated with Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities (DOTMLPF). We can manage risks more effectively through composite risk management, which blends tactical, threat-based risks with accidental, hazard-based risks to create a more thorough evaluation of possible hazards associated with the mission.

b. The Composite Risk Management is accomplished through the application of sound risk management procedures by leaders and individuals at all levels. The Composite Risk Management process identifies the optimum course of action (COA) to mitigate or reduce the risk to an acceptable level. Risk management is critical for all operations, whether for training, planned missions, tactical exercises, or daily operations. The safety staff provides guidance and assistance, safety evaluations, and recommendations to prevent accidents and injuries. Additionally, the safety staff provides safety training classes for safety-related programs. Composite risk management is the Army's primary decision making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. Field Manual 5-19, Composite Risk Management provides more in depth information about this topic and can be viewed at [https://armypubs.us.army.mil/doctrine/DR\\_pubs/dr\\_aa/pdf/fm5\\_19.pdf](https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/fm5_19.pdf).

### 19.2. References:

- Army Combat Readiness/Safety Center, <https://safety.army.mil>
- IMCOM HQ Safety, <http://www.imcom.army.mil/hq/about/organization/officecom/safety/>

### 19.3. Keys to Success Installation Management Campaign Plan (IMCP) – Safety Line of Effort (LOE 5).

- Effective Privately Owned Vehicle (POV-motorcycle and auto) safety programs in place.

- Heightened safety awareness across the Command.
- Employ hazard control measures to foster a safe working and living environment.
- Require and promote safe and healthy practices in professional and personal activities.
- Support Senior Commanders safety and occupational health programs.
- IMCOM Accident Experience.
- IMCOM accident annual comparisons.
- IMCOM accident trends.
- IMCOM Class A accidents.
- Army Traffic Safety Training Program (ATSTP).
- Accident Avoidance Course.
- Course 1- Intro to Drivers Training.
- M/C Basic Rider Course.
- M/C Experienced Rider Course.
- Military Sportsbike Rider Course.
- M/C Refresher Training Course.
- Course 2- Local Hazards.
- Course 3- Intermediate Drivers Training.
- Drivers Improvement/Remedial Drivers Training.

#### **19.4. Things to Check.**

- Establish, emphasize, resource, evaluate, and ensure a vital, organization-wide safety program.
- Designate a qualified safety professional as the command safety director.
- Ensure that the command safety director has direct reporting responsibility to the commander and designation as a member of the special staff.
- Administer a safety program consisting of the specific safety program elements listed in table 1-1, AR 385-10 as core requirements, and those listed as mission dictated, as required.
- Ensure written procedures are established to implement the accident investigation program within the command.

#### **19.5. Tips for success.**

- Complete the Army Readiness and Assessment Program (ARAP) and implement an Action Plan. Contact your Safety Manager for guidance on completing the ARAP.
- Understand the Composite Risk Management (CRM) process- risk versus benefit.

- As Commander, you are responsible for Safety; implement the Top- Down- Bottom- Up approach. Safety starts at the top with the commander with buy-in from the most junior Soldier and Civilian employee.





## Chapter 20

### Family, Morale, Welfare, and Recreation (FMWR)

#### 20.1. Army Family Covenant.

a. In October 2007, Army leadership unveiled the Army Family Covenant. Later re-affirmed in October 2009, the covenant expresses the Army's commitment to provide Soldiers and their Families a strong, supportive environment where they can thrive, and enhance their strength and resilience. The Army Family Covenant brings focus to programs, services, and initiatives essential to preserving an All-Volunteer Force.

b. The Army Family Covenant institutionalizes the Army's commitment to provide Soldiers and their Families a quality of life commensurate with their service. Significant progress has been made in the areas of Family Programs and Services; Health Care; Soldier and Family housing; Child, Youth, and School Services; recreation, travel, and Better Opportunities for Single Soldiers; and education and employment opportunities for spouses.

c. For more information visit:

<http://www.myarmyonesource.com/CommunitiesandMarketplace/ArmyFamilyCovenant/default.aspx>.

#### 20.2. Family Programs / Army Community Service (ACS).

a. ACS delivers a myriad of programs to assist Soldiers and Families in maintaining readiness by coordinating and delivering comprehensive, responsive services that promote self-reliance, resiliency and stability.

**b. Exceptional Family Member Program (EFMP).** The EFMP is a comprehensive, coordinated multi-agency program which provides community support, housing, medical, educational and personnel services to Families with special needs. Systems Navigation is a community support component of the program that connects Families with special needs and required systems of care within and outside the installation. The EFMP Respite Care program provides temporary rest periods for Family members responsible for regular care of persons with disabilities. Care may be provided in the EFMP respite care user's home or other settings such as special needs camps and enrichment programs.

**c. Survivor Outreach Services (SOS).** The SOS seeks to improve and expand Survivor assistance programs and services through a holistic, multi-agency and multi-component approach. The SOS is a "Total" Army program that has been expanded and strengthened to ensure the Army's promise of enduring support to Survivors for as long as they desire. The SOS framework addresses issues regarding staffing; standardized

training; long term support; benefits and entitlements and a single portal for information. Survivors are supported closest to where they reside, regardless of Army component. Support Coordinators and Financial Counselors provide assistance, support, and communicate regularly to ensure that Survivors are supported whether they live near an installation, or are geographically dispersed. The SOS program provides long term family case management and support services and is integral to the Army's casualty notification and support system.

**d. Army OneSource (AOS).** AOS standardizes Soldier and Family support programs and service delivery regardless of component or geographical location. The network is a comprehensive multi-component approach to community support and service delivery. The AOS Web portal, [www.myarmyonesource.com](http://www.myarmyonesource.com), brings the numerous Army programs and services together in one, easy-to-use location. It represents the one-stop shop for all online resources that address each facet of Army life. Organized by the tenets of the Army Family Covenant, AOS offers links to resources through seven core lines of operation including Family Programs and Services, Health Care, Soldier and Family Housing, Child, Youth and School Services, Education, Careers and Libraries, Recreation, Travel and BOSS, and Communities and Marketplace. AOS provides geographically dispersed service members and their Families three ways to access services. In addition to the traditional establishments on installations, it provides access to services through a Web-based portal and through services delivered by community partners and other government organizations.

e. Outreach to community organizations is initiated by Community Support Coordinators (CSCs) who create partnerships with community organizations. The partnerships provide an extension to the services traditionally offered by installation-based programs, often in locations far from military Garrisons. The efforts of the CSCs build and sustain community partnerships within four focus areas – behavioral health, faith, legal and financial.

**f. Family Advocacy Program (FAP).** The FAP is a command-directed program to ensure compliance and participation in the prevention and treatment services deemed necessary to prevent and reduce the incidence of Family violence. Program services are available to active-duty members and their Families, retirees as requested, and reserve personnel and their Families while on active duty status. The program has evolved since its inception with the addition of four programs based on further identified needs of Soldiers and their Families. These include the Transitional Compensation Program, New Parent Support Program, Sexual Assault Prevention and Response Program, and the Victim Advocacy Program. The FAP tracks the types, rates and severity of Family violence affecting Army Families. As a result, the FAP has been able to address significant developments and meet the needs of military Families by improving outreach and service delivery. Additionally, a prevention and treatment program has been designed that promotes awareness, encourages reporting, provides safety to victims, and offers treatment options to meet the needs of the entire Family.

**g. Military Family Life Consultants (MFLCs).** There are MFLCs working across the Army to augment and enhance existing community support services. Licensed clinical providers assist service members and their Families with challenges they may face through the cycle of deployment. Additionally, support is provided for a range of issues including: relationships, crisis intervention, stress management, grief, occupational and other individual and family issues. Educational presentations on reunion/reintegration, stress/coping, grief/loss and deployment are provided to commands, Family Readiness Groups, Soldier Readiness Processing and other requested locations.

#### **h. Things to Check.**

- What do leaders need to check to ensure they are doing the right things, doing things right, and determine what they are missing?
- Communicate Priorities. Ensure that staff are aware of your priorities for all programs.
- Become familiar with your resources, e.g., the capabilities of each ACS staff member, program and service.
- Involve people at all levels when implementing change. Family Programs/ACS is a diverse set of services and programs managed by professionals. By involving staff in discussion about change, you will ensure more buy in and offer you, as the commander, a comprehensive picture of how things are currently functioning and how the staff see the programs working successfully as changes occur. Show the staff the link between their individual performance and the operational and financial success of the Army.
- Empower staff; let managers do their jobs. In order to do this you must determine that you have the right people in the right jobs to maximize abilities and success.
- Be consistent in the face of adversity. Encourage staff to face adversity. Provide consistent guidance in this new fiscal reality as hard decisions have to be made about staff, programs and services. Communicate your guidance and rationale.

#### **i. Tips for Success.**

- Utilize the Family Programs/ACS services that you advocate others to use. That is the best way to become familiar with them.
- Don't stovepipe staff; use them in special projects. They have many talents, they know the Garrison and they can communicate the needs of the Soldiers, Civilians and their Families.

- There are so many options available for staff and leader development. Support and encourage employees to attend program specific training and to explore other areas of interest and expertise that may be beneficial to the organization and individual career enhancement.

### **20.3. Child and Youth Services Programs.**

#### **a. Child Youth and School Services Child Development Center/Youth Center Construction Program.**

(1) In 2008, Child, Youth and School (CYS) Services initiated a robust and aggressive facility construction program, using the exception to law included in the National Defense Authorization Act of 2008. The exception allowed the Department of Defense (DoD) to fund child development center (CDC) construction projects costing up to \$5M from Operations and Maintenance (O&M) appropriation rather than the Military Construction (MILCON) appropriation. Although the out-year CDC program is funded with MILCON dollars, the bulk of the facilities funding in FY08 and FY09 was accomplished with Army and DoD O&M dollars. In addition, the Army accelerated the nonappropriated fund (NAF) youth center construction program.

(2) All facilities are constructed according to approved Army Standards. In addition to new state of the art centers, this comprehensive construction program includes furniture, fixtures and equipment (FF&E). IMCOM G9 Child and Youth Services funds, procures and installs FF&E. IMCOM G9 subsequently trains Garrison staff and conducts required preoccupancy inspections to certify the new facilities for child care.

#### **b. Respite Child Care Program.**

(1) The Army Family Covenant CYS Services Respite Care initiative provides free child care to Families of deployed Soldiers. The program allows 16 hours of free child care per child, per month for the period of time 30 days prior to and 90 days after a deployment, TDY lasting 90-179 days, permanent changes of station on an unaccompanied tour, and temporary changes of station. In addition, Wounded Warriors assigned to a Warrior Transition Unit receive 16 hours of free child care per child, per month and unlimited hourly child care for medical appointments. Rear Detachment Cadre or Warriors in Transition Cadre receive 5 hours of free child care per child, per month. Survivors of Fallen Warriors receive 40 hours of free child care from the time of notification to 4 weeks after burial and 16 hours per child, per month after that.

(2) These same groups of individuals are eligible for free instructional classes and sports activities for their older children as an alternative form of respite care for youth who are too old for child care but need an outlet and additional support.

### **c. Child Care and Youth Center Fees.**

(1) The Military Child Care Act implements a new DoD Child Care Fee Policy that requires basing child care fees for regular users on Total Family Income (TFI). To lessen the financial burden on Army Families, Army is phasing policy implementation. The Army CYS Services Fee Plan, approved by DoD, outlines a three-year strategy for each installation to phase in the DoD Fee Policy. By School Year (SY) 2013-2014, there will be an Army Single Fee for each TFI Category.

(2) Each year, Garrison CYS Services must provide Families with 30 day notice of fee changes. Installations must charge the fees provided on the Installation Child Care Fee Chart. Installation SY2011/12 Fees are effective NLT 1 Nov 2011. Families enrolled in off post community based child care programs receive assistance in order to pay fees comparable to those charged on post for full day services. Garrison Commanders may authorize additional fee reductions for Families with temporary documented financial hardships. Approval for Family Fee Hardship Waiver requests may not be delegated lower than the Deputy Garrison Commander. All DoD Civilian Families using Military Child Care Programs are required to register and complete the online parent enrollment form at <https://dodCivilianchildcaresubsidy.com> to determine the tax value of their child care subsidy. Garrison CYS Coordinators have a CYS Services Fee Resource Book and Info Cards that assist each installation with implementing the fee policy.

### **d. School Liaison Officers.**

(1) Military affiliated children move an average of every 2.9 years and attend about 9 different schools by the time they graduate from high school. The five-year *Army School Support Services Strategic Plan* builds a support system to address learning environments, academic skills and personal management skills to ensure positive outcomes for Army children and youth. The strategic plan goals are (1) Standardize Army School Support Services for all Army Families; (2) Advocate for quality education for Army children and youth; (3) Promote programs and services to support Army Families and stakeholders during all transitions, deployments and Army transformations and (4) Develop a strategic marketing plan for Army School Support Services.

(2) As part of the *Army School Support Services Strategic Plan*, School Liaison Officers with strong education backgrounds and experience are located on each Army Garrison. School Liaison Officers serve as the primary advisor to the Installation Commander and Garrison Commander on matters related to schools/education and

function as the installation subject matter expert on schools/education-related issues. School Liaison Officers assist Army Families with school issues; communicate information and support services to Army Families and schools; support Army Families during school transitions; collaborate with school districts to address issues that impact Army students; facilitate training for parents, schools, and Garrisons; foster reciprocal transition practices among school districts; and increase school transition predictability for Army Families.

**e. Website:** [www.myarmyonesource.com](http://www.myarmyonesource.com)

**f. Things to Check.**

- Maintain Construction and FF&E timelines.
- Meet pre- and post-deployment respite care need.
- Provide timely information to Families on annual DoD fee policy changes.
- Meet with school superintendants throughout the year to discuss and find collaborative solutions for Army student education issues.

**g. Tips for Success.**

- Provide the right facilities and programs to meet Garrison demand.
- Ensure Garrison awareness of Respite Care benefit.
- Publicize fee changes 30 days in advance of the adjustment.
- Attend School Board meetings for the primary school district.

**20.4. Soldier and Community Recreation Programs.**

**a. Functional Fitness – providing alternative comprehensive fitness training opportunities to meet the needs of today’s Soldier.**

(1) Commanders in Iraq and Afghanistan realized early on that Physical Training (PT) scores didn’t equate to physical readiness in a combat environment. The physical demand of combat requires a Soldier to perform more than running, sit ups and pushups. Soldiers needed to physically train as they fight. The PT test is undergoing an extensive review to make it tougher and more physically challenging. The enhanced PT test is looking at physical activities which mimic combat tasks, such as, move under load, jump, climb, push, pull, change direction, etc. A Soldier engaged in combat requires high levels of strength, speed, power, and agility.

(2) Performance-based physical training supports the warfighters’ survivability. Functional fitness and functional exercise are activities which focus on building a body capable of doing real-life activities in real-life positions versus lifting specified amounts of weight in a standard range of motion defined by a gym machine. “Functional Fitness”

features the integration of multiple muscle groups, which means preparing the body to perform real-life activities (e.g. walking, bending, lifting, and climbing stairs, etc). Garrison Fitness Centers offer functional fitness classes by providing exercise equipment and instruction that promote strength and agility. Qualified instructors conduct classes tailored for each participant with the objective of reducing the risk of injury. Functional fitness should not be confused with extreme commercial conditioning programs (e.g., CrossFit, P90X, Insanity, and others) which involve high-volume, aggressive exercise workouts with a variety of high-intensity exercise repetitions and short rest periods between sets.

(3) Forts Bliss and Bragg have taken functional fitness training to the next level by offering an array of exercises targeted to enhancing Soldier readiness training which can be duplicated using items available in Iraq or Afghanistan. Physical challenges such as flipping a six foot-diameter track tire, pushing a metal sled in the sand, and lifting a 4-foot-long telephone pole down a 15 yard course are activities Soldiers will encounter in a deployed environment. Functional fitness is endorsed by NCAA Division 1 schools and professional sports teams and is considered the foundation of a balanced strength and conditioning program.

#### **b. Warrior Adventure Quest – a key reintegration training element.**

(1) Warrior Adventure Quest (WAQ) is a RESET training tool designed to introduce Soldiers to activities that serve as alternatives to aberrant behaviors often associated with accidents involving recently re-deployed Soldiers. This tool presents coping outlets and team building initiatives to help Soldiers realize their own new level of normal and “move on” with their lives.

(2) WAQ combines existing Morale, Welfare and Recreation (MWR) high adventure outdoor recreation (ODR) activities (e.g. rock climbing, mountain biking, paintball, scuba, ropes courses, skiing, zip lines, white water rafting, and others) with a leader-lead after action debriefing (L-LAAD) tool developed by Army Medical Department (AMEDD). The program has developed into five phases (Leader Training I, Leader Training II, Soldier Training, Adventure Activity, Leader-Led After Action Debrief).

(3) For additional information about WAQ see:  
[http://www.armymwr.com/recreation/warrior\\_adventure\\_quest.aspx](http://www.armymwr.com/recreation/warrior_adventure_quest.aspx).

#### **c. Better Opportunities for Single Soldiers (BOSS).**

(1) BOSS is a Family and MWR program that supports the overall quality of life (QOL) of single and geographically dispersed Soldiers and is designed to be their collective voice. The BOSS program augments the chain of command, identifies QOL issues and concerns, provides recommendations for QOL improvement, and positively

influences Soldiers through mentorship and participation in organized events. The BOSS program encourages and assists single Soldiers in identifying and planning for community service and recreational and leisure activities. It provides an opportunity for single Soldiers to participate in and contribute to their respective communities. The program is an avenue for military and Civilian leaders to gauge and enhance the morale of single Soldiers, which leads to advanced retention and combat readiness. BOSS is intended to enhance command authority, prerogative, and responsibility by maintaining high standards of conduct, good order, and discipline. It is not intended to circumvent these values. BOSS is a Category A, Family and MWR program authorized to receive appropriated funds (APF) for authorized expenses.

(2) For additional information about BOSS see:

<http://www.armymwr.com/recreisure/single/default.aspx>.

#### **d. Things to Check.**

- Ensure DFMWR is actively engaged with unit commanders and understands physical readiness needs.
- Ensure qualified staff, knowledgeable in developing and executing functional fitness exercises are available to conduct class instruction.
- Ensure units returning from OEF/OIF/OND provided WAQ within 180 days.
- Ensure unit leaders receive WAQ leader training.
- Ensure single Soldier representatives sit on Garrison committees and established councils, attend Garrison Town Hall Meetings, and participate in Army Family Action Plan sessions.

#### **e. Tips for Success.**

- Open a dialogue with DFMWR to determine strengths and weakness of Garrison Fitness Centers and develop an action plan to improve shortfall(s).
- WAQ requires command buy-in, both Garrison and mission to be successful; senior leader emphasis is critical.
- Use every opportunity to listen to subordinates and be open to feedback.

### **20.5. MWR Business Programs.**

a. Business Programs are the MWR category C revenue generating programs on a Garrison. These include, but are not limited to, Golf Courses, Bowling Centers, Officers' Clubs, NCO Clubs, Community Clubs, Snack Bars, Army Themed Operations (Strike Zone, Primos, Java Café, etc.), Name Brand Casual Dining operations, Pet Care facilities, Car Washes, and Huddle House.

b. Although Category C programs are not expected to make large profits, they are expected to meet certain financial benchmarks ensuring they cover expenses and make capital reinvestments possible. Recently there has been more emphasis on increasing participation and foot traffic, plus controlling costs; versus previous focus on Net Income Before Depreciation (NIBD). This paradigm should increase the entrepreneurial spirit for increased revenues to meet financial goals. There are many tools available to help Business Programs Managers to be successful. More detail can be found at:

- [www.mwr.com](http://www.mwr.com);
- <http://www.mwr.org/programs/busops/default.aspx>;
- **COGNOS:** [https://guardianx.forscom.army.mil/cognos8x/cgi-bin/cognos.cgi?b\\_action=xts.run&m=portal/main.xts&startwel=yes](https://guardianx.forscom.army.mil/cognos8x/cgi-bin/cognos.cgi?b_action=xts.run&m=portal/main.xts&startwel=yes)
  - (*login: mwr\_user; password: mwruser*).

c. MWR.COM's pull down menus provide tools for customers to gain knowledge about Family and MWR programs including Business Programs. MWR.COM gives managers the tools to be successful. COGNOS is a reporting program that pulls financial data from SMIRF (Standard Management Information Reports for Finance), in a more user friendly format that can be exported. At any time, a Garrison Commander can review reports pertaining to the Garrison, for example the Business Revitalization Report.

#### **d. Things to Check.**

- What is the financial stature of my business activities?
- Where am I on the Business Revitalization Program (BRP) list?
- Are my Business Activities meeting published Benchmarks?
- Productivity: how much revenue is earned per one labor hour?
- Are my Business Activities Program Managers really managing? - Being proactive?

#### **e. Tips for Success.**

- Support FMWR-DS (Family and MWR Delivery System) implementation Garrison-wide
- Actively support Unit use of MWR facilities
- Direct use of APF support where/when appropriate
- Engage DFMWR to capitalize on cost saving initiatives
- Ensure MWR workforce is adequately trained for their positions

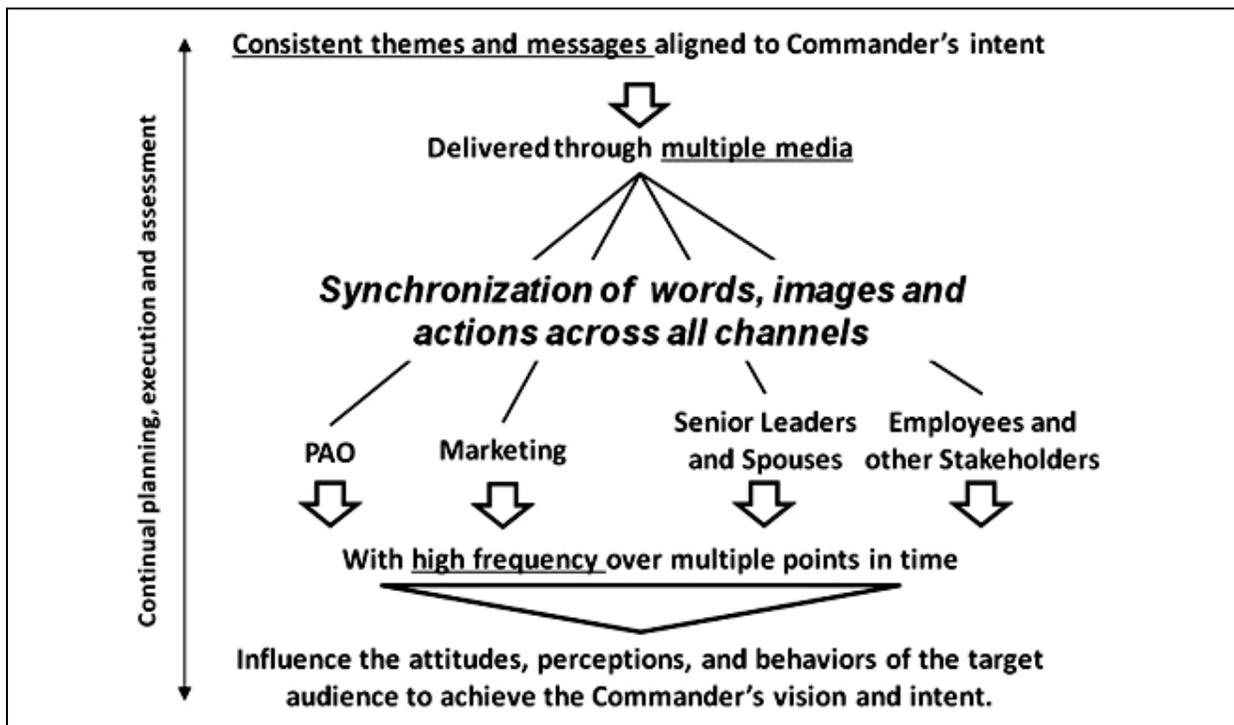
Additional information about all Family and MWR programs can be found in the Commander's Guide at <https://www.us.army.mil/suite/doc/32177172>.



## Chapter 21 Strategic Communications (STRATCOMM) and Public Affairs Office (PAO)

### 21.1. STRATCOMM.

a. Installation Management Community (IMC) strategic communications is a focused effort at all levels of the organization to understand, engage, and influence the attitudes, perceptions, and behaviors of key audiences to achieve the Commander's vision and intent.



b. Some benefits of effective strategic communications to the Installation Management Community are:

- (1) Establishes the IMC story to both internal and external audiences.
  - “We are the Army's Home” – Providing the facilities, programs and services required to support Army readiness, sustain the All-Volunteer Force, and provide the infrastructure for current and future mission requirements.

(2) Furthers situational dominance (situational awareness plus a common situational understanding), as identified in the Commanding General's Shared Vision, throughout the enterprise.

(3) Builds visibility and support for the Installation Management Campaign Plan and its Lines of Effort.

(4) Provides strategic guidance and direction on communication strategies aligned to the Commander's vision and intent to leaders at all levels of the organization.

(5) Promotes awareness, understanding and support for Department of the Army interests, policies, and objectives.

c. Although strategic communications is planned at the enterprise level, achieving effective strategic communication is a shared responsibility that exists every day at every level. Communication has no boundaries. Every action, word, and image sends a message, and every member of the command is a messenger, from senior leaders to the lowest ranking employee. "One-Command, One-Voice" communications drives accurate, clear, and coordinated messages across a geographically dispersed enterprise with varying audiences. It is essential that all levels of the organization are familiar with the IMC key messages and talking points available at [www.Garrisoncommander.net](http://www.Garrisoncommander.net) in the Commander's Corner topic page.

d. Leaders must place communications at the core of everything they do. Strategic communication begins with providing clear intent and guidance while being credible and consistent. There should be no perceived inconsistencies between words and deeds or policy and deeds. As communications refers to both what you say and what you do, leaders at all levels must foster a culture of communications that recognizes that what we do is often more important to an audience than what we say. In other words, all members of the command need not only talk the talk but also walk the walk.

#### **e. Things to Check.**

- Who in your organization coordinates with the HQs IMCOM Strategic Communication Office and executes strategic communication?
- Are all message(s) and theme(s) consistent with HQs IMCOM and Army?
- Are you using the right channels to communicate to the targeted audience?
- Is the frequency and timing of message(s) delivery designed for maximum effect?

## **f. Tips for Success.**

(1) Strategic communications is a continuous process of research and analysis, planning, execution and assessment. To be successful, the IMCOM Strategic Communications Office requests your assistance by:

- Identifying local topics or initiatives that may require an enterprise level focused effort of communication.
- Maintaining familiarity with key messages and talking points.
- Being a messenger through both words and actions.
- Using every opportunity to share the IMC message horizontally and vertically.
- Identifying and communicating opportunities to improve message delivery.
- Contact the Directorate of Strategic Communication with your suggestions or inquiries at [IMCOM.HQ.STRATCOM@conus.army.mil](mailto:IMCOM.HQ.STRATCOM@conus.army.mil).

(2) Lastly, strategic communication is an ongoing and evolving process that remains flexible to address specific issues with specific audiences with a focus on long-term desired outcomes. It is not a process of fire and forget. Strategic communication must guide all an organization says and does, not be simply another tool in the leader's toolbox.

## **21.2. Public Affairs Office (PAO).**

a. Public Affairs is a Commander's program—you are the face of your installation. As a leader, the PAO is your proponent for communication and engagement, but you should be engaged enough to know the key players (reporters, business, civic leaders, etc.) by face, name and reputation. If you and your installation are actively and constructively engaged with the community, everything in your outreach program becomes easier: less hostile media, greater trust with local opinion makers, and an enhanced reputation in your surrounding community.

b. The media have a right and a duty to cover you and your installation, and that necessarily means they may cover unpleasant issues, when they arise. Engage them quickly on unpleasant occurrences and tell the story straight from your standpoint (your themes and messages can help guide your perspective). Have your PAO develop specific talking points and rehearse with you. A "murder board" process can be immensely helpful in formulating your thoughts if you have time. If you don't have time, engage anyway. Remember, you have the right to say you don't know if you don't, but promise to get them an answer and follow through.

(1) Media engagement: Seek professional media training through the Army Office of the Chief of Public Affairs (OCA) and IMCOM HQs PAO. Tips to remember include:

- Being pro-active can mitigate potential negative publicity
- Media ground rules – have your PAO set them and explain them before conducting interviews
- Media sourcing -- difference between "on the record," "on background," and "off the record" (OPR reminder that you are never "off the record")

(2) Community Relations: You need to be involved with elected officials, business leaders and civic leaders—but the extent of their influence varies in different communities. Know who your thought leaders are and how they affect your installation.

(a) Unofficial leaders can be just as important to your place in the community—the civic association(s) outside your gate(s) or the farmer just outside your artillery range might be your most frequent contact in the community. Know their agendas and concerns.

(b) Your PAO will stay abreast of most local issues of concern. Take corrective action if this is not happening. The PAO is your liaison to the community—your own direct engagement should be used as your schedule permits and priorities allow, but a rule of thumb is that visibility in the community is value added. Be sure to coordinate your pro-active media and community relations with your Senior Commander and/or their PAO, as appropriate.

(c) While the PAO is the proponent for all outreach, community engagement should be taking place across the installation: Your police and fire depts. should be interacting; offer use of your sports facilities by schools, as long as you don't compete with private, commercial facilities; ACS should be using Civilian volunteers (and making contacts for spouse employment, Soldier Benefits, etc.), support community environmental initiatives when you can and invite them to support yours; look for occasions when your Army band or even a BOSS rock band can be part of a community cultural event; involve the community in deployment sendoffs, redeployment ceremonies and other occasions to connect the community with their military. This is merely a list of suggestions -- and is limited only by your imagination and your relationship with your community.

(3) Command Information:

(a) Your focus may be internal, but your communication products are read by everyone. Also, your workforce is pulled from the community outside the gate, so the internal audience is also external.

(b) Egalitarian media environment—everyone is a reporter. If you don't tell your story—quickly and effectively, someone else will, and you might not agree with what they say.

(c) Depending on specific circumstances at your installation, base newspapers may not be the exclusive voice of the commander. Printed publications in general are facing serious distribution and circulation challenges and that is also true of military papers. Your newspaper staff may be reduced from what it was just a few years ago and your PAO may have trouble finding a commercial enterprise printer to support the printing of your installation newspaper. These are reasons to aggressively pursue social media to augment the use of newspapers – or possibly to even replace them.

### **c. Things to Check.**

- Have the PAO start sending you clips and community highlights for at least a few weeks before you take command. That tells you what the local issues are, as well as how engaged your PAO is.
- Collaboration with the senior commander PAO is critical--make sure that relationship is solid.
- Check the currency and validity of your themes and messages stemming from the IMCP--this is the basis for your entire communication program.
- What is the mutual impact between your installation and the surrounding community-- are you the big economic driver, a "small fish in a big pond," or somewhere in between? Your community impact dictates the extent of your influence in the greater community.

### **d. Tips for Success:**

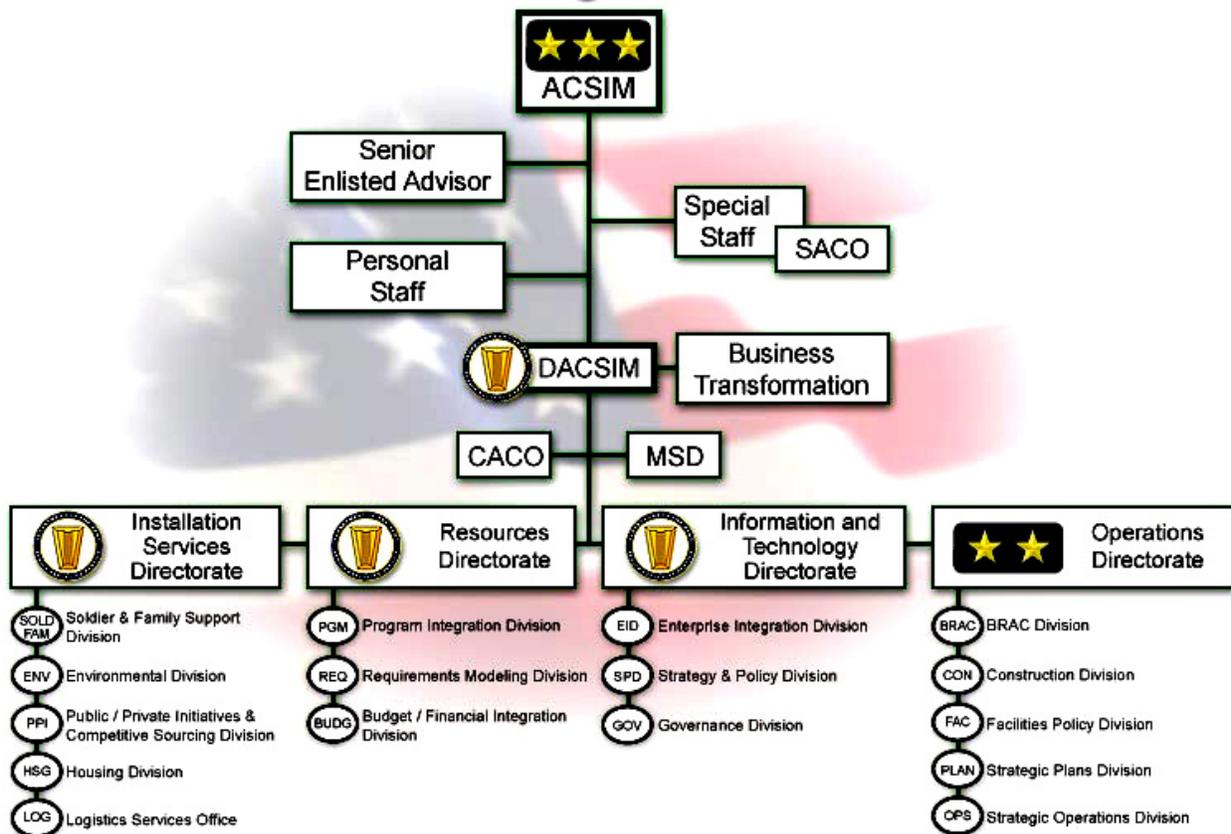
- Know your audiences and what they need to know, and communicate accordingly.
- Make sure the PAO is part of your planning process--especially contingency planning. Have a plan for media coverage and know in advance who will speak for the installation during emergencies or more routine events.
- Your community engagement is more than open houses and Commanders receptions--your influence is determined by your installation's value to its neighbors.
- Understand that the media world has changed--that includes your media.
- Make sure your PAO is in tune with how different people get their information.



## Chapter 22 OACSIM

**22.1. Introduction.** The OACSIM is led by the Assistant Chief of Staff for Installation Management (ACSIM) who is dual hatted as the Commander, IMCOM. The ACSIM, as responsible official to the ASA (Installations, Energy, & Environment (ASA IE&E)), provides advice and assistance to the ASA (IE&E) and other OASA officials, in addition to responsibilities and authorities as ACSIM on the ARSTAF. Among the duties as responsible official to the ASA (I&E), the ACSIM serves as the principal military advisor to the ASA (IE&E) and provides independent professional military advice in the functional areas of Installation management, military construction, housing and environmental protection, and sustainment. The OACSIM is organized into four Directorates, a Personal Staff and a Special Staff. Directorates include: Installation Services Directorate; Resources Directorate; Information and Technology Directorate; and the Operations Directorate.

### OACSIM Organization Chart



**22.2. Installation Services (IS) Directorate.** The mission of the IS Directorate is to create and sustain a supportive environment for Soldiers and their Families by developing strategies, policies, priorities, and resources for:

- World-Class Housing
- Environmental Stewardship
- Responsive Logistics
- Collaborative Partnerships
- Enhanced Quality of Life Programs and Services
- Five Divisions - Army Housing, Army Environmental, Logistics Services, Public/Private Initiatives, and Soldier and Family Readiness - execute the mission.

**a. Housing Division - Housing Services Office (HSO).**

(1) The mission of the HSO is to offer all active duty military personnel and their Families non-discriminatory listings of rental and for-sale housing, rental negotiations and lease review, home buying counseling, discrimination complaint filing and validation, landlord-tenant dispute resolution, and in-and-out processing housing assistance. In addition, HSO employees conduct property inspections, provide Basic Allowance for Housing (BAH)/Overseas Housing Allowance (OHA) data for submission, provide administrative assistance with utility company fees/deposits, connections, and billings, as well as acting as a liaison between the installation and local and state agencies, property managers/apartment associations, and the local Housing and Urban Development (HUD) offices. Overseas HSOs also give entitlement briefings, certifications of housing availability and related costs for the temporary lodging allowance (TLA) and the OHA programs, as well as language interpretation when dealing with local landlords and utility companies.

**(2) Things to Check.**

- Services. Ensure HSOs are promoted as the “go-to” place for housing services, whether a Soldier and his/her Family desire on or off-post housing. The aforementioned duties equip HSO employees to help all Soldiers and Family members find a home that fits their needs, budget, and whenever possible, their preferences.
- Staffing and Office Set-Up. Maintain fully staffed, properly supplied, and furnished HSO in accordance with AR420-1. Ensure HSO staff members are given equal opportunity for training.
- Housing IT utilization. Ensure maximum use of the Automated Housing Referral Network (AHRN), Army Housing Online User Services (AHOUS),

and various approved social media outlets, to include Facebook and Twitter, by HSOs. Purpose of these sites include review of properties for rent, to provide housing office contact information, and to make available general housing and Army related news to Soldiers and Families.

**(3) Tips for success:**

- Be mindful of the HSO mission and the invaluable service it's employees perform. Many Soldiers and Families are unaware that such services exist at no-cost.
- Improve the well being and quality of life for Soldiers and Families by encouraging HSO collaboration with all community stakeholders involved in the HSO mission, to include ACS, JAG, rental property owners/managers, local housing authorities, chambers of commerce, and real estate agents/boards.

**b. Housing Division - Army Family Housing Leasing.**

(1) The Army Family Housing (AFH) leasing program provides Family housing for accompanied U.S. military at both domestic and foreign locations. It is generally found where Government-owned or privatized housing is not readily available and private sector housing is unaffordable. This program includes funds needed to pay lease payments, utilities, maintenance, and services -- whether included in the lease contract, or not. Program funds also cover cost to acquire leases (by USACE) and management at the local level (usually at the Garrison). When Army provides suitable housing for Families under this program, the Soldiers forfeit all housing allowances (BAH or OHA). The leased housing program is now predominantly found outside USA, where the Army has about 6,000 leased houses at a cost of about \$159M in FY11. The Army leases about 2,200 apartments and houses in the U.S.A. (domestic) for about \$43M in FY11. The domestic leasing program covers three needs: 1) about 1,000 residences concentrated near some Army installations; the last 330 homes in the '801 housing'; and, 600 residences leased for geographically dispersed Soldiers on 'independent duty.' The 'independent duty' folks are mainly recruiters and ROTC instructors found far from amenities provided at installations. The '801 housing' is a mature program from the 1980's that is winding down and by the end of FY11 is still operational only at Forts Bragg and McCoy. And the 5 major locations in FY11 for the 1,000 residences are: El Paso, TX (Fort Bliss); Hattiesburg MS (Camp Shelby); Miami, FL; Rock Island, IL; and Watertown, NY (Fort Drum).

(2) The foreign leasing program includes Build To Lease (BTL) projects where the Army engages in a long-term contract to have suppliers build housing in return for a

schedule of lease payments. There are also a significant number of 'block leases' where the Army leases several existing housing units, even entire buildings and complexes.

### **(3) Things to Check.**

- At Garrisons, the Housing Market Analysis can determine if the housing need will likely be met by a combination of Army-owned housing, privatized housing, and private sector housing. This may project that more housing is needed than can be built or acquired, and leasing then is indicated, at least as a temporary bridging solution.
- Leaders should engage in leasing Family housing only where it is the more cost effective of all available alternatives (e.g., constructing new homes). For larger leases, an economic analysis must be performed according to Office of Management and Budget (OMB) rules to determine if leasing is best for the Army. Also, when housing is leased year after year, then OMB may rule that it is a 'capital lease', rather than an 'operating lease' and cause 'OMB scoring' that disrupts the normal annual funding flow.
- Army policy calls for assigning Soldiers to Family leased units in the same manner and by same priorities as with Army-owned housing; Defense department policy demands equal treatment for other Services' Families.

### **(4) Tips for success.**

- One lease can be for only one home, or it can be for hundreds of homes or apartments. A collection of lots of single homes can be expanded and reduced quickly; but management can be a nightmare for your Garrison. One large lease can be quick and easy to get; but, you can't easily home flex the number of units.
- Ensure the Soldiers' housing allowances (BAH or OHA) are stopped after they are assigned to leased housing; this prevents abuse or unintentional overpayments that could jeopardize Soldiers' careers.
- Although assigning Soldiers with Families should be done without prejudice, good management will sometimes require close scrutiny of leased occupancy, as leasing is often more costly than Army-owned housing or paying housing allowances, and is the most easily flexed (increased or reduced).

### **c. Housing Division - Army Family Housing (AFH).**

(1) These houses are owned and operated by the government and have not been privatized under the Residential Communities Initiative (RCI). The Army will

continue to construct, renovate, and operate family housing units, particularly OCONUS, since privatization is not a viable option in all locations.

(2) Eighty-one installations receive AFH funds. These funds are used to support certain functions for both government-owned and privatized housing as follows:

Government-Owned Housing (AFH)	Privatized Housing (RCI)
Salaries*	Salaries*
Operations	Contracts <i>(Environment, real estate, training, and financial consultant services directly related to RCI Housing)</i>
Maintenance	
Repairs	
Construction	
Utilities	
Leased Housing	

\* Used for Department of the Army Civilians ONLY. Includes training and travel.

(3) The majority of AFH funds are used for operations, maintenance and utilities; less than 5% of the FY 12 AFH budget request was for privatized housing functions. AFH funds are fenced and cannot be used to support any programs other than Family Housing.

#### **d. Housing Division - Training Barracks.**

(1) The Training Barracks Modernization Program buyout was approved by the Vice Chief of Staff, Army in September 2009. The Army committed to Congress to buyout the Initial Entry Training barracks by FY15. The buyout remains on track, fulfilling the Army's commitment to improve Soldier's quality of life by continuing to improve all barracks. The program will be completed through an aggressive construction and renovation schedule funded with MCA and OMA-Sustainment, Restoration and Modernization (SRM) dollars.

(2) The Sustainment, Restoration and Modernization Integrated Programming Team (SRM IPT) developed a synchronized Facilities investment strategy to focus Sustainment funding for intended purposes. The SRM IPT secured funding for Training Barracks including the OMA tails (furnishings, IT, etc.) for FY13-15 which will help to relieve IMCOM funding shortfalls, since during previous years the SRM and OMA tails were funded "out of hide" by IMCOM.

### **(3) Things to Check.**

- Sustain barracks facilities. Manage service orders, work requests, between cycle maintenance, and life cycle replacement of barracks furnishings.
- Grounds Maintenance. Units perform general police and maintenance of grounds and custodial of rooms and common areas; Garrison performs landscape maintenance, paved area maintenance and entomological maintenance.

### **(4) Tips for success.**

- Plan ahead for “swing space” (if required) during major renovation projects, and avoid using relocatables whenever possible.
- Ensure all projects are closely synchronized with TRADOC, and training loads are adjusted at each Army Training Center to facilitate execution.

### **e. Housing Division - First Sergeant’s Barracks Program (FSBP).**

(1) The purpose of centrally-managing barracks is to ensure effective utilization and management of the assets, as well as to provide Soldiers a quality of life that is commensurate to their service. The First Sergeant’s Barracks Program provides the Garrison Commander resources and a staff (Single Soldier Housing Office) to manage the day-to-day operations of the barracks, assignment and termination of Soldier rooms, assist the Directorate of Public Works (DPW) Real Property Division with the allocation of barracks facilities to appropriate units, manage (not execute) service requests, between occupancy maintenance, inspect barracks rooms and facilities, maintain accountability of furnishings provided in the barracks rooms and social gathering areas, and provide assistance to the DPW for battle handover of barracks between deploying and returning units.

(2) By shifting the barracks management function from the unit to the garrison, the unit is relieved of the responsibility of running the daily operations of the barracks. The rear-detachments are also released from barracks management during deployments. However, the units are still expected to remain engaged in the overall operation of the barracks. Unit leadership maintains command and control and remains responsible for good order and discipline and the health and welfare of their Soldiers in order to ensure their military mission success.

**(3) Website.** The Installation Management Command’s FSBP operations manual is available at:

<http://www.imcom.army.mil/hq/kd/cache/files/088D5B453BC94AACBEBBC554EF7D52FF0.doc>

#### **(4) Things to Check.**

- Maintain full utilization of the garrison's barracks inventory. Approve certificates of non-availability only if the utilization rate is above 95% installation wide, or the situation merits an exception to policy.
- Sustain barracks facilities. Manage service/work requests and between occupancy maintenance of rooms.
- Grounds Maintenance. Units perform general police and maintenance of grounds and custodial of rooms and common areas in barracks; Garrison performs landscape maintenance, paved area maintenance and entomological maintenance.

#### **(5) Tips for success.**

- Be a prudent manager of the Army's resources. Reduce unauthorized BAH payments to single Soldiers by ensuring the effective, efficient and equitable management and utilization of the Installation's barracks.
- Improve the well being and quality of life for our single Soldiers by actively engaging all the stakeholders involved with the barracks, to include BOSS and Family Support Groups.

#### **f. Public-Private Initiatives Division - Residential Communities Initiative (RCI).**

(1) The Military Housing Privatization Initiative (MHPI) Act, passed in 1996 and codified in 10 US Code 2871, provides the military Services with alternative authorities for the construction and improvement of military housing (Family and Unaccompanied Personnel). Under these authorities, the Services can leverage appropriated housing construction funds and government-owned assets to attract private capital and expertise in an effort to improve the quality of life for Service Members and their Families.

(2) RCI is a critical component of the Army's effort to eliminate inadequate housing through public-private partnerships and award contracts to eliminate inadequate Family Housing in the U.S. Quality/affordable housing is a key issue for the well-being of the warfighter and a significant contributor to the Army's recruitment, readiness, and retention. Privatization allows Army to leverage funds and assets to obtain private sector capital/expertise to operate, sustain, renovate and construct housing over the long term, (50 years) RCI includes 44 locations, with 85, 424 homes at end state - over 98% of the U.S. Army Family Housing owned inventory. The initial development period varies from 3-10 years at each project during which time, all inadequate housing will be eliminated. The U.S. Army developed a RCI Portfolio and Asset Management (PAM) program to monitor performance, compliance and financial health of projects over the next 50 years. The PAM also surfaces project enhancements for implementation across the entire portfolio.

### **(3) Things to Check.**

- Monitor occupancy rates
- Monitor Actual Expenses v Budgeted Expenses
- Monitor ICE submittals, ensure no encroachment issues occur, (by either Army or Partner).

### **(4) Tips for Success.**

- Hold regular meetings with the project partner and Residential Communities Office personnel;
- Understand the Operating Agreement, the Operating Agreement is a main legal document,
- Understand the Ground lease, the Ground lease is the “KEY” document in all projects.

(5) Additional information pertaining to the RCI can be found at the following URL:  
<http://www.rci.army.mil/>

### **g. Public-Private Initiatives Division - Utilities Privatization (UP)**

(1) Utilities Privatization (UP) is an investment strategy to leverage private financing to recapitalize Army utilities infrastructure (electric, natural gas, water, and wastewater) and bring systems up to current industry standards. UP evaluations use a competitive bidding process to determine whether a UP Provider can more cost-effectively bring a utility up to industry standards and operate at that level, as compared to what the Army “should cost” estimate for equivalent services.

(2) The UP award decisions are based on the life-cycle net present value cost to upgrade, operate, maintain, and make recurring repair and replacement (R&R) investments. Systems are privatized only where a technically capable offer is at least 10% below the Army’s “should cost”.

(3) Each UP action consists of two parts, a Utilities Services Contract and subsequent property conveyance of the utility infrastructure. A UP contract period of up to 50 years was authorized by 10 USC 2688. Following an operational transition period, a bill of sale is executed to transfer the utility system to the contractor, while the government retains ownership of the adjoining land.

(4) OSD directed the services to conduct UP evaluations for all electric, gas, water, and wastewater utilities. Through FY11, the Army has completed evaluations for 309 out of 355 utility systems in the U.S., resulting in 149 privatized systems (41

electrical, 38 natural gas, 33 water, 34 wastewater, 3 Heat/Power Plants), with 158 systems not economical to privatize. UP contracts awarded since FY99 are valued at \$7 billion and have yielded a net present value cost avoidance of \$2.0 billion or 28 percent as compared to continued Army ownership. Additionally, the upgraded utilities are more efficient, reliable, responsive, and sustainable.

#### **(5) Things to Check**

- Ask what is in your capital investment plan and whether execution remains on schedule

#### **(6) Tips for Success.**

- Meet with the UP Provider to include them in planning and foster a good working relationship.
- Recognize that management and administration of UP is unique because a Utilities Service Contract is governed by Federal Acquisition Regulation (FAR) Part 41; unlike Construction Contracts [FAR Part 36] or Services Contracts [FAR Part 37].
- Oversight and inspection of UP operations and construction is minimal because the utility system is not government property. Wherever possible, use the UP Provider to do new service hookups routinely through connection charges, to avoid having the Army ever take ownership of utility infrastructure that it cannot separately operate and maintain.

#### **h. Logistics - Transportation Branch.**

(1) The Transportation Branch of the OACSIM manages the second largest nontactical vehicle (NTV) fleet within the Federal Government, (80,670 vehicles in FY11). The Army utilizes the General Services Administration (GSA) as its prime vendor for the leasing of NTVs globally. GSA provides replacement of existing GSA leased vehicles on a cyclic basis of about 3 to 5 years, while the Army owned vehicles are maintained and used for up to 16 years before being replaced. In addition to the 61,777 GSA vehicles being managed, the Branch accomplishes life cycle management of 18,893 Army owned NTVs.

(2) The Branch is also responsible for preparing and submitting requests for Domicile to Duty authority, requests for investigation and resolution of NTV misuse allegations, life cycle management of Base Level Commercial Equipment (BCE), and development of the POM submissions for three MDEPs covering:

- (a) Army owned NTV and BCE procurement;

(b) GSA NTV leases; and (3) Maintenance of Army owned NTVs and Equipment.

**(3) Website:** <http://www.acsim.army.mil/installationservices/logistics.htm>

**(4) Things to Check.**

- Verify that 50% or more of the passenger carrying and general purpose vehicles are dispatched on a daily basis from the motor pool to facilitate multiple dispatching of the vehicle to increase utilization.
- Ensure low mileage vehicles are reviewed quarterly to determine if the vehicle(s) can be eliminated from the inventory.
- Is there written justification on file for retention of low utilized vehicles?
- Be aware of general policies outlined in the President's memo dated 24 May 2011, Subject: Federal Fleet Performance, and the latest version of AR 58-1, Management, Acquisition, and Use of Motor Vehicles, 10 August, 2004.

**(5) Tips for Success.**

- When in doubt about policy on procurement, leasing or use of the Army NTV fleet contact the Command Fleet Manager (CFM) at IMCOM HQ. If the CFM cannot answer the question, he/she will contact OACSIM, Transportation Branch for resolution.
- Ensure the Garrison TDA is reviewed and updated annually. NTVs will not be procured or leased without a TDA authorization.
- Do not use OMA funds to procure or commercially lease NTVs without verifying the current written policy and restrictions. This will avoid Anti-Deficiency Act violations.

**i. Logistics - Fire & Emergency Services (F&ES).**

(1) OACSIM is the Program Manager (PM) for the development of Army fire policies and regulations. Along with the other DoD Service Components, the PM develops the DODI 6055.06, DoD Fire and Emergency Services Program. The overall Army Fire Program covers fire prevention, protection and suppression for structural, aircraft, and urban-interface wild land fires, HAZMAT/CBRNE response, technical rescues, and other first response rescue incidents. Each installation is responsible for submitting fire incident reports to the National Fire Incident Reporting System which captures vital statistics at the Component level. The Program Manager is also responsible with oversight of new and existing construction projects to insure fire and life safety code

complies with Unified Facility Construction Code requirements. The PM also develops the Program Objective Memorandum submissions using the primary information from the Installation Status Report.

(2) **Website:** <http://www.acsim.army.mil/installationservices/logistics.htm>

**(3) Leader Checklist.**

- Ensure Fire and Emergency Services Divisions conduct a Risk Assessment. The results will give a dashboard assessment against the DoDI 6055.06 requirements.
- Conduct a yearly internal Organizational Readiness Inspection. The score will indicate where the shortfalls are in the fire department.
- Ensure there are internal written fire department general operating procedures covering all areas of operations.

**(4) Tips for success.**

- Ensure Fire and Emergency Services Divisions are operating within the DODI 6055.06 and AR420-1, Army Facilities Management, 28 March 2009, Chapter 25.
- Maintain a quality maintenance and repair program for firefighting equipment.
- Ensure ISR reporting information is captured accurately.

**j. Logistics - Laundry and Dry Cleaning (L&DC) Program.**

(1) L&DC services directly support global operations and Soldier readiness by cleaning Organizational Clothing and Individual Equipment, clothing of deployed and detained Soldiers, Dining Facilities and Troop Issue Subsistence Activities linens, chaplain's robes, ceremonial flags/uniforms, and special equipment used for extreme weather conditions. The L&DC Program annually funds over 38M organizational clothing and equipment items that provide L&DC services to support Active Duty, Army Reserve, and National Guard Soldiers.

(2) Ninety-three percent (93%) of the L&DC Program is contract based, so the critical requirement must be funded to adequately cover annual contractual obligations. The POM FY12-17 Requirements Validation Team validated the May 2009 legal opinion and ACSIM Policy memorandum directing revenues from the over the counter L&DC sales to be deposited into the US Treasury. Government Owned Government Operated (GOGOs) are no longer able to use revenues to offset operating costs. The end result is a shortfall of \$2M annually. Beginning in FY12, the House Armed Services Committee expects the Army to budget in BOS for this requirement.

(3) Website: <http://www.acsim.army.mil/installationservices/logistics.htm>

**(4) Tips for Success.**

- Annual reporting for L&DC facilities is vital as we are all key players in the Requirements Generation Process. It is up to all of us to make this process work together.
- Attend annual ISR L&DC review.
- Conduct internal ISR After Action Review with respective L&DC IMCOM, USAR, and NGB program managers.
- Attend II PEG POM prep sessions to receive guidance needed for the annual POM requirements build.

**k. Logistics - Civilian Inmate Labor (CILP) Program.**

(1) Currently, there are eight CILP locations that provide labor to Army installations to accomplish tasks that would not otherwise be possible under current manning and funding constraints. Inmates are not DA employees and are not to be regarded as such. The CILP is an effective and proven program that provides significant cost avoidance for the Army, while offering minimum security inmates an opportunity to develop and improve meaningful work areas. Services rendered can provide practical application of skills learned in the correctional facility's apprentice programs. Army policy requires inmates be restricted to designated work areas to preclude fraternization between inmates and civilians, Soldiers and/or Family members to ensure their safety/welfare at all times.

**CILP LOCATIONS**

- 1.) Fort Bliss, TX
- 2.) Carlyle Lakes, IL
- 3.) Fort Hamilton, NY
- 4.) Fort Leavenworth, KS
- 5.) Fort Lee, VA
- 6.) Fort Dix, NJ
- 7.) Camp Atterbury, IN
- 8.) Camp Parks, CA

**STATUS**

- Active Duty
- Army Reserve (JB McGuire, Dix, Lakehurst)
- National Guard
- National Guard

(2) Website: <http://www.acsim.army.mil/installationservices/logistics.htm>

**(3) Things to Check - Civilian Inmate Labor Program Requirements.**

- Signed MOA – Between installation and State/Federal correctional facility.
- Signed MOI.

- Signed Legal Review.
- Note: Command of Army installations is exercised by the Senior Commander, which is the Commanding General (CG). For anyone else to have the authority to be the signatory he/she must have Delegation of Authority Orders from the respective CG.

## **I. Army Environmental Division.**

(1) Strategy for the Environment. Environmental legislation and regulations have increased rapidly over the past 50 years, and installations are under pressure to accommodate new missions on sensitive and fragile lands. To meet all of these challenges, the Army's Environmental Program initiated significant protective changes to natural resources management while supporting mission needs. The Army is developing more cost-effective policies and processes, and strengthening community partnerships. In addition, the Army advocates sustainable practices throughout all operational units, organizations, personnel suppliers, support contractors, and partners, while meeting test, training, and mission requirements.

(2) Transform Business Process Architecture. OACSIM is developing the Headquarters, Army Environmental System (HQAES). This is an IT modernization project to replace all environmental legacy data systems. HQAES is focused on an end-to-end environmental business management solution for environmental programs and projects. Army, Commands, Installations and service providers will use it for environmental program management, program execution and project execution tracking. HQAES will be the system of record that provides information to prepare the Defense Environmental Programs Annual Report to Congress, and to prepare semi-annual reports for DoD management reviews.

(3) Website: For more information, visit the Installation Services Directorate, Army Environmental Division's page on the OACSIM website.  
<http://www.acsim.army.mil/index.htm>

### **(4) Things to Check.**

- Commanders will allocate resources for effective use and reduce adverse environmental impacts.
- Leaders at all level appraise environmental considerations while planning mission to prevent operational delays.
- Strengthen community partnerships.

#### **(5) Tips for Success.**

- Focus compliance with environmental laws to ensure safety and health for Soldiers and Families, and access to land for mission purposes.
- Operationalize sustainable practices and net zero initiatives.
- Build good relationships with communities and environmental regulators.

#### **m. Soldier and Family Readiness Division- Army Community Covenant.**

(1) The Community Covenant program is designed to foster and sustain effective state and community partnerships to improve the quality of life for Soldiers and their Families - Active, Guard, and Reserve. It is a platform to build a grassroots, local support network for Service Members their Families and a symbolic commitment to celebrate community support and inspire further efforts. While the Community Covenant is an Army program, community efforts support all Service Members, Veterans and their Families regardless of the uniform they wear. Through the Community Covenant local leaders from government, non-profit organizations, social services, faith-based organizations, emergency management, Veteran service organizations, education, law enforcement, behavioral health and private citizens come together to form a local community support network for Service Members, Veterans and their Families. The network implements local solutions to challenges facing local Military Families. The Community Covenant signing ceremony is a community's public commitment to build partnerships and form networks that support the strength, resilience, and readiness of Soldiers and their Families. Since the program's inception in April 2008 over 700 signing ceremonies occurred in 50 states, three territories, and the District of Columbia. The Community Covenant complements the First Lady's Joining Forces initiative.

(2) **Weblink:** [www.army.mil/community](http://www.army.mil/community)

#### **(3) Things to Check.**

- Upon assuming command, Commanders and appropriate staff revisit local Community Covenant efforts, review outcomes, and reenergize as needed to inspire support for Service Members, Veterans, and their Families.
- After an internal review, Commanders and staff reach out to local communities to discuss the Community Covenant and inspire implementation and redirection where appropriate.

#### **(4) Tips for Success.**

- The Community Covenant is more than a public signing ceremony or an awareness campaign; it is a promise of specific support from the civilian

community to their military population. While the promise is not binding, it establishes the intent of the community and their way ahead to meet the needs of local military based on community capabilities.

- Ideally, Community Covenant signing ceremonies are community hosted, organized, and funded. These ceremonies may be held at a variety of venues from an office setting to a large community event. While ceremonies are intended to be community hosted/organized, military leaders are encouraged to advise/consult local community leaders on Community Covenant implementation.
- The Community Covenant commitment provides tremendous support for Service Members, Veterans and their Families. The Covenant intent is to unite local organizations, groups and individuals to support Service Members, Veterans and their Families. It is not meant to further Army organizational goals or initiatives.

#### **n. Soldier and Family Readiness Division- Army Family Covenant/Holistic Review/ACS Transformation.**

**(1) Army Family Covenant.** The Army unveiled the Army Family Covenant (AFC) in October 2007, institutionalizing a commitment (not a program) to provide Soldiers and Families a quality of life commensurate with their quality of service. To demonstrate the Army's commitment, AFC signing ceremonies were conducted at installations world-wide affirming the partnership between the Army and its Soldiers and Families.

**(2) Holistic Review.** In support of the Army's Campaign Plan for Health Promotion, Risk Reduction, and Suicide Prevention, the Vice Chief of Staff of the Army tasked OACSIM to "assess Soldier and Family programs and develop recommendations that address the entire spectrum of Deployment Cycle support activities and related Soldier/Family programs." In 2009-2010, OACSIM led a holistic review of AFC programs and services that addressed the entire ARFORGEN cycle. Several recommendations resulted from this review to include Army Community Service (ACS) Transformation.

**(3) ACS Transformation.** The goal of ACS Transformation is to make ACS the installation's key information synchronizer. Transformation addresses the issue of having too much or little information about available services and the difficulty navigating the support system. The desired outcome is to provide Soldiers, Families, and units the right service, at the right time, in the right place.

#### **(4) Things to Check.**

- Commanders will sign the AFC IAW guidance from the CSA.

- An AFC template is available on the Marketing Campaign website MWR Brand Central <http://www.mwrbrandcentral.com/>

#### **(5) Tips for Success.**

- Emphasize the Army's commitment to providing Soldiers and Families a quality of life commensurate with their service and sacrifice to the Nation
- Identify and respond to Soldier and Family well-being and resilience issues.
- Become acquainted with your ACS Director, their support personnel, and the services and programs provided. Invite them to provide unit training.

### **25.3. Resources Directorate (RD).**

a. The Resource Directorate (RD) mission is to acquire and defend the necessary resources for Installation services and programs and Infrastructure to support Soldiers, Families and Civilians. We develop the Installation portion of the Program Objective Memorandum (POM) and the Budget Estimate Submission (BES) for all Components (Active, Guard, Reserve) and Commands, such as IMCOM and AMC. We focus on meeting data submission timelines and critically reviewing and validating the requirements and funding streams to ensure they are properly aligned and fiscally responsible in support of the mission.

b. The core RD functions are analyzing and validating Installations Program Evaluation Group (II PEG) program requirements; providing baseline requirements for BOS at POM start; building the POM and defending the budget; supporting emergent Installation Management (IM) requirements in the year of execution and drafting guidance to address expenditure of resources for the IM Community. The directorate is completely linked internally to the divisions and with the other OACSIM directorates along with the Army Staff, OSD, and the Secretariat. The foci of the Directorate:

- Improve accuracy of Installations PEG requirements in order to build a credible POM and Budget that is executable in the year of execution.
- Effectively prepare and execute POM
- Set Installations PEG strategy
- Build Services modeled requirements baseline
- Review and validate ~ \$25B to \$30B annual II PEG Program
- Define Army energy resource requirements and validate requirements in POM.
- Implement guidance on Energy Savings Initiative.
- Establish a comprehensive financial compliance capability.
- Provide adequate resources for Army installation services and programs to support Soldiers, Families and Civilians.

- Expand the directorates' internal and external influence on installation strategy, structure and resource decisions.
- Establish an integrated financial compliance capability.
- Build a high performing Resource Directorate Team

### c. Division Overview.

**(1) Program Integration Division (RDI):** The Program Integration Division has the primary responsibility for planning, programming and budgeting the Army's program for the Installation Community, including all components, worldwide. RDI performs this mission as the manager of the II PEG. The Co-chairs of the II PEG are the Assistant Secretary of the Army for Installations, Energy, and Environment and the Assistant Chief of Staff for Installation Management. As the II PEG Manager, RDI; validates MDEP requirements; builds the POM; maintains the II PEG data base; influences and responds to HQDA guidance; participates in the Justification Book development for the President's Budget; and explains and defends resources to OSD/OMB/Congress. RDI is responsible to develop credible installation requirements for POM; attain sufficient funding for critical requirements; protect Installation Services and Programs in support of Soldiers and Families. Major initiatives for RDI include: improving the II PEG's ability to plan analyze and validate requirements and improve communications and customer support with the Total Army, providing resource oversight of senior leadership initiatives including: Joint Basing, AMC Special Installations, DOL transfer and Kwajalein. The major challenge and opportunity for RDI is to balance requirements growth in a zero/negative net sum gain environment. Programming in an era of fundamentally changed fiscal environment will require improved resource distribution balance and programmatic integration among Army components and effectively influence recommendations affecting the II PEG equities.

**(2) Requirements Modeling Division:** OACSIM Requirements Modeling Division (RDR) is the "think tank" for the Resource Directorate and responsible for modeling credible resource requirements for installation infrastructure and services. The Army uses models to determine most resource requirements because they establish "should" costs, are auditable and the vetting of the model processes eases the defense of the results. Key resource requirements models include: Facilities Sustainment Model (FSM), Installation Status Report – Infrastructure (ISR-I), Facilities Modernization Model (FMM), Real Property Planning and Analysis System (RPLANS) and Base Operations Support (BOS) Requirements Model (BRM). RDR is responsible for building and operating Army models; assisting OSD in building models; gathering and validating input data; ensuring proper model operations; producing outputs of baseline requirements; and assisting MDEP managers and the RD Program Integration Division in requirements validation.

**(3) Financial Management Division (RDF).** The Financial Management Division (RDF) administers the Managers' Internal Controls Program (MIC) for OACSIM; performs audit liaison for OACSIM; reviews stationing actions from the resource perspective; conducts Lean Six Sigma (LSS) Resources review for OACSIM's projects, performs as the liaison with ASA (FM&C) on cost related issues such as code structure and systems issues, such as GFEBs and is the Program Manager for the Senior Leadership-Resources Review Digital Dashboard. RDF's goals are: to establish a comprehensive financial compliance capability; track funds execution for the II PEG to aid in the Senior Leaders decision making-process; improve transparency and integration of requirements on stationing actions reviews process; enhance OACSIM's MIC Program; continue to improve OACSIM's CFO Act oversight; and continue to improve OACSIM's Audits tracking process. RDF is currently working to enhance the Resources Review Digital Dashboard development and deployment; and continuing on improving the "Cost Estimate" tracking sheet to account for stationing actions financial implications. The Financial Management division is also responsible for coordination with the ASA (FM&C) and support OD and IS in preparing for Financial Statements Audit.

**d. Things to Check.**

- Understand the Programming descriptions and functional purpose of the MDEP which support your garrison operations. The narratives of the MDEPs are intended to be in the form of mission and purpose statements and are used to be the building block at HQDA to make programmatic priorities and decisions. Manpower and dollar guidance is provided to your garrison in your Funding Letter and guidance reflecting the HQDA and HQ IMCOM priorities. MDEPs are listed and described in AR 37-100-XX.
- Understand how the information provided in your Installation Status Report, the ASIP, and in your Real Property records provide data to the models at HQDA which are used to inform Requirements and requests for funding. (See attached Briefing Investing in Installations: Your Data Matters)
- Know the organizations you support on your garrison and how you are funded to support them. Most will be direct customers; others should pay for support you may be providing. Have an active support agreements program to ensure you are collecting payments for services when you are entitled to. Facilities are the most visible support you provide, but there may be impacts in other services as well.
- Know proposed stationing actions that are planned to take place on your garrison. Tenant Parent Commands may be planning organization changes that may have an impact on the support you need to provide. These actions

may be planned to take effect before you have established funding for requirements change.

**e. What do leaders need to check to ensure they are doing the right things, doing things right, and determine what they are missing?**

- Presence means everything. Execute an ISR inspection with one of your employees to ensure they are being done correctly. (Doing things right)
- Check data in Real Property Inventory, ASIP, and ISR. Make sure they are accurate. Data is important and do impact how you are funded. Check submissions and have periodic updates. (Report the right things)
- Conduct Installation Planning Boards to ensure you and your tenants are presenting and anticipating current and projected requirements. This is time to address not only facility requirements, but other support needs, as well. (Doing the right things and determining what is missing.)
- Review support agreements to ensure they are up to date and payment is made and recorded properly. (Doing things Right.)
- Check to make sure you are properly recording where you obligate your funds. Your execution records do feed systems and models which impact on your funding.(Doing the Right things)
- Check Energy savings programs to ensure you are reducing costs.(Doing things Right)

**f. Tips for Success.**

- State your requirements clearly and honestly.
- Be actively involved with data that feed the models which impact you're funding. Your data are important.
- Ask the question about how changes now and in the future will be funded, do not assume that if it is a directed or coordinated action that it will be funded or sustained.

**25.4. Information and Technology (IT) Directorate.** The mission of the IT Directorate is to deliver Information Technology (IT) strategy and integrated Information Management (IM) capabilities for installations that support the full spectrum of requirements for an Expeditionary Army in an era of persistent conflict. The core Information and Technology Directorate functions are:

- Strategy & Policy
- Technology & Initiatives
- Enterprise Architecture (EA)
- Portfolio Management (PfM)
- Capital Planning and Investment Management (CPIM)

- Knowledge Management (KM)
- Cyber Security/Information Assurance (IA)
- Customer Relationship Management (CRM)
- Enterprise Governance
- Performance Management
- IT Acquisition / Procurement
- IT Training

#### **a. Division Overview.**

**(1) Enterprise Integration Division (EID):** The mission of the Enterprise Integration Division is to provide Integrated Enterprise Management approach where Enterprise Architecture (EA), Portfolio Management (PfM) and Capital Planning and Investment Management (CPIM) function dynamically to sustain organization business process, linked directly with the organizations financial, performance measurement and program management processes. In support of the Army Installations Energy and Environment (IE&E) Domain, the Enterprise Integration Division provides advice concerning IT investments, problems and impacts of potential resource adjustments using an integrated enterprise management EA, PfM and CPIM process. Major initiatives for EID include: Installation Management Business Model (IMBM), Business Capability Life-Cycle Alignment for I&E Domain IT investments, Net-Centric Data Architecture, Business Process Reengineering Support, Army Data Center Consolidation (ADCCP) PfM support and Portfolio Rationalization.

**(2) Strategy and Policy Division (SPD):** The mission of the Strategy and Policy Division is to develop and promulgate installation management IT strategy and policy, perform IT strategic planning, perform oversight and assessment of IT processes and operations to include Knowledge Management (KM), Cyber Security & Information Assurance (IA), emerging technologies evaluation and integration, OACSIM systems administration and OACSIM community Website management and oversight to include social media coordination and facilitation. As the single integration point for technical solutions development, the Strategy and Policy Division is responsible for the assessment and integration of information technology which supports the Installation Management Strategic Business Objectives. The Cyber Security & IA efforts are focused on establishing a unified approach for ensuring appropriate levels of confidentiality, integrity, authentications, non-repudiation, and availability for the Installation Management Community by developing Cyber Security/Information Assurance strategy, policy and executing the Command Cyber Security/Information Assurance Program. The Divisions KM efforts include: developing and implementing a knowledge management strategy, identifying and developing various techniques to facilitate knowledge creation, storage, retrieval, sharing and transfer, throughout the organization. Major initiatives for SPD include: Enterprise Email, Army Data Center Consolidation (ADCCP), integrating smart devices into business process (i.e ACSIM/CG

IMCOM iPad Readbag), HQDA server consolidation, OACSIM Website update, VTC Support, IT Services Support (Good Enough IT - GEIT) and DoD Ultra High-Speed Broadband.

**(3) Governance Division (GOV):** The mission of the Governance Division is to provide Information Technology (IT) Governance support for the Army Installation Management Community and the Installations Energy and Environment (IE&E) Domain and the Service and Infrastructure Core Enterprise (SICE). The Governance Division is responsible for overseeing the execution of “decision-enabling” IT Governance boards; measuring performance via metrics; managing customer relationships and needs via surveys and requirements tracking tools; and providing timely and cost effective contracts via acquisition oversight. Major initiatives for ITG include: IE&E Domain Governance, IT Strategy Council of Colonels (ITS CoC) and IT Strategic Sourcing.

#### **b. Things to Check.**

- Execution of Operations and Maintenance (O&M) and Research, Development Test and Evaluation (RDTE) funding to prevent Anti-Deficiency Act (ADA) violations.
- Ensure IT investments align with strategic business capabilities in the Business Enterprise Architecture (BEA) as required by the Clinger-Cohen Act, and support Office of Management and Budget (OMB) and Government Accountability Office (GAO) policies.
- Ensure IT investment compliance requirements are met.
- Understand Army IT policy and strategy and impact on IM Community.
- Understand the IE&E Domain and IM Community IT governance framework.
- Check the Army’s IT portfolio for existing capabilities. Leverage existing IT capabilities before acquiring new IT capabilities (hardware, software, and support services).
- Ensure requirements for IT capabilities are designed to support the organization’s mission and business needs.
- Reduce redundant capabilities, ensure efficient execution of funding requirements, validation of investment compliance with Army business rules, consolidate investment purchases in alignment with PM CHES, Enterprise License Agreements, and the Information Technology Enterprise Solutions Contracts (ITES).

#### **d. Tips for Success.**

- Submit funding requirements for development and modernization 6 months prior to investment scheduled for investment reviews by OSD.
- Ensure investment records are updated quarterly in the Army’s portfolio registry (Army Portfolio Management Solution (APMS) System).

- Ensure all IT expenditures meet APMS entry criteria are vetted and approved by the appropriate Domain lead before acquiring.
- Understand Army Campaign Plan, IM Campaign Plan, and Army CIO/G6 Strategic Plan to understand what IT means to the installation management mission and how it used as a business enabler.
- Senior leadership involvement is key for IT efficiency and effectiveness efforts (e.g., governance).

## **22.5. Operations Directorate (OD).**

a. The Operations Directorate oversees the development and coordination of program requirements, strategy and policies pertaining to facilities and military construction that support Army objectives and improve the quality of life for Soldiers, Civilians and their Families. While divided into 4 divisions, the directorate is completely linked internally to the divisions and with the other OACSIM directorates along with the Army staff, OSD, and the Secretariat. The foci of the Directorate:

- Full participant in Development, size and stationing of Army 2020
- Implement BRAC and Legacy BRAC
- Program and Execute the POM
- Over see Army Facilities and the Energy Program
- Manage the Army's Real Property

Internally to the directorate the divisions work in a building block format that begins with a series of data bases and results in the proper stationing of forces for Army 2020. The data bases, some managed by the directorate are constantly evolving and require due diligence to ensure they provide the garrison (and other users) usable data. Managed correctly with proper entry of data, the databases can use accurate population (ASIP) with correct facility status (ISR) to determine if additional facilities (MILCON) are needed which supports a cost benefit approach to stationing analysis and ensures these facilities are the most energy efficient and meet all EPA standards.

### **b. Operations Directorate Division Overview.**

**(1) Operations.** The Operations Division is responsible for executing current operations as they apply to OACSIM and Real Property Management. The data bases used to support Real Property management include but are not limited to ASIP, RPLANS and ISR. It all begins with Real property.

**(a) Real Property** is Land and improvements to land, buildings, structures, linear structures and utilities. It includes equipment built into the facility as an integral part of the facility (such as central heating systems, elevators) but does not include personal property. Personal Property is anything that is not real property. An accurate

real property inventory drives facility requirements. It provides a garrison correct Sustainment, Restoration and Modernization funds and identifies needs for MILCON to makeup for identified real property shortages. It also defines reimbursable funding from tenants and is the basis for RPLANS, and the ISR. *Accurate real property is essential for garrison success.*

**(b) Army Stationing and Installation Plan (ASIP)** tells how many and what type of personnel occupy your installation. It provides installation population to all other OACSIM systems, is the basis for developing Base Operations Services (BOS), and can support the need for Military Construction (MILCON) requirements. Updated annually it provides not only accurate planning data for the garrison but is also used in the stationing analysis process for Army 2020.

**(c) Real Property Planning and Analysis System (RPLANS)** identifies facility requirements and unit footprint needed to support population for the current year and six out-years. RPLANS ensures assets are accurate with the correct category codes which allow identification of new facilities; barracks and housing needs analysis, and support to MILCON and SRM allocations.

**(d) Installation Status Report (ISR)** ISR is critical in the decision making process as we determine whether or not to spend Operation and Maintenance, Army (OMA) funds to renovate a facility. Repair to replace ratios along with correct ISR status help justify expenditure of the funds and commanders attention to this is critical to installation success.

**(2) Construction Division.** OACSIM Construction Division (ODC) has primary responsibility for planning, programming and executing the Army's Active Component Military Construction budget. ODC also has responsibility for integrating Army Family Housing and the Reserve Component (Guard and Reserve) Construction requirements into the annual budget. The following are several key areas integral to the construction and military construction budget process

**a. Military Construction.** Title 10 United States Code 2801 authorizes Military Construction. Chapter 4 of Army Regulation 420-1 further defines and implements it. Military Construction encompasses the Active Component, Reserve Components (Guard and Reserve), Army Family Housing Construction, Army Family Housing Operations and the Unspecified Minor Military Construction Programs of the Active and Reserve Components. Successful Military Construction projects require detailed planning and strict adherence to AR 420-1 and National Environmental Policy Act (NEPA) requirements. Equally important is: justification of need (business case); site location; site approval; environmental/unexploded ordnance cleanup costs; utility/road infrastructure and Other Procurement, Army (OPA) and Operation and Maintenance, Army (OMA) funds for mission specific requirements.

**b. Department of Defense (DD) Form 1391.** Military Construction projects submitted for consideration in the budget and program years (BY and PY) of the budget cycle **MUST HAVE** complete DD1391 documentation. Department of the Army Pamphlet 420-1-2 (dated 2 Apr 2009) provides detailed instruction for completing DD1391 forms (including their "back" tab documentation). The OACSIM currently funds planning charrettes (PCs) for MILCON projects in the Future Years Defense Program (FYDP), typically the PY plus one or two years. Note, MEDCOM and G3 Training office funds medical projects and range projects respectively. OACSIM will send a team to perform a planning charrette only if a site location within an approved Real Property Master Plan (or an IMCOM Regional Director approved site plan if no approved Master Plan is available) and a summary of alternatives (indicating a MILCON project is a feasible alternative) is available. A PC will provide complete DD1391 documentation. Installations must provide other internal controls such as garrison commander's signature, and other installation signatures. Installations must follow standard designs or request a waiver. Obtain a waiver as early as possible during project development to reduce impact to cost and delays of the project.

**c. Planning and Programming.** Planning and programming for a Military Construction project normally takes a minimum of five years from identifying the requirement to actually completing construction. OACSIM send out a data call each fall to the Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting units (DRU) and the Reserve Components (RC) requesting their priorities and projects for the upcoming program year (current year plus two). Those priorities and projects will then feed into the Military Construction (MILCON) Integrated Programming Team (IPT) for consolidation and prioritization. Commands, DRU and RC's have an opportunity early in January/February to explain/defend their priorities and projects to the MILCON IPT to further assist in the prioritization process. Upon completion of the prioritization process the MILCON IPT delivers their recommendation for the MILCON Program to the Army's Senior Leaders at the Senior Stationing Review Group (SSRG). Once approved by the Senior Leadership, the Program is delivered in early February of the following year to the Office of Management and Budget (OMB) the following year as the President's Budget Submission. Projects are then generally authorized and appropriated early in the year of execution.

**d. The Army's Military Construction Program 1-N Project List.** The Military Construction Program is carefully balanced and synchronized to support approved Army priorities, statutory law, and key stationing decisions. Active and Reserve Components' validated and prioritized construction projects assist in the development of a MILCON 1-N list. The MILCON 1-N process facilitates programming and budget decisions and is co-chaired by the Army's G-3/5/7 and OACSIM. Additional voting members are the ASA (FM&C), DASA (I&H), G-1, G-2, G-3/5/7 (DAMO-FM), G-4, CIO/G6, G8 (PAE), ACSIM RD, ARNG, and USAR. Scoring criteria used by the MILCON IPT generally follows Senior Leader and Command priorities. The MILCON 1-N team validates additional projects by looking at Quality, Quantity, and Functionality

ratings within RPLANS and against mission requirement and urgency. After the team ranks and validates, the Army MILCON 1-N list is used to establish order of projects within available funding. Validated projects that cannot be accommodated due to available funding, will continue to follow the original order throughout the following years of the budget cycle.

**(3) Facilities.** The Facilities Policy Division is the proponent of AR 420-1 designed to be a single source for Directorate of Public Works (DPW) policy. The division executes the Army Facilities Standardized Program, Army Energy & Water Reporting System (AEWRS), approval for all OMA projects and other Facility Engineering programs. These programs include Dams, Bridges, Pavements, Installation Technology Transition Program, Job Order Contracting, Energy Conservation Investment Program, Energy Savings Performance Contracts, Water, Waste Water, Solid Waste Disposal, Corrosion, handicapped accessibility program, and other public works initiatives.

**(a) AEWRS** is the Army's automated energy management system that collects utility cost and consumption for electricity, heating fuels and water data for active Army, Reserve and National Guard installations to fulfill the DOD and Congressional energy performance requirements set in Energy Policy Act of 2005, Energy Independence and Security Act of 2007, and Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management. AEWRS supports DOD and Congressional energy reporting requirements. It also provides management and analysis data to Installations, Commands, Regions and HQDA managers. Energy Managers at all installations have AEWRS accounts and are required to record, track status of energy generation and use, review performance on mandated consumption goals and ensure installation data is correct. This is a commanders program as OSD; OMB & Congress use the data reported from AEWRS to monitor Army and installation progress towards energy and water conservation performance goals established by Law. With AEWRS, Garrisons can track utilities use by category and AEWRS is the repository for energy project data and reporting on alternative financing and renewable energy projects.

#### **(b) Facility Standardization.**

1. "Standardization" of Army facilities across all installations ensures our facilities serve the specific needs of the Army, meet the mandatory requirements established by functional proponents, and allows application of best practices learned in the repetitive use of proven designs and construction practices. Standardization allows specific guidance to be developed for the consistent use of approved criteria through cost-effective MILCON and SRM solutions. Ultimately, standardization achieves a higher degree of sustainability, reliability, and efficiency in all of our facilities.

2. The overall objective of the Army Facilities Standardization Program is to provide quality facilities that consistently include the fundamental features, components, and criteria required by the Army for real property of the same facilities type. All new facilities construction or those undergoing major renovations will be accomplished in compliance with Army Standards and Standard Designs to achieve savings and benefits in planning, programming, design, construction, operation and maintenance of Army facilities.

3. An Army Standard defines the immutable, unchanging, required facility elements and criteria that define the fundamental purpose, capability, and function of a facility's design and construction. Army Standards specify a facility's key components, features, capacities, and characteristics that must be included in the design and construction and/or major renovation of all facilities of the same type regardless of location, available funding, command preferences, or installation mission.

4. Standard Designs are developed by the US Army Corps of Engineers and are under the purview of the USACE Centers of Standardization (COS). The COS ensures the specific needs, criteria, and functionality required by the Army Standard for a specific facility type is consistently provided and the judicious application of sound engineering principals in the design process. Standard Design are drawings and/or written criteria that delineate space allocations, functional layouts, and basic configuration of a facility that must be used in developing design and construction drawings for a specific project. They include the mandatory criteria that must be included when adapting the design to specific sites. Standard Design must be followed for the design, construction, or major renovation of all similar facilities but are developed to allow limited flexibility to meet the needs of local conditions.

**(4) Base Realignment and Closure (BRAC) Division.** The BRAC division supervises the congressionally mandated Base Realignment and Closure efforts. As BRAC 2005, closes, the division is undergoing a massive changeover to a new organization. However it continues to have a role in BRAC, BRAC 2005 and Non-BRAC site caretaker and conveyance roles.

**(a) Caretaker.** The caretaker role is provided by a minimum number of personnel at 'non-needed' army facilities. They provide maintenance levels for facilities & utilities necessary to preserve life, safety and health and preclude significant facility degradation. IMCOM has elected to designate garrison commanders to perform installation C2 and real property management at caretaker sites. These same garrisons provide base operations support to the Caretaker personnel. Caretaker continues until property conveyance is complete.

**(b) Conveyance.** Conveyance is the Army's goal is to dispose of all surplus property as promptly as possible to reduce caretaker costs and expedite property redevelopment. Often times these sites include environmental cleanup

activities and the caretaker staff also works with governmental representatives and real estate offices to answer RFIs and speed transfer of the property.

**(5) Plans.** The Plans Division integrates and synchronizes strategic stationing, Joint Basing and Master planning activities in support of the Army Campaign Plan and provides SME expertise in other Senior Leader decision making forums.

**(a) Army Regulation 5-10** describes policies and procedures for Army stationing process with the goal being the lowest cost consistent with mission accomplishment. The garrison role is to receive the packet and analyze it to ensure one time and significant year of execution costs are accurate and most importantly ensure all facility and funding issues are addressed. Invariably these packets are time compressed and often do not have SRM or MILCON Bill payers identified. It is imperative garrisons analyze and account for all related costs and ensure there is a plan to pay for these costs before recommending approval on the stationing packets.

**(b) Army Installation Stationing 2020** is an emerging concept that envisions the Installation Management Community as an enabling factor. The goal remains the same to station the Army at the best facilities to meet the commander's needs. The manner or way we do this will change as we feel the effects of reduced resources. In short rather than creating new (MILCON) we will improve existing facilities (predominately using SRM) and demolish/ moth ball not need facilities to reduce overall funding requirements for facility upkeep.

### **c. Things to Check.**

- Understand space allocation and work ICW Senior Commander to ensure tenant units are not expanding to fill space.
- Develop a process to assess facilities and if not needed program funding to demolish or mothball same facilities – *do not allow it to be occupied again.*
- DD FORM 1391s. Do not copy and paste from previous documents as too often errors cause the approval process to slow down.
- Train inspectors to ensure accurate ISR ratings are done to facilities.
- As you develop projects to use SRM dollars to renovate facilities, verify ISR data is correct and analyze Repair to Replace (R/R) ratios to ensure your repair plan makes sense. If they seem to not make sense, provide explanatory data in the repair request.
- Presence means everything. Execute an ISR inspection with one of your employees to ensure they are being done correctly. (doing things right)
- Conduct Real Property planning boards. Ask for SC attendance. It is the only way to get tenant desires known and prioritized (doing the right things)

- Energy Conversation is the wave of the future. Good ideas exist. Need to determine who has them in your organization and work to energize these ideas into actions. (What are they missing?)

**d. Tips for Success.**

- Understand and comply with the MILCON construction priorities as stated in the Facility Investment Strategy.
- Databases matter because they are the way for all to peer into your organization as they assess your needs and desires.
- Understand RPLANS and real property and how to adjust as they directly impact on the allocation of SRM.
- Understand how ASIP is developed/ changed as correct data ensures accurate BASEOPS allocation.
- If identified, understand the role with respect to Caretaker responsibilities.

# ANNEX A

## Commander's Critical Information Requirements (CCIR/SIR)

### A.1. References.

- a. AR 190-45, Law Enforcement Reporting, 30 March 2007.
- b. IMCOM Regulation 190-1, Serious Incident Reporting, 1 April 2009 found at <https://www.us.army.mil/suite/doc/12451407> .

**A.2. Commander's Critical Information Reporting (CCIR).** A CCIR is defined as an event that has been listed by the Commander on his CCIR list (CG IMCOM CCIR dated 210630Z Jun 2010). Each Commander may retain the previous CG's list, modify it or develop a new CCIR list. CCIRs may be also tied to a specific event and or time period. A CCIR event is significant enough that the CG wants it reported expeditiously to the HQ IMCOM Operations Center.

a. CCIR usually is an event that meets one of the following criteria:

- (1) Meets Department of the Army criteria for a Serious Incident Report (SIR).
- (2) It is any incident requiring an SIR.
- (3) Safety incidents (resulting in damage to equipment or injury to personnel).
- (4) Any act or incident that the Chief of Operations feels requires IMCOM visibility.

b. The event may be later classified at the Regional level IAW CCIR, as an Operational Report (OPREP). Initial OPREP reports should include basic information (5W's) and be refined as information is clarified and the situation develops. An OPREP is reported to the IMCOM HQ Operation Center Battle Captain or Chief of Operations by telephonic or email means. All OPREPs that meet the CG's criteria will be e-mailed in the 5W Format in accordance with IMCOM 190-1 and the approved distribution list(s).

**c. When in doubt – report the following:**

<b>1. Region/Installation:</b>	<b>5. When:</b>
<b>2. What:</b>	<b>6. Army Watch Notified:</b>
<b>3. Who:</b>	<b>7. Summary:</b>
<b>4. Where:</b>	

d. The CCIRs are sent using the Executive Summary (EXSUM) format below (Blackberry readable) IAW IMCOM Regulation 190-1, Para 4-1.g. to the email address: [imcomhq.ops.ctr@mail.mil](mailto:imcomhq.ops.ctr@mail.mil). Telephone numbers to the HQ IMCOM EOC are: 210-466-0143 (Nonsecure), 210-428-9091 (Duty Officer Blackberry), and 210-466-0052 (Secure STE).

**A.3. Serious Incident Report (SIR).** The IMCOM Regulation 190-1, Serious Incidence Reports, provides procedural guidance for the SIR processes from IMCOM Garrisons and Regions to HQ, IMCOM. It also outlines issues and incidents that GCs or GMs and Region Directors must provide the HQ IMCOM Command Group. The AR 190-45 (Law Enforcement Reporting), paragraphs 8-2 thru 8-4, specifies three categories of reportable items. AR 190-45 can be accessed at this link: [http://www.apd.army.mil/pdffiles/r190\\_45.pdf](http://www.apd.army.mil/pdffiles/r190_45.pdf)

## **ANNEX B**

### **IMCOM Command Policies**

The following HQ IMCOM Command Policies are available for review on the HQ IMCOM Enterprise Publishing Portal at this link:

<https://www.us.army.mil/suite/page/580767>

Command Policy #1 – Open Door Policy

Command Policy #2 – Equal Employment Opportunity (EEO)

Command Policy #3 – Prevention of Sexual Harassment (POSH) DA Civilians

Command Policy #4 – Equal Opportunity

Command Policy #6 – Policy Against Retaliation for Engaging in Protected Equal Employment Opportunity (EEO) Activity

Command Policy #7 – Formal Equal Opportunity (EO) Complaint Procedures

Command Policy #8 – Prevention of Workplace Violence

Command Policy #9 – Force Protection Policy

Command Policy #10 – The Right of Soldiers and Civilian Employees to Present Complaints – or Request Assistance from – the Inspector General

Command Policy #11 – Safety Policy

Command Policy #12 – Prevention of Sexual Harassment (POSH): Military Personnel

Command Policy #13 – Workforce Development: Developing the Present and Future IMCOM Workforce

Command Policy #17 – Civilian Wellness

Command Policy #19 – Civilian Education System (CES)

Command Policy #20 – Developmental Assignments



## **ANNEX C**

### **Contracting**

**C.1. General.** The Army relies heavily on contractors to support operations. The critical role of contractors requires effective contract management to assure support is received and wasteful spending is avoided. Lack of specific procedures along with poor strategic planning, inadequate staffing and inadequate data collection negatively impact the mission and the ability to accomplish your objectives.

**C.2. Authority.** Contracting authority differs from command authority. Command authority, prescribed in Title 10, US Code, Section 164, includes the authority to perform functions involving organizing and employing commands and forces, assigning tasks and designating objectives, and giving authoritative direction over all aspects of an operation; command authority does not include the ability to make binding contracts for the US Government. The authority to acquire supplies and services for the government comes from three sources: (1) the US Constitution; (2) Statutory Authority; and (3) regulatory authority from the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFAR) and Service FAR supplements. Only the Contracting Officer (KO), by virtue of their contracting warrant, has the authority to obligate the US Government on contractual matters. Any binding contract attempt made by anyone other than a Contracting Officer will result in an unauthorized commitment.

#### **C.3. Tips to Facilitate Contract Documentation Development:**

a. Provide top-level support from the beginning. Senior level management involvement assures success. Have a strategic approach. Emphasize opportunities to capture savings.

b. Know the importance of an acquisition plan.

c. Form a team composed of the right resources (Legal, Functional, PAIO, RM)

d. Start with a good contract mission statement and clearly define the scope before proceeding to implementation.

e. Assure your staff developing the Performance Work Statement (PWS), Independent Government Cost Estimate (IGCE) and Quality Assurance Surveillance Plan (QASP) is trained. (Further information regarding training requirements will be published at a later date).

f. Coordinate early with your installation contracting activity.

g. Have a project plan with milestones and monitor progress frequently.

h. Ensure legal review of PWS prior to forwarding to MICC. Performance Work Statements should include a reference to contract clauses that reflect Status of Forces Agreement (SOFA) requirements.

#### **C.4. Things to Consider After Contract Award:**

- a. Assure accountability and performance assessment.
- b. Ensure staff focus on review and update of quality assurance surveillance plans and modification of contracts if there are changes to requirements.
- c. Provide enough competent trained contract management and technical support staff to ensure experienced contract oversight.
- d. Implement the Internal Management Control Program.
- e. Train the workforce on working with contractors.
- f. Ensure use of the Wide Area Work Flow (WAWF).

#### **C.5. Key Contracting Terms:**

a. Contracting Officer (KO). Contracting Officers have authority to enter into, administer, or terminate contracts and make related determinations and findings. Contracting Officers may bind the US Government only to the extent of the authority delegated to them. Contracting Officers shall receive from the appointing authority clear instructions in writing regarding the limits of their authority. Information on the limits of the Contracting Officers' authority shall be readily available to the public and agency personnel (Federal Acquisition Regulation (FAR) 1.602-1). No contract shall be entered into unless the contracting officer ensures that all requirements of law, executive orders, regulations, and all other applicable procedures, including clearances and approvals, have been met.

b. Acquisition Plan. This documented plan addresses all technical, business management and other significant considerations that control an acquisition. It summarizes the acquisition planning deliberations and identifies milestones in the acquisition process.

c. Performance Work Statement (PWS) / Statement of Work (SOW). There are two major categories of acquisitions: supplies and services. A service contract directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply. In order to communicate what tasks the contractor is to perform, the requiring activity (your unit) must develop the PWS or SOW. If the PWS is too vague, too broad, or too generic, it can leave room

for varied interpretations in a less-than-ideal business environment. These various interpretations can lead to mission failure. Often the requiring activity (typically the unit) gives little thought to developing the PWS. Frequently the project along with a poorly written PWS with vague requirements makes its way to a Contracting Officer who knows little or nothing of the history and importance of the requirement. Every contract starts with a PWS, and PWS development is the requiring activity's responsibility. The Army Sustainment Command has published a handbook which is designed to help organizations write effective PWS/SOWs. Although this handbook is designed for use in a deployed environment, it serves as a helpful general reference and can be found at this URL: <http://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/Topical/SOWs/09-48.pdf>

d. Contracting Officer's Representative (COR)/Contracting Officer's Technical Representative (COTR). The COR/COTR is a trained qualified individual designated and authorized, in writing, by the Contracting Officer to perform specific technical or administrative functions (DFARS 201.602-2(2)). A COR/COTR must be a US Government employee (either military or Civilian) who successfully completed the required training and possess experience commensurate with the responsibilities delegated to them. A COR/COTR does not have the authority to modify the terms and conditions of any contract. Oversight and surveillance of contracts and contractors' performance are fundamental elements of acquisition. COR/COTRs ensure the contractor delivers the products and performs the services required by the contract and communicates directly with the Contracting Officer to report any problems or concerns. COR/COTRs are the eyes and ears of the Contracting Officer and must be fully acquainted with the terms and conditions of the contract to perform oversight of the contractor's performance for the Contracting Officer.

e. Quality Assurance Surveillance Plan. The Quality Assurance Surveillance Plan (QASP) is the document government personnel use to assess contractor performance. It identifies what is going to be inspected, the inspection process, and who will do the inspecting. The results of those inspections will then be used to document contractor performance. The QASP should be a "living" document and reviewed as performance warrants. It is also important to realize that the contractor, not the government, is responsible for ensuring performance meets the terms of the contract. Also, the method and degree of performance assessment may change over time depending on the level of confidence in the contractor.

f. Status of Forces Agreement (SOFA) (OCONUS). The SOFA defines the legal status of US personnel and property in the territory of another nation. The purpose of such an agreement is to set forth rights and responsibilities between the US and the host government on such matters as criminal and civil jurisdiction, the wearing of the uniform, the carrying of arms, tax and customs relief, entry and exit of personnel and property, and the resolving of damage claims. Status-of-forces agreements generally come in three forms: administrative and technical staff status under the Vienna Convention on Diplomatic Privileges (commonly referred to as "A and T" status), a

“mini” status-of-forces agreement, (often used for a short-term presence, such as an exercise) and a full-blown, permanent status-of-forces agreement. The appropriate arrangement is dependent upon the nature and duration of U.S. military activity within the host country, the maturity of the relationship with that country, and the prevailing political situation in the host nation. The SOFA may apply to contractors working for the US Army overseas.

g. Unauthorized Commitment. An agreement that is not binding solely because the US Government representative who made it lacked the authority to enter into an agreement on behalf of the US Government. (See FAR Part 1.602-3 for more details).

h. Independent Government Cost Estimate (IGCE). The IGCE is the US Government's estimate of the resources and their projected costs that a contractor would incur in the performance of a contract. It is required by the Federal Acquisition Regulation (FAR 7.105(a) (3)) Cost to “Set forth the established cost goals for the acquisition and the rationale supporting them, and discuss related cost concepts to be employed....”

#### **C.6. Key Players in Contracting:**

a. Acquisition and Sourcing Division (ASD), G8 Resource Management Directorate, HQ IMCOM. The goal of the ASD is setting enterprise-wide direction for contracting, adapting standards, facilitating compliance with standards and enhancing performance. Staff has the skills and abilities to provide guidance with the complexities of contracting. The staff will provide support through standardizing IMCOM procedures for contracting, assisting IMCOM Region Directors, Garrison Commanders and staff with developing requirements; assisting with document preparation and review; and management of the stages of contract development.

b. Mission and Installation Contracting Command (MICC). Each installation has a supporting MICC activity responsible for providing contracting support for base operations, power projection, schools and training centers, the National Training Center, the Joint Readiness Training Center, and various other tenant missions. Only the contracting officer at an installation's supporting MICC element, by virtue of their contracting warrant, has the authority to obligate the US Government on contractual matters. The MICC serves as the installation Contracting Officer.

c. Contract Support Element (CSE). The CSE mission is to provide a complete range of services to support the MICC and respective customers to foster better understanding of missions and facilitate the transfer of information that will enhance mutual trust, cooperation, and confidence. The CSE works in conjunction with the EAD to support the contracting process. The MICC, Expeditionary Contracting Command, and Contingency Contracting Command have CSE support staff.

d. The NAF Contracting Division, G9 Family and MWR Programs Directorate, IMCOM HQs. NAF Contracting Offices buy supplies and services to support morale, welfare and recreation (MWR) programs; which include fitness centers, military clubs, libraries, Child and Youth School Services (CYSS), Armed Forces Recreation Centers (AFRCs), the Army Recreation Machine Program (ARMP), camping, boating and golf courses with Nonappropriated funds. Nonappropriated funds (NAFs) are cash and other assets that are derived from sources other than Congressional appropriations, mainly by (1) locally generated MWR programs, (2) Region Directors or (3) the Army Morale, Welfare and Recreation Fund (AMWRF). The authorized and prohibited uses of NAF are governed by Army Regulation (AR) 215-1, Military Morale, Welfare and Recreation Programs and Nonappropriated Fund Instrumentalities, which instills in GCs the responsibility to perform NAF procurement in accordance with AR 215-4, NAF Contracting. KOs within NAF Contracting Offices and APF KOs are both authorized to enter into contracts payable with NAF.

**C.7. Contract Vehicles for Construction Work.** Be aware of the different types of contract vehicles available for procurement of material and services to include construction. Further information on types of contract vehicles is available at [https://www.acquisition.gov/far/05-37/html/Subpart%2016\\_5.html](https://www.acquisition.gov/far/05-37/html/Subpart%2016_5.html).

**C.8. Services and Infrastructure Enterprise Contract Management Program (SIECMP):**

a. SIECMP Fundamentals. SIECMP is IMCOM's enterprise-wide assessment for Appropriated Fund service contracts. It informs and advises the existing acquisition process and allows leaders to evaluate reliance on contracted services. Program goals are to realize greater effectiveness, efficiencies and cost savings through improved visibility into contract execution and contractor performance. Program success is dependent on senior leader involvement at each decision point. SIECMP provides trained experts, Contract Management Support Officers – CMSOs, to administer the local SIECMP program. Quarterly boards and resultant assessments provide critical information to leaders.

b. SIECMP Quarterly Contract Review Board (SQCRB). Garrisons, Regions, HQ IMCOM, and AEC conduct quarterly review boards to capture data on contract dollars spent, in-sourcing potential, and the effectiveness of the contractor in accomplishing the service. Submission of Annex B (see <https://www.us.army.mil/suite/page/604044> ) is the assessment deliverable and reflects the evaluations and recommendations of the Garrison / Region / HQ Directorate's overall acquisition programs. The IMCOM SIECMP Program Manager compiles all inputs to provide IMCOM leadership insight to strategic and enterprise sourcing opportunities and documented cost savings at the respective funding level.



## ANNEX D Staff Battle Rhythm

The HQ IMCOM Staff Battle Rhythm can be found on the HQ IMCOM SharePoint portal located at this link: <https://home.army.mil/Pages/default.aspx>

The screenshot shows a SharePoint calendar interface for the 'Installation Management Community Command Portal'. The calendar is set to a monthly view for September 2011. The interface includes a navigation menu with options like 'IME Home', 'INICOM Home', 'Directorates', 'Personal Staff', 'Special Staff', and 'Resource Center'. Below the navigation, there are 'Calendar Tools' and 'Site Actions' sections. The main content area displays a calendar grid with events listed for each day. The events include:

Day	Monday (29)	Tuesday (30)	Wednesday (31)	Thursday (1)	Friday (2)	Saturday (3)
Events	8:00 Commander's Update Brief 8:00 SICE AO Conference Call 11:00 ACP CoC	8:30 - 10:30 ACSIMMCOM Staff Call	8:00 Commander's Update Brief 13:00 1st Army MOB Sync Board	13:00 - 14:00 1st Army MOB Sync Board (S)	8:00 - 9:00 Commander's Update Brief	
Day	4	5	6	7	8	9
Events		8:00 Commander's Update Brief 8:00 SICE AO Conference Call 11:00 ACP CoC	8:30 ACSIMMCOM Staff Call 10:00 Quality of Life Meeting	8:00 Commander's Update Brief 13:00 1st Army MOB Sync Board	11:00 Train/Ready Sync 13:00 1st Army MOB Sync Board 14:00 G3 OPS Bi-Weekly Meet	8:00 - 9:00 Commander's Update Brief

# Commander's Update Brief Battle Rhythm

OCT 2011

Hispanic Heritage Month  
(15 Sep – 15 Oct 10)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Legend: IM LDR Huddle <span style="color:red">■</span> CUB <span style="color:orange">■</span> CMD GRP Sync <span style="color:green">■</span> IMCOM/ACSIM staff call <span style="color:yellow">■</span> Unscheduled Events Energy Awareness Month					
						1
2	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	3
						4
						5
						6
						7
8						8
9	COLUMBUS DAY	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	9
						10
						11
						12
						13
						14
						15
16	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC IMCOM Organization Day	16
						17
						18
						19
						20
						21
22						22
23						23
						24
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	24
						25
						26
						27
						28
30						29
						30
						31
						D-2

# Commander's Update Brief Battle Rhythm

NOV 2011

National Native American  
Indian Heritage Month

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Legend:</b> IM LDR Huddle <span style="display:inline-block; width:10px; height:10px; background-color:red; border:1px solid black;"></span> CUB <span style="display:inline-block; width:10px; height:10px; background-color:orange; border:1px solid black;"></span> CMD GRP Sync <span style="display:inline-block; width:10px; height:10px; background-color:green; border:1px solid black;"></span> IMCOM/ACSIM staff call <span style="display:inline-block; width:10px; height:10px; background-color:yellow; border:1px solid black;"></span>	Unscheduled Events Military Family Appreciation Month	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	
			1	2	3	4
6	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	<b>VETERANS DAY</b>	12
7	8	9	10	11		
13	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM Change of Command	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	19
14	15	16	17	18	18	19
20	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	<b>THANKSGIVING DAY</b>	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	26
21	22	23	24		25	
27	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC			D-3
28	29	30				

# Commander's Update Brief Battle Rhythm

DEC 2011

Gold Star Wives  
Observance

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Legend:</b> IM LDR Huddle <span style="color: red;">■</span> CUB <span style="color: orange;">■</span> CMD GRP Sync <span style="color: green;">■</span> IMCOM/ACSIM staff call <span style="color: yellow;">■</span>	Unscheduled Events				CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	
				1	2	3
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle  IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	ARMY-NAVY GAME FEDEX FIELD
4	5	6	7	8	9	10
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle  IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	
11	12	13	14	15	16	17
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle  IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	
18	19	20	21	22	23	24
CHRISTMAS DAY	CHRISTMAS HOLIDAY	IM LDR 0900-0930 EDT Telephonic Huddle  IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle  CUB 0900-1000 EDT VTC	31
25	26	27	28	29	30	D-4

# Commander's Update Brief Battle Rhythm

JAN 2012

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Legend:</b> IM LDR Huddle <span style="display:inline-block; width:10px; height:10px; background-color:orange; border:1px solid black;"></span> CUB <span style="display:inline-block; width:10px; height:10px; background-color:yellow; border:1px solid black;"></span> CMD GRP Sync <span style="display:inline-block; width:10px; height:10px; background-color:green; border:1px solid black;"></span> IMCOM/ACSIM staff call <span style="display:inline-block; width:10px; height:10px; background-color:lightyellow; border:1px solid black;"></span>	Unscheduled Events	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	
NEW YEAR'S DAY 1		IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
8	2	3	4	5	6	7
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
8	9	10	11	12	13	14
	MLK JR DAY	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	
		IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
15	16	17	18	19	20	21
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
19	23	24	25	26	27	28
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle				
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)				
26	30	31				D-5

# Commander's Update Brief Battle Rhythm

FEB 2012

African American History Month

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Legend:</b> IM LDR Huddle <span style="display:inline-block; width:10px; height:10px; background-color:orange; border:1px solid black;"></span> CUB <span style="display:inline-block; width:10px; height:10px; background-color:yellow; border:1px solid black;"></span> CMD GRP Sync <span style="display:inline-block; width:10px; height:10px; background-color:green; border:1px solid black;"></span> IMCOM/ACSIM staff call <span style="display:inline-block; width:10px; height:10px; background-color:lightyellow; border:1px solid black;"></span>	Unscheduled Events		CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	
			1	2	3	4
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	
5	6	7	8	9	10	11
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	
12	13	14	15	16	17	18
	PRESIDENT'S DAY	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	
19	20	21	22	23	24	25
	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle CUB 0900-1000 EDT VTC	
26	27	28	29	30	31	D-6

# Commander's Update Brief Battle Rhythm

MAR 2012

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Legend:</b> IM LDR Huddle <span style="color: red;">■</span> CUB <span style="color: orange;">■</span> CMD GRP Sync <span style="color: green;">■</span> IMCOM/ACSIM staff call <span style="color: yellow;">■</span>	<b>Unscheduled Events</b>			IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	
						CUB 0900-1000 EDT VTC
1	2	3	4	5	6	7
4	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	10
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
5	6	7	8	9	10	11
11	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	17
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
12	13	14	15	16	17	18
18	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	24
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
19	20	21	22	23	24	25
25	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	31
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
26	27	28	29	30	D-7	

# Commander's Update Brief Battle Rhythm

APR 2012

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Legend:</b> IM LDR Huddle <span style="display:inline-block; width:10px; height:10px; background-color:orange; border:1px solid black;"></span> CUB <span style="display:inline-block; width:10px; height:10px; background-color:yellow; border:1px solid black;"></span> CMD GRP Sync <span style="display:inline-block; width:10px; height:10px; background-color:green; border:1px solid black;"></span> IMCOM/ACSIM staff call <span style="display:inline-block; width:10px; height:10px; background-color:lightyellow; border:1px solid black;"></span>	<b>Unscheduled Events</b>  Installation Management Conference San Antonio TX (TBD)	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	
			IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC
1		3	4	5	6	7
8	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	14
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
9	10	11	12	13		
15	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	21
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
16	17	18	19	20		
22	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	IM LDR 0900-0930 EDT Telephonic Huddle	CMD GRP Sync 0900-0930 EDT Telephonic Huddle	28
	CUB 0900-1000 EDT VTC	IMCOM/ACSIM Staff Call 0930-1030 EDT (VTC)	CUB 0900-1000 EDT VTC		CUB 0900-1000 EDT VTC	
23	24	25	26	27		
29	CMD GRP Sync 0900-0930 EDT Telephonic Huddle					D-8
	CUB 0900-1000 EDT VTC					
30						

## **ANNEX E**

### **Installation Exercises**

Installation Training and Exercise Program Objectives and Approach in Contributing to Installation Readiness.

#### **E.1. Full Scale Exercise (FSE) Concept.**

a. Operations Order (OPORD) 11-214 directed all Garrisons to develop a “30 capabilities” based exercise and training program. The program projects out three years and is updated by Sep 15 every year. The program also directs Garrison Commander (GC) to Senior Commander (SC) dialog to lay out common measures for Installation readiness and risk acceptance.

b. The IMCOM adopted 16 exercise scenarios for Garrison. The 30 capabilities were derived from the Homeland Security Exercise and Evaluation Program (HSEEP). These 30 capabilities are to be assessed every year by the GC using Full Scale Exercises (FSE), Functional Exercises (FE), Table Top Exercise (TTX), and/or real-world incidents. Garrisons are evaluated by a partnered Garrison. The capabilities are assessed as either ‘T’ (Trained), ‘P’ (Practice) or ‘U’ (Untrained) and are reported every quarter. By using the HSEEP as a guide, the IMCOM is consistent with the strategy employed by the National Incident Management System and is compliant with guidance directed by the DoD Instruction and Army Regulations.

c. Key elements of the Exercise and Training Program are as follows:

**(1) Planning:** T/P/U assessment. GC to SC dialog, develop exercise objectives, develop training objectives, schedule TTX, CPC, FE and FSE, submit annual training plan.

**(2) Conduct TTX and FE:** Update T/P/U assessment, develop After Action Review (AAR) and Corrective Action Plan (CAP), Quarterly Training Briefings (QTB) to the SC, and refine training plans.

**(3) Refine Planning:** Continue TTX and FE based on training objectives, develop AAR and CAP, QTB to SC, refine training plan.

**(4) Develop/Refine FSE scenario / develop Master Event Sequence List (MESL):** Coordinate input/actions of OC team, develop FSE brief to SC, continue TTX and FE, develop AAR and CAP, QTB to SC, refine training plan.

**(5) Execute FSE, or Real World Incident Occurs:** Execute Memorandum of Agreement (MOA)/Memorandum of Understanding (MOU) (test Garrison and

community capabilities), develop AAR (SC approved submitted within 30 days), develop CAP (SC approved submitted within 60 days), QTB to SC, refine training plan and T/P/U.

d. If all training objectives have been met and all capabilities assessed, the GC may submit a request to IMCOM CG for an exemption from executing the FSE. The request must be coordinated and approved by the SC before submission.

**E.2. Capabilities and IMCOM Exercise Evaluation Guide.** The following graphic provides an overview of the key elements of the IMCOM Garrison Exercise and Training Program along with the IMCOM minimum standards which are color coded Yellow, Green, or White. A description of the categories follows:

- **Yellow Capabilities:** Common C2 functions, exercised every year during FSE
- **Green Capabilities:** Response functions assessed during the FSE on a rotational basis once every three years based on GC/SC Risk Assessment
- **White Capabilities:** Protect and Recovery functions, assessed using TTX and FE, take more than FSE allotted time

GARRISON CAPABILITIES					
Common Mission Areas		Respond Mission Area			
1	Communications	11	Evacuation & Shelter in Place		
2	Comm Preparedness & Participation	12	Critical Resource Logistics Distribution		
3	Planning	13	EOC Management		
4	Risk Management	14	Emergency Public Info & Warning		
5	Intell/Information Sharing & Dissemination	15	Environmental Health		
Prevent Mission Area		16	Explosive Device Response Operations		
6	CBRNE Detection	17	Fatality Management		
7	Info Gathering & Recognition of Indicators	18	Fire Incident Response Support		
8	Intelligence Analysis & Production	19	Mass Care (Shelter, Feeding, & Related Svcs)		
Protect Mission Area		20	Medical Surge, Supplies, & Distribution		
9	Critical Infrastructure Protection	21	Onsite Incident Management		
10	Food Safety & Defense	22	Emerg Public Safety & Security Response		
<p>Yellow Capabilities: Common C2 functions exercised every year during F SE</p> <p>Green Capabilities: Response functions assessed during the F SE on a rotational basis once every three years based on GC/SC Risk Assessment</p> <p>White Capabilities: Protect and Recovery functions, assessed using TTX and FE, take more than F SE allotted time</p>		23	Responder Safety & Health		
		24	Emergency Triage & Pre-hospital Treatment		
		25	Search & Rescue		
		26	Volunteer Management & Donations		
		27	WMD/HAZMAT Response and Decon		
		Recover Mission Area		28	Economic & Community Recovery
		29	Restoration of Lifelines		
30	Structural Damage Assessment				

**E.3. Exercise Scenarios.** The following graphic provides an overview of the key elements of the IMCOM Exercise Scenarios:

<b>IMCOM Scenario List</b>	
<b>Exercise Event:</b>	<b>Example:</b>
1. Nuclear	XX Ton Improvised Device
2. Biological Attack	Anthrax
3. Biological Disease Outbreak	Pandemic Influenza
4. Biological Attack	Plague
5. Biological Attack	Food Contamination
6. Chemical Attack	Blister Agent
7. Chemical Attack	Toxic Industrial Chemicals
8. Chemical Attack	Nerve Agent
9. Chemical Attack	Chlorine Tank Explosion
10. Natural Disaster	Most Common Events in Area
11. Radiological Attack	Radiological Dispersal Device
12. Explosive Attack	Improvised Explosive Device
13. Cyber Attack	Network Attack
14. Active Shooter	
15. Aircraft/Airfield Accident	
16. Other	Possible Events Specific to Area

Exercise events 1-13 are derived from the Homeland Security Exercise and Evaluation Program and most closely relate to possible incidents at Army Installations.

Exercise events 14-16 are IMCOM added.

GC and SC have the flexibility to select any of the 16 scenarios to drive, TTX, Directorate Level Exercise and their annual F SE based on local threat and risk assessments.

#### E.4. FY 12 Projected Full Scale Exercise Schedule

### FY12 Projected Full Scale Exercise Schedule

1st QTR	Date
Miami	7-Dec-11
Hamilton	3-5 Nov 11
Bragg	17-Nov-11
Aberdeen	7-Dec-11
Adelphi	20-Oct-11
McCoy	10-Nov-11
Yuma	27-Dec-11
Humphreys	4-Nov-11

2nd QTR	Date
Meade	27-Jan-12
Camp Parks	13-Feb-12
Red Cloud	23-Feb-12
AP Hill	9-Jun-12
Lee	30-Jun-12
Natick	5-May-12
Benning	30-Mar-12
Knox	17-May-12
Rucker	16-Mar-12
Irwin	27-Apr-12
Sill	25-Jun-12
Hawaii	3-Jun-12
Yongsan	26-May-12
Daegu	27-May-12

3r QTR	Date
Leavenworth	9-Apr-12
Hunter-Liggett	2-May-12
MM/HH	4-May-12
Riley	11-May-12
Hood	11-May-12
Grafenwohr	12-May-12
Yakima	16-May-12
Schinnen	16-May-12
Baumholder	19-May-12
Buchanan	9-Jun-12
Lewis /McChord	12-Jun-12
Belvoir	15-Jul-12
Gordon	17-Jun-12
West Point	22-Jul-12
Carlisle	27-Jul-12

4th QTR	Date	4th QTR	Date
Stuttgart	9-Jul-12	Tooele	13-Sep-12
Kaiserslautern	21-Jul-12	Baden Wurtemberg	17-Sep-12
Huachuca	25-Jul-12	Hohenfels	17 Sep 12
Stewart	27-Jul-12	Rock Island	19-Sep-12
Hunter AAF	27-Jul-12	Livorno	19-Sep-12
Wainwright	29-Jul-12	Dugway	19-Sep-12
POM	2-Aug-12	Jackson	20-Sep-12
Detroit	12-Aug-11	Picatinny	20 Sep 12
Leonardwood	17-Aug-12	Campbell	21-Sep-12
Redstone	17-Aug-12	Polk	21-Sep-12
Carson	18-Aug-12	Bamberg	24-Sep-12
Wiesbaden	27-Aug-11	Garmisch	24-Sep-12
Bliss	29-Aug-12	Brussels	25-Sep 12
Greeley	31-Aug-12	Benelux/Chi evres	27-Sep-12
Japan	Sep-12	Vicenza	28-Sep-11
Schweinfurt	12-Sep-12	Ansbach	29-Sep-12
White Sands	12-Sep-12	Drum	30-Sep-12

## **ANNEX F**

### **Reserve Components**

### **US Army Reserve and US Army National Guard**

#### **F.1. Background.**

a. The Army consists of the Active Component (AC) Army, the Army National Guard (ARNG), and the Army Reserve (AR). Traditionally, the Reserve Component (RC), which consists of both the AR and ARNG, provided the Army with the capacity to rapidly expand warfighting capability when the need arises. Over the last two decades, the Army relied more and more on the RC to meet demanding mission requirements in support of the National Military Strategy. The demand for forces in Iraq and Afghanistan, and other commitments, exceeds the active Army's capabilities. In recent years, the Army has taken major steps to integrate the efforts of the AC and the RC of the Army and today's power-projection force can only accomplish its missions through such integrated efforts. The AR and ARNG are now integrated into the operational force. The Army continues to update its policies and practices to institutionalize this operational role for the AR and the ARNG.

b. The IMCP directs Installation Commanders to engage community leaders to encourage community services to support active and Reserve Component (RC) needs. The IMCP also directs IMCOM to fully support the virtual installation construct which enables base operations support to off-site Reserve and National Guard facilities. While the Reserve Component receives many services from state or local agencies or through contracts with local providers in the community, some Army services need to be provided by IMCOM. Our concern for Soldiers, Families and Civilians extends to the Total Army. More than half of our deployed forces come from our RC and a significant number of geographically dispersed Soldiers, Families and Civilians. We will aid in enabling and informing the Total Army of programs and services through information outreach and technology and improve our ability to provide services. Family Readiness Groups and Rear Detachments are key platforms we will aggressively support and leverage to achieve success.

c. The Army Family Covenant (AFC) is the Army's commitment to provide Soldiers -- AC or RC, single or married, regardless of where they serve -- and their Families a quality of life that acknowledges their service, sacrifices, and dedication to our Nation. The AFC endures through our nation's period of conflict that produces unprecedented stress on Soldiers and Families. The AFC establishes a promise with Soldiers and Army Families to enhance their strength, readiness, and resilience. Programs and services aligned with the AFC carry the promise through every stage of military life.

d. Operationally, the Army has integrated its RC into the ARFORGEN model. This model provides a predictable way for Soldiers, Families, and employers to know when

their unit will be next available for mobilization. The objective is to provide four years of dwell time for each year an RC unit is mobilized while the longer term goal set by the Secretary of Defense is five years of dwell for each year mobilized. The Army will continue to update policies and programs to complete the transition of the RC to an operational force. The majority of policy and resource decisions will be implemented in the POM for Fiscal Years 2012 - 2018.

e. There has been a significant increase in awareness and availability of Family programs for RC Soldiers as well as geographically dispersed Soldiers (e.g., those on recruiting and ROTC duty). Many of these programs can now be accessed via internet and phone with options to provide referrals in the local community.

f. AR and ARNG Soldiers are provided medical care up to 180 days prior to mobilization, while mobilized, and up to 180 days after mobilization. They can purchase low cost TRICARE Reserve Select insurance for themselves and their Family Members at all other times.

## **F.2. RC Terms of Reference.**

**a. Selected Reserve.** The Selected Reserve is comprised of Troop Program Units (TPUs), Active Guard and Reserve (AGR) Soldiers and Individual Mobilization Augmentees (IMAs).

(1) TPUs are the heart and soul of the Army Reserve. The Soldiers typically train on selected weekends and perform annual training.

(2) AGR Soldiers serve full-time on Active Duty in units and organizations of the Army Reserve and National Guard, or that directly support the Army Reserve and National Guard.

(3) The Army Reserve's IMAs are assigned to high-level headquarters where they would serve if mobilized. Most IMAs train annually for two weeks.

**b. The Individual Ready Reserve (IRR) and Inactive National Guard (ING)** consist of those Ready Reservists and Guardsmen who are not in the Selected Reserve. The IRR is a manpower pool comprised principally of individuals having had training, having served previously in the AC or in the Selected Reserve, and having some period of their military service obligation remaining.

**c. Full-Time Support – Other than AGR.** These personnel provide full-time support to the Reserve components and include:

(1) **Military Technicians Dual Status (MT)** – Federal Civilian employees who provide full-time support for administration, training and maintenance to the unit. These

employees must maintain their status as Selected Reservists, often referred to as dual status individuals or MILTECHs, and are counted in the drilling Reservist subcategory.

**(2) Non-Dual Status Technicians (NDST)** – Civilian employees employed as technicians but who are not required to maintain positions in the Selected Reserve.

**(3) Active Component (AC)** - Active Duty Members who are assigned or attached to Reserve and Guard units by their respective services to provide advice, liaison, management, administration, training and/or maintenance support in the category of full-time support. These personnel are not part of the Selected Reserve, but would deploy with the unit to which assigned after mobilization.

**(4) Civil Service Employees** – These personnel are hired under 5 U.S.C. and 32 U.S.C. to provide administrative support to the RC. They are in the category of fulltime support to the Reserve Components, but are not part of the Selected Reserve, and they do not have mobilization assignments.

**d. The Standby Reserve** consists of personnel who maintain their affiliation without being in the Ready Reserve, who have been designated key Civilian employees, or who have a temporary hardship or disability. These individuals are not required to perform training or be part of units. The Standby Reserve is a pool of trained individuals who could be mobilized if necessary to fill manpower needs in specific skills.

**e. Duty Status.**

**(1) Active Duty Operational Support (ADOS)** – ADOS-RC is a tour of AD for Reserve personnel authorized from military or Reserve personnel appropriations for work on RC programs. That includes annual screening, training camp operation, training ship operation, and unit conversions to new weapons systems when such duties are essential. ADOS may also be authorized to support groups, training sites and exercises, short-term projects, and administrative or support functions. ADOS-AC is a tour for Reserve personnel working for the Active Army.

**(2) Active Duty for Training (ADT)** – AD that is used for training members of the RCs in the performance of their MOS. ADT-Schools (ADT-S) are used primarily for enlisted Soldiers for MOS and NCOES training.

**(3) Annual Training (AT)** – The period of training, normally 14-15 days, when Reserve units train on active or reserve component installations.

**(4) Initial ADT (IADT)** – Basic military training and technical skill training required for all enlisted accessions. Military members may not be assigned to AD on land outside the United States or its territories and possessions until basic training or its equivalent has been completed.

**(5) Voluntary Training** – Training in a nonpay status for IRRs and active status Standby Reservists. Participation in voluntary training is for retirement points only and may be achieved by training with Selected Reserve or voluntary training units; by ADT; by completion of authorized military correspondence courses; by attendance at designated courses of instruction; by performing equivalent duty; by participating in special military and professional events designated by the Military Department; or by participating in authorized civil defense activities.

**F.3. Title 10 and Title 32, United States Code.** Title 10, U.S. Code, contains the general and permanent laws governing the Armed Forces. Various sections of Title 10 establish and govern the RC. Specific provisions of the Code pertaining to the Army and Air National Guard are contained in Title 32, U.S. Code. The role of the RC, as stated in section 10101, Title 10, USC is to provide trained units and qualified persons available for Active Duty in time of war, national emergency, or when national security requires. Title 32 further states that ARNG units shall be ordered to Federal Active Duty and retained as long as necessary whenever Congress determines they are needed. Policy statements further define these basic roles. The RC role clearly has expanded from one of wartime augmentation to being an integral part of the force. The Army can meet no major contingency without the RC. The totally integrated Army is no longer just a concept; it is a guiding principle. The Army Reserve's mission, under Title 10 of the U.S. Code, is to provide trained, equipped, and ready Soldiers and cohesive units to meet the global requirements across the full spectrum of operations. The Army Reserve is a key element in The Army multi-component unit force, training with Active and National Guard units to ensure all three components work as a fully integrated team.

**F.4. The Army National Guard.** The ARNG is composed primarily of traditional Guardsmen -- Civilians who serve their country, state and community on a part-time basis (usually one weekend each month and two weeks during the summer.) Each state, the District of Columbia, and the territories of Guam, Puerto Rico, and the Virgin Islands have its own National Guard, as provided for by the Constitution of the United States. The ARNG has a unique dual mission that consists of both Federal and State roles. For state missions, the governor, through the state Adjutant General, commands Guard forces. The governor can call the National Guard into action during local or statewide emergencies, such as storms, fires, earthquakes or civil disturbances. In addition, the President of the United States can activate the National Guard for participation in federal missions. Examples of federal activations include Guard units deployed to Kosovo and the Sinai for stabilization operations, and units deployed to the Middle East and other locations in the war on terrorism. When federalized, Guard units are commanded by the Combatant Commander of the theatre in which they are operating.

## **F.5. How is the National Guard different from the Army Reserves?**

a. Although the National Guard is a part of this nation's reserve forces, there are a few differences between the Army or Air Force Reserve and the Guard. The National Guard is by far the oldest component of any of the uniformed services. It traces its roots to the colonial militias, and has units with continuous lineage dating back to 1636. By comparison, the U.S. Army was founded in 1775 (its first units all came out of the colonial militia) and the U.S. Air Force was created in 1947. More importantly, the National Guard maintains a unique "dual status" - both State and Federal - that no other service or component has. This dual status is rooted in Article 1, Section 8 of the Constitution, which states that "Congress shall have the power ... To provide for organizing, arming, and disciplining, the Militia, and for governing such part of them as may be employed in the service of the United States, reserving to the States respectively, the appointment of the officers, and the authority of training the Militia according to the discipline prescribed by Congress."

b. The National Guard serves both the state and nation in times of need, and Soldiers and Airmen in the Guard swear an oath to protect and defend not just the Constitution of the United States, but also of the State in which they serve. In peacetime, the Guard is commanded by the governors of the respective States and Territories (the District of Columbia National Guard is commanded directly by the President). The National Guard assists civil leaders during natural disasters, state emergencies and civil unrest.

c. **Civil laws.** One advantage of using the Guard in this situation is that, while acting in Title 32 Authority under the command of the Governor, it is not bound to the Posse Comitatus act of 1878, which limits the use of Federal troops (to include Federal Reserve components like the Army Reserve and the Air Force Reserve) to enforce the law.

d. Guard members also enjoy educational benefits that are unique in each state. Both National Guard and Reserve members are eligible for the Montgomery GI Bill, but in many states, members of the National Guard are offered reduced or free tuition and fees at state supported colleges or university. This benefit varies from state to state, so contacting local National Guard recruiters for information can be helpful in determining benefits available to members of the National Guard.

**F.6. The RC Role in Army Force Generation.** The Army Reserve provides units to the mission force (or operational force) on a rotational basis under the USAR ARFORGEN Strategy based on one year mobilized and four years to reset and become trained and ready for another available year for mobilization, deployment or employment. Army Reserve Expeditionary Force packages are being replaced by a more continuous cyclic system based on Available Force Pool Dates (AFPD). Beginning in FY 2012 AR units will have an AFPD four years from their return date. A

key aspect of the AR ARFORGEN Strategy is that readiness is achieved by creation of training events and environments; Warrior Exercise (WAREX) and Combat Support Training Exercise (CSTX) with emphasis on most difficult to train units leading to a tiered resourcing strategy (not tiered readiness).

**F.7. RC Training.** The U.S. Army Reserve has a five-year cycle for preparing, training and scheduling a unit for deployment. Under the ARFORGEN program units are scheduled to be mobilized for one year and be home for four. During those four years home, however, the units constantly are training and gaining manpower for that year of deployment. A large part of that is the training each unit conducts. Home Station Training is the foundation upon which units achieve Full Spectrum Operation (FSO) Mission Essential Task List (METL) proficiency within the ARFORGEN Cycle. Our installations will deliver relevant Live, Virtual, Constructive and gaming training enablers permitting AC and RC Brigades, Battalions, Companies/Batteries/Troops to achieve individual Soldier. Readiness during RESET and FSO METL proficiency associated with their assigned mission. We will target specific support services and training for non-deployable Soldiers with the goal of supporting their return to fitness and a deployable status. The training goals of the ARNG and the AR are the same as the AC. Plans to achieve objectives are accomplished during IDT, commonly referred to as Unit Training Assemblies (UTA), Multiple Training Assemblies (MUTA), drills, or assembly periods; and during a fifteen-day period of Annual Training (AT). The same training standards apply to ARNG/AR units as that of their AC counterparts. A key factor to understanding Reserve-training challenges is understanding the distinct differences between RC and AC training. Unlike AC units, which have MOS qualified Soldiers assigned to them by HRC, RC units usually recruit Soldiers from the local market area. Whether initial entry or prior service, these Soldiers are assigned to the unit and then must attend MOS qualification training. Qualification training, sustainment training, additional duty training, and professional development education are often conducted in lieu of scheduled Unit Training Assemblies (UTA) and Annual Training (AT), and in some cases require more than a year to complete. Even though these RC Soldiers are counted against the unit's assigned strength (pending full implementation of the TTHS program) they are generally not available to participate in collective training. Another training challenge is that RC Soldiers and units must meet the same standards as AC units in a fraction of the time. Non-mission essential task list (METL) training and other events, such as Army Physical Fitness Tests (APFT), weapons qualification, mandatory training, inventories, physicals, etc., have a greater impact because they take the same time as AC units from fewer available days. It is imperative that when RC units have made the correct coordination for ranges and other training facilities on an Active post that these reservations are honored. The RC has the same requirements that their AC counterparts do and need the same training facilities.

**F.8. Family Support and the Army Reserve.** The Army Reserve is shaping new strategies that provide focused support to our Families and our Soldiers. The Army Reserve is distributing resources to maximize assistance, especially for our Families

who do not live close to a military installation. The implementation of the Army Strong Community Center Virtual Installation in Rochester, N.Y., is our first success in a series of pilots we intend to replicate around the country. These centers build community capacity by leveraging military services and community resources near where Army Reserve Families and Families of other Service Members live.

**a. Family Support Programs.** The Warrior-Citizens of the Army Reserve and their Families embody a lasting commitment to serve America. The Army Reserve recognizes the strain of this era of conflict on Soldiers and Families. We know Family readiness is inextricably linked to mission readiness, recruitment, and retention. Operationalizing the Army Reserve creates a requirement for an enduring level of support. As the Army Reserve transforms, so must Family Programs. Our way ahead includes realignment actions to: support the Army Reserve Enterprise management approach, sustain services to Soldiers and Families in the expeditionary force, standardize existing programs and services across the Army Reserve, and build partnerships with Army Families and communities. Our end state is to optimize programs and services to connect Soldiers and Families to the right service at the right time. The cornerstone of our planning effort is to ensure the integration of Family Support services with the ARFORGEN process. By doing so, we ensure that our Warrior-Citizens and their Families have solid programs that are ready for execution any time during the training and deployment cycle. Appropriate resourcing will allow us to assess structure requirements and staffing needs, and develop effective processes that ensure the consistent delivery of programs and services that meet the requirements of ARFORGEN, especially for those of our geographically dispersed customers.

**b. The Army Reserve Family Programs Virtual Installation Program** is an exciting new initiative that ensures the same services provided to active component Soldiers are available to Soldiers and Families not living close to a military installation. Leveraging assets we have on hand is allowing us to test the program through a series of pilots located in selected communities. Funding for this priority will allow us to expand Virtual Installation within Army Strong Community Centers around the country and overseas. We must continue to increase the quantity and quality of support for Army Reserve children and youth. We can increase opportunities for youth to develop leadership skills and strategies for coping with separation. Teen panels provide forums for our youth to propose solutions for concerns that affect their lives during mobilization and deployment. Additional online teen deployment classes support youth living in the “new normal” of repetitive deployments. With additional resources, we will work with our community partners to expand childcare for geographically dispersed Families and respite care for mobilized Families.

c. In 2010, new opportunities were provided for children of Army Reserve Families to attend camps. While the Department of Defense (DoD) “Purple Camps” were a great initiative, they distributed opportunities among all military communities in DoD. This resulted in fewer opportunities for Army Reserve children than needed. Additionally,

Army Reserve children are usually unable to travel, and require activities located in areas near their homes. By operating our own camps, we increased these opportunities to Army Reserve Families in their communities and tailored them to our communities.

**d. Yellow Ribbon Reintegration Program (YRRP).** The goal of the program is to prepare Army Reserve Soldiers and their Family Members to mobilize, sustain Families during deployment, and reintegrate Soldiers with their Families, communities, and employers upon release from Active Duty. The Army Reserve YRRP provides information, services and support, referral, and proactive outreach to Army Reserve Soldiers and their Families through all phases of the deployment cycle. The program includes information on current benefits and resources available to help overcome the challenges encountered with Army Reserve mobilization and reintegration. The Army Reserve successfully launched its Yellow Ribbon Reintegration Program from a strategic marketing plan, and published specific guidance to commands on the execution of events and attendance. We have coordinated with other military agencies, federal/state/local government agencies, community organizations, and faith-based organizations to provide robust, preventive, proactive programs for Soldiers and their Families. Elements of the program include promoting preparedness through education, conducting effective Family outreach, leveraging available resources, and supporting the All-Volunteer Force. During FY 2009, the Army Reserve executed more than 250 Yellow Ribbon events, serving some 12,000 redeploying Soldiers and 12,000 Family Members. In interviews conducted by the OSD, Soldiers and Family Members reported positive experiences with the Army Reserve YRRP. The challenge to the Army Reserve remains to develop, improve, and sustain the mental, spiritual, and emotional health that fosters resilient Soldiers and Families.

**F.9. Family Support and the Army National Guard.** The Army National Guard values the support and contributions of our Families across the country. Family Programs not only benefit Service Members and their Families, but also have a positive impact on a unit's morale and readiness. As a strategic partner with the States, the ARNG strives to develop and deliver innovative human resource programs and services designed to support the mission of the Soldier and his/her Family. The purpose of these programs is to improve the quality of life of the Soldiers and their Families in the ARNG by providing responsive, efficient and high quality support services that promote self-sufficiency, well-being and prosperity of individuals, Families, businesses and communities.

**a. Family Assistance Centers (FAC).** FACs provides geographically dispersed Families and retirees from all military branches/components of Services, with a variety of referral based services. FACs are located in the US and Territories. Services include but are not limited to ID cards and Defense enrollment Eligibility Reporting System enrollment, TRICARE and military medical benefits education, emergency financial services, legal information and referral, crisis intervention and referral, and community

information and referral. FACs can be located by going to the National Guard Family Program site and choosing your state and city.

**b. Strong Bonds.** This program empowers Soldiers and Families with relationship-building skills, and connects them to community health and support resources. The program, led by Army Chaplains, is holistic, and preventative, and committed to the restoration, and preservation of Army families, especially those near crisis. As members of the world's premier fighting force, Army Soldiers sacrifice for our country every day, and so do their loved ones. Military life places extreme hardship on relationships, especially in wartime, so the Army – backed by Congress - has committed unprecedented resources to help Soldiers build stronger relationships through the Strong Bonds Program. Strong Bonds has specialized programs for single Soldiers, couples and Families. Those Soldiers being deployed or redeployed can also learn special coping tactics. With Strong Bonds, participants not only bond with their loved ones they bond with other Army families, chaplains and the Army community as a whole.

**c. Army Family Team Building (AFTB).** The AFTB Program is a modular training program designed to provide Soldiers, Families, Civilians, and Retirees with the skills and tools necessary to successfully maneuver through the military system, understand the military environment and way of life, develop personal resiliency skills, and grow as leaders in the military community. The program consists of three training levels and the Enlisted Spouse Training Seminars. The modules within the levels and seminars can be taught as a complete level or as concept blocks comprised of two or more classes from any level focused on a specific need or topic. Army Family Team Building empowers individuals, maximizing their personal growth and professional development through specialized training; transforming our community into a resilient strong foundation meeting today's military mission.

**F.10.** The RC of our Army – the AR and ARNG – are key components of the Army Family and IMC. In the past the Reserve component served as a strategic reserve – that paradigm has changed. The RC is evolving into operational forces with missions embedded in combat, stability, and Homeland Defense requirements. RC units increasingly are integrated into AC force structures. The result is an increasing and predictable utilization of RC Soldiers, units, and facilities, a trend which will continue. The majority of RC Soldiers and Civilians are located in stand-alone facilities, such as Armories and Reserve Centers, in locations dispersed across the country. Our challenge is to provide the right level of services and support to sustain these Soldiers, Families, and Civilians as part of the Total Army.



## ANNEX G

### Reports

**Objective:** Identify all reports Garrisons are required to submit. If the report is not identified in this annex, and is not a new requirement supported by an Operations Order, Garrisons are not required to submit the report.

#### G.1. Introduction.

1. Vision November 2012, under its Situational Dominance dimension, speaks to continuing to improve the way we derive and manage knowledge. Getting the right information to leaders in a timely manner is critical to effective decision making. Reducing the quantity of information collected to what is relevant and required for effective decisions allows more time for analysis and shared understanding among leaders.

#### G.2. Requirements.

a. This Annex supplements the Installation Management Community Leader Handbook Version 2 (IMCLH v2).

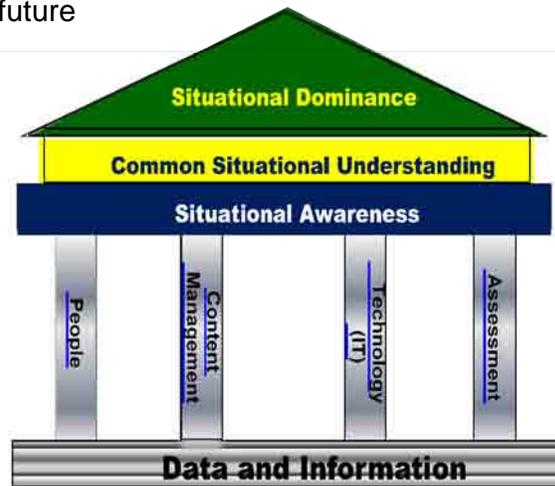
b. It is possible that there are unique reporting requirements that will arise in the future. Should a required report be identified that has not been addressed in this Annex, Garrisons and Special Installations, through their Region, will bring it to the attention of HQ IMCOM G5 Plans and it will be reviewed by the appropriate Installation Management Community staff for a determination as to whether it will be added to this Annex.

c. Direct Reporting Garrisons will address emerging requirements through their Installation Support Teams to bring to the attention of HQ IMCOM G5. Continue to comply with such requirements until a formal decision is provided.

d. As reporting requirements changes occur, this Annex will be updated on Army Knowledge Online (AKO) at the following Uniform Resource Locator (URL): <https://www.us.army.mil/suite/files/26487921>

**G.3. Situational Dominance.** One of our key objectives is to successfully implement Knowledge Management processes, procedures and tools to achieve and maintain Situational Dominance in order to achieve IMCP outcomes. Achieving Situational Dominance is a key enabler of the IMCP and is further described in Annex B of the IMCP v4.

Situational Dominance is achieved through situational awareness (becoming aware of relevant information) and situational understanding (an effective understanding of how the information impacts current and future mission accomplishment). It is essential that members at all levels of the IM Community routinely achieve a common situational understanding through effective knowledge management practices. Our knowledge management practices are enabled by four fundamental components (Pillars): People; Content Management; Technology; and Assessment. Everyone in the IM Community has a role in knowledge management and achieving Situational Dominance.



Here is what success will look like in each of the pillars when we have achieved Situational Dominance:

**Pillar 1. People:** We have reinvented how we use Information Technology. We have established an environment that facilitates: 1). Collaboration, 2). Innovation, 3). Communication, and 4). Feedback; within a culture of continuous learning.

**Pillar 2. Content Management:** The IM Community moves from a “data-driven” to a “knowledge-driven” enterprise that is supported by: standard business rules and processes; embedded knowledge assets (discussion, collaboration, document sharing); and a robust information search capability.

**Pillar 3. Technology:** We have leveraged cost effective IT tools and solutions (i.e., SharePoint and other Army approved applications) into an intuitive, user friendly Knowledge Management Network comprising IM Community leadership, workforce, directorates and subordinate units.

**Pillar 4. Assessment:** The IM Community has an established Knowledge Network that incorporates Individual Knowledge Pages, Directorate/Subordinate Unit Knowledge Centers, linked to Garrison Commanders’ Net. Knowledge Assessments and Improvement Projects are routinely performed as part of KM Continuous Process Improvement.

**ANNEX G - REPORTS - LOE 1 (Soldier, Family Civilian Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
ASAP	ASAP	RISK REDUCTION REPORT	GAR ASAP	AR 600-85	HQDA ACSAP	THIS REPORT PROVIDES MONTHLY REPORTING DATA REGARDING THE RISK REDUCTION PROGRAM	MONTHLY - 10TH
ASAP	ASAP	RAPR 3711	GAR ASAP	AR 600-85	HQDA ACSAP	THIS REPORT PROVIDES URINALYSIS, RESOURCE AND PERFORMANCE DATA.	MONTHLY - 10TH
ASAP	ASAP	PREVENTION REPORT	GAR ASAP	AR 600-85	HQDA ACSAP	THIS REPORT PROVIDES DATA ON ALL PREVENTION INITIATIVES THAT TOOK PLACE FOR THE FY	ANNUAL - 31 JAN
DHR	G1	PRIVACY ACT REPORT	FOIA/PA OFC ROLLUP AT RGN	OMB	IMCOM HQ	THIS REPORT TRACKS TRAINING REQUIREMENTS, PII BREACH REPORTS, PRIVACY ASSISTANCE (SORN, PIA AND PII), AND PRIVACY ACT COMPLAINTS; AND IS MANDATED BY LAW.	QUARTERLY - 13 DEC, 14 MAR, 13 JUN, 12 SEP
DHR	G1	FEDERAL INFORMATION SECURITY MANAGEMENT ACT AND AGENCY PRIVACY MANAGEMENT (FISMA)	FOIA/PA OFC ROLLUP AT RGN	OMB	IMCOM HQ	THIS REPORT TRACKS PRIVACY REQUIREMENTS IN SYSTEMS AND VALIDATES PROPER APPLICATION OF SORN AND PIA PROCESSES; MANDATED BY OMB.	ANNUAL - 8 AUG
DHR	G1	FREEDOM OF INFORMATION ACT (FOIA REPORT)	FOIA/PA OFC ROLLUP AT RGN	DOD	IMCOM HQ	THIS REPORT PROVIDES NUMBERS, STATUS, AND PROCESSES FOLLOWED FOR ALL FOIA REQUESTS ANNUALLY; DOD REQUIREMENT.	ANNUAL - 26 SEP
DHR	G1	FOIA BACKLOG STATUS REPORT	FOIA/PA OFC ROLLUP AT RGN	HQDA	IMCOM HQ	THIS REPORT PROVIDES THE NUMBER OF FOIA REQUESTS IN BACKLOG (OVER 20 DAYS) AND THE STATUS OF EACH CASE; DOD REQUIREMENT.	QUARTERLY - 13 DEC, 14 MAR, 13 JUN, 12 SEP
DHR	G1	RETIREMENT SERVICES WORKLOAD REPORT	GAR RSO	AR 600-8-7	HQDA G1-RSO	THIS REPORT TRACKS ARMY RETIREMENTS.	MONTHLY - 1ST
DHR	G1	IMCOM VOTING ASSISTANCE PROGRAMM	INSTALLATION VOTING ASSISTANCE OFFICER	AR 608-20	HRC IMCOM HQ	THIS REPORT PROVIDES VOTING INFORMATION ON SOLDIERS, FAMILY MEMBERS, CIVILIANS AND THE VOTING ASSISTANCE OFFICER.	MONTHLY - 8TH WORKING DAY
CPAC	G1	FEDERAL STUDENT LOAN REPAYMENT PROGRAM	GAR CIVPER	5 USC 5379(H)(1)	OPM	THIS REPORT CONTAINS # OF EMPLOYEES WHO RECEIVED BENEFITS, JOB CLASSIFICATION OF EMPLOYEES,AND COST OF PROVIDING STUDENT LOAN BENEFITS, ANNUAL REPORT TO CONGRESS.	ANNUAL - 1 MAR

**ANNEX G - REPORTS - LOE 1 (Soldier, Family Civilian Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPTMS	G7	SENIOR COMMANDER INSTALLATION NEEDS AND ISSUES (SCINI) REPORT	GARRISON DIRECTORS OF PLANS, TRAINING MOBILIZATION AND SECURITY (DPTMS) THRU THE GC AND SC	CSA (PROPONENT HQDA G3/7) HQDA EXORD 360-08	PRESENTED EVERY 6 MONTHS DURING THE HQDA G37/TR TRAINING SUPPORT SYSTEM PROGRAM MANAGEMENT REVIEW (TSS PMR)	DESCRIPTION: WEB-SITE DATABASE ENTRY. RESULTANT - SCINI GENERATES STANDARD POWERPOINT PRESENTATIONS, ADOBE REPORTS, AND EXCEL SPREADSHEETS. PURPOSE: DEPICTION OF CURRENT AND FUTURE TRAINING NEEDS/ISSUES AS IDENTIFIED BY MISSION COMMANDERS (INSTALLATION TENANT AND HABITUAL USERS) AND APPROVED BY THE SENIOR COMMANDER IN ORDER TO REQUEST HQDA VALIDATION AND FUNDING. THE TRAINING NEEDS/ISSUES ILLUMINATE INSTALLATION LEVEL TRAINING GAPS TO HQDA AND TSS - ENTERPRISE BY PROGRAM (SUSTAINABLE RANGE PROGRAM (SRP), INTEGRATED TRAINING AREA MANAGEMENT (ITAM), SOLDIER TRAINING SUPPORT PROGRAM (STSP), AND THE BATTLE COMMAND TRAINING SUPPORT PROGRAM (BCTSP) - FOR RESOLUTION AND RESOURCING (PRIORITIES/POW) IN SUPPORT OF THE ARMY TRAINING STRATEGIES, COMBINED ARMS TRAINING STRATEGY, AND THE EVENT MENU MATRIXES USED TO MEET ARFORGEN REQUIREMENTS. SUPPORTS THE IMCOM CAMPAIGN PLAN (IMCP) LINES OF EFFORT (LOE) 1 AND 4.	SEMI-ANNUAL - 1 JUN / 1 DEC
DOL	G4	FOOD SERVICE MANAGEMENT PLAN	GARRISON DOL	HQDA PAM 30-22	HQDA G4-ACES	TRACK CHANGES REGARDING DFAC CONSTRUCTION AND MODERNIZATION	QUARTERLY - 30 DEC, 31 MAR, 30 JUN, 30 SEP
DOL	G4	SUBSISTENCE VENDOR CONTRACT DISCREPANCY REPORT	GARRISON DOL	HQDA PAM 30-22 DEFENSE LOGISTICS AGENCY (DLA)	HQDA G4	REPORT DEFECTIVE PRODUCTS.	EVENT DRIVEN
DOL	G4	MENU BOARD MINUTES	GARRISON DOL	HQDA PAM 30-22 APP G	HQDA G4-ACES	POLICY COMPLIANCE AND MENU CHANGES/REVIEW.	QUARTERLY - 30 DEC, 31 MAR, 30 JUN, 30 SEP
DOL	G4	FOOD SERVICE CONSOLIDATED FUNDING REQUIREMENTS	IMCOM HQ	HQDA PAM 30-22	HQDA G4	FOOD SERVICE POM BUILD AND BUDGET PROCESS.	ANNUAL - 30 SEP
DOL	G4	QUALITY ASSURANCE EVALUATION REPORT	GARRISON DOL	DEFENSE TRAVEL MANAGEMENT OFFICE (DTMO)	DEFENSE TRAVEL MANAGEMENT OFFICE (DTMO)	TO EVALUATE CONTRACTED COMMERCIAL TRAVEL OFFICE PERFORMANCE AND COMPLIANCE.	QUARTERLY - 30 DEC, 31 MAR, 30 JUN, 30 SEP
PAO	STRATCOM	GARRISON ACTIVITIES REPORT	GARRISON PAO	IMCOM PAO/STRATCOMM	PAO/STRATCOMM, PLANS & OUTREACH	SIGNIFICANT EVENTS AT GARRISONS THAT CAN BE CROSS WALKED WITH D6 EFFECTS CALENDAR OR MERIT HQ SUPPORT/ATTENTION.	WEEKLY - FRI
PAO	STRATCOM	ARMY STRATEGIC COMMUNICATIONS	GARRISON PAO	DIRECTOR, ARMY STAFF	ARMY STAFF	STATUS OF ARMY FAMILY COVENANT EVENTS: MONTH OF THE MILITARY CHILD, SPOUSE APPRECIATION, OTHER EVENTS AS REQUIRED BY THE DAS.	4X PER YEAR (BY OBSERVANCE)
CHAPLAIN	CHAPLAIN	CHAPEL VOLUNTEER MANAGEMENT REPORTS	CHAPEL VOLUNTEER COORDINATOR AND GARRISON CHAPLAIN	AR 165-1	DIRECTOR OF RELIGIOUS EDUCATION (DRE)	VOLUNTEER INFORMATION REGARDING CHAPEL PROGRAMS, BACKGROUND CHECKS AND TRAINING COMPLIANCE. TRACKS VOLUNTEER NUMBERS OF ALL CHAPEL PROGRAMS, ENSURES BACKGROUND CHECK AND TRAINING COMPLIANCE.	ANNUAL - 15 FEB (TO REGIONS) - 1 MAR (TO HQ)

**ANNEX G - REPORTS - LOE 1 (Soldier, Family Civilian Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
CHAPLAIN	CHAPLAIN	RELIGIOUS EDUCATION REPORT	DRE/GARRISON CHAPLAIN	AR 165-1	DRE	RELIGIOUS EDUCATION PROGRAM STATISTICS. TRACKS RELIGIOUS EDUCATION PROGRAMS, EVENTS, ENROLLMENT, PARTICIPATION, VOLUNTEERS, EDUCATIONAL HOURS AND ASSOCIATED COSTS.	QUARTERLY REGIONS - 10 OCT, 10 JAN, 10 APR, 10 JUL HQ IMCOM - 15 OCT, 15 JAN, 15 APR, 15 JUL
CHAPLAIN	CHAPLAIN	REGISTRATION FOR STRONG BONDS TRAINING	CHAPLAINS, CHAPLAIN ASSISTANTS, VOLUNTEERS SELECTED TO TEACH/HOST STRONG BONDS EVENTS	OCCH STRONG BONDS PROGRAM MANAGER AR 165-1	STRONG BONDS POC	NAME, UNIT, TYPE OF TRAINING REQUESTED. TO SELECT THE BEST CANDIDATE FOR STRONG BONDS TRAINING EACH QUARTER. TRAINING IS REQUIRED PRIOR TO HOSTING A STRONG BONDS EVENTS.	QUARTERLY (AS ANNOUNCED)
CHAPLAIN	CHAPLAIN	ANNUAL SUBMISSION OF REQUESTED STRONG BONDS EVENTS	STRONG BONDS PROGRAM MANAGER/ GARRISON CHAPLAINS	OCCH STRONG BONDS PROGRAM MANAGER AR 165-1	STRONG BONDS POC	BY-DATE LIST OF REQUESTED STRONG BOND EVENTS BY QUARTER AND COST. THE CORE MISSION OF THE STRONG BONDS PROGRAM IS TO INCREASE INDIVIDUAL SOLDIER AND FAMILY MEMBER READINESS THROUGH RELATIONSHIP EDUCATION AND SKILL TRAINING.	ANNUAL (AS ANNOUNCED)
CHAPLAIN	CHAPLAIN	MONTHLY GARRISON ROSTER, FUND STATUS, AND CO-ADDS / MOBILIZATION REPORT	GARRISON CHAPLAIN OR DESIGNATED GARRISON STAFF REPRESENTATIVE	AR 165-1	PERSONNEL MANAGEMENT ANALYST	PERSONNEL DATA ON CHAPLAINCY RESOURCE MANAGER, FUND MANAGER, AND FUND CLERK. MAINTAIN UP-TO-DATE CHAPLAIN RESOURCE MANAGEMENT PERSONNEL STATUS, TRAINING, AND PROJECTION OF MOVE FOR CONTINUOUS OPERATIONS. BY NAME LIST OF RESERVE COMPO CHAPLAINS AND CHAPLAIN ASSISTANTS ON CO-ADDS OR MOBILIZATION ORDERS. TO PROVIDE OCCH WITH MONTHLY STATUS OF ALL MOBILIZED CHAPLAINS AND CHAPLAIN ASSISTANTS. BY POSITION LISTING OF CRITICAL GARRISON RELIGIOUS SUPPORT PERSONNEL AND CONTACT INFORMATION.	MONTHLY - 5TH
CHAPLAIN	CHAPLAIN	CHAPLAIN ASSIGNMENT PREFERENCE SHEET	EVERY IMCOM CHAPLAIN	AR 165-1	CHAPLAIN PERSONNEL MANAGER	ASSIGNMENT INFORMATION. TO DETERMINE IMCOM CHAPLAINS CONUS AND OCONUS ASSIGNMENT PREFERENCES.	SEMI-ANNUAL - 30 Apr / 30 Nov
CHAPLAIN	CHAPLAIN	MOI CHIEF OF CHAPLAINS' DESIGNATED OFFERINGS	GARRISON/ REGION CHAPLAINS	AR 165-1	RESOURCES MANAGER	COLLECTED OFFERING AMOUNT AND TRANSFER OF FUNDS. TO SUPPORT WORLDWIDE MINISTRIES BY THE CHIEF OF CHAPLAINS OFFICE (OCCH).	QUARTERLY (AS ANNOUNCED)
CHAPLAIN	CHAPLAIN	IMCOM HQ RELIGIOUS SUPPORT OFFICE CONTRACT REQUESTS	GARRISON/ REGION CHAPLAINS	AR 165-1	RESOURCES MANAGER	APPROPRIATED FUNDS AND NON-APPROPRIATED FUNDS, NON-PERSONAL SERVICES CONTRACTOR CONTRACT REQUEST. TO ENSURE APPROPRIATE CONTRACTOR POSITIONS ARE REQUESTED BY GARRISON AND TO TRACK THE POSITIONS AND APPROVE/DISAPPROVE ANY EXCEPTIONS TO POLICY	ANNUAL - 1 SEP

**ANNEX G - REPORTS - LOE 1 (Soldier, Family Civilian Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
CHAPLAIN	CHAPLAIN	OFFICE OF MANAGEMENT AND BUDGET (OMB) REPORT	GARRISON/ REGION CHAPLAINS	AR 165-1	RESOURCES MANAGER	GOVERNMENT CREDIT CARD MANAGEMENT AND INTERNAL CONTROL INFORMATION. TO MAINTAIN MANAGEMENT CONTROL OVER GOVERNMENT CREDIT CARD USE FOR CHAPEL TITHES AND OFFERINGS FUND (CTOF).	ANNUAL (AS ANNOUNCED)
CHAPLAIN	CHAPLAIN	END OF YEAR CTOF REPORT AND 30% DRAWDOWN	GARRISON/ REGION CHAPLAINS	AR 165-1	RESOURCES MANAGER	ANNUAL SUMMARY WORKSHEET, STATEMENT OF OPERATIONS AND NET WORTH, SUBACCOUNT BALANCE SHEET, MEMORANDUM OF CTOF CERTIFICATION (SIGNED BY GARRISON CHAPLAIN). TO CERTIFY ACCURATE CTOF BALANCE AND CALCULATE 30% DRAWDOWN OF ALL CHAPLAIN FUNDS.	ANNUAL - 31 OCT
LEGAL	OSJA	LEGAL ASSISTANCE SERVICES REPORT, DA 4944-R	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - LEGAL ASSISTANCE	AR 27-3, CH 5	OTJAG-LAPD	LEGAL ASSISTANCE STATISTICS. FACILITATES MANPOWER MODELING, TREND AND TRAINING ANALYSIS, BUDGET, ETC. FOR LEGAL ASSISTANCE MISSION.	ANNUAL - 1 FEB (FOR ALL LA PROVIDED PRIOR CALENDAR YEAR)
DFMWR	G9	WARRIOR ADVENTURE QUEST	GARRISON COMMUNITY RECREATION DIRECTOR	EXECUTION ORDER 09-019: IMCOM ISO WARRIOR ADVENTURE QUEST	G9	(CATEGORY = FINANCIAL). EXPENDITURES AUTHORIZED APF AND PAID IN ACCORDANCE WITH THE UFM PROCESS ARE RECORDED IN SPECIALLY CODED DEPARTMENTS ON THE NAF FINANCIAL STATEMENT. MONTHLY EXCEL SPREADSHEET MUST BE COMPLETED BY THE GARRISON DIRECTING NFS HOW MUCH INCOME TO RECORD IN EACH INDIVIDUAL GLAC IN ORDER TO PRODUCE MONTHLY FINANCIAL STATEMENTS.	QUARTERLY - 31 DEC, 31 MAR, 30 JUN, 30 SEP

**ANNEX G - REPORTS - LOE 2 (Soldier, Family Civilian Well-Being)**

<b>GARRISON DIRECTORATE</b>	<b>STAFF PROPONENT</b>	<b>REPORT TITLE</b>	<b>WHO SUBMITS REPORT</b>	<b>REPORT REQUIRED BY</b>	<b>REPORT SUBMITTED TO</b>	<b>REPORT DESCRIPTION AND PURPOSE</b>	<b>FREQUENCY</b>
DHR	G1	COMBINED FEDERAL CAMPAIGN	CDR'S REP	ANNUAL DOD REQUIREMENT	G1 COMMANDANT HQ	FOR THE PAST 50 YEARS, FEDERAL EMPLOYEES HAVE SHOWN THEIR GENEROSITY BY HELPING THOUSANDS OF CHARITABLE ORGANIZATIONS IN THEIR LOCAL AREA, NATIONWIDE, AND INTERNATIONALLY.	ANNUAL - 30 SEP
CPAC	G1	CIV GLOBAL ASSESSMENT TOOL (GAT)	ALL EMPLOYEES	IMCOM OPORD 11-037	IMCOM HQ	THIS ASSESSMENT FACILITATES WELLNESS.	AS NEEDED (CMD DIRECTED)
CPAC	G1	CIV ATTITUDE SURVEY	ALL EMPLOYEES	IMCOM OPORD 11-064	HQDA	COMMAND CLIMATE SURVEY.	AS NEEDED (CMD DIRECTED)
LEGAL	OSJA	TAX ASSISTANCE AAR	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - LEGAL ASSISTANCE	AR 27-3, CH 5	OTJAG-LAPD	TAX ASSISTANCE STATISTICS AND AFTER ACTION REPORT FOR INSTALLATION TA PROGRAM. FACILITATES MANPOWER AND BUDGET FORECASTS, TREND AND TRAINING ANALYSIS, ETC FOR TA MISSION.	ANNUAL - 1 JUN (CONUS) / 1 JUL (OCONUS)
LEGAL	OSJA	VICTIM-WITNESS LIAISON (VWL) RPT	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - CRIM LAW (VWL)	PLS 97-291 PLS 98-473 PLS 101-647 PLS 102-484 PLS 103-160 DODD 1030.1 AR 27-10, CH 18	USD (P&R)(LEGAL POLICY) THRU OTJAG-CRIM LAW	NUMBER OF VICTIMS PROVIDED VW SERVICES. MEET STATUTORY AND REGULATORY REQUIREMENTS.	ANNUAL - 15 FEB
LEGAL	OSJA	SEXUAL ASSAULT PROSECUTION STATUS REPORT	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - CRIM LAW	ALARCTS OR OTJAG TASKING	OTJAG-CRIM LAW FOR DAMO, OTJAG, OPMG, HQDA G1 AND OTHERS TO SUPPORT RFIS FROM OSD, AND CONGRESS AMONG OTHERS	STATUS OF PROSECUTIONS INTO "FOUNDED" CID SEXUAL ASSAULT CASES. PROVIDES STATUS INFORMATION TO DAMO, OTJAG, OPMG, DA G1 AND OTHERS TO SUPPORT RFIS FROM OSD, CONGRESS, AND THE SAPR TASK FORCE.	AS REQUIRED
LEGAL	OSJA	OSD CIVIL LIBERTIES INCIDENTS REPORT	INSTALLATION CONSOLIDATED LEGAL OFFICE, IGS, CHAPLAINS, PAO	PL 110-53 DPCLO POLICY	OSD DPCLO THRU ARMY OGC	COLLECT DATA ON CIVIL LIBERTIES INCIDENTS ACROSS THE ARMY, DETERMINE WHETHER OR NOT THEY ARE BEING INVESTIGATED AND WHETHER OR NOT THE SITUATION HAS BEEN REMEDIATED. DETERMINE WHETHER ANY PERSON OR ORGANIZATION HAS MADE A CIVIL LIBERTIES COMPLAINT WITHIN THE UNIT, RECORD THE INFORMATION REGARDING THE COMPLAINT AND THE INCIDENT, AND FORWARD THE FORM THROUGH IMCOM TECHNICAL CHAIN (SJA, IG, CHAPLAIN, PAO) TO THE CIVIL LIBERTIES POC IDENTIFIED (OGC).	QUARTERLY - 15 JAN, 15 APR, 15 JUL, 15 OCT
DFMWR	G9	FINANCIAL READINESS PROGRAM MANAGER (FRPM) DATA	GARRISON ACS STAFF	AR 608-1	IMCOM HQ G9-FP-TSS	(CATEGORY = OTHER). TO VERIFY STAFF MEMBERS ARE PROVIDING FINANCIAL READINESS ASSISTANCE, ASCERTAIN TRAINING REQUIREMENTS AND EXPEDITE DISSEMINATION OF VITAL INFORMATION.	ANNUAL - 31 DEC (CHANGED FROM BI-ANNUAL)

**ANNEX G - REPORTS - LOE 2 (Soldier, Family Civilian Well-Being)**

<b>GARRISON DIRECTORATE</b>	<b>STAFF PROPONENT</b>	<b>REPORT TITLE</b>	<b>WHO SUBMITS REPORT</b>	<b>REPORT REQUIRED BY</b>	<b>REPORT SUBMITTED TO</b>	<b>REPORT DESCRIPTION AND PURPOSE</b>	<b>FREQUENCY</b>
DFMWR	G9	GOLF COST OF GOODS SOLD REPORT	GARRISON BOD/ACTIVITY MGR	IMCOM HQ G9 BUSINESS OPERATING GUIDANCE	IMCOM HQ G9-BO-GOLF PRGM MGR	(CATEGORY = FINANCIAL). OPERATIONAL MANAGEMENT WEB-BASED TOOL TO TRACK AND EVALUATE PROGRAM DELIVERY; PROVIDES DATA TO ALLOW IN DEPTH ANALYSIS OF COST EFFECTIVENESS, PROGRAM GOAL ATTAINMENT AND ENTERPRISE LEVEL PROGRAM MANAGEMENT.	ANNUAL - 30 NOV
DFMWR	G9	GOLF ROUNDS REPORT	GARRISON BOD/ACTIVITY MGR	IMCOM G9 BUSINESS OPERATING GUIDANCE	IMCOM HQ G9-BO-GOLF PRGM MGR	(CATEGORY = FINANCIAL AND/OR OTHER). PRINT OUT EVERYTHING PUT INTO THE SYSTEM, THEN FILE ALL THE PRINT-OUTS OF EVERYTHING IN THE SYSTEM - REPORT IS ONLINE DIRECT FROM THE SYSTEM.	ANNUAL - 30 NOV
DFMWR	G9	BOWLING LINEAGE REPORT	GARRISON BOD/ACTIVITY MGR	IMCOM G9 BUSINESS OPERATING GUIDANCE	IMCOM HQ G9-BO-BOWLING PRGM MGR	(CATEGORY = FINANCIAL AND/OR OTHER). PROVIDES DATA ON PARTICIPATION AND A BREAKDOWN WITHIN SEPARATE FEE CATEGORIES. INFORMATION IS THE KEY DRIVER TO MONITOR ACTIVITY SUCCESS IN PROGRAM DELIVERY.	ANNUAL - 30 NOV
DFMWR	G9	QUARTERLY DATA CALL	ARMY LODGING	OSD IMCOM HQ G9-HP	OSD IMCOM HQ G9-HP	(CATEGORY = FINANCIAL). FUNDING/ACCOUNTABILITY, ANNUAL BUDGETS PREPARED FOR ALL ARMY NAFIS/ENTITIES (EXCEPT CIVILIAN MWR FUNDS (SEE AR 215-7)) WILL COMPLY WITH.	QUARTERLY - 14 OCT, 13 JAN, 12 APR, 13 JUL
DFMWR	G9	4-H CLUBS ANNUAL REPORT	GARRISON CYSS	PARTNERSHIP MEMORANDUM	IMCOM HQ G9 4-H	(CATEGORY = FINANCIAL AND/OR OTHER). COMPLETE PROGRAM AND 4-H CLUB GARRISON DATA IAW PARTNERSHIP AGREEMENT.	ANNUAL - 1 AUG
DFMWR	G9	BOYS AND GIRLS CLUBS OF AMERICA ANNUAL REPORT	GARRISON CYSS	PARTNERSHIP MEMORANDUM	BGCA	(CATEGORY = FINANCIAL). BOYS AND GIRLS CLUB YOUTH VOLUNTEER HOURS. GARRISON PROGRAM REVIEW INCLUDING ADMINISTRATIVE DATA IAW BGCA PARTNERSHIP REQUIREMENTS.	ANNUAL - 1 FEB
DFMWR	G9	FEE REVIEW REPORT	GARRISON CYSS	DODI 60.60.2 DODI 60.60.3 DODI 60.60.4	OSD	(CATEGORY = FINANCIAL). DOCUMENTS GARRISON ACTUAL FEE SCHEDULES/ENROLLMENTS TO VALIDATE COMPLIANCE WITH IMCOM AND ARMY POLICY GUIDANCE.	ANNUAL - 10 JAN
DFMWR	G9	ARMY FAMILY COVENANT	GARRISON CYSS	SOLDIER AND FAMILY ACTION PLAN REPORT REQUIREMENTS TO ACSIM	IMCOM HQ G9	(CATEGORY = FINANCIAL). DELIVERY LEVELS OF ARMY FAMILY COVENANT INITIATIVES FOR FUNDING REQUIREMENTS PROJECTIONS AND DELIVERY COMPLIANCE ACCOUNTABILITY.	MONTHLY - 10TH

**ANNEX G - REPORTS - LOE 2 (Soldier, Family Civilian Well-Being)**

<b>GARRISON DIRECTORATE</b>	<b>STAFF PROPONENT</b>	<b>REPORT TITLE</b>	<b>WHO SUBMITS REPORT</b>	<b>REPORT REQUIRED BY</b>	<b>REPORT SUBMITTED TO</b>	<b>REPORT DESCRIPTION AND PURPOSE</b>	<b>FREQUENCY</b>
DFMWR	G9	1ST TEE MONTHLY REPORT	GARRISON CYSS	DOD TASKER	OSD	(CATEGORY = FINANCIAL). DOCUMENTS FUNDING ACCOUNTABILITY OF PROGRAM ACTIVITY AND PATRONAGE BY CHILDREN & YOUTH.	MONTHLY - 15TH
DFMWR	G9	SKIESUNLIMITED SPACE COUNT REPORT	GARRISON CYSS	G9 (TO VALIDATE DODI 60.60.4 REQUIREMENT)	IMCOM HQ G9	(CATEGORY = FINANCIAL). DOCUMENTS OPERATIONAL DELIVERY LEVELS FOR PROGRAM MANAGEMENT AND ENTERPRISE LEVEL PLANNING AND BUDGETING.	ANNUAL - 31 JUL
DFMWR	G9	ANNUAL REPORT	GARRISON CYSS	OSD REQUIREMENT IAW DODI 60.60.2 DODI 60.60.3 DODI 60.60.4	OSD	(CATEGORY = FINANCIAL). DOCUMENTS OPERATIONAL LEVELS AND DEMOGRAPHICS AT GARRISON FOR CONSOLIDATION AT THE ARMY LEVEL AND SUBMISSION TO OSD IAW DODIS.	ANNUAL - 1 NOV
DFMWR	G9	INTEGRATED REPORTING ONLINE (IRO) DATA/STATUS UPDATE(CY) .SPACES .STAFFING .ACCREDITATION .FACILITY STATUS .FOOD USAGE .SCHOOL SUPPORT REPORT D344	GARRISON CYSS	DODI 60.60.2 DODI 60.60.3 DODI 60.60.4	IMCOM HQ G9	(CATEGORY = FINANCIAL). OPERATIONAL MANAGEMENT WEB-BASED TOOL TO TRACK AND EVALUATE PROGRAM DELIVERY; PROVIDES DATA TO ALLOW IN DEPTH ANALYSIS OF COST EFFECTIVENESS, PROGRAM GOAL ATTAINMENT AND ENTERPRISE LEVEL PROGRAM MANAGEMENT.	MONTHLY - 10TH
DFMWR	G9	EDGE1 PROGRAM REPORT	GARRISON CYSS	G9 (TO VALIDATE DODI 60.60.4 REQUIREMENT)	IMCOM HQ G9	(CATEGORY = FINANCIAL). TRACKS MIWR PARTNERHIP AND YOUTH PARTICIPATION TO PROVIDE DATA FOR EVALUATION OF COST EFFECTIVENESS AND PROGRAM GOAL ATTAINMENT.	MONTHLY - 5TH
DFMWR	G9	DOD UNANNOUNCED INSPECTION CORRECTIVE ACTION REPORTS WITH 72 HR, 30 AND 90 DAY CORRECTIVE REQUIREMENTS	GARRISON FMWR	MILITARY CHILD CARE ACT DODI 60.60.2, 3 AND 4 AR 601-10	IMCOM HQ G9	(CATEGORY = OTHER). ENSURES COMPLIANCE WITH STATUTORY REQUIREMENTS G9 WOULD NOT HAVE DOCUMENTED BASIS TO RECOMMEND CERTIFICATION OF PROGRAMS TO DOD.	90 DAYS AFTER GARRISONS RECEIVE THE FINAL REPORT
DFMWR	G9	SCHOOL SUPPORT SERVICES DIRECTORY UPDATE	GARRISON CYSS	IMCOM HQ G9	IMCOM HQ G9	(CATEGORY = OTHER). REVIEW OF CURRENT CONTACT DATA TO ENSURE ACCURACY OF POINTS OF CONTACT FOR SCHOOL SUPPORT STAFF MEMBERS WORLDWIDE.	QUARTERLY - 31 JAN, 30 APR, 31 JUL, 31 OCT
DFMWR	G9	POSTURE PREPS, HEARINGS, TESTIMONY FOR SA, CSA, SMA, ACSIM, G9	GARRISON FMWR	OCLL SA CSA SMA ACSIM IMCOM HQ G9	OCLL SA CSA SMA ACSIM IMCOM HQ G9	(CATEGORY = FINANCIAL AND/OR OTHER). TO GARNER LESSONS LEARNED AND PREVENT FUTURE INCIDENTS. THESE ACTIONS COME DOWN THE CHANNELS THROUGH THE SACO AS TASKERS.	IRREGULAR

**ANNEX G - REPORTS - LOE 2 (Soldier, Family Civilian Well-Being)**

<b>GARRISON DIRECTORATE</b>	<b>STAFF PROPONENT</b>	<b>REPORT TITLE</b>	<b>WHO SUBMITS REPORT</b>	<b>REPORT REQUIRED BY</b>	<b>REPORT SUBMITTED TO</b>	<b>REPORT DESCRIPTION AND PURPOSE</b>	<b>FREQUENCY</b>
DFMWR	G9	COMMERCIAL SOLICITATION REPORT	GARRISON FMWR	PL 109-290 10 USC 992 AR 210-7	OSD	(CATEGORY – OTHER). INFORMATION OBTAINED FROM QUARTERLY REPORTS FROM ALL BRANCHES OF THE SERVICE ARE CONSOLIDATED AT THE SECRETARY OF DEFENSE LEVEL TO COMPLY WITH PUBLIC LAW TO MAINTAIN A LIST AND POSTING OF ALL PERSONS ENGAGED IN THE BUSINESS OF SECURITIES OR INSURANCE THAT HAVE BEEN BARRED OR OTHERWISE LIMITED FROM MILITARY INSTALLATIONS OR THAT HAS ENGAGED IN ANY TRANSACTION THAT IS PROHIBITED BY THE ACT.	QUARTERLY - 24 DEC, 24 MAR, 24 JUN, 24 SEP
DFMWR	G9	RANDOLPH SHEPPARD ACT	GARRISON FMWR	PL 74-732 PL 83-565 PL 93-516 20 USC SECTION 107 AR210-25	OSD	(CATEGORY – FINANCIAL). BASIS FOR ARMY'S SUBMISSION TO OSD ENSURING INCOME DERIVED FROM ESTABLISHMENTS THE BLIND OPERATES ON A FEDERAL INSTALLATION IS SHARED WITH STATE LICENSING AGENCIES IAW PUBLIC LAW. TRACKS NUMBER OF PERMITS SUBMITTED, APPROVED OR DENIED.	ANNUAL - 31 DEC
DFMWR	G9	MWR BASELINE STANDARDS	GARRISON CR STAFF INPUTS DATA / IIMCOM G9 SUBMITS REPORT	AR 215	G9	MEASURES PERFORMANCE AGAINST ARMY STANDARDS VIA ARMY COMMUNITY RECREATION REPORTS ONLINE (ACRRO). DATA IS TOP LOADED TO ISR.	QUARTERLY - 31 DEC, 31 MAR, 30 JUN, 30 SEP
DFMWR	G9	ARMY LIBRARIES REPORT	GARRISON CR STAFF INPUTS DATA / IIMCOM G9 SUBMITS REPORT	ARMY G1	ARMY G1	COLLECTS INFO ON LIBRARY PROGRAM TO MEASURE SUPPORT AND PERFORMANCE TO SOLDIERS AND FAMILIES. INFO COLLECTED AFFECTS BUDGETARY SUPPORT PROVIDED BY DoD FOR CONSORTIUM PURCHASES ACROSS THE SERVICES.	QUARTERLY - 31 DEC, 31 MAR, 30 JUN, 30 SEP
DFMWR	G9	DOD MWR LIBRARY STANDARDS ASSESSMENT	GARRISON CR STAFF INPUTS DATA / IIMCOM G9 SUBMITS REPORT	OPORD 11-092 DOD MWR LIBRARY STANDARDS ASSESSMENT, FY 2010	DOD	COLLECTS DATA WHICH MEASURES PERFORMANCE, DISCOVERS WEAKNESSES AND STRENGTHS, HELPS PLAN FOR FUTURE PROGRAMS/SERVICES, AND JUSTIFIES BUDGET REQUIREMENTS. ALL LEVELS OF COMMAND HAVE ACCESS TO THIS DATA INCLUDING GARRISON, REGIONS, AND G9. SAMPLE DATA INCLUDES ATTENDANCE, CIRCULATION, PROGRAMMING, DATABASE USAGE, COLLECTION SIZE, ITEMS CATALOGUED AND PROCESSED, BUDGETS, TECHNOLOGY IN PLACE, ETC.	ANNUAL - 31 DEC
DFMWR	G9	DOD FITNESS FACILITIES ASSESSMENT	GARRISON CR STAFF INPUTS DATA / IIMCOM G9 SUBMITS REPORT	OSD MEMO DATED 24 OCT 2005	DOD	PROVIDES DOD STATUS ON THE CONDITION OF FITNESS CENTER TO JUSTIFY FUNDING FOR IMPROVEMENTS.	ANNUAL - 30 SEP
DFMWR	G9	CAPITAL REPLACEMENT TOOL	GARRISON CR STAFF INPUTS DATA / IIMCOM G9 SUBMITS REPORT	AR 215	G9	LIFE CYCLE REPLACEMENT STATUS TO SUPPORT BULK BUY PROGRAM.	QUARTERLY - 31 DEC, 31 MAR, 30 JUN, 30 SEP

**ANNEX G - REPORTS - LOE 3 (Leader Workforce Development)**

GARRISON DIRECTORATE	STAFF PROONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
TMC	TMC	CURRENT AND PROJECTED VACANCY STATUS REPORT	GARRISON, REGION	IM POLICY # (TBD) IMCOM OPORD 11-502	IMCOM HQ TMC (PROVIDED TO EXECUTIVE COUNCIL)	THIS REPORT PROVIDES SITUATIONAL AWARENESS TO THE EXECUTIVE COUNCIL AND OPTIMIZES SENIOR CIVILIAN LEADER SUCCESSION.	MONTHLY - 28TH
DHR	G1	GENERAL DOUGLAS MCARTHUR LEADERSHIP AWARD	CDR's REP	AR 600-89	HQDA G-1 IMCOM HQ	RECOGNIZES IMCOM COMPANY GRADE OFFICER'S AND WARRANT OFFICER'S	ANNUAL - 1 DEC
DHR	G1	SGM LARRY STRICKLAND EDUCATIONAL LEADERSHIP AWARD	CDR's REP	ALARACT	HQDA G-1 IMCOM HQ	RECOGNIZES IMCOM NCOs FOR THE CONTRIBUTION TO THEIR SOLDIERS EDUCATIONS.	ANNUAL - 1 JUN
DHR	G1	THE ZACHARY AND ELIZABETH FISHER DISTINGUISHED CIVILIAN HUMANITARIAN AWARD	CDR's REP	AR 672-20	HQDA G-1 IMCOM HQ	RECOGNIZES NON GOVERNMENT EMPLOYEES FOR CONTRIBUTIONS MADE TO THE ARMED FORCES.	ANNUAL - 1 JUN
DHR	G1	ANNUAL DOD DAVID O. COOK EXCELLENCE IN PUBLIC ADMINISTRATION AWARD	CDR's REP	AR 672-20	HQDA G-1 IMCOM HQ	RECOGNIZES FEDERAL EMPLOYEES WHOSE WORK PERFORMANCE DEMONSTRATED UNUSUAL COMPETENCE.	ANNUAL - 1 APR
DHR	G1	AG CORPS REGIMENTAL PERSONNEL OF THE YEAR	CDR's REP	ALARACT	HQDA G-1 IMCOM HQ	RECOGNIZES OFFICERS, WARRANT OFFICERS, NONCOMMISSIONED OFFICER, SOLDIERS, AND CIVILIANS FOR EXCEPTIONAL ACHIEVEMENTS AND OUTSTANDING CONTRIBUTION.	ANNUAL - 1 MAR
DHR	G1	ROGER JONES AWARD	CDR's REP	AR 672-20	HQDA G-1 IMCOM HQ	RECOGNIZES FEDERAL CAREER EXECUTIVES (MEMBERS OF SES) WHO DEMONSTRATED EXCEPTIONAL CAPABILITIES.	ANNUAL - 1 MAR
RMO	G8	PANEL FOR DOCUMENTATION OF CONTRACTORS (PDC)	IMCOM HQ G8	LEGISLATION/ CONGRESSIONAL MANDATE	HQDA M&RA	TO REVIEW, CORRECT, ENSURE ACCURATE DOCUMENTATION OF CONTRACTORS VIA A PDC PROCESS MANAGED BY M&RA AND REPORTED TO CONGRESS. REPORTING REQUIREMENT ESTABLISHED THROUGH VARIOUS FORMS OF LEGISLATION (E.G., 10 USC SECS 2330A, 235, AND 2463; NDAAS 2011, 2010, 2009, AND 2008; ETC).	ANNUAL - 30 NOV
RMO	G8	SIECMP QUARTERLY ASSESSMENT AND CONTRACT REPORT	GARRISONS, REGIONS	IMCOM HQ G8	IMCOM HQ	DATA PROVIDES TARGETS FOR STRATEGIC ASSESSMENT INITIATIVES.	QUARTERLY (SPECIFIC DATES ARE VARIABLE AND WILL BE PROVIDED AT THE START OF EACH FY THROUGH A SIECMP OPORD)
EEO	EEO	MD 715 MIDTERM REPORT	GARRISON, REGIONS, IMCOM HQ	EEOC'S MANAGEMENT DIRECTIVE 715	HQDA	AFFIRMATIVE ACTION PLAN, PROGRAM SELF ASSESSMENT, ACCOMPLISHMENTS, PROGRAM TRIGGERS/BARRIERS, OVERALL ACTION PLAN, WORKFORCE AFFIRMATIVE ACTION STATS.	ANNUAL - 30 JUN

**ANNEX G - REPORTS - LOE 3 (Leader Workforce Development)**

GARRISON DIRECTORATE	STAFF PROPOSER	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
EEO	EEO	MD 715 REPORT	GARRISON, REGIONS, IMCOM HQ	EEOC'S MANAGEMENT DIRECTIVE 715	HQDA	AFFIRMATIVE ACTION PLAN, PROGRAM SELF ASSESSMENT, ACCOMPLISHMENTS, PROGRAM TRIGGERS/BARRIERS, OVERALL ACTION PLAN, WORKFORCE AFFIRMATIVE ACTION STATS.	ANNUAL - 31 OCT
EEO	EEO	NO FEAR TRAINING	GARRISON, REGIONS, IMCOM HQ	SECTION 202 OF THE NOTIFICATION AND FEDERAL EMPLOYEE ANTIDISCRIMINATION AND RETALIATION ACT OF 2002 (THE NO FEAR ACT)	HQDA	REPORT THE PERCENTAGE OF THE WORKFORCE WHICH COMPLETED THE NO FEAR TRAINING.	BI-ANNUAL - 31 OCT
EEO	EEO	DISABLED VETERANS AFFIRMATIVE ACTION PLAN (DVAAP)	GARRISON, REGIONS, IMCOM HQ	EEOC AND OPM	HQDA	AFFIRMATIVE ACTION PLAN FOR DISABLED VETERAN, STATS ON VETERANS IN THE WORKFORCE, ACTION PLAN TO INCREASE PARTICIPATION.	ANNUAL - 31 OCT
EEO	EEO	HISPANIC EMPLOYMENT REPORT	GARRISON, REGIONS, IMCOM HQ	EEOC AND OPM	HQDA	AFFIRMATIVE ACTION PLAN FOR HISPANICS, STATS ON HISPANIC WORKFORCE.	ANNUAL - 30 SEP
EEO	EEO	462 REPORT	GARRISON, REGIONS, IMCOM HQ	29 CFR 1614, MANAGEMENT DIRECTIVE 110 AND AR 690-600	HQDA	COMPLAINTS AND COMPLIANCE REPORT, STATS ON COMPLAINTS OF DISCRIMINATION.	ANNUAL - 31 OCT
LEGAL	OSJA	BI-WEEKLY INVESTIGATIONS REPORT (OPORD 10-263)	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - ADLAW ICW REGION COUNSEL	IMCOM OPORD 10-263 (PER CG DIRECTION)	IMCOM CG	STATUS OF INVESTIGATIONS INTO SR. LEADER CONDUCT AND OTHER ACCIDENTS/ INCIDENTS OF CMD INTEREST. PROVIDES UPDATES TO CG ON RELEVANT MISCONDUCT AND OTHER AREAS OF COMMANDER INTEREST.	BI-WEEKLY - THURS
LEGAL	OSJA	WEEKLY SIGACT	REGION COUNSEL (DOES NOT AFFECT GARRISONS)	INTERNAL OSJA REQUIREMENT AS SENIOR SUPERVISORY JA (AR 27-1 AND 27-26)	IMCOM SJA	REGIONAL COUNSEL SIGNIFICANT ACTIVITIES AND ISSUES FOR THE REPORTING PERIOD. PROVIDES UPDATES TO THE SJA ON LEGAL ISSUES AFFECTING THE REGIONS AND FACILITATE LEGAL SUPPORT TO THE REGIONS AND UNIFORM TREATMENT OF PROBLEMS.	WEEKLY - THURS
LEGAL	OSJA	ANNUAL ETHICS REPORT (ARMY SLC 220)	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - ETHICS COUNSELOR	ETHICS IN GOVT ACT (5 USC APPROX. §§ 101-111) 5 CFR §2634	OGE, THROUGH OTJAG ETHICS AND FISCAL	ANNUAL ETHICS TRAINING, FDM REPORTING NUMBERS, NUMBERS OF ETHICS VIOLATIONS, AND DETAIL OF WORK EFFORT REQUIRED FOR ETHICS COUNSELOR DUTIES. PROVIDES REPORT ON UNIT/ACTIVITY ETHICS PROGRAM TO ENSURE STATUTORY COMPLIANCE.	ANNUAL - 31 DEC
LEGAL	OSJA	SEMI-ANNUAL OUTSIDE TRAVEL REPORT (SF 326)	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - ETHICS COUNSELOR	ETHICS IN GOVT ACT (5 USC APPROX. §§ 101-111) 5 CFR §2634 31 USC 1353	OGE, THROUGH OTJAG ETHICS AND FISCAL	RECEIPT OF TRAVEL BENEFITS FROM NFES. MEETS STATUTORY AND REGULATORY REQUIREMENTS TO ID CONFLICTS OF INTEREST.	SEMI-ANNUAL - 30 JUN / 31 DEC

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
ASAP	ASAP	ASAP CIVILIAN HIRING BOOTS ON GROUND REPORT	GARRISON ASAP	IMCOM OPORD 10-088	VCSA IMCOM CG IMCOM DCG	THIS REPORT TRACKS HIRING AND THE TRANSFERRING OF ASAP PERSONNEL WITH FOCUS ON CLINICAL EMPLOYEES	WEEKLY - TUE (NOON)
DHR	G1	25 YEAR DECLASSIFICATION OF RECORDS	RM OFC ROLLUP AT REGION OR DCG	EXECUTIVE ORDER	IMCOM HQ	THIS REPORT REVIEWS ALL CLASSIFIED DOCUMENTS 25 YEARS OR OLDER FOR DECLASSIFICATION; MANDATED BY LAW.	ANNUAL - 13 DEC
DHR	G1	POSITIVE ACCOUNTABILITY POSTAGE ADMINISTRATION SYSTEM (PAPPAS REPORT)	MAIL OFC ROLLUP AT REGION OR DCG	DOD IMCOM OPORD 10-193	IMCOM HQ	THIS REPORT REQUIRES QUARTERLY TRACKING OF AMOUNT AND USE OF POSTAGE AT AN INSTALLATION; DOD REQUIREMENT.	QUARTERLY - 15 JAN, 15 APR, 15 JUL, 15 OCT
DHR	G1	ACAP XXI AUTOMATED REPORTS	GARRISON TSM	IMCP	HRC	THIS REPORT TRACKS ACAP SITE COMPLIANCE.	DAILY (OR AS EXCEPTED IAW AR 215-1)
CPAC	G1	DELEGATED CLASSIFICATION AUTHORITY REPORT	GARRISON CIVPER	DCA POLICY MEMO	IMCOM HQ	THIS REPORT PROVIDES THE TOTAL # OF MANAGER OVERRIDES OF CLASSIFICATION OF POSITIONS WHICH WERE APPROVED FOR THE YEAR.	ANNUAL - 15 NOV
DPTMS	G3	IMCOM AIRFIELD QUALITY ASSURANCE EVALUATION (QAE) CORRECTIVE ACTION REPORTS (REPORT COVER LETTER SIGNED BY CG, CONTAINS REPORTING INSTRUCTIONS)	GARRISON COMMANDER	IMCOM HQ AIRFIELD OPERATIONS STANDARD OPERATING PROCEDURES	IMCOM HQ REGION	SIMPLE IMCOM HQ PROVIDED SPREADSHEET. GARRISONS PROVIDE UPDATES TO THE STATUS OF CORRECTIVE ACTION BLOCKS UNTIL ITEM IS CLOSED.	INITIAL REPORT DUE 60 DAYS AFTER EVALUATION REPORT DATE. FOLLOW-UP REPORTS ON ALL OPEN ITEMS DUE EVERY 6 MONTHS THEREAFTER.
DPTMS	G3	AIR TRAFFIC CONTROL (ATC) EMERGENCY MANNING LEVELS (EML) VALIDATION	GARRISON ATC CHIEF	AR 95-2 TC3-04.81	IMCOM HQ REGION	EMLS REPRESENT THE MINIMUM NUMBER OF FACILITY-RATED AND POSITION-QUALIFIED CONTROLLERS NECESSARY TO SUPPORT THE MISSION FOR LIMITED PERIODS. EMLS BECOME THE BASIS FOR REPORTING AND ARE USED TO DETERMINE FACILITY ACTIONS BELOW EML. AR 95-2 PROHIBITS FACILITIES FROM OPERATING AT EML FOR LONGER THAN 60 DAYS WITHOUT REDUCING SERVICES AND/OR SUPPORT.	1ST OF THE MONTH PRIOR TO EXPIRATION OR WHEN A CHANGE TO EML OCCURS (RE-VALIDATED EVERY 2 YRS OR WHEN A CHANGE TO MISSION REQUIREMENTS IS INITIATED)
DPTMS	G3	NATIONAL AGREEMENT (NAT) - 127 REQUIREMENTS	GARRISON AIRFIELD MANAGER	AR 95-2	FAA USAASA IMCOM HQ REGION	THE U.S. ARMY IS REQUIRED TO FURNISH THE FAA WITH ESTIMATES OF ANNUAL REQUIREMENTS FOR FAA FLIGHT INSPECTIONS AND TERMINAL INSTRUMENT PROCEDURES DEVELOPMENT NO LATER THAN 1 SEP OF EACH YEAR.	ANNUAL - 15 JUL (TO REGION HQ) - 1 AUG (TO IMCOM HQ) - 15 AUG (TO USAASA) - 1 SEP (TO FAA)
DPTMS	G3	ANNUAL TERMINAL INSTRUMENT PROCEDURES REVIEW	GARRISON AIRFIELD MANAGER	AR 95-2	USAASA IMCOM HQ REGION	AIRFIELD COMMANDERS/MANAGERS, THE AIR TRAFFIC & AIRSPACE OFFICER, AND THE AIR TRAFFIC FACILITY CHIEF WILL REVIEW THEIR TERMINAL INSTRUMENT PROCEDURES TO DETERMINE THE NEED TO RETAIN, AMEND, CANCEL, OR ESTABLISH NEW PROCEDURES.	ANNUAL - 15 JUL (TO REGION HQ) - 1 AUG (TO IMCOM HQ) - 15 AUG (TO USAASA)
DPTMS	G3	ANNUAL SPECIAL USE AIRSPACE (SUA) UTILIZATION REPORT	GARRISON AIR TRAFFIC AND AIRSPACE (AT&A) OFFICER	AR 95-2	EACH GARRISON WILL SUBMIT DRAFT REPORT TO THE APPROPRIATE DEPARTMENT OF THE ARMY REPRESENTATIVE (DAR) TO THE FAA NLT 15 AUG, AFTER DAR REVIEW, FINAL REPORT WILL BE SENT TO DAR NLT 30 NOV	ANNUAL UTILIZATION REPORT ON THE USE OF ITS RESTRICTED AREAS AND MILITARY OPERATIONS AREAS (MOA).	ANNUAL - 15 AUG DRAFT REPORT TO DAR - 30 NOV FINAL REPORT TO DAR (MUST OBTAIN DRAFT REPORT FEEDBACK FROM DAR PRIOR TO THE FINAL REPORT SUBMITTAL)

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPTMS	G3	3479-6-R (ATC FACILITY AND PERSONNEL STATUS REPORT)	GARRISON ATC CHIEF AND ATC MAINTENANCE CHIEF	AR95-2 AND UTILIZE HQDA FORM 3479-6-R IN ACCORDANCE WITH FM 3-04.303	AIR TRAFFIC AND SERVICES COMMAND (ATSCOM)	PROVIDES STATUS OF PERSONNEL IN EACH ATC FACILITY, AIRCRAFT TRAFFIC COUNT PER SHIFT FOR EACH FACILITY, FACILITY POSITIONS AND HOURS OF OPERATIONS. THIS REPORT ALSO DOCUMENTS ATC AND NAVIGATIONAL AID EQUIPMENT OUTAGES AND CORRECTIVE ACTIONS.	MONTHLY - 15TH
DPTMS	G3	QAAF POM SUBMISSIONS	AIRFIELD MANAGER (APPROVED BY DPTMS OR GC)	HQDA G-3 POM MANAGER (QAAF)	HQDA G-3 POM MGR (QAAF) IMCOM HQ REGION	PROVIDES EACH AIRFIELD'S QAAF POM REQUEST FOR EACH OF THE 5 SSPS IN CLS 302.	ANNUAL - NOV (POM MGR SETS EXACT DATE)
DPTMS	G3	QNMG/MU1M/QSEC POM SUBMISSIONS	GARRISON DPTMS	HQDA MDEP MANAGER	HQDA G-2 HQDA G-6 MDEP MGRS & II PEG RVT ACSIM IMCOM G-3	PROVIDES INFORMATION TO II PEG ON EACH GARRISONS DPTMS POM REQUIREMENTS FOR SECURITY PROGRAMS, VISUAL INFORMATION AND DPTMS COMMAND AND CONTROL.	ANNUAL - 1 OCT (SEND TO IMCOM G3 MDEP MGR)
DPTMS	G3	OPSEC	GARRISON OPSEC OFFICER TO REGION (OR DCG), THEN TO IMCOM HQ G-32 CONSOLIDATED AND SUBMITTED TO HQDA G-3 OPSEC	AR 530-1 OPERATIONS SECURITY, 19 APR 07 YEARLY ALARACT GUIDANCE FROM HQDA G-3/5/7 REQUIRING ANNUAL OPSEC RPT	HQDA G-3/5/7	PROVIDES SYNOPSIS OF COMMAND OPSEC PROGRAM AS A RESULT OF REVIEW AT GARRISON, REGION AND HQ LEVELS.	ANNUAL - 31 OCT (TO IMCOM HQ) - 30 DEC (TO HQDA)
DPTMS	G3	CO-ADOS REPORT	GARRISON COMMANDER	HQDA EXORD	HQDA G-1 FIRST ARMY	REPORT OF RESERVE COMPONENT AND RETIREE RECALL PERSONNEL MOBILIZED IOS OF IMCOM EFFORTS OF MOBILIZATION.	MONTHLY - 5TH WORKING DAY
DPTMS	G3	BSI CHECKLIST	GARRISON DPTMS	NORTHCOM MEMO	NORTHCOM ARNORTH IMCOM HQ	DESCRIBES USAG CAPABILITIES IN THE EVENT THE USAG IS USED TO SUPPORT A CRISIS (BSI/ISB).	ANNUAL - 15 MAY
DPTMS	G3	CCIR/SIR	GARRISON OPERATIONS CTR	AR 190 SERIES	HQDA IMCOM HQ	DESCRIBES EVENTS, CRISIS AND ACTIVITIES DIRECTED BY CG AND HQDA.	AS REQUIRED
DPTMS	G3	DRRS-A	GARRISON DPTMS	DOD IMCOM	ACSIM IMCOM HQ	READINESS REPORTING.	MONTHLY (1ST WORKING DAY)
DPTMS	G3	TRIP BOOKS	GARRISON OPERATIONS CTR	IMCOM HQ	IMCOM HQ	FACILITATE READ AHEAD FOR DV VISITS TO GARRISONS.	EVENT DRIVEN
DES	PM	REQUIREMENTS BUILD (POM)	GARRISON REGION OR DCG	OPMG	OPMG	SUPPORTS THE POM PROCESS BY ALLOWING INSTALLATIONS TO SUBMIT FUNDING REQUIREMENTS FOR MDEPS: QPSM, QLPR, VTER FOR THE CATEGORIES OF CIVILIAN PAY, OTHER PAY, EQUIPMENT, CONTRACTS, SUPPLIES, TRAINING, TRAVEL. THE REGION AND IMCOM HQ REVIEW AND VALIDATE THESE REQUESTS, PRIOR TO SUBMISSION TO OPMG.	ANNUAL (LAW HQDA TIMELINE)

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DES	PM	ANNUAL CORRECTIONS CONTRACT REPORT	GARRISON	AR 190-47	OPMG	PROVIDES VISIBILITY OF INSTALLATIONS WITH PRE/POST TRIAL CONFINEMENT CONTRACTS WITH LOCAL AGENCIES. THE ARMY CORRECTIONS COMMAND (ACC) IS REQUIRED TO MAINTAIN CURRENT COPIES OF ALL CONTRACTS IOT ACCURATELY TRACK INCARCERATED SOLDIERS WITHIN THE ARMY CORRECTIONS INFORMATION SYSTEM (ACIS).	ANNUAL (SUBMITTED ICW REQUIREMENTS BUILD REPORT IAW HQDA DIRECTED TIMELINE)
DES	PM	DACP CERTIFICATION ROSTER	GARRISON TO REGION (OR DCG) TO IMCOM HQ	AR 190-56	IMCOM HQ	ALLOWS PROTECTION SERVICES TO MAINTAIN PROGRAM OVERSIGHT BY TRACKING CERTIFICATION OF DACP STATUS IN ORDER TO COMPLY WITH THE REGULATION AND DETERMINE TRAINING REQUIREMENTS NEEDED FOR THE DACP ACADEMY BASED ON TURN-OVER AND NEW HIRES, AS WELL AS TRACKING THE NUMBER OF OVER HIRES AT AN INSTALLATION.	MONTHLY - 15TH
DES	PM	QUARTERLY MILITARY WORKING DOG (MWD) STATUS REPORT	6 GARRISONS THAT OWN MWD	IMCOM HQ AT OPOD	OPMG	THE NUMBER OF MWDS AUTHORIZED BY TYPE, ON HAND WITH NAME, TATTOO NUMBER AND WHELP DATE FOR EACH ASSIGNED MWD/USED FOR CMD INFORMATION.	QUARTERLY - 10 JAN, 10 APR, 10 JUL, 10 OCT
DES	PM	ANNUAL LAW ENFORCEMENT (LE) CAPABILITIES REPORT	GARRISON	AR 190 SERIES	IMCOM HQ	PROVIDES VISIBILITY OF INSTALLATION LE CAPABILITIES. UTILIZED TO PROVIDE STAFF ESTIMATES TO REQUESTS FOR INFORMATION (RFI) FROM OPMG. ADDITIONALLY USED TO DEVELOP ANNUAL QIPR BUDGET DISTRIBUTION AS WELL AS DETERMINING LE EQUIPMENT LIFECYCLE MANAGEMENT REQUIREMENT FOR ANNUAL POM BUILD.	ANNUAL - 1 OCT
DES	PM	ANNUAL FIRE LOSS REPORT	GARRISON	AR 420-1, CHAP 25	ACSIM DAIM-ISL	TRACK AND ANALYZE FIRE LOSS EXPERIENCE.	ANNUAL - 10 OCT
DES	PM	MAJOR FIRE LOSS REPORT	GARRISON	AR 420-1, CHAP 25	ACSIM DAIM-ISL	MAJOR FIRE LOSS REPORT; TRIGGERED BY AN INCIDENT WHOSE FIRE LOSS EXCEEDS 250K OR RESULTS IN SEVERE INJURY OR DEATH TO OCCUPANTS OR FIREFIGHTERS.	PER INCIDENT
DES	PM	FIRE CHIEF DIRECTORY	GARRISON	NO	IMCOM HQ	UPDATE BY EXCEPTION WHEN CHANGES OCCUR.	AS NEEDED
DES	PM	FIRE FIGHTING APPARATUS VEHICLE DATA CALL	GARRISON	AR 58-1	ACSIM DAIM-ISL	EXAMINE CONDITION OF THE FIREFIGHTING VEHICLE FLEET ; PRIORITIZE VEHICLE REPLACEMENT REQUIREMENTS. USED TO DEVELOP POM REQUIREMENTS AND ALLOCATE RESOURCES FOR OPA FUNDED VEHICLES.	ANNUAL - 30 AUG
DES	PM	FIRE AND EMERGENCY SERVICES STAFFING REQUIREMENTS DATA CALL	GARRISON	AR 420-1, CHAP 25	ACSIM DAIM-ISL	CRITICAL DATA NEEDED TO ENSURE MDEP PROPERLY REFLECTS THE FUNDS REQUIRED DURING EXECUTION OF FUNDS, MDEP REVIEW AND POM BUILD.	ANNUAL - 10 NOV

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DES	PM	GARRISON MULTI-YEAR EXERCISE AND TRAINING PLAN	GARRISON, THROUGH REGION OR DCG	FM 7-0 IMCOM OPORD 11-214	IMCOM HQ, PROTECTION SERVICES	GARRISON COMMANDER'S THREE YEAR EXERCISE AND TRAINING PLAN OF THE 30 CAPABILITIES. TRAINING MANAGEMENT.	ANNUAL (15 DAYS BEFORE START OF THE FY)
DES	PM	PROTECTION QUARTERLY STATUS REPORT	GARRISON, THROUGH REGION OR DCG	FM 7-0 AR 525-13 (ANTITERRORISM STANDARDS 10, 12, 23, 30, 31, 32, AND 35) AR 525-27 (INSTALLATION EMERGENCY MANAGEMENT) ARNORTH FORCE PROTECTION OPORD IMCOM OPORD 09-001 IMCOM OPORD 11-214 IMCOM OPORD 11-226	IMCOM HQ, PROTECTION SERVICES	30 CAPABILITIES T/P/U STATUS UPCOMING FULL SCALE EXERCISES (DATA NEEDED FOR ARNORTH ANNUAL EXERCISE REPORT) PREVIOUS EXERCISE LESSONS LEARNED (DATA NEEDED FOR ARNORTH ANNUAL EXERCISE REPORT) PREVIOUS EXERCISE CORRECTIVE ACTION PLAN UPDATE (DATA NEEDED FOR ARNORTH ANNUAL EXERCISE REPORT) UPCOMING HHA HEADQUARTERS ASSESSMENTS (HHA) PREVIOUS HHA CORRECTIVE ACTION PLAN UPDATE ANTITERRORISM FUNDING EXECUTION ANTITERRORISM "ON HAND" STRENGTH EMERGENCY MANAGEMENT FUNDING EXECUTION EMERGENCY MANAGEMENT "ON HAND" STRENGTH SNAP SHOT OF UNFUNDED REQUIREMENTS	QUARTERLY - 15 OCT, 15 JAN, 15 APR, 15 JUL
DES	PM	HIGHER HEADQUARTERS ASSESSMENT LONG RANGE CALENDAR	REGION OR DCG	AR 525-13 (ANTITERRORISM STANDARDS 31 AND 32) IMCOM OPORD 11-226	IMCOM HQ, PROTECTION SERVICES	NINE YEAR PROJECTION OF HHAS (INCLUDE JSIVAS) / USED TO PROVIDE INPUT INTO ASCC LONG RANGE CALENDARS TWO YEAR SCHEDULE OF COORDINATED HHAS. RESOURCE PROTECTION.	QUARTERLY - 15 OCT, 15 JAN, 15 APR, 15 JUL
DES	PM	EMERGENCY MANAGEMENT PROGRAM AND NATIONAL INCIDENT MANAGEMENT SYSTEM IMPLEMENTATION REPORT	GARRISON COMMANDER REGION DIRECTOR OR DCG IMCOM CG	DODI 6055.17, CHANGE 1 (19 NOV2010) HQDA EXORD 050-11 HQDA OPORD 10-094	SECDEF CSA HQDA G-3/5/7 IMCOM HQ G-34	TRACK AND MONITOR NIMS IOC AND FOC IMPLEMENTATION AND COMPLIANCE STATUS AND COMMAND EMERGENCY MANAGEMENT PROGRAM EXECUTION: A. FUNDS: EXECUTION, REQUIREMENTS DATA FOR POM, B. MANPOWER: TOTAL ON HAND, CERTIFICATION STATUS, REQUIRED C. TRAINING: STATUS OF TRAINING FOR SENIOR LEADERS, SOLDIERS, RESPONDERS, KEY C2 NODES, MEDICAL, CIVILIANS, AND FAMILIES. D. EXERCISE: FUNDING REQUIREMENTS FOR INSTALLATIONS TO CONDUCT MANDATED "ALL-HAZARDS" EXERCISES.	MONTHLY - 1ST (UNTIL IOC IS ACHIEVED) QUARTERLY - 14 OCT, 15 JAN, 15 APR, 15 JUL (UNTIL FOC IS ACHIEVED)
DES	PM	FPCON REPORT	GARRISON REGION OR DCG	AR 525-13, PARA D-4	ARNORTH OPS CTR	INFORMS HHQ OF FPCON POSTURE AT EACH GARRISON.	MONTHLY - 1ST (REPORT WILL CONTINUE FROM IMCOM HQ TO ASCC)
DES	PM	COMMUNICATION EXERCISE	GARRISON REGION OR DCG	COMMEX IS AN ENABLER FOR THE CG TO DISSEMINATE THREAT INFORMATION. AR 525-13, PARA 4-3, CRITICAL TASK 2: COLLECTION, ANALYSIS, DISSEMINATION OF THREAT INFORMATION AND ARNORTH OPORD	ARNORTH OPS CTR	EXERCISE THE COMMUNICATION SYSTEMS WITH OPS CTRS: A. BLUE DART B. FPCON CHANGES C. FLASH TRAFFIC	MONTHLY - 1ST

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DES	PM	READY ARMY EXECUTION AND REQUIREMENTS REPORT	GARRISON REGION OR DCG	HQDA EXORD 202-09, PARA 3.H.	HQDA G 3/5/7 IMCOM HQ G-34	TRACK AND SUPPORT PROTECTIVE MEASURE AWARENESS ACTIVITIES AND COMPLIANCE HAVING IMPACT TO CAMPAIGN PLAN IN ENSURING A "SAFE ENVIRONMENT" FOR SOLDIERS, FAMILIES AND CIVILIANS.	SEMI-ANNUAL - 1 MAY / 1 SEP
DES	PM	CSG INVOICE APPROVAL	GARRISON	CONTRACT	WIDE AREA WORK FLOW	VALIDATE MONTHLY SERVICE AMOUNT	MONTHLY (3 WORKING DAYS FROM RECEIPT OF WAWF EMAIL)
DES	PM	CSG TRANSITION IPR	GARRISON	IMCOM EXORD	IMCOM CG	IN PROCESS REVIEW TO DCG, ED or CoS	MONTHLY (IPR DATES TBD)
DES	PM	COTR TRAINING INVENTORY REPORT	GARRISON	CONTRACT	IMCOM HQ, PROTECTION SERVICES	ENSURE CONTRACTOR IS PERFORMING IAW PWS	MONTHLY - 15TH
DES	PM	ANNUAL DOD F&ES AWARD PROGRAM	GARRISON	AR 420-1, CHAP 25	ACSIM DAIM-ISL	ANNUAL AWARDS PROGRAM SPONSORED BY THE OFFICE OF THE ASSISTANT DEPUTY UNDER SECRETARY OF DEFENSE (INSTALLATIONS AND ENVIRONMENT) TO RECOGNIZE OUTSTANDING FIREFIGHTERS, FIRE OFFICERS, AND FIRE DEPARTMENTS.	ANNUAL - 1 MAR
DES	PM	AT ANNUAL AWARDS	GARRISON, THROUGH REGION OR DCG	DOD MESSAGE ARMY ALARACT	HQDA IMCOM HQ	THE DOD AT AWARDS PROGRAM WAS ESTABLISHED IN 1993 TO RECOGNIZE SIGNIFICANT ACHIEVEMENT IN THE AT FIELD AND THOSE WHO WORK BEHIND THE SCENES TO PROTECT DOD PERSONNEL, FAMILY MEMBERS, FACILITIES AND INSTALLATIONS AND SHIPS.	ANNUAL (BASED ON ALARACT)
PAIO	G5	AR 5-10 PACKAGES	ACOM	AR 5-10	HQDA G-3/5/7	TO ENSURE GARRISONS HAVE THE RESOURCES AND FACILITIES AVAILABLE TO SUPPORT THE E-DATE OF NEW STATIONING ACTIONS.	AS REQUESTED
PAIO	G5	INSTALLATION STATUS REPORT- SERVICES	GARRISON PAIO	AR 210-14	ACSIM DAIM-ODO	MEASURES THE QUALITY AND COST OF BASE SUPPORT SERVICES. PROVIDE LEADERSHIP AT ALL LEVELS WITH A DECISION SUPPORT TOOL THAT EVALUATES THE COST AND QUALITY OF PROVIDING SERVICES AT ARMY INSTALLATIONS.	QUARTERLY - 1 AUG, 1 NOV, 1 FEB, 1 MAY  (STARTING IN FY12 ISR-SERVICES WILL BE COLLECTED AND REPORTED ANNUALLY)
PAIO	G5	ARMY STATIONING & INSTALLATION PLAN (ASIP)	GARRISON CDR	AR 518	ACSIM DAIM-ODO	UPDATE "AUTHORIZED" INSTALLATION POPULATION FOR STATIONING AND REQUIREMENTS GENERATION PURPOSES.	ANNUAL - 30 SEP

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
PAIO	G5	IMCP METRIC REVIEW	GARRISON DIRECTORATES AND HQ STAFF INPUT DATA TO SUPPORT THE REPORTING REQUIREMENT	IMCOM CG	IMCOM CG	THIS IS THE PROJECTED IMCP PERFORMANCE REVIEW REPORT BASED ON IMCP METRICS. IT WILL BE USED TO INFORM RESOURCING AND OTHER DECISIONS RELATED TO INSTALLATION MANAGEMENT. IN THE FUTURE, INTENT IS TO IMPORT DATA COLLECTED FOR EACH METRIC IN SMS AS PART OF METRIC DEPLOYMENT EFFORTS, FOR SUBSEQUENT USE IN REVIEWING GARRISON PERFORMANCE BY LOE AND KTS.	DATA WILL BE UPDATED MONTHLY, QUARTERLY OR ANNUAL BASED UPON THE METRIC AND THE ACTUAL REPORT WILL BE PRODUCED, AUTOMATICALLY, AS OFTEN AS IMCOM CG REQUIRES
PAIO	G5	CONFERENCE REVIEW ANALYSIS	GARRISON COMMANDERS AND GARRISON CONFERENCE PROPONENTS	OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY (OAA), HQDA MEMO 1-17, AND OPORD 10-305	G-3/7 PLANS	CG PRE-APPROVES IMCOM HOSTED CONFERENCES THAT MEET THE OAASA CRITERIA FOR CONFERENCES THAT NEED SEC ARMY APPROVAL. REQUIRED DOCUMENTS MAY INCLUDE: PRELIMINARY CONFERENCE APPROVAL REQUEST, CONFERENCE REQUEST MEMO, COST BENEFIT ANALYSIS, AND OTHER SUPPORTING DOCUMENTATION.	ANNUAL (DATES TBD BY OAASA)
PAIO	G5	AFTER ACTION REPORT FOR APPROVED CONFERENCES	GARRISON COMMANDERS AND GARRISON CONFERENCE PROPONENTS	OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY (OAA), DA MEMO 1-17 AND OPORD 10-305	IMCOM CG	AAR PROVIDES ACTUAL INFORMATION REGARDING THE EXECUTION OF THE CONFERENCE, I.E. ACTUAL COSTS, ATTENDANCE NUMBERS, SPEAKERS, ETC.	30 DAYS AFTER CONFERENCE EXECUTION
PAIO	G5	LSS PROJECT UPDATE	GARRISON COMMANDER	HQDA OBT IMCOM OPORD 11-266	HQDA OBT	PROVIDE CORRECTIVE ACTION TAKEN TO BRING STALLED/DELINQUENT PROJECTS TO AN "ON TRACK" STATUS OR "CANCELED".	QUARTERLY -1 SEP, 1 DEC, 1 MAR, 1 JUN
PAIO	G5	ARMY COMMUNITIES OF EXCELLENCE	GARRISON COMMANDER	OSD OACSIM IMCOM HQ CG	IMCOM HQ	PROVIDES A SUBMISSION TO THE IMCOM CG ON HOW THE GARRISONS/INSTALLATIONS ARE IMPLEMENTING AND SUSTAINING THE INSTALLATION MANAGEMENT CAMPAIGN PLAN WITHIN THEIR GARRISONS. SELECTED GOLD WINNER IN THE ARMY COMMUNITIES OF EXCELLENCE AWARD PROGRAM IS SUBMITTED TO OACSIM AND OSD FOR THE CINC AWARD.	ANNUAL (DATE TBD BY OSD/OACSIM)
DOL	G4	DOD ACTIVITY ADDRESS CODE RECONCILIATION	GARRISON DOL	AR 725-50	LOGSA	UPDATE DOD ACTIVITY ADDRESS CODE IN MASTER FILE	ANNUAL - 30 MAR
DOL	G4	CAT I MISSILE SERIAL NUMBER VERIFICATION REPORT	GARRISON DOL	AR 700-19	JOINT MUNITIONS COMMAND	VERIFY CAT I MISSILE INVENTORY BY SERIAL NUMBER.	ANNUAL - 31 MAR
DOL	G4	MALFUNCTION INVESTIGATION REPORT	GARRISON DOL	AR 75-1	AMC, JMC	INVESTIGATE OPERATING MALFUNCTIONS OF CREW SERVED WEAPONS AND ABOVE.	EVENT DRIVEN
DOL	G4	AMMUNITION SURVEILLANCE REPORT	GARRISON DOL	AR 385-64 AR 5-9	JMC	REPORT THE FINDINGS OF AN AMMUNITION SURVEILLANCE SUPPORT VISIT.	EVENT DRIVEN

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DOL	G4	LAUNDRY & DRY CLEANING PROGRAM REPORT	GARRISON DOL	ACSIM DAIM-ISL	ACSIM DAIM-ISL	REPORTS TOTAL YEAR PROGRAM EXECUTION TO SUPPORT POM REQUIREMENTS. IDENTIFIES NEW REQUIREMENTS, PROJECTS OPERATING AND EQUIPMENT COSTS, AND PRIORITIZES PROJECTS.	ANNUAL - 30 AUG
DOL	G4	NATIONAL MAINTENANCE PROGRAM STATUS REPORT	GARRISON DOL	AR 750-1	AMC	REPORTS ACTIVITY IN THE AMC NATIONAL MAINTENANCE PROGRAM.	QUARTERLY - 30 DEC, 31 MAR, 30 JUN, 30 SEP
DOL	G4	SPECIAL REPAIR AUTHORITY (SRA) REPORT	GARRISON DOL	AR 750-1	AMC	LISTS ALL SPECIAL REPAIRS COMPLETED DURING REPORT CYCLE.	QUARTERLY - 30 DEC, 31 MAR, 30 JUN, 30 SEP
DOL	G4	RECONCILE AUTHORIZED ALLOWANCES WITH AUTHORIZATION DOCUMENTS	GARRISON DOL	AR 7210-2	COMMANDER FOR WHICH THE PROPERTY BOOK IS BEING KEPT	RECONCILES AUTHORIZATION DOCUMENTS WITH PROPERTY BOOK ON HAND BALANCES (TDA/CTA). MEMORANDUM SIGNED BY THE COMMANDER KEPT WITH PROPERTY RECORDS. INSPECTABLE ITEM DURING CSDP, OIP, ETC.	ANNUAL - 30 JUN
DOL	G4	FYXX BASE LEVEL COMMERCIAL EQUIPMENT (BCE) DATA CALL	IMCOM HQ	ACSIM DAIM-IS	ACSIM DAIM-IS	DEVELOP POM REQUIREMENTS FOR OPA FUNDED BCE ITEMS	ANNUAL - 30 SEP
DOL	G4	SPECIFIED MINOR CONSTRUCTION FUEL FACILITIES	GARRISON DOL	ARMY PETROLEUM CENTER (APC)	ARMY PETROLEUM CENTER (APC)	ESTABLISH REPAIR, MAINTENANCE, AND ENVIRONMENTAL REQUIREMENTS FOR FUEL DISTRIBUTION FACILITIES	ANNUAL - 30 MAY
DOL	G4	CIVILIAN INMATE LABOR PROGRAM (CILP) REPORTING AND RECORD KEEPING (AR 210-35)	8 CILP INSTALLATION PROGRAM MANAGERS	AR 210-35	DAIM-ISL	CILP INCIDENT REPORTS IAW AR1 90-40, ANY MEDIA COVERAGE, COST AVOIDANCE RECORD KEEPING.	ANNUAL - 30 SEP
DOL	G4	WORLDWIDE CONTAINER INVENTORY REPORT	GARRISON DOL	ARMY INTERMODAL & DISTRIBUTION PLATFORM MANAGEMENT OFFICE (AIDPMO)	ARMY INTERMODAL & DISTRIBUTION PLATFORM MANAGEMENT OFFICE (AIDPMO)	AN ACCURATE INVENTORY ALLOWS THE ARMY TO MANAGE ITS INTERMODAL FLEET, MAINTAIN STATUS OF AVAILABILITY AND READINESS OF ASSETS TO MEET MISSION REQUIREMENTS, AND UPDATE THE DOD ISO REGISTRY.	SEMI-ANNUAL - 1 JUN / 1 DEC
DOL	G4	MILITARY INSTALLATION MATERIEL OUTLOADING AND RECEIVING CAPABILITY REPORT	GARRISON DOL	SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND (SDDC)	SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND (SDDC)	ITOS SUBMIT THE CAPABILITIES OF THEIR INSTALLATIONS TO OUTLOAD AND RECEIVE EQUIPMENT AND MATERIEL BY TRUCK, RAIL, AND CONTAINER. DATA IS USED TO ASSESS FEASIBILITY OF COCOM OPERATIONAL PLANS.	ANNUAL - 15 APR

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DOL	G4	FYXX ARMORED NON-TACTICAL VEHICLE DATA CALL	IMCOM HQ	AR 58-1	ACSIM DAIM-ISL	DEVELOP POM REQUIREMENTS FOR OPA FUNDED HEAVY AND LIGHT ARMORED NON-TACTICAL VEHICLES.	ANNUAL - 31 AUG
DOL	G4	FYXX NON-TACTICAL VEHICLE CLASS III & IV REPLACEMENTS AND JUSTIFICATIONS	GARRISON DOL	AR 58-1	ACSIM DAIM-ISL	DEVELOP AND JUSTIFY CLASS III & IV SUV REQUIREMENTS	ANNUAL - 31 AUG
DOL	G4	NON-TACTICAL VEHICLES FOR OVERSEAS CONTINGENCY OPERATIONS DATA CALL	GARRISON DOL	AR 58-1	ACSIM DAIM-ISL	DEVELOP POM REQUIREMENTS FOR OPA FUNDED NON-TACTICAL VEHICLES USED IN OCO LOCATIONS.	ANNUAL - 31 AUG
DOL	G4	FYXX NON-TACTICAL GENERAL AND SPECIAL PURPOSE VEHICLE DATA CALL	GARRISON DOL	AR 58-1	ACSIM DAIM-ISL	DEVELOP POM REQUIREMENTS FOR OPA FUNDED NON-TACTICAL GENERAL PURPOSE AND SPECIAL PURPOSE VEHICLES.	ANNUAL - 31 AUG
DOL	G4	GSA VEHICLE MISUSE REPORT	GARRISON DOL	DAIM-ISL	ACSIM DAIM-ISL	REPORTS MISUSE OF GSA LEASED VEHICLES REQUIRING AN INVESTIGATION	EVENT DRIVEN
DOL	G4	GOCARE QUARTERLY REPORT	GARRISON DOL	DTR PART II CH 209 PARA F	SDDC IMLO-T	ITO FREIGHT SECTION VISIT OR CALL COMMERCIAL CARRIER FACILITIES TO LOCATE LOST GOVERNEMENT FREIGHT	QUARTERLY - 21 JAN, 21 APR, 21 JUL, 21 OCT
DOL	G4	RECEIPT OF AA&E SHIPMENTS WITH SECURITY RISK CODE I & II IN THE DEFENSE TRANSPORTATION TRACKING SYSTEM (DTTS)	GARRISON DOL	DTR PART II CH 205	DTTS	TO CONFIRM RECEIPT OF AA&E SRC I & II SHIPMENTS. ALL DOD SHIPPING ACTIVITIES NEED TO REPORT WITHING 2 HOURS OF RECEIPT IN DTTS	EVENT DRIVEN (TWO HOURS AFTER RECEIPT OF EACH AA&E SHIPMENT)
DOL	G4	REPORTING OF USAGE OF DEPARTMENT OF TRANSPORTATION (DOT) HAZMAT CCERTIFICATES OF EQUIVALENCIES (COE), COMPETENT AUTHORITY APPROVALS (CAA) AND SPECIAL PERMITS (SP)	GARRISON DOL	DTR PART II CH 204	LOGSA PACKAGING, STORAGE, AND CONTAINERIZATION CENTER U.S. ARMY HAZMAT FOCAL POINT	IAW DTR PART II, CHAPTER 204, SECTION H, ALL TRANSPORTATION OFFICES ARE REQUIRED TO SUBMIT A QUARTERLY REPORT TO THE APPROPRIATE DOD SERVICE FOCAL POINT (SFP) FOR ALL COE, CAA AND SP USAGE ORIGINATING FROM THEIR AREA OF RESPONSIBILITY (AOR).	QUARTERLY - 15 JAN, 15 APR, 15 JUL, 15 OCT
DPW	G4	11-029 OEA ANNUAL REQUEST (JOINT LAND USE STUDY)	GARRISON	OSD, OFFICE OF ECONOMIC ADJUSTMENT	DAIM-ODP	PURPOSE OF THE REPORT IS TO COMPETE FOR OEA FUNDING TO STUDY LAND USE THAT AFFECTS BOTH ON AND OFF POST POPULATIONS DUE TO GROWTH AND DEVELOPMENT ACTIVITIES.	ANNUAL - 1 APR

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	4L (LOUNGE, LOBBY, LATRINE, LIVING)	GARRISON/CSM	IMCOM EXORD 08-012	IMCOM CSM	GARRISON CSM QUARTERLY REPORT TO IMCOM CSM OF UPH FACILITY QUALITY CONDITIONS.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	AFH MASTER PLAN	GARRISON	IMCOM OPORD 10-180 AR 420-1, CH-3 REQUIREMENT BEGAN 2010 - TO BE UPDATED ANNUALLY	IMCOM HQ G4-MP	ESTABLISH LONG RANGE PLAN FOR GOVERNMENT OWNED HOUSING.	ANNUAL - 30 JUN
DPW	G4	AFHC 1-N LIST	GARRISON REGION OR DCG	AR 420-1, CH 3	IMCOM HQ G4-HSG	IMCOM PRIORITIZES PROJECTS FOR AFHC MILCON POM BUILD.	ANNUAL - 1 OCT
DPW	G4	ANNUAL REAL PROPERTY UTILIZATION SURVEY	GARRISON	PUBLIC LAW 100-526 PUBLIC LAW 101-510 AR 405-70, PARA 4-2A AS REQUIRED BY EO 12411 AND 41 CFR 102-79.	DAIM-ODO	CONDUCT AN ANNUAL REAL PROPERTY UTILIZATION SURVEY OF EACH ASSIGNED INSTALLATION, SUB INSTALLATION, OR FACILITY. DATA CONTAINED IN THE REPORT WILL BE CONSISTENT WITH THAT IN THE RPMP. INSTALLATIONS OR FACILITIES WHICH HAVE BEEN REPORTED TO HQDA AS EXCESS OR DECLARED EXCESS ACCORDING TO PUBLIC LAW 100-526 OR PUBLIC LAW 101-510 OR FUTURE BASE REALIGNMENT AND CLOSURE ROUNDS WILL NOT BE SURVEYED. DRIVERS ARE AR 405-70, PARA 4-2A AS REQUIRED BY EO 12411 AND 41 CFR 102-79.	ANNUAL - 30 SEP
DPW	G4	ANNUAL REPORT ON THE USE OF LABORATORY REVITALIZATION DEMONSTRATION PROGRAM AUTHORITY	GARRISON DPW	NATIONAL DEFENSE AUTHORIZATION ACT (NDAA); IAW DELEGATION OF AUTHORITY-CONSTRUCTION PROJECTS FOR LAB REVIT AND RECAP USING FUNDS AVAILABLE FOR OPS AND MAINT DATED 30 AUG 2010, DAIM-2A	CONGRESS	THIS REPORT IS MADE ANNUAL SUMMARIZING THE USE OF THE LABORATORY REVITALIZATION AND RECAPITALIZATION PROGRAM; LIST OF PROJECTS APPROVED, LABORATORY LOCATION, APPROVED AMOUNT, ACTUAL COSTS AND COMPLETION INFORMATION. ENSURES COMPLIANCE WITH DELEGATION POLICY AND TO TRACK PROJECT UTILIZATION IAW THIS AUTHORITY.	ANNUAL - 1 APR
DPW	G4	BAH SURVEY	GARRISON	USC TITLE 37, CH 7, PAR 403	DOD CONTRACTOR (RUNZHEIMER)	DATA USED TO ESTABLISH SOLDIERS BAH RATES FOR HOUSING.	ANNUAL - APR, MAY, AND JUN (REPORT DATE TBD OR IAW SPECIFIC INSTRUCTIONS FROM CONTRACTOR)
DPW	G4	BARRACKS UTILIZATION REPORT (BUR)	GARRISON/CSM	AR 420-1, CH 3-109	ACSIM IMCOM HQ G4-HSG	QUARTERLY VERIFICATION OF UPH ASSETS, UTILIZATION & CMA.	QUARTERLY - JAN, APR, JUL, OCT (5TH BUSINESS DAY)
DPW	G4	BARRACKS UTILIZATION REPORT (BUR) FOR WTU	WTU	DAIM-2A, UNACCOMPANIED PERSONNEL HOUSING (UPH) FOR WARRIORS IN TRANSITION (WT) POLICY, DATED 14 OCT 2009 - PARA. 4.A.	HQDA ACSIM DAIM-ISH	MONTHLY VERIFICATION OF WT UPH ASSETS & UTILIZATION.	MONTHLY

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	BATTLE HAND OVER	GARRISON/CSM	IMCOM EXORD 08-012	IMCOM CSM	MONTHLY 3 PART REPORT FROM GARRISON CSM TO IMCOM CSM OF UPH PROGRAM/CONDITION AT THE GARRISON. ANNEX K - REGION DIRECTOR NARRATIVE BARRACKS INFORMATION PAPER, ANNEX L GARRISON CDR NARRATIVE ON OVERALL ASSESSMENT OF BARRACKS READINESS AND ANNEX M IS A ROLLUP OF UPH PROGRAM STATUS.	MONTHLY (4TH MON EACH MONTH)
DPW	G4	CERTIFICATION OF RPLANS DATA	GARRISON MASTER PLANNERS	AR 210-14	DAIM-ODO	THE INSTALLATION MANAGEMENT COMMAND (IMCOM) GARRISONS MUST CERTIFY THE ACCURACY OF THE RPLANS DATA ANNUAL AFTER THE 4TH QUARTER. RPLANS DATA MUST BE ENDORSED BY THE IMCOM HQ BEFORE FORWARDING TO OACSIM. RPLANS DATA CERTIFICATIONS ARE REQUIRED FOR AUDIT PURPOSES.	ANNUAL - 1 APR
DPW	G4	CHANGE OF COMMAND REAL PROPERTY INVENTORY	GARRISON	AR 405-45	DAIM-ODO	CONDUCT A CHANGE OF GARRISON COMMAND INVENTORY, VISUALLY WITH THE RPAO, AND CERTIFY RESULTS THROUGH IMA WITHIN 90 DAYS AFTER ASSUMPTION OF GARRISON COMMAND. AR 405-45.	CHANGE OF COMMAND
DPW	G4	ENERGY & UTILITY SRM 1-N PROJECT SUBMISSION TO IMCOM VIA PROJECT PRIORITIZATION SYSTEM (PPS)	GARRISON ENERGY MANAGERS	IMCOM HQ G4-PW	IMCOM HQ G4-PW	1-N ENERGY & WATER CONSERVATION PROJECT LIST CAPTURES CRITICAL GARRISON ENERGY EFFICIENCY, WATER CONSERVATION AND UTILITIES INFRASTRUCTURE REPAIR PROJECTS TO BE EXECUTED BY FUNDS DESIGNATED FOR THE RESTORATION & MODERNIZATION PROGRAM.	ANNUAL - 1 APR (ADDITIONAL SUBMISSIONS REQUIRED AS FUNDS BECOME AVAILABLE THROUGHOUT THE YEAR)
DPW	G4	FACILITY REDUCTION PROGRAM	GARRISON DPW	IMCOM HQ G4	IMCOM HQ G4-PWFM	IMCOM G4 PW WILL PROGRAM AND MANAGE DISPOSAL OF REAL PROPERTY FACILITIES. THE ARMY FACILITIES INVESTMENT STRATEGY IDENTIFY DISPOSAL OF FACILITIES AS A COMPONENT OF THE STRATEGY.	ANNUAL - 1 APR
DPW	G4	GENERAL FLAG OFFICER QUARTERS (GFOQ) 6 YEAR PLAN	GARRISON REGION OR DCG	AR 420-1, CH 3-102A	CONGRESS	FUTURE PLAN FOR GO QUARTERS.	ANNUAL - 31 MAY
DPW	G4	GENERAL FLAG OFFICER QUARTERS (GFOQ) QUARTERLY COST REPORT	GARRISON REGION OR DCG	AR 420-1, CH 3-102A	CONGRESS	FUTURE PLAN FOR GO QUARTERS.	QUARTERLY - JAN, APR, JUL, OCT (LAST BUSINESS DAY OF THE MONTH DUE)
DPW	G4	GFOQ O&M BUDGET ESTIMATES	GARRISON REGION OR DCG	AR 420-1, CH 3-102A	CONGRESS	GO EXPENDITURES ABOVE \$35K.	ANNUAL - 1 APR

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	HOUSING MARKET ANALYSIS REVIEW	GARRISON	AR 420-1	ACSIM DAIM-ISH	USED TO MAKE DECISIONS ON FUTURE HOUSING REQUIREMENTS, RECOMMENDATIONS TO SENIOR LEADERSHIP AND CONGRESS BASED ON THE ASSESSMENT OF CURRENT MARKET INFORMATION AND TRENDS, PROJECTING HOUSING NEEDS USING AVAILABLE MARKET DATA.	EVERY 4-6 YEARS (AS DIRECTED BY ACSIM)
DPW	G4	INSTALLATION GEOSPATIAL INFORMATION & SERVICES (IGI&S) PROGRAM MEASURES	GARRISON	E.O. 12906 AR210-20, CH 2	DAIM-ODO	IGI&S PROGRAM MEASURES ARE PERFORMANCE MEASURES THAT ASSESS GIS DATA COMPLIANCE, ASSET PORTFOLIO INVENTORY, SYSTEM MIGRATION STATUS TO ARMY MAPPER, AND GEOSPATIAL EXPENDITURES. DATA COMPLIANCE IS WEIGHTED THE HIGHEST AND IS FOCUSED ON GEOSPATIAL COMPLIANCE WITH FEDERAL/DOD POLICY AND REGULATIONS, SDSIE COMPLIANCE, AND CONFORMANCE TO IGI&S QUALITY ASSURANCE PLANS (QAPS). ASSET PORTFOLIO MEASURES AN INSTALLATION'S GIS SOFTWARE INVENTORY AND GIS DATA SUBMISSION TO ARMY MAPPER. SYSTEM STATUS CAPTURES INFORMATION RELATED TO THE NUMBER OF INSTALLATION-DEVELOPED WEBMAP VIEWERS AND WHETHER OR NOT THE INSTALLATION GIS SYSTEM HAS BEEN PROPERLY RECORDED IN THE ARMY'S PORTFOLIO MANAGEMENT SYSTEM (APMS). FINALLY, THE GIS MANAGEMENT MEASURE CAPTURES GEOSPATIAL EXPENDITURES.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	INSTALLATION GEOSPATIAL INFORMATION & SERVICES (IGI&S) PUBLIC WORKS KEY INFRASTRUCTURE DATA CALL	GARRISON MASTER PLANNERS	IMCOM OPORD 10-299	IMCOM HQ	TO ESTABLISH THE STANDARD FOR KEY INFRASTRUCTURE LAYERS AND TO MIGRATE DATA TO THE ARMY ENTERPRISE SYSTEM, ARMY MAPPER RUN BY IMCOM HQ G6/OACSIM.	AS NEEDED
DPW	G4	INSTALLATION STATUS REPORT - INFRASTRUCTURE	GARRISON DPW	OACSIM (OMB REQUIRES ALL FACILITIES HAVE A QUALITY RATING TO BE ASSIGNED)	DAIM-ODO	EVALUATES FACILITY CONDITION AND ADEQUACY. PROVIDES LEADERSHIP AT ALL LEVELS WITH A DECISION SUPPORT TOOL THAT ASSESSES REPORTING LOCATION CONDITIONS AGAINST ESTABLISHED ARMY-WIDE STANDARDS.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	INSTALLATION STATUS REPORT - NATURAL INFRASTRUCTURE	GARRISON MASTER PLANNERS	AR 210-14	DAIM-ODO	MEASURES CURRENT AND FUTURE INSTALLATION CAPABILITY. PROVIDE LEADERSHIP AT ALL LEVELS WITH A DECISION SUPPORT TOOL THAT ADEQUATELY ASSESSES THE CAPABILITY OF NATURAL INFRASTRUCTURE (LAND, AIR, WATER, AND ENERGY) TO SUPPORT MISSION REQUIREMENTS.	ANNUAL - 1 APR
DPW	G4	INVENTORY OF RELOCATABLE FACILITIES	GARRISON MASTER PLANNERS	DASA ACSIM DAIM-IHP	ACSIM DAIM-ODF	USED FOR REVIEW OF POTENTIAL ANTI-DEFICIENCY VIOLATIONS. OUTLINES THE STRATEGY TO REPLACE RELOCATABLE FACILITIES WITH PERMANENT FACILITIES.	ANNUAL - 1 APR
DPW	G4	MILCON /R&M FURNITURE EXECUTION PLANS	GARRISON HOUSING	GARRISON	IMCOM HQ G4-PW/HNC	IDENTIFY FURNITURE REQUIREMENTS BASED ON ESTIMATED DELIVERY AND INSTALLATION DATES FOR NEW CONSTRUCTION PROJECTS.	MONTHLY - 15TH

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	MILCON I-N LIST AND FUTURE DEVELOPMENT	GARRISON	AR 420-1, CH 4 AR 210-20, CH3	DAIM-ODF	THE MILCON I-N LIST IS THE SENIOR COMMANDER APPROVED MILCON PROJECT LIST THAT IS SUBMITTED FOR REGION AND IMCOM HQ PRIORITIZATION PRIOR TO RELEASE TO THE OACSIM. AR DRIVERS ARE AR 420-1 AND AR 600-20.	ANNUAL - 1 APR
DPW	G4	NATURAL DISASTERS AND FIRE DAMAGES TO FACILITIES	GARRISON DPW	IMCOM HQ G4	IMCOM HQ G4-PWFM	IMCOM G4 PW WILL VALIDATE AND FUND FACILITY DAMAGES BASED ON FUNDS AVAILABILITY.	EVENT DRIVEN
DPW	G4	NOTIFICATION OF INTENT TO REPAIR A FACILITY	DASA (I&H)	CONGRESS	SASC/SAC HASC/HAC (ARMED SERVICES COMMITTEES AND THE COMMITTEE ON APPROPRIATIONS OF BOTH THE HOUSE AND SENATE)	THIS CONGRESSIONAL REPORT IS MADE ON EACH REPAIR PROJECT WITH A FUNDED COST OF \$7.5M OR HIGHER.	EVENT DRIVEN
DPW	G4	PHYSICAL INVENTORY OF REAL PROPERTY	GARRISON MASTER PLANNERS	AR 404-45	DAIM -ODO	ENSURE THAT A PHYSICAL INVENTORY OF ALL PROPERTY, PLANT, AND EQUIPMENT REAL PROPERTY IS CONDUCTED AT LEAST ONCE EVERY 5 YEARS AND THAT INFORMATION MAINTAINED ON FILE IN REAL PROPERTY RECORDS ACCURATELY REFLECTS PHYSICAL INVENTORY. REPORT THE STATUS OF PHYSICAL INVENTORY THROUGH IMA ANNUAL AS OF 30 SEP.	QUARTERLY CHANGE / EXCEPTION REPORT
DPW	G4	POM REQUIREMENTS BUILD FOR LEASES	GARRISON MASTER PLANNERS	RVT	DAIM-ODO	LEASES TEMPLATE FOR IMCOM TO DOCUMENT THE ACTIVE LEASES, CHANGES, NEW REQUIREMENTS AND JUSTIFICATION TO DEVELOP THE POM REQUIREMENTS BRIEFING IN DAIM-RD REBUILDER TO BRIEF TO THE RESOURCE VALIDATION TEAM IN 2ND QTR OF FY.	ANNUAL - 1 APR
DPW	G4	PROGRAM EVALUATION PLAN (PEP)	GARRISON	REQUIRED PER 10 USC 2884	ACSIM DAIM-PPID CC TO IMCOM HQ	OSD'S RESPONSE TO A CONGRESSIONAL MANDATE REGARDING RCI PERFORMANCE.	SEMI-ANNUAL - 31 JAN / 31 JUL
DPW	G4	RCI DASHBOARD REPORT	GARRISON	ACSIM / DAIM-PPID PORTFOLIO ASSET MANAGEMENT HANDBOOK, V. 4.0, SEP 10	ACSIM DAIM-PPID CC TO IMCOM HQ	THE MONTHLY PROJECT DASHBOARD IS A TOOL DESIGNED TO COLLECT A LIMITED NUMBER OF KEY PROJECT METRICS ON A MONTHLY BASIS. GIVEN THAT THE PROGRAM MUST RESPOND TO NUMEROUS DATA INQUIRIES BOTH WITHIN AND EXTERNAL TO THE DEPARTMENT OF THE ARMY, THIS INFORMATION ENSURES THE PORTFOLIO MANAGER WILL BE ABLE TO RAPIDLY RESPOND TO THE MAJORITY OF SUCH INQUIRIES. ADDITIONALLY, THE MONTHLY PROJECT DASHBOARD PROVIDES THE ASSET MANAGER A MEANS TO UPDATE GARRISON LEADERSHIP AND THE RCI PORTFOLIO MANAGER ON THE PROGRESS OF THEIR PROJECT AND MONITOR ISSUES OF CONCERN.	MONTHLY - 15TH

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	RCI QUARTERLY PORTFOLIO ASSET MANAGEMENT (PAM) REPORT	GARRISON	10 USC 2884 AND 2885	ACSIM DAIM-PPID CC TO IMCOM HQ	OVERALL STATUS OF ALL FUNCTIONS OF PRIVATIZATION PROJECT (FINANCIAL, DEVELOPMENT, PROPERTY MANAGEMENT, PERFORMANCE). REPORT IS INITIATED/PREPARED BY THE RCI PROJECT PRIVATE MANAGING MEMBER/PARTNER WHO FORWARDS IT TO THE RCI ASSET MANAGER WHO SENDS IT TO PPID FOR FINAL REVIEW AND ANALYSIS.	QUARTERLY - 31 JAN, 30 APR, 31 JUL, 31 OCT
DPW	G4	REAL ESTATE ACTIONS	GARRISON MASTER PLANNERS	AR 210-14	DAIM-ODO	EVALUATES FACILITY CONDITION AND ADEQUACY. PROVIDES LEADERSHIP AT ALL LEVELS WITH A DECISION SUPPORT TOOL THAT ASSESSES REPORTING LOCATION CONDITIONS AGAINST ESTABLISHED ARMY-WIDE STANDARDS.	AS NEEDED
DPW	G4	REAL PROPERTY MCKINNEY ACT	GARRISON MASTER PLANNERS	TITLE V MCKINNEY ACT	DAIM-ODO	TITLE V OF THE MCKINNEY ACT REQUIRES THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) TO REQUEST INFORMATION FROM THE OFFICE OF THE ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT TO REPORT UNUTILIZED, UNDERUTILIZED, EXCESS, AND SURPLUS FEDERAL REAL PROPERTIES (INCLUDING LAND, BUILDINGS AND FIXTURES). PURSUANT TO THE MCKINNEY ACT, DAIM-OD MUST COLLECT THIS INFORMATION ON A QUARTERLY BASIS IN ORDER FOR HUD TO DETERMINE WHICH PROPERTIES MAY BE SUITABLE FOR USE AS FACILITIES TO ASSIST THE HOMELESS. THE CONSOLIDATION OF MCKINNEY ACT CHECKLIST PROVIDES ALL THE NECESSARY INSTRUCTIONS REGARDING THE SCREENING OF FEDERAL PROPERTY, AS REQUIRED BY THE MCKINNEY ACT TO ENABLE INSTALLATION PERSONNEL TO MORE EASILY COMPLETE THE NECESSARY TO DOCUMENT REQUIRED BY THE ACT.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	REAL PROPERTY PLANNING AND ANALYSIS SYSTEM	GARRISON MASTER PLANNERS	AR 210-14	DAIM-ODO	RPLANS IS THE ARMY MASTER PLANNING SYSTEM THAT GENERATES FACILITY REQUIREMENTS BASED ON ARMY REAL PROPERTY, ARMY FORCE STRUCTURE, ASIP POPULATION, SPACE PLANNING CRITERIA/ALGORITHMS, DOD COST FACTORS, AND PROGRAMMED CONSTRUCTION TO DETERMINE FACILITY EXCESSES/DEFICITS BY LOCATION FOR THE CURRENT YEAR AND SIX PLANNING YEARS. RPLANS ALSO PROVIDES A STATIONING MODULE THAT IS USED TO DETERMINE FACILITY REQUIREMENTS FOR NEW UNITS AND UNIT RELOCATIONS.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	SCHEDULE 34 OUT GRANT REPORT	GARRISON MASTER PLANNERS	AR 210-14	DAIM-ODO	DATA IS PROVIDED BY THE USACE REMIS DATABASE. QAQC IS DONE ON THE DATA TO ENSURE ALL THE REQUIRED FIELDS TO GENERATE THE REPORT IS PROVIDED. IT GOES TO IMCOM HQ TO REVIEW AND MAKE THE APPROPRIATE CHANGES TO THE OUT GRANTS. THE DATA IS THEN PUT INTO THE ASA F&MC FORMAT FOR THE BUDGET EXHIBIT. IT GOES TO DAIM-RD FOR APPROVAL AND SUBMITTAL TO ASA FM&C.	ANNUAL - 1 APR

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	SCHEDULE 48 (GOGO AFH INVENTORY)	GARRISON HOUSING	ACSIM	IMCOM HQ	SUPPORTS FUNDING FOR AFH, NOT PRIVATIZED.	ANNUAL - 1 APR
DPW	G4	SCHEDULE 49 (UTILITIES)	GARRISON HOUSING	ACSIM	IMCOM HQ	SUPPORTS FUNDING FOR UTILITIES FOR FAMILY HOUSING, TRACKS CHANGES.	ANNUAL - 1 APR
DPW	G4	SCHEDULE 51 (LEASES)	GARRISON HOUSING	ACSIM	IMCOM HQ	PROVIDES DETAILS OF EXISTING AND FUTURE PROJECTED REQUIREMENTS OF LEASES FOR ARMY FAMILY AND UNACCOMPANIED PERSONNEL, EMBASSY LEASES, OTHER FOREIGN LEASES, DOMESTIC LEASES, 801 LEASES, FUNDING FOR LEASES FOR FAMILY HOUSING, TRACKS CHANGES.	ANNUAL - 31 DEC
DPW	G4	SWARS	GARRISON DATA INPUT (DPW & AEC)	AR 420-1, PARA 23-15	CONGRESS HQDA OACSIM	WEB BASED DATABASE FOR REPORTING OF ALL SOLID WASTE AND RECYCLING ACTIVITY.	ANNUAL - 1 APR
DPW	G4	TRANSPORTATION INFRASTRUCTURES CRITICAL FINDING (BRIDGES, DAMS, AIRFIELDS, RAILROADS & WATERFRONT)	GARRISON DPW	AR 420-1, CH 7	IMCOM HQ G4-PWFM	GARRISON WILL IDENTIFY THE ACTION PLAN TO REPAIR THE CRITICAL FINDINGS ON TRANSPORTATION INFRASTRUCTURES WITHIN 30 DAYS TO HQ IMCOM.	30 DAYS AFTER THE FINAL INSPECTION REPORT SUBMITTED TO THE GARRISON
DPW	G4	UMMCA 1-N LIST	GARRISON	10 USC 2803 AR 420-1, CH 4	DAIM-ODF	THE MILCON 1-N LIST IS THE SENIOR COMMANDER APPROVED MILCON PROJECT LIST THAT IS SUBMITTED FOR REGION AND IMCOM HQ PRIORITIZATION PRIOR TO RELEASE TO THE OACSIM. AR DRIVERS ARE AR 420-1 AND AR 600-20.	ANNUAL - 1 APR
DPW	G4	UNIT STATUS REPORT (USR) OF GARRISON WTS	WTU	DAIM-ZA, UNACCOMPANIED PERSONNEL HOUSING (UPH) FOR WARRIORS IN TRANSITION (WT) POLICY, DATED 14 OCT 2009 - PARA. 4.B.8	HQDA ACSIM DAIM-ISH	QUARTERLY JUSTIFICATION OF WTS AND NON-MEDICAL ATTENDANTS (NMAS) REQUIRING HOUSING.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	UPDATE FACILITY ASSESSMENT CHART	GARRISON MASTER PLANNERS	ACSIM PLANS	ACSIM DAIM-ODP	TO DISPLAY MILCON PROJECTS AFFECTING BDE LEVEL UNITS AT MAJOR ARMY INSTALLATIONS; ACSIM SUBMITS TO ARMY G3 FOR SRM AT CSA MTGS.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	UPDATE INSTALLATION GANTT CHART	GARRISON MASTER PLANNERS	ACSIM PLANS	ACSIM DAIM-ODP	ACSIM SUBMITS TO ARMY G3 FOR SRM AT CSA MTGS.	AS REQUESTED
DPW	G4	UPH ASSETS AND RQMTS	GARRISON	IMCOM OPORD 11-230	ACSIM IMCOM HQ G4-HSG	SYNCH AND ANALYSIS.	SEMI-ANNUAL - 31 JAN / 31 JUL
DPW	G4	UPH LEASED HAG RQMT	GARRISON	FRAGO 1 IMCOM OPORD 11-041	ACSIM IMCOM HQ G4-HSG	COST DATA.	SEMI-ANNUAL - 31 JAN / 31 JUL
DPW	G4	WTU CONGRESSIONAL REPORT	GARRISON	CONGRESS	CONGRESS HQDA ACSIM SURGEON	ANNUAL CONGRESSIONAL UPDATE.	ANNUAL - 1 APR
DPW	AEC	11-128 ARMY COMPATIBLE USE BUFFER ANNUAL REPORTING REQUIREMENTS	ACUB INSTALLATIONS	READINESS AND ENVIRONMENTAL PROTECTION INITIATIVE (REPI) ANNUAL REPORT TO CONGRESS (10 U.S.C. §2684A) IMCOM OPORD 11-128	AEC	THE INFORMATION RECEIVED IN THE REPORT IS USED TO PROPERLY MANAGE THE OVERALL ACUB PROGRAM AND TO ENSURE FUTURE ACUB SUCCESS. USAEC GATHERS THIS INFORMATION TO FULFILL SEVERAL REQUIREMENTS, INCLUDING SUPPORTING THE READINESS AND ENVIRONMENTAL PROTECTION INITIATIVE (REPI) ANNUAL REPORT TO CONGRESS (10 U.S.C. §2684A).	ANNUAL - 30 NOV
DPW	AEC	TOXIC RELEASE INVENTORY	GARRISON	DAIM-ISE	USEPA	INSTALLATION TRI REPORT TO EPA. INSTALLATION EPCRA REPORTING OF TOXIC CHEMICALS STORED AT THE GARRISON IN QUANTITIES IN EXCESS OF THE THRESHOLDS TRIGGERING A REPORTING REQUIREMENT.	ANNUAL - 1 JUL
DPW	AEC	EPCRA TIER II REPORT	GARRISON	DAIM-ISE	USEPA	INSTALLATION TRI REPORT TO EPA.	ANNUAL - 1 MAR
DPW	AEC	FY ENVIRONMENTAL FUNDING GUIDANCE - RECURRING AND NON-RECURRING (FORMERLY IMCOM STEP FOR NON-RECURRING ENVIRONMENTAL REQUIREMENTS)	GARRISON THRU REGION OR DCG	IMCOM OPORD 11-254	DAIM-ISE AEC	ANNUAL, IMCOM GARRISONS MUST IDENTIFY ENVIRONMENTAL REQUIREMENTS FOR THE UPCOMING BUDGET YEAR AND SUBMIT THEM FOR U.S. ARMY ENVIRONMENTAL COMMAND (USAEC) REVIEW, PRIORITIZATION, VALIDATION, AND APPROVAL.	ANNUAL - 30 AUG

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	AEC	HAZARDOUS WASTE ANNUAL REPORTS FOR STATES ENVIRONMENTAL OFFICES	GARRISON	STATE LAW AND RCRA	STATE ENVIRONMENTAL OFFICES	ANNUAL REPORT ON THE MANAGEMENT OF RCRA WASTE.	ANNUAL - 1 MAR
DPW	AEC	ARMY ENVIRONMENTAL DATABASE ENVIRONMENTAL QUALITY (AEDB-EQ) DATA CALL (EACH QUARTERLY DATA CALL SPECIFIES THE EXACT REQUIREMENTS TO BE REPORTED IN THAT QUARTER - SPREAD OUT FAIRLY EVENLY DURING THE YEAR TO MATCH UP WITH TRADITIONAL ARMY SUSPENSE DATES FOR UPWARD REPORTING)	GARRISON	DAIM-ISE AR 200-1 FRAGO 1 IMCOM OPORD 10-049	CONGRESS DOD HQDA USFWS ARMED FORCES PEST MANAGEMENT BOARD	GATHER/ REPORT DATA ON WIDE VARIETY OF ENVIRONMENTAL METRICS/ INDICATORS FOR A NUMBER OF DIFFERENT INTERNAL AND EXTERNAL REPORTS AND BRIEFINGS TO INCLUDE THE DEFENSE ENVIRONMENTAL PROGRAMS ANNUAL REPORT TO CONGRESS (DEPARC), HERITAGE ASSETS REPORT, AND PERIODIC DOD ENVIRONMENTAL MANAGEMENT REVIEWS (EMRS). MEDIA AREAS INCLUDED ALL ENVIRONMENTAL COMPLIANCE, CONSERVATION (CULTURAL/ NATURAL RESOURCES), THREATENED AND ENDANGERED SPECIES, AND PEST MANAGEMENT	QUARTERLY - 30 NOV, 28 FEB, 31 MAY, 31 AUG
DPW	AEC	INSTALLATION FORESTRY AND AGRICULTURAL/ GRAZING ANNUAL WORK PLAN	GARRISON	FORESTRY MANAGEMENT REGULATION (FMR) 7000.14-R IMCOM OPORD 11-254	AEC REGIONS	DEVELOP ALL REQUIREMENTS ON THE GARRISON FORESTRY PROGRAM AND INCORPORATE INTO THE TOTAL GARRISON ENVY REQUIREMENTS	ANNUAL - 30 JUN
DPW	AEC	INSTALLATION FORESTRY END OF YEAR REPORT	GARRISON	FORESTRY MANAGEMENT REGULATION (FMR) 7000.14-R	DAIM-ISE AEC	PROVIDES ACTUAL FORESTRY PROGRAM PROCEEDS AND EXPENSES FOR THE FY	ANNUAL - 30 OCT
DPW	AEC	WILDLIFE REIMBURSABLE ANNUAL WORK PLAN	GARRISON	FORESTRY MANAGEMENT REGULATION (FMR) 7000.14-R	DAIM-ISE AEC	PROVIDES ACTUAL HUNTING AND FISHING PROCEEDS AND EXPENSES FOR THE FY.	ANNUAL - 30 JUN
DPW	AEC	DOD FORESTRY RESERVE ACCOUNT STATUS REPORT	GARRISON	DAIM-ISE IMCOM OPORD 11-132	OSD-ATL	SERVICE REQUEST FOR PROJECT FUNDING AND STATUS REPORT ON PROJECTS FUNDED LAST YEAR.	ANNUAL - 20 AUG
DPW	AEC	GOPHER TORTOISE CANDIDATE CONSERVATION AGREEMENT REPORT	SELECTED GARRISONS IN THE ATLANTIC REGION	DAIM-ISE	SERPPAS AND US FISH AND WILDLIFE SERVICE	IN ACCORDANCE WITH REQUIREMENTS OF A CANDIDATE CONSERVATION AGREEMENT SIGNED BY OSD, ARMY PROVIDES A STATUS OF THEIR MANAGEMENT OF THE GOPHER TORTOISE ON 5 INSTALLATIONS. THIS EFFORT COULD HELP PRECLUDE THE NEED TO LIST THE GOPHER TORTOISE UNDER THE ESA, THE GT IS CURRENTLY UNDER REVIEW BY THE USFWS FOR LISTING.	ANNUAL - 29 NOV

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	AEC	AEDB-R AND AEDB-CC CLEANUP DATA; AND THE INSTALLATION ACTION PLAN (IAP)	GARRISON	DAIM-ISE	DAIM-ISE	UPDATE OF FINANCIAL AND TECHNICAL CLEANUP DATE. SEMI-ANNUAL DATA CALL TO UPDATE PROGRESS OF ENVIRONMENTAL ACTIONS IN AEDB-R AT INSTALLATIONS INCLUDING COST AND SCHEDULES. DATA IS USED TO DEVELOP BUDGETS, TRACK EXECUTION, AND UPWARD REPORTING.	BI-ANNUAL - 31 MAR / 30 SEP
DPW	AEC	PERCHLORATE DATABASE	GARRISON	DAIM-ISE IMCOM OPOD 11-133	OSD	DATA CALL FOR ARMY TO COLLECT PERCHLORATE DATA AT INSTALLATIONS.	ANNUAL - 27 JAN
DPW	AEC	DOD FORESTRY RESERVE ACCOUNT REQUEST FOR PROJECTS	GARRISON	DAIM-ISE	OSD	DATA CALL FOR ARMY TO SUBMIT PROJECTS ELIGIBLE FOR FUNDING FROM THE DOD FORESTRY RESERVE ACCOUNT.	ANNUAL - 10 JAN
DPW	AEC	11-009 IMCOM NOMINATIONS (ENVIRONMENTAL AWARDS)	GARRISON	AR 200-1 IMCOM OPOD 11-009	AEC	EACH YEAR, THE ARMY RECOGNIZES AND REWARDS EXCELLENCE FOR THE DEVELOPMENT, MANAGEMENT AND TRANSFERABILITY OF ENVIRONMENTAL PROGRAMS THAT INCREASE ENVIRONMENTAL QUALITY, ENHANCE THE MISSION AND HELP MAKE THE ARMY SUSTAINABLE.	ANNUAL - 15 JUL
DPW	AEC	SECRETARY OF THE ARMY ENVIRONMENTAL AWARDS	GARRISON	AR 200-1 IMCOM OPOD 11-009	AEC	EACH YEAR, THE SECRETARY OF THE ARMY RECOGNIZES AND REWARDS EXCELLENCE FOR THE DEVELOPMENT, MANAGEMENT AND TRANSFERABILITY OF ENVIRONMENTAL PROGRAMS THAT INCREASE ENVIRONMENTAL QUALITY, ENHANCE THE MISSION AND HELP MAKE THE ARMY SUSTAINABLE.	ANNUAL - 15 OCT
IMO/56	G6	FISMA REPORT	ARMY	CLINGER-COHEN FISMA	DOD	REPORTS COMPLIANCE TO THE FEDERAL INFORMATION SECURITY MANAGEMENT ACT - REPORTS ON WORKFORCE TRAINING, PRIVACY, C&A.	AS REQUIRED
IMO/56	G6	MX4X REQUIREMENTS	ARMY CIO/G6	CLINGER-COHEN	ARMY MDEP MGR	GATHERS AND VALIDATES REQUIREMENTS FOR MS4X INFORMATION ASSURANCE FUNDING.	AS REQUIRED

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
IMO/S6	G6	SECURITY INCIDENTS	SYSTEM OWNERS	AR 25-1 AR 25-2 CCIR	HQDA	REPORTING REQUIRED FOR INVESTIGATION UPON SUSPECTED SECURITY BREACH (SYSTEM COMPROMISE, LOSS OF PRIVACY INFORMATION, DENIAL OF SERVICE, ETC).	AS REQUIRED
RMO	G8	JOINT RECONCILIATION PROGRAM CHECKLIST AND CONFIRMATION STATEMENT	GARRISON RM	DODFMR 7000.14R VOL 3 CH 8 PARAGRAPH 2708 DFAS-IN REGULATION 37-1 CH 7, CH 8 AND CH 27	GARRISON REPORTS TO REGION, REGION REPORTS SUMMARY DATA TO IMCOM HQ, IMCOM HQ SUBMITS COMMAND DATA TO ASA(FM&C)	REVIEW RECORDED FINANCIAL TRANSACTIONS FOR VALIDITY AND MAKE NECESSARY ADJUSTMENTS TO ENSURE ACCOUNTING RECORDS REFLECT ACCURATE VALID OBLIGATIONS.	3X PER YEAR - 15 MAR, 15 JUN, 15 OCT
RMO	G8	JOINT RECONCILIATION PROGRAM FISCAL LAW STATUS UPDATE	GARRISON RM	DODFMR VOL 14 CH 2	GARRISON REPORTS TO REGION, REGION REPORTS SUMMARY DATA TO IMCOM HQ, IMCOM HQ SUBMITS COMMAND DATA TO ASA(FM&C)	GARRISON G8 PROVIDES A STATUS REPORT OF THE NUMBER OF FUND HOLDERS THAT HAVE COMPLETED APPROPRIATIONS LAW TRAINING TO DASA (FO) SUBMITTED BY IMCOM HQ FINANCIAL OPERATIONS.	ANNUAL - OCT
RMO	G8	JOINT RECONCILIATION PROGRAM MONTHLY REPORTING	GARRISON RM	DODFMR 7000.14R VOL 3 CH 8 PARAGRAPH 2708 DFAS-IN REGULATION 37-1 CH 7, CH 8 AND CH 27	TBD. IMCOM HQ STILL AWAITING ASA(FM&C) MONTHLY REPORTING REQUIREMENT/FORMAT. GARRISONS THAT HAVE NOT MET THE MONTHLY GOALS HAVE NOT BEEN DIRECTED TO PROVIDE DATA YET	REVIEW GARRISONS PROGRESS TOWARDS MEETING THE JRP MONTHLY GOALS ESTABLISHED BY DASA(FO).	MONTHLY - EVENT DRIVEN
RMO	G8	CONTINGENT LIABILITIES	GARRISON RM	DODFMR 7000.14R VOL 4 CH 8,12 AND 13 SFFAS 12	GARRISON REPORTS TO REGION, REGION REPORTS SUMMARY DATA TO IMCOM HQ, IMCOM HQ SUBMITS COMMAND DATA TO ASA(FM&C)	GARRISONS REPORT UNRECORDED LIABILITIES ON THE QUARTERLY CONTINGENT LIABILITY REPORT.	QUARTERLY - 15 MAR, 15 JUL, 15 OCT, 15 DEC
RMO	G8	YEAR END CERTIFICATION STATEMENT	GARRISON RM	DFAS-IN REGULATION 37-1	GARRISONS PROVIDE SIGNED YEAR END CERTIFICATION STATEMENTS TO DFAS AND IMCOM HQ	GARRISONS CERTIFY YEAR END BALANCES AND PROVIDE FINANCIAL DATA TO DFAS AND IMCOM HQ FINANCIAL OPERATIONS.	ANNUAL - 31 OCT
RMO	G8	FLASH REPORTS/ADA VIOLATIONS	GARRISON RM	DODFMR 7000.14R VOL 14 DFAS-IN REGULATION 37-1	GARRISON SUBMITS FLASH REPORT TO REGION, REGION DETERMINES IF POSSIBLE VIOLATION OCCURRED AND SUBMITS FLASH REPORT TO IMCOM HQ, IMCOM HQ SUBMITS COMMAND DATA TO ASA(FM&C)	GARRISONS WHICH MAY HAVE COMMITTED A POTENTIAL VIOLATION OF THE ADA ACT ARE REQUIRED TO SUBMIT A FLASH REPORT OR EXPLANATION TO EXPLAIN WHAT OCCURRED AND WHY A FLASH REPORT IS NOT WARRANTED. FURTHER INVESTIGATION MAY BE REQUIRED AND THE GARRISON PROVIDE DETAILED INFORMATION TO DETERMINE IF A FORMAL VIOLATION OCCURRED.	EVENT DRIVEN
RMO	G8	ACCOUNTING ADJUSTMENTS GREATER THAN \$2 MILLION	IMCOM HQ G8	ASA (FM&C)	ASA (FM&C)	SPREADSHEET SHOWING ALL ACCOUNTING ADJUSTMENTS GREATER THAN \$2 MILLION, INCLUDING ACCOUNTING ADJUSTMENT TYPE, NUMBER PROCESSED, AMOUNT, AND BRIEF DESCRIPTION OF ADJUSTMENT, DUE 20TH OF EACH MONTH FOR THE PRIOR MONTH.	EVENT DRIVEN

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
RMO	G8	UNAUTHORIZED USE OF THE GTCC	GARRISON RM	ASA (FM&C)	ARMY CHARGE CARD PROGRAM MGR	REPORT PROVIDES FINDINGS OF MONTHLY REVIEW OF AT LEAST 10% OF ACCOUNTS WITH TRANSACTIONS.	MONTHLY (NLT 3 BUSINESS DAYS PRIOR TO EOM)
RMO	G8	GFEBs DEPLOYMENT	GARRISON RM & DPW	IMCOM HQ G8	GFEBs PROGRAM OFFICE	GARRISONS SUBMIT A MONTHLY STATUS REPORT FOR VARIOUS ITEMS (TRAINING, DATA CONVERSION, MATERIAL, EQUIPMENT, ETC) DURING GFEBs DEPLOYMENT.	MONTHLY - 15TH (REPORT IS ONLY REQUIRED BY THOSE GARRISONS THAT HAVE NOT DEPLOYED GFEBs AND WILL END ONCE THE GARRISON HAS FULLY DEPLOYED GFEBs)
IR	IR	DA SEMI-ANNUAL INTERNAL REVIEW REPORT	GARRISON IR	AR 11-7	HQDA ACSIM	PROVIDE COMMAND WITH SUMMARY DATA OF IRACO PROGRAM PERFORMANCE AND COSTS/BENEFITS TO INCLUDE STATUS OF COMPLIANCE WITH AUDIT STANDARDS.	SEMI-ANNUAL - 1 NOV / 1 MAY
IR	IR	EXTERNAL AUDIT SITE VISIT TRACKER	IMCOM IR	IMCOM HQ	HQDA ACSIM	PROVIDE DATA TO MEET CG'S INTENT THAT IMIR MONITOR AND LEVEL EXTERNAL AUDIT SITE VISITS ACROSS IMCOM TO MINIMIZE WORKLOAD INTERRUPTIONS.	MONTHLY - 28TH
IR	IR	IMCOM HQ INTERNAL REVIEW AWARDS PROGRAM	GARRISON COMMANDER	IMCOM OPORD 10-445 (DTD 21 OCT 2010)	IMCOM HQ	PROVIDE COMMANDERS A METHOD TO RECOGNIZE AND AWARD THEIR IR PERSONNEL AUDITORS FOR THEIR PERFORMANCE AND CONTRIBUTIONS TO COMMAND. ALSO PROVIDES CONTRIBUTION TO THE ARMY AUDITORS AWARDS PROGRAM.	ANNUAL - 30 NOV
LEGAL	OSJA	MJR (MILITARY JUSTICE RPT) - FORMERLY THE JAG2 RPT	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - CRIM LAW	AR 27-10, CH 15 ARTICLE 6, UCMJ	OTJAG-CRIM LAW	MILITARY JUSTICE STATISTICS (ART 15S, SCMS, GOMORS, ETC). SUPPORTS TJAG'S ARTICLE 6, UCMJ STATUTORY REQUIREMENTS TO OVERSEE THE PROVISION AND ADMINISTRATION OF MILITARY JUSTICE THROUGHOUT THE ARMY.	MONTHLY - 5TH
LEGAL	OSJA	SAUSA REPORT	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - CRIM LAW (SAUSA)	DODD 5525.7/APP 2 MCM AR 27-10, CH 23-6	OTJAG-CRIM LAW	FELONY AND MAGISTRATE COURT STATISTICS FROM DA SPECIAL ASST US ATTN (SAUSA). REPORTS STATUS OF SAUSA PROGRAM TO FACILITATE MANPOWER AND BUDGET FORECASTS, TREND AND TRAINING ANALYSIS, COORDINATION REQ W DOJ, ETC FOR SAUSA MISSION. ENSURES COMPLIANCE WITH MCM MOU W/ DOJ (DODD 5525.7).	ANNUAL - 15 FEB

**ANNEX G - REPORTS - LOE 4 (Installation Readiness)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DFMWR	G9	INSTALLATION UNANNOUNCED INSPECTION CORRECTIVE ACTION REPORTS WITH 72 HR, 30 AND 90 DAY CORRECTIVE REQUIREMENTS	GARRISON FMWR	MILITARY CHILD CARE ACT DODI 60.60.2, 3 AND 4 AR 601-10	IMCOM HQ G9	(CATEGORY = FINANCIAL AND/OR OTHER). ENSURES COMPLIANCE WITH STATUTORY REQUIREMENTS G9 WOULD NOT HAVE DOCUMENTED BASIS TO RECOMMEND CERTIFICATION OF PROGRAMS TO DOD.	90 DAYS AFTER GARRISONS RECEIVE THE FINAL REPORT
DFMWR	G9	SPONSORSHIP REPORT	GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). ACCOUNTABILITY - FUNDING. CAPTURES CASH AND 'IN-KIND' SPONSORSHIP AT THE GARRISON LEVEL.	ANNUAL-30 NOV

**ANNEX G - REPORTS - LOE 5 (Safety)**

<b>GARRISON DIRECTORATE</b>	<b>STAFF PROPONENT</b>	<b>REPORT TITLE</b>	<b>WHO SUBMITS REPORT</b>	<b>REPORT REQUIRED BY</b>	<b>REPORT SUBMITTED TO</b>	<b>REPORT DESCRIPTION AND PURPOSE</b>	<b>FREQUENCY</b>
SAFETY	SAFETY	ARMY READINESS ASSESSMENT PROGRAM (ARAP)	GC	AR 385-10 IMCOM SAFETY REG 385-10	ARMY COMBAT READINESS SAFETY CENTER (CRC)	TO ASSESS GARRISON'S SAFETY POSTURE/CULTURE AND GENERATE ACTIONABLE ITEMS TO IMPROVE THE POSTURE/CULTURE.	2X DURING GARRISON COMMANDER'S TOUR
SAFETY	SAFETY	IMCOM SAFETY COMMUNITY TELEPHONE DIRECTORY MAINTAINED ON AKO	GARRISON SAFETY & REGION SAFETY OFFICE	IMCOM	IMCOM SAFETY OFFICE	TO REMAIN KNOWLEDGEABLE OF GARRISON STAFFING AND FACILITATE PEER TO PEER COMMUNICATION.	QUARTERLY
SAFETY	SAFETY	IMPLEMENT ATSTP CONTRACT AND CONTRACT QUALITY ASSURANCE SURVEILLANCE PLAN	GARRISON SAFETY	IMCOM OPORD 10-375 IMCOM-SE OPORD 10-275	IMCOM SAFETY OFFICE	TO ENSURE THE ATSTP IS BEING CONDUCTED IAW THE CONTRACT AND TO ASSESS CONTRACTOR PERFORMANCE AS THE ALTERNATE CONTRACTING OFFICER REPRESENTATIVE. ON GOING REQUIREMENT.	EVENT DRIVEN (WHENEVER CHANGES OCCUR DURING ACOR DESIGNATION)
SAFETY	SAFETY	ACCIDENT REPORTING	GARRISON SAFETY	AR 385-10 HQDA PAM 385-40	ARMY COMBAT READINESS SAFETY CENTER (CRC)	ARMY POLICY IS TO INVESTIGATE AND REPORT ARMY ACCIDENTS TO PREVENT LIKE OCCURRENCES.	AS REQUIRED
SAFETY	SAFETY	HQDA SAFETY AWARDS (GARRISON & REGION SAFETY)	GARRISON SAFETY & REGION SAFETY OFFICE	AR 385-10	IMCOM SAFETY OFFICE	TO RECEIVE DA SAFETY AWARD NOMINATIONS FROM EACH GARRISON WITH ONE NOMINATION FROM EACH SAFETY AWARD CATEGORY. NOMINATIONS WILL BE PANELED BY HQ IMCOM SAFETY AND ONE OVERALL NOMINATION FROM EACH CATEGORY WILL BE SUBMITTED TO THE HQDA SAFETY OFFICE.	ANNUAL - 1 DEC

**ANNEX G - REPORTS - LOE 6 (Energy Water Efficiency Security)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
PAIO	G5	INSTALLATION STATUS REPORT - NATURAL INFRASTRUCTURE	GARRISON COMMANDER	AR 210-14	ACSIM DAIM-ODO	MEASURES CURRENT AND FUTURE INSTALLATION CAPABILITY. PROVIDE LEADERSHIP AT ALL LEVELS WITH A DECISION SUPPORT TOOL THAT ADEQUATELY ASSESSES THE CAPABILITY OF NATURAL INFRASTRUCTURE (LAND, AIR, WATER, AND ENERGY) TO SUPPORT MISSION REQUIREMENTS.	ANNUAL - 15 JUN  (IN FY12 ISR-NATURAL INFRASTRUCTURE WILL GO INTO A STRATEGIC PAUSE AND WILL BE DISCONTINUED IN FY13)
PAIO	G5	INSTALLATION STATUS REPORT- COST	GARRISON COMMANDER	AR 210-14	ACSIM DAIM-ODO	MEASURES THE QUANTITY AND COST OF BASE SUPPORT SERVICES. PROVIDE LEADERSHIP AT ALL LEVELS WITH A DECISION SUPPORT TOOL THAT EVALUATES THE COST AND QUANTITY OF PROVIDING SERVICES AT ARMY INSTALLATIONS.	ANNUAL - 15 JUN
DOL	G4	SOLID FUELS REQUIREMENTS & DELIVERY	GARRISON DOL - THIS SHOULD BE A PW REPORT (COAL, WOOD, ETC.)	AR 710-2 DFSCR-4220.2	APC	DEVELOP ANNUAL FUEL REQUIREMENTS AND DELIVERY SCHEDULES.	ANNUAL - 30 MAR
DOL	G4	BULK PETROLEUM STORAGE FACILITY INVENTORY MANAGEMENT PLAN (IMP) REQUIREMENTS VALIDATION	DOL	DESC AR 710-2	APC	UPDATE NUMBER OF FUEL STORAGE TANKS, SIZES AND MANIFOLD INFORMATION ON STORAGE DATA WORKSHEET.	ANNUAL - 28 FEB
DOL	G4	FEDERAL AUTOMOTIVE STATISTICAL TOOL (FAST) REPORT	GARRISON DOL	DEPARTMENT OF ENERGY (DOE)	TACOM, AND THE DEPARTMENT OF ENERGY (DOE)	THE FAST SYSTEM/REPORT WAS DEVELOPED TO ASSIST FLEET MANAGERS MEET DATA REPORTING REQUIREMENTS OF EXECUTIVE ORDER 13423 "STRENGTHENING FEDERAL ENVIRONMENTAL, ENERGY, AND TRANSPORTATION MANAGEMENT," THE ENERGY POLICY ACTS OF 1992 AND 2005, THE ENERGY INDEPENDENCE AND SECURITY ACT OF 2007, GSA'S SF82 "AGENCY REPORT OF MOTOR VEHICLE DATA", AND OMB'S CIRCULAR A-11 "PREPARATION, SUBMISSION AND EXECUTION OF THE BUDGET". DATA COLLECTED THROUGH FAST SATISFIES ALL OF THESE REQUIREMENTS.	ANNUAL - 31 OCT
DOL	G4	ENERGY INDEPENDENCE & SECURITY ACT (EISA) 246 FUEL REPORT	GARRISON DOL	DEPARTMENT OF ENERGY (DOE)	DEPARTMENT OF ENERGY (DOE)	REPORTS COMPLIANCE WITH SECTION 246 OF EISA 2007 - FEDERAL FLEET FUELING CENTERS: REQUIRES THE HEAD OF EACH FEDERAL AGENCY TO INSTALL AT LEAST 1 RENEWABLE FUEL PUMP AT EACH FEDERAL FLEET FUELING CENTER. IN ADDITION, REQUIRES THE PRESIDENT TO REPORT TO CONGRESS ON THE PROGRESS TOWARD THIS GOAL.	ANNUAL - 30 JUN
DPW	G4	10-257 GARRISON ENERGY PROGRAM ACTION PLAN	GARRISON ENERGY MANAGER	HQ IMCOM G4-PW	HQ IMCOM G4-PW	DIRECTS GARRISONS TO UPDATE INDIVIDUAL ENERGY PROGRAM ACTION PLANS; REQUIRES FEEDBACK ON PROGRESS TOWARDS IMCOM-DIRECTED ENERGY & WATER CONSERVATION FOCUS AREAS.	ANNUAL - 1 OCT

**ANNEX G - REPORTS - LOE 6 (Energy Water Efficiency Security)**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	11-083 FY12 TO FY17 UTILITY PRIVATIZATION FUNDING	GARRISON ENERGY MANAGER/ C.O.R. FOR UP CONTRACT	IMCOM OPORD 11-083	IMCOM HQ G4-MP	TO SUBMIT CAPITAL UPGRADES PROJECTS FOR VALIDATION.	ANNUAL - 1 JUN
DPW	G4	11-108 ENERGY CONSERVATION INVESTMENT PRGM SUBMISSION FOR FY13-17 FYDP	IMCOM-HQ	AR 420-1	ACSIM	TO SUBMIT CANDIDATE PROJECTS TO COMPETE FOR ENERGY CONSERVATION INVESTMENT PROGRAM (ECIP) FUNDING.	ANNUAL - 1 APR
DPW	G4	11-150 FY11 ANNUAL ENERGY REPORT	IMCOM HQ G4-PW	10 USC 2911, 42 USC 8253 AR 420-1	HQDA ACSIM	TO PROVIDE INPUT TO THE ARMY'S ANNUAL ENERGY REPORT TO DOD. THIS OPORD DIRECTS GARRISONS TO SUBMIT PROGRESS ON FEDERALLY MANDATED ENERGY AND WATER CONSERVATION TARGETS.	ANNUAL - 30 NOV
DPW	G4	AEWRS - ARMY ENERGY WATER REPORTING SYSTEM (INPUT MONTHLY, CERTIFIED QUARTERLY, ANNUAL VALIDATION)	GARRISON ENERGY MANAGER	AR 420-1, CH 22 SECTION IV, 22-22C.	HQDA ACSIM	TO ENSURE TIMELY AND ACCURATE DATA ENTERED INTO AEWRS, THE ARMY'S DATABASE OF RECORD FOR TRACKING ENERGY AND WATER CONSUMPTION AND COSTS.	MONTHLY (LAST DAY OF MONTH)
DPW	G4	ANNUAL INTEGRATED ENERGY PROGRAM AND BUDGET REPORT TO THE OFFICE OF THE SECRETARY OF DEFENSE	HQ IMCOM G4-PW	OSD	ACSIM	REPORTS ANNUAL ENERGY & WATER PROJECT EXPENDITURES TO THE OFFICE OF THE SECRETARY OF DEFENSE.	ANNUAL - 31 JUL
DPW	G4	ENERGY CONSERVATION AND AWARENESS ASSESSMENT REPORT (EACA)	GARRISON ENERGY MANAGER	IMCOM HQ G4-PW	IMCOM HQ G4-PW	REPORT DOCUMENTS GARRISON PLAN TO IMPLEMENT ENERGY AWARENESS AND CONSERVATION MEASURES RECOMMENDED BY RESULTING FROM EACA SITE VISIT.	EVENT DRIVEN (APPROX 10-12 EACA VISITS ANNUALLY)
DPW	G4	ENERGY INDEPENDENCE AND SECURITY ACT (EISA) COMPREHENSIVE ENERGY AND WATER AUDITS	GARRISON ENERGY MANAGER	ENERGY INDEPENDENCE AND SECURITY ACT (EISA) 2007 Section 432, PUBLIC LAW 110-140	ACSIM	REPORT DOCUMENTS ANNUAL ENERGY & WATER AUDITS ACCOMPLISHED AT EACH GARRISON.	ANNUAL - 30 MAY
DPW	G4	GAO RENEWABLE ENERGY PROJECT UPDATE	CENTRAL REGION GARRISONS - PW/ ENERGY	NATIONAL DEFENSE AUTHORIZATION ACT (NDAA) 2010, SEC 2846	CONGRESSIONAL COMMITTEES	UPDATE ENERGY ASSESSMENT REPORTING PROJECT COMPLETION STATUS.	ANNUAL - 31 AUG

**ANNEX G - REPORTS - LOE 6 (Energy Water Efficiency Security)**

GARRISON DIRECTORATE	STAFF PROONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPW	G4	WESTERN ENERGY PLANNING AND MANAGEMENT PROGRAM	CENTRAL REGION GARRISONS - PW/ ENERGY	ENERGY POLICY ACT, SECTION 114	D.O.E. (WESTERN AREA POWER ADMINISTRATION)	SUPPORTS CUSTOMER (GARRISON) INTEGRATED RESOURCE PLANNING (IRP); DEMAND-SIDE MGMT, INCLUDING ENERGY EFFICIENCY AND LOAD MGMT AND RENEWABLE ENERGY.	ANNUAL - 31 MAR
DPW	G4	10-288; GREENGOV PRESIDENTIAL AWARDS	ALL IMCOM GARRISONS - PW/ ENERGY	EXECUTIVE ORDER 13514	HQDA ACSIM	AWARDS AND RECOGNITION	ANNUAL - 1 SEP
DPW	G4	11-158 33RD ANNUAL SA ENERGY AND WATER MANAGEMENT AWARD	IMCOM HQ G4-PW	AR 420-1	HQDA ACSIM	TO RECOGNIZE OUTSTANDING ACHIEVEMENT OF INDIVIDUALS AND INSTALLATIONS IN ENERGY AND WATER MANAGEMENT.	ANNUAL - 31 JAN

**ANNEX G - REPORTS - Crosses Multiple LOEs**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
ASAP	ASAP	DRUG-FREE WORKPLACE	GAR ASAP	IMCOM OPORD 11-051	IMCOM HQ ASAP	THIS REPORT TRACKS DRUG-FREE WORKPLACE COMPLIANCE WITH DEPARTMENT OF HEALTH & HUMAN SERVICES.	ANNUAL - 31 JAN
ASAP	ASAP	DIRECTORS AWARD	GAR ASAP	AR 600-85	HQDA ACSAP	RECOGNIZES THE ASAP MANAGERS, EAPC, RRPC, PC AND DTC OF THE YEAR BY ACSAP.	ANNUAL - 15 APR
ASAP	ASAP	RED RIBBON AAR	GAR ASAP	AR 600-85	HQDA ACSAP	THIS REPORT PROVIDES ALL THE INITIATIVES AND PROGRAMS TAKING PLACE DURING THE CAMPAIGN.	ANNUAL - 15 NOV
ASAP	ASAP	SECDEF COMMUNITY SERVICE AWARD	GAR ASAP	AR 600-85	HQDA ACSAP	RECOGNIZES SUBSTANCE ABUSE INITIATIVES THAT FOCUSED ON THE GARRISON AND SURROUNDING CIVILIAN COMMUNITIES.	ANNUAL - 15 MAY
ASAP	ASAP	SUPERVISORY COUNSELOR TRAINING REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CREDENTIALING STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	DRUG TESTING CERTIFICATION TRAINING REPORT ( SPLIT SAMPLE/CERTIFICATION AND RECERTIFICATION REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CERTIFICATION STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	PREVENTION COORDINATOR BASIC COURSE REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CERTIFICATION STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	PREVENTION COORDINATOR COURSE REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CERTIFICATION STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	RISK REDUCTION COURSE REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CERTIFICATION STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	SUICIDE PREVENTION PROGRAM MANAGER COURSE REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CERTIFICATION STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	ARMY SUBSTANCE ABUSE PROGRAM MANAGER COURSE REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING REQUIREMENTS AND CERTIFICATION STATUS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP

**ANNEX G - REPORTS - Crosses Multiple LOEs**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
ASAP	ASAP	CLINICAL INTERNSHIP ORIENTATION TRAINING REPORT	GAR ASAP	AR 600-85	IMCOM HQ ASAP	TRACKS TRAINING/CERTIFICATION/CREDENTIALING REQUIREMENTS	QUARTERLY - 1 JAN, 1 APR, 1 JUN, 1 SEP
ASAP	ASAP	SUMMER SENSE CAMPAIGN	GAR ASAP	AR 600-85	HQDA ACSAP	THIS REPORT IN CONJUNCTION WITH SAFETY, EMPHASIZES MODERATE USE OF ALCOHOL DURING SUMMER ACTIVITIES.	ANNUAL - 10 OCT
DHR	G1	QUARTERLY ACES REPORT	ESO	AR 621-5	HRC-ACES IMCOM HQ	THIS REPORT PROVIDES PERFORMANCE DATA (E.G., COUNSELING SESSIONS, APT/ED TESTING, MLF USAGE, ETC).	QUARTERLY - JAN, APR, JUL, OCT (3RD BUSINESS DAY)
DHR	G1	ANNUAL MILITARY AWARDS REPORT	GAR MILPER	AR 600-8-22	HRC IMCOM HQ	THIS REPORT PROVIDES THE TOTAL # OF MILITARY AWARDS APPROVED IN THE CALENDAR YEAR.	ANNUAL - 1 JAN
DHR	G1	VMBH EXECUTION REPORT	INSTALLATION CAC	AR 600-8-1	HRC-CMAOC	THIS REPORT TRACKS MILITARY FUNERAL HONORS AND FUNDING.	QUARTERLY - 8 JAN, 8 APR, 8 JUL, 8 OCT
DHR	G1	ACAP TRANSITION SVCS MGRS REPORT	GAR TSM	DOD	HRC	THIS REPORT TRACKS EXECUTION OF ACAP POLICY AND REQUIREMENTS.	MONTHLY - 8TH
DHR	G1	IMCOM DEPLOYED PERSONNEL	GAR MILPER MANNING	AR 600-8-6 IMCOM OPORD 11-136	IMCOM HQ	THIS REPORT TRACKS THE # OF IMCOM PERSONNEL WHO ARE DEPLOYED - CG REQUESTED DATA.	QUARTERLY - 5 JAN, 5 APR, 5 JUL, 5 OCT
DHR	G1	ADOS AND RETIREE RECALL	GAR MILPER MANNING	AR 600-8-6 IMCOM OPORD 10-311	IMCOM G1 PROVIDED TO IMCOM G-8	THIS REPORT TRACKS THE NUMBER OF AR/NG SOLDIERS PERFORMING TOURS ON ACTIVE DUTY.	MONTHLY - 5TH
DHR	G1	MISSION ESSENTIAL REQ (MER) REPORT	GAR MILPER MANNING	AR 600-8-6	HRC IMCOM HQ	THIS REPORT IS PROVIDED BY GARRISONS/REGIONS HIGHLIGHTING THEIR MISSION ESSENTIAL POSITIONS FOR FILL (OFFICERS ONLY).	QUARTERLY (DATES ESTABLISHED BY HRC)

**ANNEX G - REPORTS - Crosses Multiple LOEs**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DHR	G1	SECRETARY OF THE ARMY AWARDS CEREMONY	CDR'S REP	ALARACT MSG IMCOM OPORD 11-016	HQDA	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 1 DEC
DHR	G1	ARTHUR S FLEMMING AWARDS FOR EXCEPTIONAL ACHIEVEMENT IN FEDERAL SVC	CDR'S REP	AR 672-20 IMCOM OPORD 11-017	HQDA	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 1 DEC
DHR	G1	2010 GEICO FEDERAL EMPLOYEES PUBLIC SERVICE AWARDS	CDR'S REP	AR 672-20 IMCOM OPORD 10-354	HQDA	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 1 DEC
DHR	G1	SAMUEL J HEYMAN SERVICE TO AMERICA MEDALS	CDR'S REP	AR 672-20 IMCOM OPORD 11-026	HQDA	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 5 JAN
DHR	G1	SECRETARY OF THE ARMY QUALITY OF LIFE AWARDS	CDR'S REP	AR 672-20 IMCOM OPORD 11-100	HQDA	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 1 FEB
DHR	G1	KUSHNICK, MACY, & HOGE AWARDS	CDR'S REP	IMCOM OPORD 11-139	SEC ARMY IMCOM HQ	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 1 MAR
DHR	G1	SPIRIT OF HOPE AWARD	CDR'S REP	HQDA MEMO CALL FOR NOMINATIONS	OSD IMCOM HQ	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 1 APR
DHR	G1	STALWART AWARD	CDR'S REP	IMCOM OPORD 10-206	IMCOM HQ	RECOGNIZES IMCOM EMPLOYEES.	ANNUAL - 5 JAN
CPAC	G1	RECRUITMENT, RELOCATION & RETENTION INCENTIVES REPORT	GAR CIVPER	MEMO	ASA M&RA IMCOM HQ	THIS REPORT PROVIDES THE NUMBER OF RECRUITMENT, RELOCATION & RETENTION INCENTIVES APPROVED FOR THE YEAR.	ANNUAL - 1 MAR

**ANNEX G - REPORTS - Crosses Multiple LOEs**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DPTMS	G3	SF 311, AGENCY INFORMATION SECURITY PROGRAM DATA	GARRISON SECURITY MANAGER TO REGION, THEN TO IMCOM HQ (G-32) CONSOLIDATED AND SUBMITTED TO HQDA G-2	32 CFR 2001.60 E.O. 12958 AR 380-5	ACSIM DAMI-CH (DSCINT)	PROVIDES SYNOPSIS OF NUMBERS OF CLASSIFIED DOCUMENTS PRODUCED WITHIN A COMMAND ON AN ANNUAL BASIS. FORAWRD TO NATIONAL SECURITY COUNCIL AND PRESIDENT.	ANNUAL - 30 SEP (TO IMCOM HQ) - 31 OCT (TO HQDA)
DPW	G4	ANNUAL SRM 1-N PROJECT SUBMISSION TO IMCOM VIA PROJECT PRIORITIZATION SYSTEM (PPS)	GARRISON DPW	IMCOM HQ G4	IMCOM HQ G4-PWFM	ANNUAL PRIORITIZATION OF GARRISON SRM PROJECTS IN ORDER TO COMPETE FOR FACILITIES INVESTMENT STRATEGY FUNDING. SUBMISSION OF A PRIORITIZED LISTING VIA PPS. PPS IS A PROJECT PRIORITIZATION DATABASE THAT AIDS IN THE ALLOCATION OF CENTRALLY FUNDING SRM AND MILCON PROJECTS. ONCE GARRISONS SUBMIT THEIR PRIORITIZED LIST, MACOMS RANK PROJECTS WITH THEIR PRIORITIES. HQ IMCOM THEN APPLIES PRIORITIZATION POLICY TO LISTS AND MAKES FINAL RECOMMENDATION OF 1-N LIST TO D6 FOR APPROVAL AND FUNDING.	ANNUAL - 1 APR
DPW	G4	ARMY HOUSING ON-LINE USER SERVICES (AHOUS)	GARRISON HOUSING	ACSIM DAIM-ISH	ACSIM DAIM-ISH REGION CC TO HQ IMCOM	UPDATE HOUSING WEBSITE INFORMATION OF AVAILABLE ASSETS ON AND OFF THE INSTALLATION FOR NEWCOMERS TO VIEW.	QUARTERLY - 1 JAN, 1 APR, 1 JUL, 1 OCT
DPW	G4	ISR I AND III	GARRISON	ACSIM DAIM-ISH	ACSIM DAIM-ISH	REPORTS CURRENT CONDITION CODE OF AFH AND UPH FACILITIES AND SERVICES	ANNUAL - 31 JAN
RMO	G8	COMMAND PLAN & OUT-OF-CYCLES (OOCs)	IMCOM HQ G8	DOD HQDA	HQDA G3/7	SUPPORT BOTH THE ARMY AND DOD DECISION-MAKING PROCESSES THAT APPROVE THE IMCOM STRUCTURE AND DETERMINES THE ALLOCATION OF RESOURCES.	ANNUAL (PROCESS WORKED AS AN ANNUAL CYCLE (I.E., ALL YEAR LONG) WITH APPROVED DOCUMENTS GENERALLY COMING OUT IN JUL)
RMO	G8	ANNUAL STATEMENT OF ASSURANCE FEEDER	GARRISONS TO REGIONS TO IMCOM HQ THROUGH OACSIM TO ASA, FMC	AR 11-2 MANAGERS' INTERNAL CONTROL PROGRAM	ACSIM THEN ASA (FM&C)	CG IS REQUIRED TO SUBMIT INTERNAL CONTROL ASSESSMENT BASED ON INPUT FROM AUMS SO IMCOM FULFILLS THE INDIVIDUAL/COLLECTIVE RESPONSIBILITY OF STEWARDSHIP OF RESOURCES. THE ARMY MIC PROGRAM MEETS THE REQUIREMENTS OF THE ACCOUNTING AND AUDITING PROCEDURES ACT OF 1950 IS IMPLEMENTED WITHIN THE EXECUTIVE BRANCH BY OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULAR A-123, AND WITHIN DOD BY DODI 5010.40.	ANNUAL - 1 FEB
RMO	G8	INTERNAL CONTROL PROGRAM FIVE-YEAR PLAN	GARRISONS TO REGIONS TO IMCOM HQ THROUGH OACSIM TO ASA, FMC	AR 11-2 MANAGERS' INTERNAL CONTROL PROGRAM	ACSIM THEN ASA (FM&C)	CG IS REQUIRED TO SUBMIT INTERNAL CONTROL ASSESSMENT BASED ON INPUT FROM AUMS SO IMCOM FULFILLS THE INDIVIDUAL/COLLECTIVE RESPONSIBILITY OF STEWARDSHIP OF RESOURCES. THE ARMY MIC PROGRAM MEETS THE REQUIREMENTS OF THE ACCOUNTING AND AUDITING PROCEDURES ACT OF 1950 IS IMPLEMENTED WITHIN THE EXECUTIVE BRANCH BY OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULAR A-123, AND WITHIN DOD BY DODI 5010.40.	ANNUAL - EVERY SUMMER

**ANNEX G - REPORTS - Crosses Multiple LOEs**

GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
RMO	G8	POM/BES BUILD	GARRISONS TO REGIONS TO IMCOM HQ THROUGH OACSIM TO ASA, FMC	AR 1-1, PLANNING, PROGRAMING AND BUDGETING WITHIN THE DEPARTMENT OF THE ARMY	HQDA	CG IS REQUIRED TO PROVIDE ANNUAL INPUT TO THE ARMY PLANNING, PROGRAMMING, BUDGETING AND EXECUTION PROCESS VIA THE COMMANDER'S NARRATIVE ASSESSMENT, SCHEDULE 8 SUBMISSION, MID-YEAR REVIEWS IN SUPPORT OF RESOURCE ALIGNMENT/PROGRAMMING.	ANNUAL (AS DIRECTED BY HQDA, PA&E)
RMO	G8	CONGRESSIONAL TESTIMONY INFORMATION PAPERS/INQUIRIES	GARRISONS TO REGIONS TO IMCOM HQ THROUGH OACSIM TO ASA(FM&C)	ARMY SENIOR LEADERSHIP AND CONGRESSIONAL STAFF	ASA (FM&C) AND OFFICE OF CONGRESSIONAL AND LEGISLATIVE LIAISON	CG IS REQUIRED TO SUPPORT VARIOUS SENIOR ARMY LEADERSHIP AND ACSIM'S APPEARANCE BEFORE VARIOUS CONGRESSIONAL HEARINGS AND PROVIDE WRITTEN RESPONSES TO CONGRESSIONAL INQUIRIES ASSOCIATED WITH THE RESOURCES PROGRAMMED/BUDGETED IN SUPPORT OF THE INSTALLATION MANAGEMENT COMMUNITY.	AS REQUIRED
RMO	G8	CONGRESSIONAL BUDGET ENGAGEMENT	GARRISONS TO REGIONS TO IMCOM HQ THROUGH OACSIM TO ASA, FMC	ARMY SENIOR LEADERSHIP AND CONGRESSIONAL STAFF	ASA (FM&C) AND OFFICE OF CONGRESSIONAL AND LEGISLATIVE LIAISON	CG IS REQUIRED TO SUPPORT VARIOUS SENIOR ARMY LEADERSHIP AND ACSIM'S ENGAGEMENT WITH VARIOUS CONGRESSIONAL STAFFERS DURING THE BUDGET HEARINGS ASSOCIATED WITH THE RESOURCES BUDGETED IN SUPPORT OF SERVICES AND PROGRAMS ACROSS THE INSTALLATION MANAGEMENT COMMUNITY.	AS REQUIRED
RMO	G8	SPEND PLAN	GARRISONS	ARMY BUDGET OFFICE	IMCOM HQ G8	SPEND PLANS ARE THE MEANS OF PROVIDING GARRISONS WITH MONTHLY AFP AND ALLOWANCE IN ORDER TO EXECUTE THEIR REQUIREMENTS.	ANNUAL (AS DIRECTED BY ARMY BUDGET OFFICE AND/OR IMCOM OPORD)
RMO	G8	PBAC CHARTS	GARRISONS	IMCOM HQ G8	IMCOM HQ G8	OVERSIGHT OF FUNDING/EXECUTION AND NEED FOR FUNDING REALIGNMENTS. A MEANS OF CORRELATING COMMAND MISSION WITH PROGRAMS, BUDGET ESTIMATES, FUND DISTRIBUTION, AND RESOURCE AVAILABILITY BY EVALUATING PROGRAM EXECUTION AND OBLIGATION RATES TO ACCOMPLISH THE EFFECTIVE UTILIZATION OF ALLOCATED RESOURCES.	QUARTERLY (AS DIRECTED BY IMCOM OPORD)
RMO	G8	SYSTEM TRANSFERS	GARRISONS	ARMY BUDGET OFFICE	IMCOM HQ G8	PROVIDE GARRISONS FUNDING IN THE APPROPRIATE FINANCIAL SYSTEM DURING GFEBs TRANSITION YEAR.	BI-MONTHLY (AS DIRECTED BY ARMY BUDGET OFFICE AND/OR IMCOM OPORD)
RMO	G8	OCO CONTRACT REPORT	GARRISONS	ARMY BUDGET OFFICE	IMCOM HQ G8	IDENTIFY PURPOSE OF MONTHLY OCO CONTRACT OBLIGATIONS FOR REPORTING TO OSD AND ULTIMATELY CONGRESS.	MONTHLY - 10TH
RMO	G8	MTSS CUMULATIVE REPORT	GARRISONS	HQDA	IMCOM HQ G8	PROPERLY ACCOUNT FOR THE EXECUTION OF DA DIRECTED TRAINING EXPENSES, I.E. TRAVEL AND PER DIEM EXPENSES, FOR SOLDIERS ASSIGNED TO IMCOM GARRISONS.	MONTHLY - 15TH

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
RMO	G8	QUARTERLY OFFICIAL REPRESENTATION (ORF) REPORT	GARRISONS	AR 37-47	IMCOM HQ G8	PROVIDING VISIBILITY OF ORF FUND EXECUTION TO THE SECRETARY OF THE ARMY OR OTHER DESIGNATED OFFICIALS AS ADDRESSED IN THE AR 37-47.	QUARTERLY - 5 OCT, 5 JAN, 5 APR, 5 JUL
LEGAL	OSJA	* OTHER REPORTS SUBMITTED BY CLOS, AS NEEDED THESE INCLUDE PROCUREMENT FRAUD (DFARS), 27-20 (CLAIMS), 27-40 (LITIGATION), 27-20 (NATIONAL SECURITY CRIMES), AND INTEL OVERSIGHT OR LAW OF WAR VIOLATIONS ** NOTE THAT ONLY THE FIRST TWO REPORTING REQUIREMENTS LISTED ABOVE (WEEKLY INVESTIGATIONS AND SIGACTS) ARE LEVIED BY IMCOM ALL OTHERS ARE STATUTORY/REGULATORY REQUIREMENTS LEVIED BY OSD OR DA (OTJAG)	INSTALLATION CONSOLIDATED LEGAL OFFICE (CLO) - CRIM LAW	ALARCTS OR OTJAG TASKING	OTJAG-CRIM LAW FOR DAMO, OTJAG, OPMG, DA G1 AND OTHERS TO SUPPORT RFIS FROM OSD, AND CONGRESS AMONG OTHERS		AS REQUIRED
DFMWR	ACSIM	ARMY FAMILY ACTION PLAN (AFAP) PROGRAM REPORT	GARRISON ACS STAFF	ACSIM	ACSIM-IS	TRACKS STATUS OF (LOCAL) GARRISON AFAP ISSUES.	ANNUAL - 31 JAN
DFMWR	G9	CERTIFICATION STATUS: DOD MILITARY HOME FRONT/MILITARY INSTALLATIONS	GARRISON ACS STAFF	OSD AR 608-1	OSD-MC&FP	(CATEGORY = FINANCIAL). TO ENSURE ACCURACY OF OFFICIAL MILITARY COMMUNITY AND FAMILY POLICY (MC&FP) PROGRAM INFORMATION, POLICY AND GUIDANCE DESIGNED TO HELP TROOPS AND THEIR FAMILIES, LEADERS, AND SERVICE PROVIDERS.	QUARTERLY - 15 FEB, 15 MAY, 15 AUG, 15 NOV
DFMWR	G9	FATALITY REVIEW REPORT	GARRISON ACS STAFF	UNDER SEC DEF DODI 6400.06	UNDER SEC DEF	TO GARNER LESSONS LEARNED AND PREVENT FUTURE INCIDENTS.	ANNUALLY - 28 FEB
DFMWR	G9	ARMY EMERGENCY RELIEF OFFICERS AND ASSISTANT AER OFFICERS (AERO/AAEROS) DATA	GARRISON ACS STAFF	MOA BETWEEN HQ, AER AND G9 AR 608-1	IMCOM HQ G9-FP-TSS	VERIFY STAFF ACCESS FOR HQ AER SAMARITAN DTABASE, EXPEDITE INFORMAITON FLOW BETWEEN HQ AER AND GARRISON STAFF.	ANNUALLY - 15 OCT
DFMWR	G9	EFMP RESPITE CARE DATA	GARRISON ACS STAFF	IMCOM	IMCOM HQ G9-FP-EFMP	(CATEGORY = FINANCIAL). VALIDATE PERSONNEL AND FUNDING REQUIREMENTS.	MONTHLY - 15TH
DFMWR	G9	SEXUAL ASSAULT DATA	GARRISON ACS STAFF	ARMY G-1 AR 600-20	ARMY G-1	(CATEGORY = FINANCIAL). VALIDATE PERSONNEL AND FUNDING REQUIREMENTS.	MONTHLY - 15TH

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DFMWR	G9	FAMILY ADVOCACY DATA	GARRISON ACS STAFF	AR 608-1	OSD ARMY G-1	(CATEGORY = FINANCIAL). VALIDATE PERSONNEL AND FUNDING REQUIREMENTS	QUARTERLY - 1 AUG
DFMWR	G9	NEW PARENT SUPPORT PROGRAM DATA	GARRISON ACS STAFF	DODI 6400.05	OSD	(CATEGORY = FINANCIAL). VALIDATE PERSONNEL AND FUNDING REQUIREMENTS.	ANNUALLY - 3 OCT
DFMWR	G9	EFMP STAFFING REPORT	GARRISON ACS STAFF	OSD	ACSIM	(CATEGORY = FINANCIAL). PERSONNEL AND FUNDING REQUIREMENTS. VALIDATE	QUARTERLY - 5 JAN, 5 APR, 5 JUL, 5 OCT
DFMWR	G9	FRG CHILD CARE SERVICES DATA	GARRISON ACS/CYSS STAFF	OPORD 11-212	IMCOM HQ G9-FP-MOB AND DEPLOY	(CATEGORY = FINANCIAL). VALIDATE PERSONNEL AND FUNDING REQUIREMENTS.	QUARTERLY - 15 JAN, 15 APR, 15 JUL, 15 OCT
DFMWR	G9	ACS ANNUAL REVIEW (SELF STUDY)	GARRISON ACS STAFF	AR 608-1	IMCOM HQ G9-FP-ACCRUED	(CATEGORY = FINANCIAL). A SELF EVALUATION AND VALIDATION THAT ACS PROGRAMS ARE PERFORMING TO STANDARD AND REGULATORY REQUIREMENTS; SHOULD BE CONFIRMED OR AT LEAST REVIEWED BY THE DMWR WITH THE ACS DIRECTOR.	ANNUAL - 15 OCT
DFMWR	G9	ACS MANAGEMENT REPORT	GARRISON ACS STAFF	AR 608-1	IMCOM HQ G9-FP	AN ACCOUNTING OF ACS CENTER SERVICE CONTACTS, FUNDING AND MANPOWER RESOURCES.	MONTHLY - 15TH
DFMWR	G9	DAILY ACTIVITY REPORT (DAR)	ALL GARRISON NAF ACTIVITIES	DFAS REG 37-1 AR 215-1	DFAS GARRISON NAF FM	(CATEGORY = FINANCIAL). THE CONSOLIDATED DAILY ACTIVITY REPORT (DAR) IS A SUMMARY OF ALL THE CASHIERS' AND OTHER OPERATING REPORTS OF EACH DEPARTMENT BY LOCATION. ALL NAFIS, LOCATIONS OR DEPARTMENTS PREPARE A CONSOLIDATED DAILY ACTIVITY REPORT FOR EACH DAY OF OPERATION.	DAILY - COB
DFMWR	G9	FIXED ASSET INVENTORIES	REGION / GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). ACCOUNTABILITY, FIXED ASSETS LISTING THAT IS VALIDATED BY THE REGION AND/OR GARRISON.	ANNUAL - 30 JUN
DFMWR	G9	MWR REGIONAL REVIEW AND ANALYSIS	GARRISON FMWR	G9	IMCOM HQ G9	(CATEGORY = FINANCIAL). ACCOUNTABILITY.	QUARTERLY - 15 FEB, 15 MAY, 15 AUG, 15 NOV

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DFMWR	G9	END OF YEAR MWR FINANCIAL CLOSEOUT	GARRISON FMWR	OSD AR 215-1	OSD	(CATEGORY = FINANCIAL). ACCOUNTABILITY, FUNCTION OF ACCOUNTING.	ANNUAL - 15 NOV
DFMWR	G9	REVIEW OF INSURED EXPOSURES	G9 GENERATES REPORTS / GARRISON FMWR VALIDATES DATA	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). ACCOUNTABILITY, ANNUAL VALIDATION. DOCUMENTS GARRISON ACTUAL FEE SCHEDULES/ENROLLMENTS TO VALIDATE COMPLIANCE WITH IMCOM AND ARMY POLICY GUIDANCE. REQUIRED FOR INSURANCE COVERAGE.	ANNUAL - 15 NOV
DFMWR	G9	RIMP MEMORANDUM	GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). ACCOUNTABILITY - RIMP MEMORANDUM MAILED TO SJA OFFICES FOR KNOWN LIABILITY CASES THAT MAY BE PENDING AS REQUIRED FOR OUR ANNUAL AUDIT. 215-1, PARA 19-15 REQUIRES SJAS TO NOTIFY RIMP WITHIN 24 HRS OF SERIOUS INJURY OR DEATH. THE ANNUAL NOTIFICATION OF KNOWN PENDING LITIGATION IS REQUIRED FOR OUR ANNUAL AUDIT (CLIFTON GUNDERSON LLP).	ANNUAL - 31 DEC (OR WITHIN 24 HRS OF A SERIOUS INJURY OR DEATH/NOTIFICATION)
DFMWR	G9	RIMP, FAMILY CHILD CARE (FCC)	GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). DOCUMENTS FUNDING - ACCOUNTABILITY OF PROGRAM ACTIVITY AND PATRONAGE BY CHILDREN & YOUTH.	ANNUAL - 1 OCT (OR ON-GOING AS ADDITIONAL PROVIDERS ARE CERTIFIED)
DFMWR	G9	UFM REPORT	GARRISON NAF FM	AR 215-1	IMCOM HQ	(CATEGORY = FINANCIAL). DOCUMENTS FUNDING - ACCOUNTABILITY OF EXPENDITURES AUTHORIZED BY APF AND PAID IN ACCORDANCE WITH UFM PROCESS RECORDED IN SPECIALLY CODED DEPARTMENTS ON NAF FINANCIAL STATEMENTS.	MONTHLY - 15TH
DFMWR	G9	PERSONNEL STRENGTH DATA	GARRISON FMWR	OSD AR 215-1	OSD IMCOM HQ G9	(CATEGORY = FINANCIAL). REGIONS/GARRISONS SUBMIT MILPERS DATA (TO INCLUDE END STRENGTH AND BORROWED). G9 COSTS THESE OUT FOR THE 1015.15 REPORT G9 SUBMITS TO OSD. VALIDATION OF FUNDING TARGETS.	ANNUAL - 15 OCT
DFMWR	G9	FISCAL YEAR FUNDING ALLOCATIONS BY MDEP AND GARRISON	REGIONS / GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). RESOURCING - FUNDING ACCOUNTABILITY.	ANNUAL (W/IN 30 DAYS OF ALLOCATION TARGET NOTIFICATION DATE)
DFMWR	G9	FUNDING VALIDATIONS PRIOR TO DISTRIBUTION	GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). RESOURCING - FUNDING ACCOUNTABILITY.	UPON DISTRO (WITHIN 2 DAYS OF NOTIFICATION OF PENDING FUNDS DISTRIBUTION)

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GARRISON DIRECTORATE	STAFF PROPONENT	REPORT TITLE	WHO SUBMITS REPORT	REPORT REQUIRED BY	REPORT SUBMITTED TO	REPORT DESCRIPTION AND PURPOSE	FREQUENCY
DFMWR	G9	ANNUAL OPERATING GUIDANCE/NAF BUDGET	GARRISON FMWR	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). RESOURCING - FUNDING ACCOUNTABILITY ANNUAL BUDGETS PREPARED FOR ALL ARMY NAFIS/ENTITIES (EXCEPT CIVILIAN MWR FUNDS (SEE AR 215-7) WILL COMPLY WITH SPECIFIC INSTRUCTIONS AND PROCEDURES ISSUED ANNUAL BY IMCOM G9.	ANNUAL (GUIDANCE RELEASE DATE 1 MAY WITH A BUDGET SUBMISSION DATE OF 1 SEP)
DFMWR	G9	NAF MAJOR CONSTRUCTION (NAFMC) PROJECT VALIDATION REVIEWS (PVR)	REPORT GENERATED BY G9 / REGION GARRISON FMWR PROVIDES JUSTIFICATIONS	AR 215-1	IMCOM HQ G9	(CATEGORY = FINANCIAL). FUNDING - ACCOUNTABILITY, ROI - REVIEW OF INVESTMENT. REPORT GENERATED BY G9. REGIONS AND/OR GARRISONS PROVIDE STATEMENTS EXPLAINING NEGATIVE VARIANCES BETWEEN PVA AND PVR THAT CAN BE INCLUDED IN CHARTS TO CIRB.	ANNUAL - PRIOR TO CRB (CONSTRUCTION REVIEW BOARD)
DFMWR	G9	CSA WEEKLY UPDATE	GARRISON FMWR	CSA	CSA	(CATEGORY = FINANCIAL). VALIDATE QACS REQUIREMENTS FOR FUNDING.	IRREGULAR
DFMWR	G9	GIFTS AND DONATIONS REPORT	GARRISON FMWR	DOD FMR VOLUME 12, CH 30	ASA IMCOM HQ G9	(CATEGORY = FINANCIAL). ACCOUNTABILITY.	QUARTERLY - 6 JAN, 6 APR, 6 JUL, 6 SEP



## ANNEX H Resiliency

An Army of balanced, healthy, self-confident Soldiers, families and Army Civilians whose resilience and total fitness enables them to thrive in an era of high operational tempo and persistent conflict. In response to the long wars in Afghanistan and Iraq, many Soldiers experienced financial, marital and other personal problems. The Army in conjunction with Academia the Army developed the Master Resilience Training program as a part of a Comprehensive Soldier Fitness (CSF) program. The dimensions of the program focus on the 5 dimensions and strengthening a Soldier's general resilience by working on the specific dimensions to ensure resiliency and balance in mind, body and spirit. The dimensions are:

- Physical – Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training.
- Emotional – Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina and good character with your choices and actions.
- Social – Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.
- Family – Being part of a family unit that is safe, supportive and loving, and provides the resources needed for all members to live in a healthy and secure environment.
- Spiritual – Strengthening a set of beliefs, principles or values that sustain a person beyond family, institutional, and societal sources of strength.

For more information about resiliency and the CSF program, visit this link:

<http://csf.army.mil/index.html>





## **ANNEX I**

### **Recommended Reading List**

#### **I.1. The Installation Management Community Professional Reading List.**

This Professional Reading list introduces a selection from the many relevant books to the Installation Management Community. This Professional Reading list is meant to enrich the knowledge and understanding of the Installation Management Community. The book recommendations are independent study and reflection that complement the education and training that are vital to developing essential competencies and skills of the Installation Management Community workforce. Summaries of the following books are at URL: <https://www.us.army.mil/suite/doc/32886555>.

#### **I.2. The U.S. Army Chief of Staff Professional Reading List.**

The U.S. Army Chief of Staff's Professional Reading List is divided into three sub-lists: history and heritage (including novels with a historical setting), leadership, and critical analysis and the global context, for a total of twenty-six recommended books.

The readings provide a useful course of independent study in the origin of the profession of arms, valuable leadership techniques, and the use of our critical-thinking abilities to understand the world around us. Taken together, these readings will help Soldiers or Army Civilians sharpen their intellects while preparing for their next level of responsibility. The books also complement materials currently used in the Army educational system and can help bridge the intervals between periods of formal instruction at Army schools. While intended for independent study, one could also use the list as the basis for establishing book clubs, discussion groups, and other professional development activities. Summaries of the following books are at URL: <https://www.us.army.mil/suite/doc/32886554>.



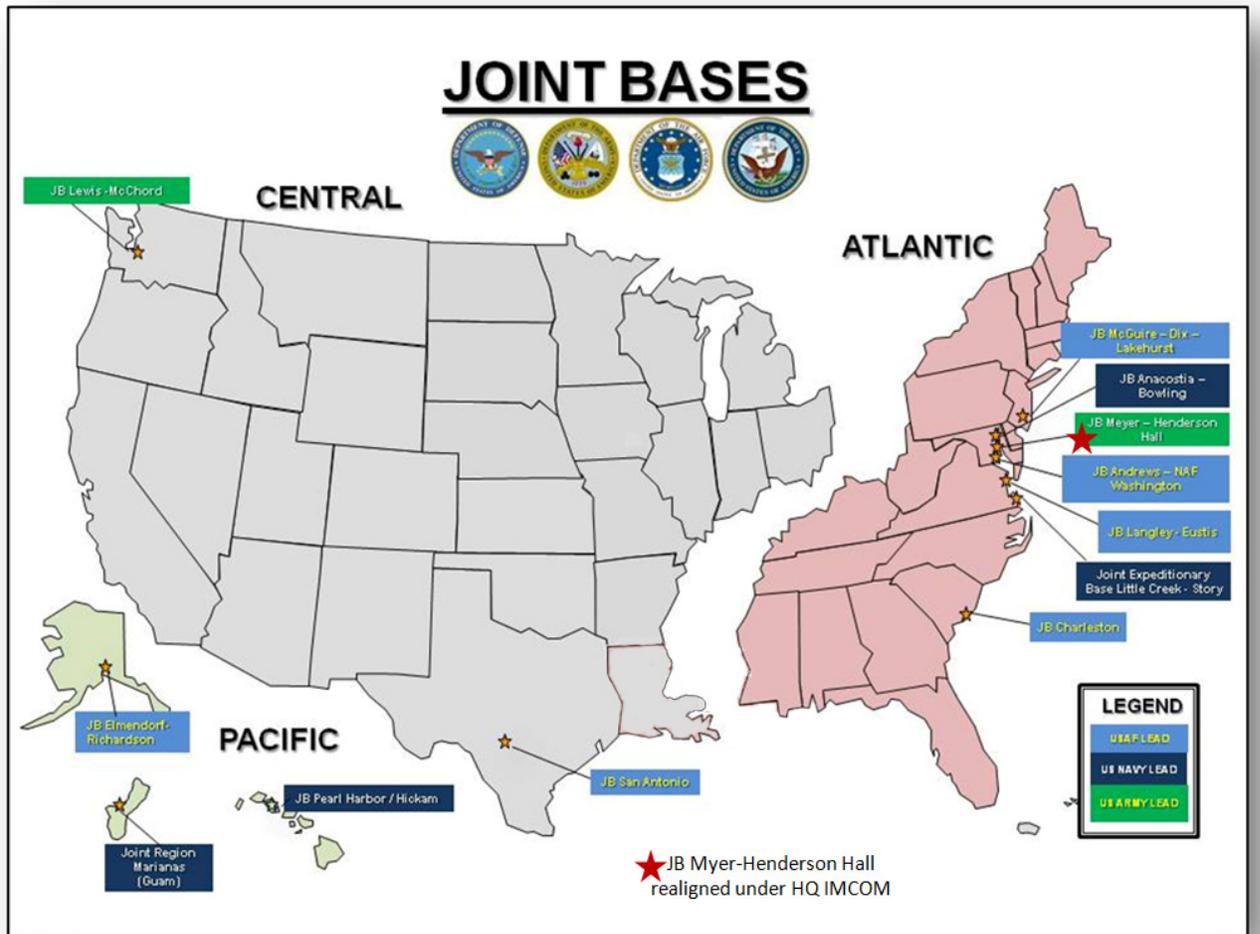
## ANNEX J Joint Basing

### J.1. Introduction to Joint Basing – OSD’s Intent and Expectations.

a. Impetus, Intent, and Expectations. While DoD has always supported joint use of installation assets, more consolidation and integration of activities are possible. Inter-Service opportunities exist at collocated and contiguous installations; more complex inter- and intra-DoD opportunities exist globally. As part of defense transformation and the *Defense Installation Strategic Plan*, the Joint Basing initiative highlights opportunities for increased jointness, thereby reducing life-cycle investments and overhead. DoD chartered a team to revise policies, processes, procedures, and practices to enhance joint installation support; establish a common set of business rules and processes for *Common Delivery of Installation Support (CDIS)*; establish *Common Output Level Standards (COLS)*; and minimize management overhead. These common standards promote operational efficiencies and increase the Soldier’s effectiveness. Outcome: OSD-Wide Common Delivery of Installation Support that promotes joint use of installation assets to enhance efficiencies.

b. BRAC Recommendation #146. Estimating that \$2.3 billion could be saved over a 20-year period, the 2005 Defense Base Closure and Realignment (BRAC) Commission recommended that the DoD establish 12 joint bases by consolidating the management and support of 26 separate Army, Navy, Air Force, and Marine Corps installations. The map and matrix that follow provide a graphical depiction of all 12 DoD joint base locations; designation of the lead service component; and IMCOM HQ/Region oversight responsibilities.

JOINT BASES	LEAD SERVICE	IMCOM OVERSIGHT
Anacostia-Bolling (DC)	USN	
Andrews-Naval Air Facility Washington (DC)	USAF	
Charleston (SC)	USAF	
Elmendorf-Richardson (AK)	USAF	Pacific
Langley-Eustis (VA)	USAF	Atlantic
Lewis-McChord (WA)	USA	Central
McGuire-Dix-Lakehurst (NJ)	USAF	Atlantic
Myer-Henderson Hall (VA)	USA	HQ, IMCOM
Pearl Harbor-Hickam (HI)	USN	
San Antonio-Lackland AFB-Randolph AFB-Fort Sam Houston (TX)	USAF	Central
Expeditionary Base Little Creek-Fort Story (VA)	USN	Atlantic
Joint Region- Marianas-Naval Base Guam-Anderson AFB	USN	



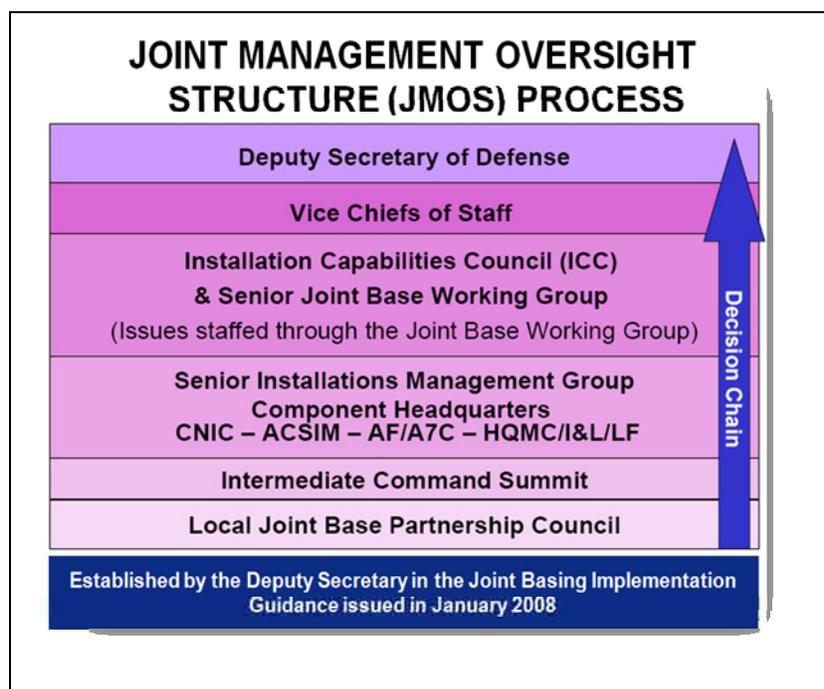
## J.2. Strategic Management Controls.

a. Regulatory Guidance. Guidance for fully implementing BRAC 2005 Joint Basing decisions are defined in OSD's *Joint Basing Implementation Guidance (JBIG)* and its supplemental guidance and memorandums. OSD is currently developing DODI Number 4001.01, *Operating a Joint Base*, that will replace the JBIG and supplemental guidance and focus on sustaining Joint Base operations and achieving efficiencies and best practices. The JBIG, and subsequently DODI 4001.01, establishes a comprehensive framework for Joint Basing implementation to capture and continue the most practical savings for DoD through the consolidation of Installation Support functions while meeting mission requirements. It defines the critical elements of Joint Basing-Common Output Level Standards (JB-COLS) and assigns responsibility for organizational development. It directs Service Components to complete all actions to obtain approval of a Memorandum of Agreement (MOA) for each Joint Base Installation. *DoD guidance takes precedence over service regulations and policies.* However, OSD is working on decisions that could allow Joint Base Commanders (JBC) the flexibility to apply best

practices that demonstrate significant savings. By streamlining a process to de-conflict service guidance and DoD policy interpretation, JBC's could ideally apply what works best to realize joint base-level innovations and share best practices across all Joint Bases.

b. Strategic Surveillance.

(1) Joint Management Oversight Structure (JMOS). The JMOS is responsible for development, approval and compliance of the Joint Base MOA. A JMOS comprised of representatives from each Component will be established for each Joint Base. The structure will provide a basis for equitable conflict resolution and resource allocation between the Components at a Joint Base. The diagram that follows depicts the JMOS structure.



The components of the JMOS include:

(a) Joint Base Partnership Council (JBPC). The local leadership group at the Joint Base responsible for overall implementation of Joint Base guidance. The JBPC consists of senior representation from each of the affected installations.

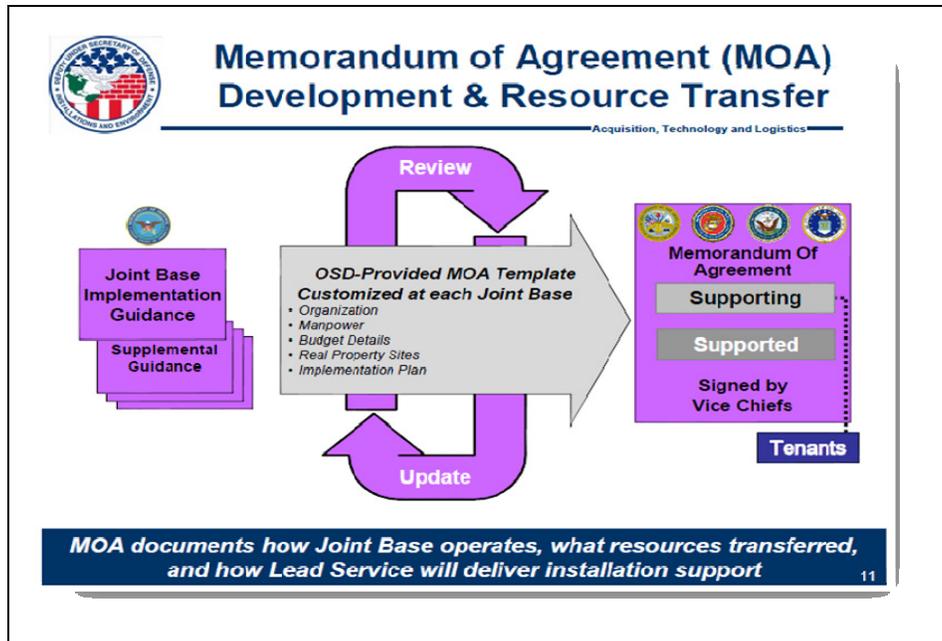
(b) Intermediate Command Summit (ICS). Part of the JMOS for each Joint Base, the Summit has representation from the Component installation management echelon immediately above the Joint Base installations; chaired by the Supporting Component. IMCOM Regions perform this function where the Army is the Supported or Supporting Component.

(c) Senior Installations Management Group (SIMG). The SIMG consists of the senior representatives of the Military Departments Installation Management Organizations. This group reviews Joint Basing issues and resolves any questions that are passed to them from the ICS. Also makes Joint Basing policy recommendations to the ICC.

(d) Installations Capabilities Council (ICC). The ICC's primary role is to oversee development and implementation of DoD Installation Support policy and resolve disputes on Installation Support between DoD Components.

(e) Senior Joint Base Working Group (SJBWG). Part of the ICC, this working group oversees the development of Joint Bases. Chaired by DUSD(I&E) with members from each of the Components' Installation Management leadership, the SJBWG develops policy recommendations on Joint Basing for the ICC.

(2) Joint Base Memorandum of Agreement (MOA). The Joint Base MOA establishes a comprehensive framework for the Joint Base to capture and continue the most practical savings for the DoD through the transfer of Installation Support functions while meeting mission requirements. It establishes the Installation Support services to be provided and received, and defines terms, conditions, reimbursements and responsibilities for the Joint Base. At a minimum, the JB MOA defines financial arrangements, Installation Support responsibilities, financial and performance reporting requirements, dispute resolution procedures, disposition of assets other than real property, and other relevant issues, as well as detailing the timeline for full implementation. The MOA is reviewed at least once prior to Full Operating Capability (FOC) and thereafter, at a minimum, is reviewed annually for mission, manpower, and financial impacts and to ensure delivery of installation support to JB-COLS levels. The diagram that follows depicts the MOA review and update process.



(3) Presidential Budget-14 (PB-14). The PB-14 depicts individual installation resource requirements for Joint Bases, both funding and manpower in order to ensure proper installation management resourcing and establish the baseline for the *Cost & Performance Visibility Framework (CPVF)*. It provides the basis for budget transfers from the Supported Component to the Supporting Component. The PB-14's primary purpose is to collect the "Should Be" resource requirements to conduct Installation Support activities on Joint Base installations to transfer Civilian Authorizations and Total Obligation Authority (TOA) from the Supported Component(s) to the Supporting Component.

"Should Be" = "As-Is" + "Shortfall to Meet COLS"

(4) Cost and Performance Visibility Framework (CPVF). The primary purpose of the CPVF Tool is to collect and report joint base Installation support performance data against the terms in the MOAs and the JB-COLS. The CPVF Tool links resources to performance and provides visibility and transparency through all levels within the JMOS. The CPVF Tool also supports decision-makers in their assessment of efficiencies, successes, and challenges, and helps to identify the need for new or updated policy, if necessary. Performance data is reported quarterly and cost and manpower data is reported annually at the end of each fiscal year. All JB-COLS must be rated as "Met," "Not Met," or "Not Applicable" (NA) (e.g., port services at some installations). Joint Bases are required to deliver COLS services to the 'Met' standard.

c. Operating a Joint Base.

(1) Command Authorities. The policies and procedures underlying the appointment to and assumption of command will not change as a result of joint basing. The Joint Base Commander is the Installation Commander (IC) and the JBIG identifies specific authority's incumbent in the role of the IC. Per AR 600-20, the Senior Commander is the Senior Commander (SC) AND the IC. Where the Army is the Supported Component, since the JBC is the IC, the Army Senior Commander is the Army Senior Service Component Commander.

(a) Senior Service Component Commander (SSCC). "Senior Service Component Commanders," when referred to in Joint Basing, are the Base's Senior Commanders representing Supported and Supporting Components. These SSCCs retain authority over mission personnel to include UCMJ and other mission personnel related safety and legal investigations.

(b) Joint Base Commander (JBC). The term "Joint Base Commander", when referred to in Joint Basing, is synonymous with the term "installation commander" or "IC". As a general matter, the IC is the commander who has authority and control over the installation real property and responsibility for installation management and support functions.

(c) Deputy Joint Base Commander (DJBC). The Deputy Joint Base Commander is the next in line—ordinarily from one (or more) supported Component.

(d) Army Support Activity (ASA). At Joint Bases where the Army is a Supported Component, ASAs are established to manage installation support services that did not transfer to the Joint Base. These services include Army-mission only services (e.g., Army Continuing Education System Program; Casualty & Mortuary Affairs; Survivor Outreach Services; Training Range Management, etc.). Management and organizational structure varies from ASA to ASA.

(e) Command Succession and Delegation. The DJBC in command operationally directs assigned forces of the Supporting Component. He or She does not exercise UCMJ or Administrative Control (ADCON) over military personnel of another Component.

(2) Other Basic Terminology.

Supporting Component: lead military Service responsible for Installation Support (IS)

Supported Component: any other military Service with activities on the base

Tenants: non-military Service activities on base

d. Resourcing the Joint Base.

(1) Initial Resourcing. Initial resourcing is based on the PB-14 funds transfer, is in line with terms detailed in the Joint Base MOA, and agreed upon by the Vice Chiefs of Staff of the Service Components. The PB-14 depicts individual installation resource requirements for Joint Bases, both funding and manpower and provides the basis for budget transfers. The supported Component transfers TOA resources across the Future Year Defense Plan (FYDP) no later than FOC. Supported Component mission changes that directly affect the financial obligations of the Supporting Component will result in a FYDP adjustment through the Program Budget Review Process. Any JMOS-Approved MOA changes that affect resourcing will be inserted to the Joint Base CPVF Baseline accordingly.

(2) Feeding the POM. Five years after FOC, resourcing requirements for the Joint Base will feed the requirements generation process of the Supporting Component. In accordance with HQ IMCOM Memorandum, subject: Supplemental Joint Base Guidance-Reporting Requirements, 21 Apr 2009, when the Army is the Supporting Service, ISR, ASIP and RPLANS submissions will continue.

e. Strategic Planning. Strategic Planning is essential for any organization to meet mission goals. The Joint Base is no different. The JBC challenge is to ensure the goals of Senior Service Component Commanders are supported through the successful delivery of installation support services.

(1) Functional Working Groups (FWG). The JBC establishes FWGs for the purpose of developing an optimal organization that balances and prioritizes the competing needs of Mission Commanders. The FWGs have equal representation from the supported and supporting Components and work toward a consensus in developing the optimal organization priorities. Where consensus is not attainable, issues are raised through the JMOS for dispute resolution. Outputs from these feeder boards can be agenda drivers for the Joint Base Partnership Council (similar to the Installation Planning Board (IPB) process). The JBIG recommends the establishment of the following FWGs, at a minimum:

- Facilities (Sustainment, Restoration and Modernization, Operations, and New Footprint)
- Fire Protection and Emergency Services, Emergency Management, and Readiness Engineering
- Environmental Services (Environmental Compliance, Pollution Prevention, Environmental Conservation, and Environmental Restoration)
- Housing (Family Housing Services, and Unaccompanied Personnel Housing)
- Community Services (e.g., MWR, Child and Youth Programs, War fighter and Family Services, and Lodging )

- Information Technology Services Management
- Supply Logistics (Supply, Storage, and Distribution(Munitions, if applicable, and Non-Munitions))
- Community Logistics (Food Services, and Laundry and Dry Cleaning)
- Transportation Logistics (Base Support Vehicles and Equipment, and Installation Movement)
- Command Support (Command Management, Installation Chaplain Ministries, Installation Public Affairs, Legal Support, Financial Management, Management Analysis, Installation Safety, and Procurement Operations)
- Security Services (Installation Law Enforcement Operations, and Installation Physical Security Protection and Services)
- Operational Mission Services (Airfield Operations, Port Services, and Small Arms Range Management (when applicable))

(2) New Mission Stationing/Beddown. At joint bases, the Support Component's role is that of steward of real property and service provider for installation support services. Accordingly, joint bases are viewed as "national assets" for joint use, rather than "owned" by a single Service Component for their primary use. As a result of this unique Service-to-Service relationship at joint bases, guidance for new mission stationing requires clarification. Key points follow.

- Installation Support Dispute Resolution. The JMOS is the forum for resolving disputes concerning installation support for stationing / beddown decisions at joint bases. Force structure decisions for joint bases (i.e. the "why", "what", and "when" decisions) remain within operational channels.
- Funding Installation Support Costs for New Missions. The supported Service Component for a new mission transfers TOA, if required, to the supporting Service Component for the installation support to be provided to the new mission.
- Installation Support Applicability and Levels of Service. The supporting Service Component provides all JBIG-defined installation support functions to the supported Service Component(s) for new missions at the levels of service defined by Common Output Level Standards (COLS).
- Synchronization of Operational and Installation Support Planning. Proposed force structure changes at joint bases must be coordinated with all MOA signatories and synchronized prior to final Component decision. In addition, to maintain consistency with other joint basing processes, the supporting Service Component will staff the stationing / beddown package, and use their processes for site surveys, installation support planning, etc.

(3) Real Property (Facilities Sustainment Model, New Construction, Q-Ratings). The Supporting Component complies with DoD Joint Base standards relating to facility investment. In the event of a conflict with any other standard or policy, the DoD Joint Base standards control. Except as defined in supplemental guidance, the Supporting

Component's policies, procedures, and guidance shall govern facilities planning, acquisition, sustainment, modernization, and disposal actions at the Joint Base. Details can be found at the OSD Joint Base Program Management Office Website:

<https://www.us.army.mil/suite/doc/11730202>

- Facility Condition Assessments. Using the inventory developed pursuant to the Real Property Supplemental Guidance, the Supporting Component conducts facility assessments. The resulting Q-rating shall be documented in the Real Property inventory.
- Sustainment and Restoration: Except as agreed to by both service components in the JB MOA, *the supporting Component shall sustain and restore all existing facilities at the Joint Base to the Q-Rating indicated in the real property inventory.* Facilities predominantly used by the following organizations on a permanent basis shall be sustained and restored by those organizations:
  - Non-DoD organizations
  - Defense Agencies
  - Defense Field Activities
  - Army National Guard
  - Air National Guard
- Modernization: *The supporting Component is responsible for modernization of all installation support facilities and common infrastructure at the Joint Base.* The supporting and supported Components shall specifically identify and document all the Installation support facilities and common infrastructure in the Joint Base MOA. For all other facilities, the component generating the modernization requirement is responsible for modernization.
- New construction: Funding for new construction - *The component generating a new construction requirement is responsible for programming the necessary planning, design, construction, and sustainment funding.* The Component generating an increase to the Joint Base population is responsible for any new construction needed to expand installation support facilities to accommodate the population increase.
- Sustainment and modernization of new facilities. If the new construction requirement belongs to a supported Component, the supported Component shall transfer TOA to the supporting component for this purpose. For new or expanded facilities to be sustained by the supporting component: The percentage of the additional requirement generated by the current version of the DoD Facilities Sustainment Model (FSM) established by DoD programming guidance. For new or expanded facilities to be modernized by the supporting component: The

percentage of the additional benchmark value generated by the current version of the DoD Facilities Modernization Model (FMM) established by DoD programming guidance.

- Demolition and disposal: The supporting Component is responsible for facilities demolition and disposal at the Joint Base, except for demolition of facilities that are no longer needed because of new construction. In those cases, the organization requiring the new construction is responsible for demolition.
- Project Review and Approval. The Facility Board (FB) at each joint base will review and approve facility projects.

f. Service Member and Family Programs (at and above JB-COLS): The IMCOM's overall strategy for the command is defined in great detail in the IMCP. Through the six LOEs, the IMCOM presents a measurable plan to be executed by each subordinate installation. The IMCP ensures the Organization evolves into a customer-focused combat support organization that embraces a performance-based management culture. It ensures employees are equipped with competencies, skills and capabilities needed to provide extraordinary support to customers today and in the future; and finally, it ensures fiscal responsibility. In order to ensure our Soldiers and Families at Joint Bases receive equal service delivery, the Army provides additional resources (above the COLS baseline) at Joint Bases to ensure Army Family Covenant programs are provided. A crosswalk comparison between the IMCP LOEs and JB-COLS has been conducted and recommendations for changes to JB-COLS standards continue to be submitted for OSD consideration.

g. Conclusion – IMCOM Responsibility to Joint Bases. The 2005 BRAC Commission's Recommendation #146, is the pilot to standardizing base installation management services across DoD. The intent is to realize efficiencies and best practices and still satisfy combat mission requirements. The responsibility we hold for our Joint Bases depends on whether or not the Army is the Supported or Supporting Service.

(1) Supported Service. For Joint Bases where the Army is the Supported Component, the IMCOM is responsible for ensuring Soldiers and their Families receive optimal Installation Support Services as agreed to in the Joint Base MOA. Supported Senior Service Component Commanders have an opportunity to officially provide feedback on the delivery of Installation Support Services by the Supporting Component. IMCOM advocates in the Joint Basing arena must ensure the Army's concerns are elevated through the JMOS process to OSD.

(2) Supporting Service. For Joint Bases where the Army is the Supporting Component, the IMCOM is responsible for ensuring all Service Members and their

families receive optimal Installation Support Services as agreed to in the Joint Base MOA. IMCOM is required to address the Supported Service Component Commanders' concerns pertaining to the delivery of Installation Support Services and elevate issues or challenges through the JMOS that require higher HQ or OSD intervention.

Whether we are in the role as Supported or Supporting Component, "*Our mission is to provide Soldiers, Families, and Civilians with a quality of life commensurate with the quality of their service.*" We must honor this commitment regardless of our role at a Joint Base.



## **ANNEX K**

### **Installation Management Academy Course Catalog**

**K. 1.** The Installation Management Academy, featuring the Major General Robert M. Joyce Family and Morale, Welfare and Recreation School and the Installation Management School is located in San Antonio at Joint Base San Antonio. The current offerings of more than 100 training events are presented in either a class room environment or in online training enable Garrisons to provide quality of life programs and services by developing and sustaining the FMWR workforce through functionally specific training, performance support, and career planning.

**K.2.** Forty courses in the MWR School have received college credit recommendations from the American Council on Education (*ACE*) and graduates are increasingly transferring them to colleges and universities to receive college credits. In addition, the MWR School is also an Authorized Provider (*AP*) of Continuing Education Units (*CEUs*) from the American National Standard Institute (*ANSI*)/International Association for Continuing Education and Training (*IACET*).

**K.3.** The Academy will be used to build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce while providing specific leader and professional development classes to enhance leadership and technical competencies of the Installation Management Community workforce.

#### a. Installation Management Academy

##### (1) Purpose:

(a) Build and sustain a diverse cadre of agile and adaptable leaders and a multi-skilled workforce

(b) Integrate education and professional development to enhance performance potential for the workforce.

(c) Provide robust educational opportunities through the Installation Management Academy (IMA) in concert with other educational and training opportunities.

(d) Link career maps with development plans and opportunities (Family and Morale, Welfare and Recreation Employees).

Provide staff professional development and learning opportunities for IMCOM HQ staff.

#### b. School for Installation Management Charter:

(1) Provides Installation Management specific leader and professional development educational offerings to enhance leadership and technical competencies of the Installation Management Community workforce.

(2) Methodology:

(a) Administer IMCOM Command Programs

1. Garrison Leadership Course (GLC)
2. Directorate of Plans, Training, Mobilization and Security Course (DPTMSC)
3. General Officer / Senior Commander / Spouse Course (GO/SC)

(b) Develop (ICW IMCOM Staff Principles) and administer select on-site Professional and Leader Development course offerings

(c) Develop (ICW IMCOM Staff Principles) and administer select on-site Technical / Functional specific training course offerings

(d) Develop (ICW IMCOM Staff Principles) and offer select on-line Professional and Leader Development and Technical / Functional specific training course offerings

(e) Facilitate / coordinate Mobile Training Team (MTT) technical / functional training opportunities

(f) Serve as IMCOM conduit (Education Knowledge Center) to outside sources for professional, educational, technical / functional, institutional training opportunities/offers and Coordinate and facilitate IMCOM workforce attendance

c. MG Robert M. Joyce School for Family & MWR Programs & Services Charter:

(1) Enable Garrisons to provide quality of life programs and services by developing and sustaining the FMWR workforce through functionally specific training, performance support, and career planning.

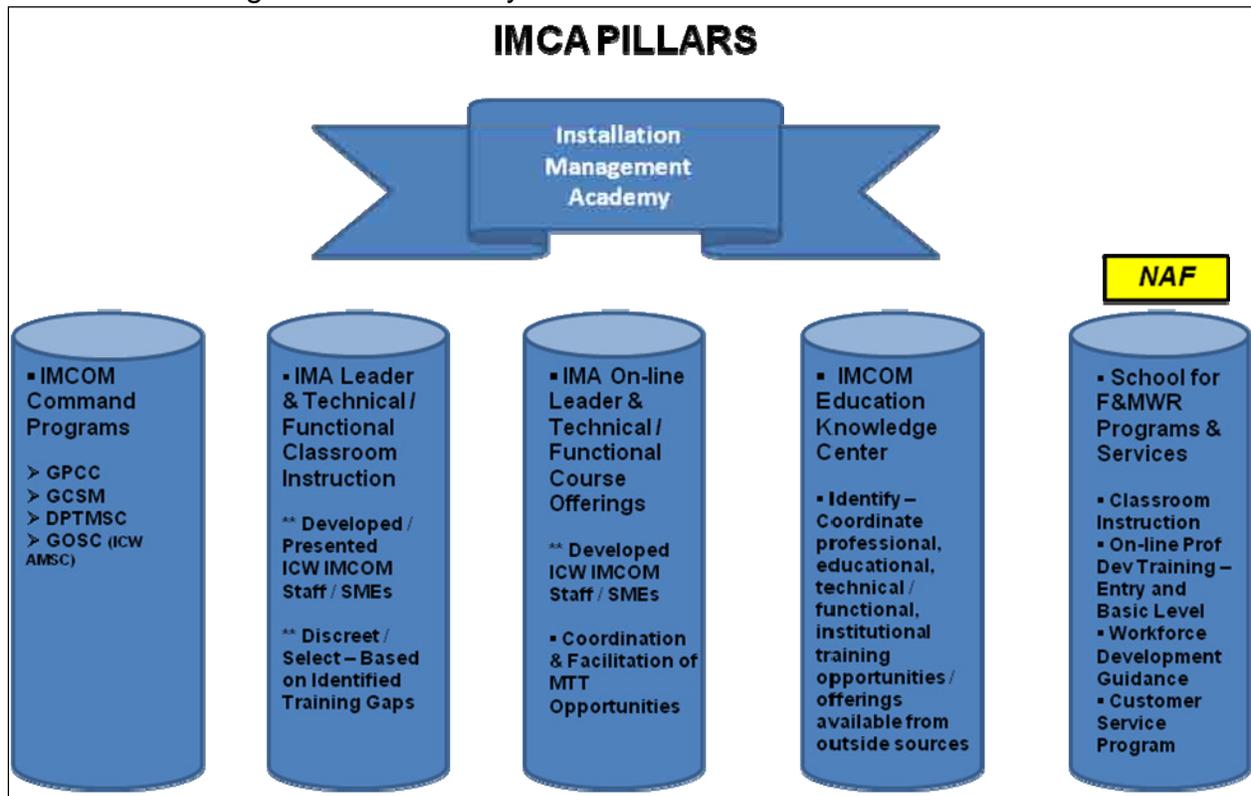
(2) Methodology:

- (a) Classroom instruction in leadership and management
- (b) On-line training for entry, skill, and basic levels
- (c) Provide workforce development guidance and sustainment through a robust Professional Development Program
- (d) Comprehensive Customer Service Program

(e) Performance and results driven support and assistance to other FMWR professional operations

**K. 4. VISION: School for Installation Management.**

a. Provide Installation Management specific leader and professional development educational offerings to enhance leadership and technical competencies of the Installation Management Community workforce.



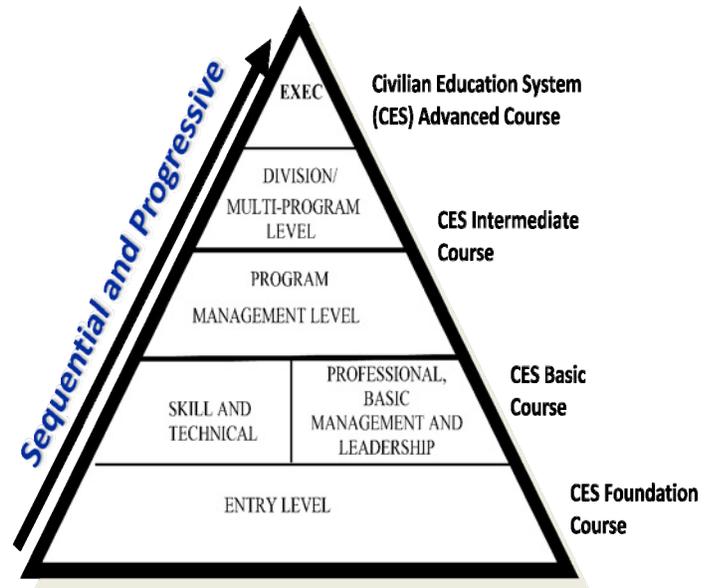
**K.5. MG Robert M. Joyce Family and Morale Welfare and Recreation (MWR) Academy.**

a. In May 2010, the Academy was renamed the MG Robert M. Joyce Family and Morale Welfare and Recreation (MWR) Academy in honor of the Commanding General of the USACFSC (*U.S. Army Community and Family Support Center*), who in April, 1986, directed a review of training within MWR and its programs throughout the Army. The focus of the review was to identify the systems currently available for training, specify shortfalls, determine the optimum training program, and project the estimated resources necessary to fund an improved program. The ultimate qualifier to apply to the review was “What is best for the Army.” Upon completion of this review, a Master Training Concept was developed and approved, and the MWR Academy was launched.

b. The Master Training Concept was designed to integrate all levels and programs for training, and ensure availability of training to the workforce. The Master Training

Concept is still applicable today. This plan, in conjunction with the Army Civilian Training, Education and Development System ([ACTEDS](#)) plan for Career Field 51 (*MWR*) forms the basis of the current curriculum. Together, these guidelines provide a structured, progressive, and sequential approach to Family and MWR employee development and training for entry-level through executive management positions.

c. Today, the Academy is a full-fledged brick and mortar institution of professional learning and career development with faculty who are subject matter experts in various areas of U.S. Army Family and MWR activities. More than 100 courses are offered through online or instructor-led formats. Since it first offered courses in 1988, the Family and MWR workforce has completed over 71,000 courses in various Family and MWR program areas and at various levels from front-door staff to General Officers.



d. Currently, 40 courses have received college credit recommendations from the American Council on Education (*ACE*) and graduates are increasingly transferring them to colleges and universities to receive college credits. For the benefit of our graduates, the Academy participates in the American Council on Education's (*ACE*) Transcript Service. The *ACE* Transcript Service offers a lifelong record for students who have successfully completed our courses that have been reviewed for *ACE CREDIT*. This service enables adult learners to present a nationally recognized transcript to the college or university of their choice for the potential award of academic credit. For more information, visit the *ACE CREDIT* Transcript Service website at <http://www.acenet.edu/acecredit>

COLLEGE CREDIT RECOMMENDED	HOURS AND LEVEL
1.ACS Army Family Action Plan Program Management	2 semester hours Lower Division Baccalaureate/Associate
2.ACS Army Volunteer Corps Program Management	2 semester hours Lower Division Baccalaureate/Associate
3.ACS Employment Readiness (ERP) Management	2 semester hours Lower Division Baccalaureate
4. ACS Exceptional Family Member Program Management	2 semester hours Lower Division Baccalaureate/Associate

<b>COLLEGE CREDIT RECOMMENDED</b>	<b>HOURS AND LEVEL</b>
5.ACS Financial Readiness Program Management	2 semester hours Lower Division Baccalaureate/Associate
6.ACS Mobilization and Deployment Program Management	2 semester hour Lower Division Baccalaureate
7.ACS Relocation Readiness Program Management	2 semester hour Lower Division Baccalaureate
8.ACS Soldier Family Assistance Center Program Management	2 semester hours Lower Division Baccalaureate/Associate
9. Applied Financial Planning (A suite of 4 courses)	2 semester hours Lower Division /Associate or Upper Division Baccalaureate
10.Army FCC Online for Directors, Providers & Central Enrollment Registry (CER)	1 semester hour Lower Division Baccalaureate/ Associate
11. Better Opportunities for Single Soldiers (BOSS) Orientation, Administration and Budget Management	1 semester hour Lower Division Baccalaureate/ Associate
12. Business Operations Division Chief	3 semester hours Upper Division Baccalaureate
13. Business Program Management and Leadership	3 semester hours Upper Division Baccalaureate
14. Child and Youth Services (CYS) Mobilization and Contingency	1 semester hour Lower Division Baccalaureate/ Associate
15. Commercial Sponsorship	2 semester hours Lower Division Baccalaureate/ Associate
16. CYS Program Management for Center Directors	3 semester hours Upper Division Baccalaureate
17. CYS Program Management Training and Curriculum Specialists (TACS) Version 1	3 semester hours Upper Division Baccalaureate
18. CYS Program Management Training and Programming Specialists (TAPS) Version 2	3 semester hours Upper Division Baccalaureate
19. Executive Development for Directors of Family and MWR	3 semester hours Upper Division Baccalaureate
20. Executive Development for Marine Corps Community Services (MCCS) Senior Leaders	3 semester hours Upper Division Baccalaureate
21.Executive Leadership and Management for Family and MWR Division Chiefs	3 semester hours Upper Division Baccalaureate
22. Family and Morale, Welfare, and Recreation (Family and MWR ) Basic Management (Version 2)	3 semester hours Lower Division Baccalaureate/ Associate

<b>COLLEGE CREDIT RECOMMENDED</b>	<b>HOURS AND LEVEL</b>
23. Family and MWR Budgeting in NAF System and Family and MWR Budgeting in the APF Support (A suite of 2 courses)	2 semester hours Lower Division Baccalaureate/ Associate
24. Introduction to Sport Management (A suite of 4 courses)	2 semester hours Lower Division Baccalaureate/ Associate
25. Leadership and Management for ACS Directors	3 semester hours Upper Division Baccalaureate
26. Management for Golf Course Superintendents	3 semester hours Upper Division Baccalaureate
27. Marketing Management	3 semester hours Upper Division Baccalaureate
28. Marketing Plans for Activity Managers	2 semester hours Lower Division Baccalaureate/ Associate or Upper Division Baccalaureate
29. Marine Corps Community Service (MCCS) Applied Financial Planning—Breakeven Analysis, Forecasting, Retail Sales Accountability, and Profit and Loss Statement Analysis	2 semester hours Lower Division Baccalaureate/ Associate
30. Morale, Welfare and Recreation (MWR) Basic Management (Correspondence)	3 semester hours Lower Division Baccalaureate/ Associate
31. Multi-program Managers Course	3 semester hours Upper Division Baccalaureate
32. Non-appropriated Fund Acquisition Management	3 semester hours Upper Division Baccalaureate
33. Non-appropriated Fund (NAF) Basic Contracting	2 semester hours Lower Division Baccalaureate/ Associate
34. Non-appropriated Fund (NAF) Contracting Basic	2 semester hours Lower Division Baccalaureate/ Associate
35. Programming and Special Events	3 semester hours Upper Division Baccalaureate
36. Recreation Division Chief's Leadership and Management	3 semester hours Upper Division Baccalaureate
37. Recreation Program Management and Leadership	3 semester hours Lower Division or Upper Division Baccalaureate
38. Sports History, Theory and Tournaments	1 semester hour Lower Division Baccalaureate

COLLEGE CREDIT RECOMMENDED	HOURS AND LEVEL
39. Supplemental Program Services and Family Child Care Directors' Course	3 semester hours Upper Division Baccalaureate
40. Youth Services Managers' Course	2 semester hours Upper Division Baccalaureate



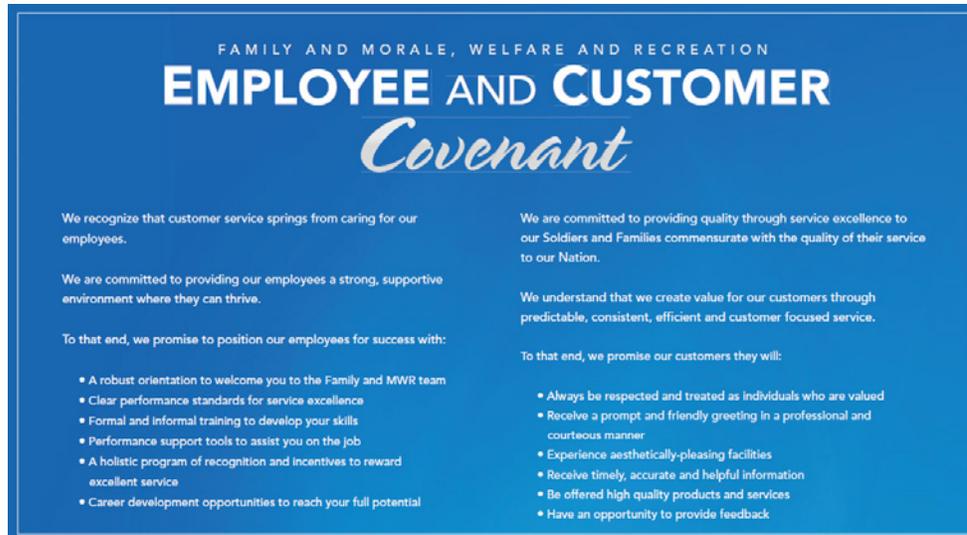
**K. 6.** Authorized Provider of Continuing Education Units. The MG Robert M. Joyce Family and MWR Academy is also an Authorized Provider (AP) of Continuing Education Units (CEUs) from the American National Standard Institute (ANSI)/International Association for Continuing Education and

Training (IACET). In obtaining this approval, the Academy has demonstrated that it complies with the American National Standards Institute (ANSI)/IACET Standards which are widely recognized as standards of good practice internationally. As a result of their Authorized Provider membership status, the Academy is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standards. All Academy-sponsored courses are reviewed for their compliance with ANSI/IACET standards and receive CEUs. The IACET CEUs provide individuals with recognition for their efforts to update or broaden their knowledge, skills, or abilities.

a. Records of CEUs awarded provide a framework within which individuals can develop and achieve long-range educational goals through a variety of available options. Progress toward such goals, at the individual's own pace and possibly planned over a number of years, can be demonstrated and documented by official records of CEUs awarded. A trained and qualified professional from the Academy reviews and awards IACET CEUs for all of the Academy-sponsored courses. These independent reviews ensure that the courses meet the IACET standards. The Academy maintains permanent records that allow graduates to obtain, and transmit to others, a record of their lifelong learning experiences. If you want to obtain a transcript of the courses you completed that have received IACET CEUs through Family and MWR Academy, contact [IMCOM.Academy@us.army.mil](mailto:IMCOM.Academy@us.army.mil)

b. The Academy's Learning Management System (LMS), first deployed in 2002, integrates central registration and course enrollment processes, collaborative forums and web-based learning. The LMS is available to register participants and track training transcripts for Academy and some non-Academy courses. The benefit is that the employee's record for training conducted through the LMS is consolidated in one transcript. The LMS also provides a range of performance support tools and resources such as the Professional Development Program (PDP).

c. The PDP is a tool to improve the professional performance of Family and MWR employees. It is linked to job titles as identified in the individual's user profile in the Family and MWR Academy LMS found at



[www.imcomacademy.com](http://www.imcomacademy.com) . The PDP is a comprehensive development plan that addresses competency, knowledge, skill, and ability (KSA) development in addition to identifying training or learning elements designed to help improve performance. The overarching competencies in the PDP are derived from the competencies identified in the Army Civilian Training, Education and Development Systems (ACTEDS) plan for Family and Morale, Welfare and Recreation (Family and MWR) Career Field 51. The functional competencies are linked specifically to the individual's job title. The plan integrates and aligns training plans, curriculum, training sources and learning elements (courses, job aids, videos etc.) The PDP is available to all Family and MWR Employees upon registration at [www.imcomacademy.com](http://www.imcomacademy.com). They can use the system on their own for self-directed development or in collaboration with a supervisor/coach. In addition the system allows the employee to create a training plan or Individual Development Plan (IDP) on-line. Supervisors can review IDPs on-line and have the ability to view all the IDPs for employees in their supervisory chain. This visibility allows managers to assess organizational training gaps.

**K.7. Customer Service Program.** In 2009, the Academy was directed by the [Family and MWR Command](#) to develop a comprehensive, holistic Customer Service Program to create and sustain a customer service culture that would support Commanders, Regions, and Garrisons by preparing Army Family and MWR Program Civilians to choose excellence in serving Army Strong Soldiers and Families.

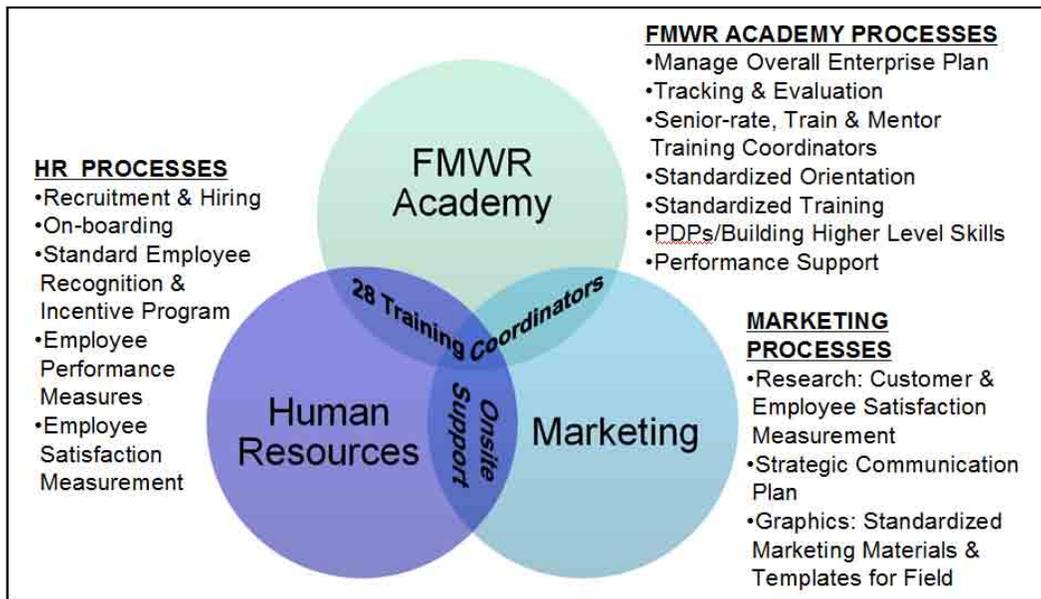
a. Paramount to creating and sustaining a customer service culture is leadership's commitment to providing employees a strong, supportive environment where they can thrive. This vision was delineated in the Employee and Customer Covenant.

b. The program established 28 Customer Service Program Coordinators strategically placed across Garrisons to support all of Family and MWR, and one Customer Service Program Coordinator/Assistant Program Manager and one Program Manager at the Family and MWR Academy. Working closely with Family and MWR Directors in the field, the Customer Service Program Coordinators implement, monitor

and sustain a standardized enterprise customer service program for Army Family and MWR. They are responsible for training all employees in the *Operation Excellence* customer service training program, as well as in assisting in other components that are critical to creating a customer service culture. These components include a standard New Team Member Orientation (TMO), a standard Employee Recognition and Incentive Program, and feedback mechanisms to measure employee performance. CSC job responsibilities include:

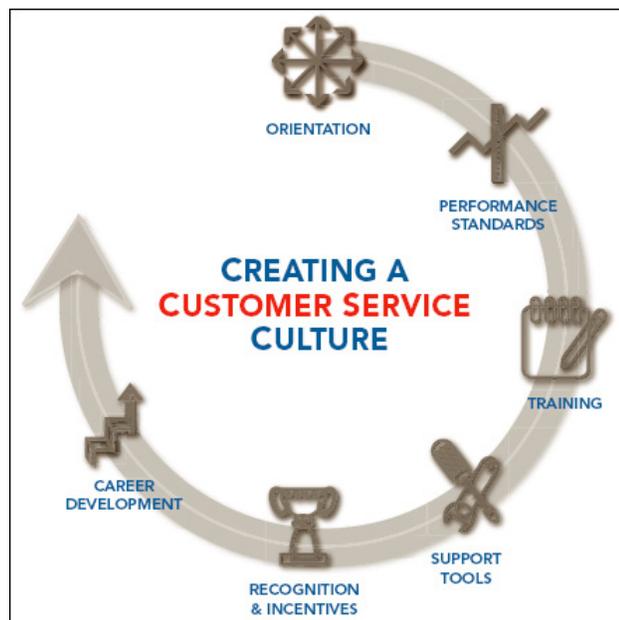
<p>(1) Customer Service Training</p>	<ul style="list-style-type: none"> <li>- Initial <i>Operation Excellence</i> customer service training (both online and classroom) for all Family &amp; MWR employees</li> <li>- Assist Garrison DFMWRs in deploying <i>New Team Member Orientation</i> training for new employees within 30 days of hire</li> <li>- Annual higher-level customer service refresher training</li> <li>- On-going initial customer service training based on turnover</li> <li>- Development and training of Garrison-level facilitation teams to work with training and orientation implementation</li> </ul>
<p>(2) Family and MWR Workforce Development</p>	<ul style="list-style-type: none"> <li>- Training website (Learning Management System) registrations</li> <li>- Regularly ensuring Garrison data / user-profiles are up-to-date</li> <li>- Provide support and coaching on the Professional Development Plan (PDP) and work with supervisors to ensure the workforce has Individual Development Plans (IDP)</li> <li>- Identify performance support tools and training gaps</li> </ul>
<p>(3) Reports and Data Tracking</p>	<ul style="list-style-type: none"> <li>- Monitor completion of MWR required/functional training</li> <li>- Report on critical output and outcome data for enterprise Customer Service program, including employee performance and evaluation measures, and employee recognition/incentives</li> </ul>

c. The outcomes of the Family and MWR Customer Service Program are increased customer participation and satisfaction, higher employee job satisfaction, retention of high-performing employees, and continued employee engagement and commitment. G9 Marketing has the lead in measuring these outcomes through marketing research on Customer Satisfaction and Employee Satisfaction. G9 Human Resources has the lead on developing a standardized Employee Recognition and Incentive Program, and on working with Marketing to measure employee retention and turnover.



Components standardized to ensure consistent and predictable application across the enterprise are:

- (1) Robust orientations for new Family and MWR team members.
- (2) Employee performance standards for service excellence.
- (3) Formal and informal training to develop skills.
- (4) Marketing and performance support tools to assist employees on the job.
- (5) Employee recognition and incentive program to reward excellent service.



- (6) Career development opportunities to help employees reach their full potential.

f. To leverage Garrison successes DFMWRs may integrate existing programs into these components, provided they support the measurable outcomes of increased customer participation and satisfaction, increased employee job satisfaction, retention of high-performing employees, and heightened employee engagement and commitment.

g. With the new millennium, the Academy continues to provide cutting-edge, online learning and performance support tools while preparing to accept a broader mission as part of the Installation Management Academy. This expansion is integral to the Academy's strategic "First Choice" goal to provide First Choice knowledge and training services anytime, anywhere.

**K.8. Planned Course Offerings:** Courses Taught at the Installation Management Academy:

Date	Course Topic	School	Audience
3-7 October	ACS Army Family Team Building	F&MWR School	ACS Army Family Team Building Program Managers
12 October	Situational Leadership – Professional Development	F&MWR School	HQ Staff Only
17-28 October	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
24-27 Oct 11	Operations Officer Course	IM School	Professional Development oriented GS 12 and 13s who aspire to assume Garrison leadership positions
28 Nov – 9 Dec	Management for Golf Course Superintendants	F&MWR School	Golf Course Managers
15 Nov	Ethics Training	IM School	OGE 450 Filers
15-17 Nov	GFEBs Go Live	IM School	All GFEBs users at IMCOM-HQ, Region and Garrison Level working in G8 or RM offices
30 Nov 11	Talent Management Overview	IM School	Current GS14s and GS15s
5-9 Dec 11	DES/PM Training Development	IM School	DES, DDES, DES SGM
5-9 Dec 11	Worship and Preaching Improvement	IM School	Chaplains

Date	Course Topic	School	Audience
5-16 December	Programming and Special Events	F&MWR School	FMWR Managers and staff who design, develop, and deliver FMWR programs and events
5-16 December	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
8 December	Emotional Intelligence - Professional Development	F&MWR School	HQ Staff Only
12-16 Dec	Contract Management	IM School	Individuals who are responsible for planning for, obtaining and overseeing contracted services
10-12 Jan 12	Labor Counselor Course	IM School	Consolidated Legal Office labor attorneys
23-27 Jan 12	DPTMS Course	IM School	Garrison DPTMS
23-27 Jan 12	G5 – PAIO Training	IM School	Primary audience is HQ IMCOM G5, Region Plans and Garrison PAIO staffs. Additionally, select OACSIM staff and potential plans staff members may attend as space is available
23-27 Jan 12	PAO/STRATCOM	IM School	GS-11-15; Garrison or Organization Public Affairs Officer or Deputy and Garrison Directors/Office Chiefs and/or Deputies. Four people from the same organization = 1 team, 5 teams per class
23-27 Jan 12	DPW Training	IM School	Garrison DPW staff
30 Jan – 3 Feb 12	ASAP Overview Training	IM School	ASAP and Clinical Program Managers
6-17 Feb 12	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers

<b>Date</b>	<b>Course Topic</b>	<b>School</b>	<b>Audience</b>
6-10 Feb12	Safety Officer Training	IM School	Region and Garrison Safety managers with responsibilities regarding the implementation of safety programs, and the implementation and/or oversight of safety management systems.
6-10 Feb 12	DES/PM Training	IM School	DES, DDES, DES SGM
13-17 Feb 12	EEO Training	IM School	Garrison EEO Officer
23 Jan – 3 Feb	Leadership and Management For Recreation Division Chiefs	F&MWR School	Family & MWR Recreation Division Chiefs
23 Jan – 3 Feb	Leadership and Management For Business Operations Division Chiefs	F&MWR School	Family & MWR Business Division Chiefs
27 FEB-9 MAR 12	LEADERSHIP AND MANAGEMENT FOR CYSS COORDINATORS	F&MWR School	CYSS Coordinators or persons performing similar duties at GS 11-13 or NAF equivalent grade levels
27 FEB-9 MAR 12	Leadership and Management for ACS Directors	F&MWR School	ACS Directors or those fulfilling that position
27 FEB-9 MAR 12	PROGRAMMING & SPECIAL EVENTS	F&MWR School	FMWR Managers and staff who design, develop, and deliver FMWR programs and events
5-9 Mar 12	DES/PM Training	IM School	DES, DDES, DES SGM
12-23 March 12	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers

<b>Date</b>	<b>Course Topic</b>	<b>School</b>	<b>Audience</b>
19-23 March 12	Family Life Chaplains Certification	IM School	Family Life Chaplains
19-30 MAR 12	FAMILY & MWR PROGRAM MANAGEMENT	F&MWR School	Family and MWR Programs Managers grade NF3-4 or GS7-12 who manage a garrison level Family and MWR program
26-30 March 12	Army Environmental Overview	IM School	Installation environmental chiefs/specialists , DPWs, cultural resource and public affairs specialists
9-13 April 12	PAO/STRATCOM	IM School	GS-11-15; Garrison or Organization Public Affairs Officer or Deputy and Garrison Directors/Office Chiefs and/or Deputies. Four people from the same organization = 1 team, 5 teams per class
9-20 APR 12	FAMILY & MWR PROGRAM MANAGEMENT	F&MWR School	Family and MWR Programs Managers grade NF3-4 or GS7-12 who manage a garrison level Family and MWR Program
16-20 April	Operations Officer Course	IM School	Professional Development oriented GS 12 and 13s who aspire to assume Garrison leadership positions
16-27 April 12	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
23-27 April 12	Basic Auditing Course (IR)	IM School	IMCOM Internal Review professional staff within 18 months of appointment/assignment

Date	Course Topic	School	Audience
7-18 MAY 12	PROGRAMMING & SPECIAL EVENTS	F&MWR School	Family and MWR Programs Managers grade NF3-4 or GS7-12 who manage a garrison level Family and MWR program
14-25 May 12	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
14-25 MAY 12	FAMILY & MWR PROGRAM MANAGEMENT	F&MWR School	Family and MWR Programs Managers grade NF3-4 or GS7-12 who manage a garrison level Family and MWR program
15 May 12	Ethics Training	IM School	OGE 450 Filers
15-17 May 12	GEFEBS Go Live Training	IM School	All GEFEBS users at IMCOM-HQ, Region and Garrison Level working in G8 or RM offices
21-25 May 12	CTOF Clerks Training	IM School	Central Tithes and Offering Fund Managers
4-8 Jun 12	DES/PM Training	IM School	DES, DDES, DES SGM
4-8 Jun 12	ASAP Overview Training	IM School	ASAP and Clinical Program Managers
4-15 JUN 12	FAMILY & MWR PROGRAM MANAGEMENT	F&MWR School	Family and MWR Programs Managers grade NF3-4 or GS7-12 who manage a garrison level Family and MWR program
11-22 Jun 11	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
9-20 Jul 12	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
17-19 Jul 12	Labor Counselor Course	IM School	Consolidated Legal Office labor attorneys
23-27 Jul 12	PAO/STRATCOM	IM School	GS-11-15; Garrison or Organization PAO or Deputy and Garrison Directors/Office Chiefs or Deputies. Four people from same organization = 1 team, 5 teams per class

<b>Date</b>	<b>Course Topic</b>	<b>School</b>	<b>Audience</b>
23 Jul – 3 Aug 12	DPTMS Course	IM School	Garrison DPTMS
30 Jul – 3 Aug	DPW Course	IM School	Garrison DPW Staff
6-10 Aug 12	Safety Manager Course	IM School	Region and Garrison Safety managers with responsibilities regarding the implementation of safety programs, and the implementation and/or oversight of safety management systems
6-17 AUG 12	LEADERSHIP AND MANAGEMENT FOR SUPPORT SERVICES DIVISION CHIEFS	F&MWR School	FMWR Support Services Division Chiefs, or personnel performing similar duties at GS 11-13 or NAF 4-5 grade levels
13-24 Aug	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers
13-24 AUG 12	FAMILY & MWR PROGRAM MANAGEMENT	F&MWR School	Family & MWR Program Managers grade NF3-4 or GS7-12 who manage a garrison level Family and MWR program
21-23 Aug	GFEBs Go Live	IM School	All GFEBs users at IMCOM-HQ, Region and Garrison Level working in G8 or RM offices
27-31 Aug 12	Army Environmental Overview	IM School	Installation environmental chiefs/specialists , DPWs, cultural resource and public affairs specialists
27-31 Aug 12	EEO Training	IM School	Garrison EEO Officer
10-14 Sep 12	Chaplain RM Training	IM School	Chaplain RMs
10-14 Sep 12	DES/PM Training	IM School	DES, DDES, DES SGM
10-14 Sep 12	Contract Management	IM School	Individuals who are responsible for planning for, obtaining and overseeing contracted services

Date	Course Topic	School	Audience
10-21 SEP 12	EXECUTIVE LEADERSHIP AND MANAGEMENT FOR FAMILY & MWR DIVISION CHIEFS	F&MWR School	FMWR Division Chiefs, including ACS Directors, CYS Coordinators, Business Program Directors, Recreation Division and Support Division Chiefs, or persons performing similar duties.
11-21 Sep 12	Family and MWR Program Management	F&MWR School	
TBD (2 DAYS)	4 AWARD TRAININGS	F&MWR School	Garrison winners of the Exemplary Employee Development Award
TBD (1 DAY)	2 MBTI	F&MWR School	HQ Staff Only
TBD (1 DAY)	1 COVEY	F&MWR School	HQ Staff Only
TDB (1 DAY)	1 EMOTIONAL INTELLIGENCE	F&MWR School	HQ Staff Only
TBD (1 DAY)	1 SIT-LEAD II	F&MWR School	HQ Staff Only
TBD (3 DAY)	1 WOW! PROJECT MANAGEMENT	F&MWR School	HQ or FMWR Managers and staff who design, develop, and deliver FMWR programs and events
12-23 September 12	Garrison Leader Course	IM School	GCs, GCSMs, Principle Staff Officers

**K.9. On-Line Classes:**

Course Title	Length in Hours	Target Audience
Army FCC Online - Directors	8	Child Youth and School Services FCC Directors
Army FCC Online - Providers	4	Child Youth and School Services FCC Providers

<b>Course Title</b>	<b>Length in Hours</b>	<b>Target Audience</b>
<b>Army FMWR Applied Financial Planning - Breakeven Analysis</b>	4	FMWR Program Managers, Division Chiefs, and Directors
<b>Army FMWR Applied Financial Planning - Forecasting</b>	8	FMWR Program Managers, Division Chiefs, and Directors
<b>Army FMWR Applied Financial Planning - Income Statement Analysis</b>	13	FMWR Program Managers, Division Chiefs, and Directors
<b>Army FMWR Applied Financial Planning - Retail Sales Accountability</b>	4	FMWR Program Managers, Division Chiefs, and Directors
<b>Basic NAF Contracting</b>	30	FMWR Employees
<b>BOSS Orientation</b>	8	BOSS Soldiers, FMWR BOSS Advisors
<b>Bowling Basics</b>	2	Business Programs Bowling Staff
<b>Child and Youth Management Systems (CYMS)</b>	4	Child Youth and School Services Staff
<b>Commercial Sponsorship</b>	14	FMWR Program Managers
<b>CYS Mobilization and Contingency</b>	15	Child Youth and School Services Staff
<b>CYS Space Census: CDC</b>	11	Child Youth and School Services CDC Staff
<b>CYS Space Census: Coordinators</b>	10	Child Youth and School Services Coordinators
<b>CYS Space Census: FCC</b>	8	Child Youth and School Services FCC Staff

<b>Course Title</b>	<b>Length in Hours</b>	<b>Target Audience</b>
<b>CYS Space Census: SA/MS/T</b>	4	Child Youth and School Services SA/MS/T Staff
<b>Family &amp; MWR Basic Management</b>	120	FMWR Program Managers, Division Chiefs, and Directors
<b>Family &amp; MWR Orientation</b>	1	FMWR Employees
<b>Family and MWR Delivery System</b>	1	FMWR Employees
<b>FMWR Budgeting and APF Support</b>	15	FMWR Program Managers, Division Chiefs, and Directors
<b>FMWR Budgeting in the NAF System</b>	15	FMWR Program Managers, Division Chiefs, and Directors
<b>Foundations of Sports Management (Curriculum)</b>	14	Recreation Programmers, Managers, Division Chiefs
<b>IMETS User Training</b>	4	FMWR Managers, Division Chiefs
<b>Introduction to Inclusion Programming</b>	4	Recreation Programmers, Managers, Division Chiefs
<b>Marine Corps Applied Financial Planning - Breakeven Analysis</b>	11	MWR Marine Corps Employees
<b>Marine Corps Applied Financial Planning - Forecasting</b>	7	MWR Marine Corps Employees
<b>Marine Corps Applied Financial Planning - Profit and Loss Statement Analysis</b>	12	MWR Marine Corps Employees
<b>Marine Corps Applied Financial Planning - Retail Sales Accountability</b>	3	MWR Marine Corps Employees

<b>Course Title</b>	<b>Length in Hours</b>	<b>Target Audience</b>
<b>Marketing Plans for Activity Managers (Blended)</b>	30	FMWR Program Managers
<b>Marketing Plans for Activity Managers (Short Version)</b>	1	FMWR Program Managers
<b>Operation Excellence - Customer Service Training, Part 1 - Foundation</b>	6	FMWR Employees
<b>School Support Services - Experiences</b>	3	Child Youth and School Services School Liaison Officers
<b>School Support Services - The Army Community</b>	3	Child Youth and School Services School Liaison Officers
<b>School Support Services - The Basics</b>	3	Child Youth and School Services School Liaison Officers
<b>School Support Services - The School Community</b>	3	Child Youth and School Services School Liaison Officers
<b>Sports - Event Planning</b>	2	Recreation Programmers, Managers, Division Chiefs
<b>Sports - History and Theory</b>	3	Recreation Programmers, Managers, Division Chiefs
<b>Sports - RecTrac</b>	4	Recreation Programmers, Managers, Division Chiefs
<b>Sports - Tournaments</b>	4	Recreation Programmers, Managers, Division Chiefs
<b>Food Safety ServSafe® Employee Course*</b>	1.5	FMWR Employees who handle Food and Beverage Operations

<b>Course Title</b>	<b>Length in Hours</b>	<b>Target Audience</b>
<b>Food Safety ServSafe® Manager and Chef*</b>	8	FMWR Managers who manage Food and Beverage Operations
<b>Food Sanitation Refresher*</b>	4	FMWR Employees who handle Food and Beverage Operations
<b>ServSafe Alcohol® Course*</b>	4	FMWR Employees in Beverage Operations
<b>Food Nutrition*</b>	8	FMWR Employees in Food Operations
<i>*The Food and Beverage courses require instructor approval. Please see the course catalogue online for further instructions.</i>		

#### **K.10. Proposed Future Course Offerings:**

<b>Course Topic</b>	<b>Method of Delivery</b>	<b>Target Audience</b>	<b>Frequency</b>	<b>Staff Proponent</b>
Army Energy and Water Reporting System	On-line or Webinar	GS5-GS9	Annually	AEC and OD
Fundamentals of Project Development and Classification	On-line or Webinar	GS5 – GS9	Annually	AEC and OD
Use of Organizational Climate Surveys	On-line or Webinar	Garrison Commanders	Annually	EEO and G1
DHR Functional Workshops	On-Line or Webinar	MPD, ACES, ASD, ASAP Chiefs	Annually	G1
DHR Workshops – How to Run a Garrison DHR	On-line or Webinar	New DHRs	Annually	G1
Orientation for Interns, Fellows	On-line or Webinar	All Interns, Fellows, CPMs	Annually	G1
USASTaffing	On-line or Webinar	Managers	As Needed	G1
Managing Change	On-line or Webinar	Managers	As Needed	G1
Using Competency Models	On-line or Webinar	Managers	As Needed	G1
Records Management	On-line or Webinar	Managers	As Needed	G1
FOIA and Privacy Act	On-line or Webinar	Managers	Quarterly	G1
Official Mail Manager	On-line or Webinar	Managers	Semi Annually	G1

<b>Course Topic</b>	<b>Method of Delivery</b>	<b>Target Audience</b>	<b>Frequency</b>	<b>Staff Proponent</b>
Forms Developer	On-line or Webinar	Managers	Annually	G1
Building and Sustaining CP29 Careerists	On-line or Webinar	CP29 employees	Monthly	G1 and TMC
FEMA Incident Command System	On-line or Webinar	Garrison Commanders, Internal Review Staff	Annually	G3
NRF and NIMS EOC Training for Commanders	On-line or Webinar	GC, DGCs, Internal Review Staff	Semi Annually	G3
Operations Orders	On-line or Webinar	HQs and region staff officers	Monthly	G3
Emergency Operations Center Operations / Emergency Management	On-line or Webinar	Garrison – Region Directors, Division & Branch Chiefs , Internal Review Staff	Bi-annual	G3
Knowledge Management	On-line or Webinar	All employees	As needed	G3, G6 and IT
DPW Director’s Course – Master Planning, Installation Sustainment, Sustainability	On-line or Webinar	Garrison – Region Directors, Division & Branch Chiefs	Bi-annual	G4/DPW
DPW Business Operations and Integration	On-line or Webinar	Employees in Business Operations and Integration Branch	Semi Annually	G4/DPW
DPW Engineering	On-line or Webinar	Employees in the Engineering Division	Semi Annually	G4/DPW
DPW OPS and Maintenance	On-line or Webinar	Employees in OPS and Maintenance Division	Semi Annually	G4/DPW
DPW Basic Course	On-line or Webinar	DPWs	Semi Annually	G4/DPW
DPW Leadership (CAPSTONE)	On-line or Webinar	DPWs	Annually	G4/DPW
Army Safety Inspection of In-Service Bridges	On-line or Webinar	Employees involved with bridge inspections	TBD	G4/DPW
Dam Safety	On-line or Webinar	Employees that conduct inspections of dams	TBD	G4/DPW
Basic Railroad Track Standards and Maintenance	On-line or Webinar	Employees that conduct inspection of railroad tracks	TBD	G4/DPW

<b>Course Topic</b>	<b>Method of Delivery</b>	<b>Target Audience</b>	<b>Frequency</b>	<b>Staff Proponent</b>
Base Operations Management	On-line or Webinar	HQ, Region and Garrison Staff	Quarterly	G4/DPW
Community Planning and 1391 Development	On-line or Webinar	DPWs	Annually	G4/DPW
Environmental & Energy Management	On-line or Webinar	Garrison – Region Directors, Division & Branch Chiefs	Bi-annual	G4/DPW and AEC
Energy Management, Alternative Energy	On-line or Webinar	DPWs	Semi Annually	G4/DPW and AEC
AFH Level 1	On-line or Webinar	GS-5 to GS-9 Housing Employees	Annually	G4/DPW and IS
AFH Level 2	On-line or Webinar	GS11 to GS15 Employees	Annually	G4/DPW and IS
GFOQ Management	On-line or Webinar	Employees managing GFOQs	As Needed	G4/DPW and IS
Housing Services Office Level 1	On-line or Webinar	GS5-GS9 Employees in Housing Services	Annually	G4/DPW and IS
Housing Services Office Level 2	On-line or Webinar	GS11-GS15	Annually	G4/DPW and IS
RCI Level 1	On-line or Webinar	GS5-GS9 Employees in RCI	Annually	G4/DPW and IS
RCI Level 2	On-line or Webinar	GS11-GS15	Annually	G4/DPW and IS
UPH Level 1	On-line or Webinar	GS5-GS9 Employees in UPH	Annually	G4/DPW and IS
UPH Level 2	On-line or Webinar	GS11-GS15	Annually	G4/DPW and IS
Relocatable Building Management	On-line or Webinar	GS5 – GS15	Annually	G4/DPW and OD
Sustainment Management System	On-line or Webinar	GS5-GS9	Annually	G4/DPW and OD
Army Space Utilization	On-line or Webinar	Real Property Officers and Master Planners	Annually	G4/DPW and RD
Bridge and Dam Safety	On-line or Webinar	GS5-GS15	Annually	G4/DPW, OD, CoE
ASIP	On-line or Webinar	HQs, Region, Garrison Staff	Semi Annually	G5
How IMCOM Runs	On-line or Webinar	All employees	As needed	G5
ISR and CLS Management	On-line or Webinar	Region and Garrison Staff	Semi Annually	G5
Strategic Planning	On-line or Webinar	Garrison – Region Directors, Division & Branch Chiefs	Quarterly	G5
Continuous Improvement	On-line or Webinar	All managers	Quarterly	G5

<b>Course Topic</b>	<b>Method of Delivery</b>	<b>Target Audience</b>	<b>Frequency</b>	<b>Staff Proponent</b>
<b>Designing the Right Acquisition Strategy</b>	On-line or Webinar	All managers	Quarterly	G8
<b>Preparing a PBAC</b>	On-line or Webinar	IMCOM HQ / Garrison / Region Directors, Division & Branch Chiefs	Quarterly	G8
<b>In-Sourcing Concept Plan and Cost Benefit Analysis</b>	Class Room	IMCOM HQ / Garrison / Region Directors, Division & Branch Chiefs	Quarterly	G8 Manpower
Concept Plans/Command Implementation Plans and Model Development	Class Room	IMCOM HQ / Garrison / Region Directors, Division & Branch Chiefs	Quarterly	G8 Manpower
<b>GFEBs Training</b>	Classroom	IMCOM HQ/ Garrison / Region	Quarterly	G8
<b>Resource Relationships (ISR, RPLANS) POM and MDEP build</b>	On-line or Webinar	IMCOM HQ / Garrison / Region Directors, Division & Branch Chiefs	Quarterly	G8
<b>Support Agreements</b>	On-line or Webinar	Support Agreement Managers	As Needed	G8 and RD
<b>ACS Generalist Training Course</b>	IMA Classroom Instruction	Garrison – Region Family Programs- ACS Staff	Bi-annual	G9
<b>Avoiding ADAs</b>	On-line or Webinar	Region and Garrison Directors	Quarterly	IR
<b>Analysis and Evaluation</b>	On-line or Webinar	GS9 – GS15	As needed	IR and G5
<b>IMCOM Staff Officer Course</b>	On-line or Webinar	IMCOM HQ Staff	Monthly	SGS
<b>Ethics and Leadership – Mid/Senior Level Managers</b>	On-line or Webinar	IMCOM HQ / Garrison / Region Directors, Division & Branch Chiefs	Quarterly	SJA

**K.11. Installation Management Academy Signature Courses.** The following provides an overview of the staff signature courses that will be offered at the Academy. Please ensure prior to contacting the staff directorate responsible for training that the attendee meets the prerequisites. Specific registration process will be published. Points of contact for each course are provided.

### **G1 – Human Resources**

- **Purpose.** This is a 1 (one) week classroom course designed to provide an overview for the Garrison DHR to effectively accomplish the day-to-day mission of providing the full spectrum of Human Capital Program Management and Human Resource services that support Army operations and provides a quality of life for Soldiers, Families, Retirees and Civilians.
- **Major topics include:** Manning, Personnel Services and working with the CPAC, Military Personnel Services, Army Continuing Education, Army Substance Abuse Programs, Administrative Services, MDEP Management, Manpower, and Cost & Contract Management. Customer Service and Communication. Business Management Tools.
- **Course objectives:** Apply systems thinking skills to human resource management, identify and employ service delivery strategies, administer and manage resources, manage workforce development processes, utilize marketing strategies, and conduct and analyze an organizational assessment.
- **Target Audience:** DHRs and potential DHRs
- **Prerequisites:** Currently serving DHR or selected by IMCOM leadership.
- **Proposed Dates of Training:** Quarterly.
- This is in direct support of Line(s) of Effort 1, 2, and 3.
- **POC** is Mr. Tillman Moses: 210-466-0137, [tillman.moses@us.army.mil](mailto:tillman.moses@us.army.mil).

### **G3 – Operations**

- **Purpose.** Learn how to design staff and supervise the operation an Installation Operations Center under routine and in emergency/crisis circumstances.
- **Course objectives:** Apply proven and tested designs, systems and skills to establish and operate an effective & efficient Installation Operation Center, administer and manage resources, manage workforce development processes, and conduct and analyze message traffic to maintain Situational Dominance.
- **End State:** Students who successfully complete this course will be qualified to perform a supervisory role in an Installation Operation Center, supporting the Senior Mission Commander and meeting the intent of the Commander IMCOM.
- **Target Audience:** Professional Development oriented GS 12 and 13s who aspire to assume Garrison leadership positions.
- **Prerequisites:** None.
- **Proposed Dates of Training:** Twice a year starting FY12.
- This supports IMCP Line(s) of Effort 1, 2, 3 and 5.
- **POC** is COL Orlando Lopez, 210-466-0144, [orlando.lopez@us.army.mil](mailto:orlando.lopez@us.army.mil).

### **Director of Emergency Services / Provost Marshal**

- **Purpose.** This is a 1 week classroom course and is designed to train DES, DDES, and DES SGM in advanced concepts of managing Installation Emergency Services.
- **Major topics include:** Director of Emergency Services Responsibilities, Managing Law Enforcement, Physical Security and Fire operations, Critical Incident Response and the National Incident Management for Army Installations, Legal Aspects of Police Management, Budgeting and Resources Management.
- **Course objectives:** To train and prepare senior Military Police and DA civilian personnel assigned or projected to fill positions as Installation Directors and Deputies of Emergency Services (DES) and/or DES/Provost Marshal SGM.
- **Target Audience:** DES, DDES, DES SGM.
- **Prerequisites:** Assignment as DES, DDES, DES SGM. Current Fire/Police/Physical Security Chief for leadership development training.
- This supports Line(s) of Effort 4: Installation Readiness & LOE 3: Leader & Workforce Development
- **POC** is Ms. Mary Beam, 210-466-0106, [mary.beam@us.army.mil](mailto:mary.beam@us.army.mil).

### **G4 – Public Works**

- **Purpose.** This is a one week classroom course that is designed to explore and strengthen the Army Installation Management concepts, organization and missions, and the Directorate of Public Works (DPW) operations.
- **Major topics include:** Real Property requirements planning, acquisition planning, financial and work management systems, operational evaluation procedures, organization, function and mission of the DPW, and how to integrate real property maintenance activities.
- **Course objectives:** The student will understand DPW mission and functions as part of the Installation Management Campaign Plan, representation of DPW missions in the Resource Management Plan, technical-work management relationship in the acquisition and provision of quality projects and services, integration of requirements, funding, priorities, and quality management in the Annual Work Plan.
- **Target Audience:** Garrison DPW staff
- **Prerequisites:** None
- This supports Line(s) of Effort 3, Leader and Workforce Development and 4, Installation Readiness
- **POC** is Gustavo DeJesus, 210-466-0618, [Gustavo.Dejesus@us.army.mil](mailto:Gustavo.Dejesus@us.army.mil).

### **G5 – Plans / Plans Analysis and Integration Office (PAIO) Overview**

- **Purpose.** This is a 4 day classroom course designed to educate members or prospective members of the HQ IMCOM G5, Region Plans and Garrison Plans, Analysis & Integration Offices (PAIO) on the functions in the plans community
- **Major topics include:** performing Integrated Sustainability Strategic Planning (ISSP), developing and using of metrics to inform decision makers, understanding the importance and production of Installation Service Report (ISR), understanding the importance of and ensuring the accuracy of Army Station Installation Plan (ASIP), Business Transformation including such streamlining tools such as Continuous Process Improvement/ Lean Six Sigma (CPI/LSS) and the Army Communities of Excellence (ACOE) program, managing the Interactive Customer Evaluation (ICE) program, using the Integrated Management System (IMS), and understanding the importance of and assessing the potential effects of stationing actions
- **Course objectives:** To better understand and perform Plans, Analysis & Integration functions that support mission sustainment
- **Target Audience:** Primary audience is HQ IMCOM G5, Region Plans and Garrison PAIO staffs. Additionally, select OACSIM staff and potential plans staff members may attend as space is available.
- **Prerequisites:** AO Course; CES Foundation Course; 3 months G5, Region Plans or PAIO experience if in primary target audience.
- This supports all Lines of Effort.
- **PAI Course End State:** *Students who successfully complete this course will be better qualified to perform a broad range of PAI functions and responsibilities. Graduates have broad based knowledge of Garrison PAI programs and services and how they relate / support the Garrison and Senior Commanders and staffs.*
- **POC** is Mr. William Morrow, 210-466-0248, [william.z.morrow@us.army.mil](mailto:william.z.morrow@us.army.mil).

### **G6 – SharePoint Overview**

- **Course Training Objectives:**
  - Understand what SharePoint is and how it can benefit the Installation Management Community (IMC)
  - Successfully navigate the IMC Portal sites
  - Create sites, pages, lists, libraries, wikis and other SharePoint objects
  - Control access to sites and data
  - Create document sets, content types and workflows
  - Discover basic branding in SharePoint
  - Apply SharePoint document management principles to real world problems
  - Know where to get help and additional information
- **Target Audience:** is HQs IMCOM only.
- **POC** is Mr. Damian Heaney, 210-466-0190, [damian.heaney@us.army.mil](mailto:damian.heaney@us.army.mil).

## **G7 – Directorate of Plans, Training, Mobilization and Security (DPTMS) Overview**

- **Course Training Objectives:**
  - Training / Certification of DPTM-S Directors [Note: virtually all attended AMSC DPTM-S Course previously]
  - Training / Certification of DPTM-S Branch Chiefs
  - Prepare DPTM-S Branch Chiefs to serve as DPTM-S Directors (Build the Bench)
  - Professional Development Training for select Garrison non-DPTM-S Directors & Branch Chiefs
  - Cross functional professional development training
- **DPTMS Course End State:**
  - Students who successfully complete this course will be qualified / certified to perform a broad range of Garrison DPTM-S specific functions and responsibilities. They will understand the interrelation of DPTM-S related functions.
  - They will have broad based knowledge of key non-DPTM-S agencies and services and how they relate / support accomplishment of DPTM-S functions and responsibilities.
- **Target Audience:** DPTM-S Directors DPTM-S Branch Chiefs Garrison non-DPTM-S Directors – Branch Chiefs
- Supports IMCP LOE 4 Installation Readiness & LOE 3 Leader & Workforce Development
- **POC** is Mr. Mark Horn, 210-466-0210, [mark.horn3@us.army.mil](mailto:mark.horn3@us.army.mil).

## **G8 – General Fund Enterprise Business System (GFEBS) Go Live**

- **Purpose.** This is a 3 day classroom course and is designed to strengthen the knowledge and capabilities of current GFEBS users.
- **Major topics include:** Reports, Spending Chain, Reimbursables, Error Corrections.
- **Course objectives:** Instruct GFEBS users how to accurately and efficiently use GFEBS to execute their Budgets as well as analyze and manage costs.
- **Target Audience:** All GFEBS users at IMCOM-HQ, Region and Garrison Level working in G8 or RM offices.
- **Prerequisites:** Access to GFEBS.
- This supports Line of Effort 3.
- **POC** is Mr. Christopher Greiman, 210-466-0741, [christopher.greiman@us.army.mil](mailto:christopher.greiman@us.army.mil).

## **G8 – Acquisition Contract Management**

- **Purpose.** This is a 2 day classroom course supports Line of Effort 3 and is designed to provide target audience with a holistic understanding of the essential elements of planning, preparing, acquiring, and managing contracted services.
- **Major topics include:**
  - Deliberate planning, which results in a validated requirement.
  - Pre-acquisition, which results in an acquisition ready package.
  - The Contracting process, which results in receipt of the necessary contracted services.
  - Contract management and oversight, which ensures good stewardship of government resources.
  - Other related topics: Legal Implications, Conference Planning & Government Purchase Card.
- **Course objectives:**
  - Understand and embrace the need for deliberate planning.
  - Understand the actions necessary to prepare a complete acquisition package.
  - Understand the actions contracting offices take to fulfill your requirement, the statutory and regulatory environment they work in, and the interactions they have with the customer.
  - Understand responsibilities of the requiring activity after the contract has been awarded.
  - Understand common pitfalls in fiscal law, government/contractor relationships, conference planning, and Government Purchase Card purchases.
- **Target Audience:** Individuals who are responsible for planning for, obtaining and overseeing contracted services.
- **Prerequisites:** None.
- **POC** is Mr. Christopher Greiman, 210-466-0741, [christopher.greiman@us.army.mil](mailto:christopher.greiman@us.army.mil).

### **Equal Opportunity Officer Course**

- **Purpose.** This is a 1 week classroom course and is designed to build and strengthen competencies relating to the overall management and the delivery of EEO services at the Garrison.
- **Major topics include:** Resource Management, Establishing Collaborative Relationships, Labor Law, Human Relations, Strategic Planning, Staff Coordination, Performance Metrics and Relevant EEO updates.
- **Course objectives:** Apply systems thinking skills to program management, identify and employ service delivery strategies, administer and manage resources, manage workforce development processes, utilize marketing strategies, and conduct and analyze an organizational assessment.
- **Target Audience:** Garrison EEO Officer.
- **Prerequisite:** Assigned to an Established Garrison EEO Officer Position.
- This supports Line of Effort 3.
- **POC** is Mr. Rufus Caruthers, 210-466-0556, [rufus.caruthers@us.army.mil](mailto:rufus.caruthers@us.army.mil).

### **US Army Environmental Command**

- **Purpose.** This is a 3 day classroom course providing case studies depicting best practices and lessons learned across installation environmental programs. The course is designed to strengthen operating procedures at the installation level.
- **Major topics include:** Army Environmental Program structure, legal drivers, public involvement requirements, vision, restoration, sustainability, pollution prevention, conservation, preservation and technical innovations. It also covers contracting, liabilities, environmental management systems and environmental solutions.
- **Course objectives:** Provide installation environmental staff with an understanding of the importance of incorporating environmental considerations in all aspects of installation management to enable Army-wide mission success; increase knowledge of available resources, expertise, environmental management systems and metrics and promote understanding of legal and public participation requirements.
- **Target Audience:** Installation environmental chiefs/specialists, DPWs, cultural resource and public affairs specialists.
- **Prerequisites:** None.
- This supports Line(s) of Effort 4 and 6.
- **POC** is Mr. Richard Weiner, 210-466-1660, [richard.k.weiner@us.army.mil](mailto:richard.k.weiner@us.army.mil).

### **Chaplain – Garrison Ministry Course**

- **Purpose.** This is a 1 week classroom course and is designed to explore and strengthen critical mission skills for Religious Support Leaders at the Garrison.
- **Major topics include:** Family Life Chaplain Certification Requirements, Non-Appropriated Fund Management Procedures, Worship and Preaching Skills, Personnel Management Requirements including schools and assignments.
- **Course objectives:** Apply systems thinking skills to program management, identify and employ service delivery strategies, administer and manage resources, manage workforce development processes, utilize marketing strategies, and conduct and analyze an organizational assessment.
- **Target Audience:** Garrison Chaplain Leadership to include newly assigned Garrison Chaplains; Family Life Chaplains; Non-Appropriated Fund Clerks, and Managers; Garrison Chaplain Assignment Managers.
- **Prerequisites:** Family Life Training, Chaplain Resource Management Training, and/or Assignment as Deputy Garrison Chaplain, Assignment to Tier One Preaching Garrison.
- This supports Line(s) of Effort 1.
- **POC** is Mike Swingler, 210-466-0721, [michael.swingler@us.army.mil](mailto:michael.swingler@us.army.mil).

### **Inspector General**

- **Purpose.** This is a 2-day classroom course and is designed to teach the principles and types of inspections, and the 17-step Army inspection process, as well as, to prepare future inspectors within the Installation Management Command (IMCOM) to conduct inspections under the umbrella of the Organizational Inspection Program (OIP).
- **Major topics include** the 17-step Inspection Process, Principles of Quality Inspections, and the concept of the OIP.
- **Course objectives:** To teach the fundamentals of the 3 phases of Inspections and the 17-step Inspection Process IAW Army Regulation (AR) 20-1, Inspector General Activities and Procedures, and the concept of the OIP IAW AR 1-201, Army Inspection Policy.
- **Target Audience:** IMCOM and Regional Headquarters personnel tasked to conduct Command/Staff inspections and/or assistance visits.
- **Prerequisites:** None.
- This supports all Lines of Effort in the IMCP.
- **POC** is Mr. Curt Hoover, 210-424-8618, [curt.hoover@us.army.mil](mailto:curt.hoover@us.army.mil)

### **Staff Judge Advocate – Garrison Labor Counselor Overview**

- **Purpose.** This is a 3 day classroom course and is designed to strengthen and discuss the labor counselor's roles and responsibilities.
- **Major topics:** Equal Employment Opportunity, Personnel Management, and Unions.
- **Course objectives:** Provide latest legal developments to improve the labor counselor's knowledge. Discuss the value of partnership principles with regard to clients and employees to foster a better working relationship.
- **Target Audience:** Consolidated Legal Office labor attorneys
- **Prerequisites:** Practicing labor counselor.
- This supports Line of Effort 3.
- **POC** is Mr. Mike Lassman, 210-466-0855, [mike.lassman@us.army.mil](mailto:mike.lassman@us.army.mil).

### **Staff Judge Advocate – Ethics Training**

- **Purpose.** This is a half day Online/Webinar course designed to meet annual ethics training requirements for OGE 450 Filers and other supervisors and to improve their understanding of common ethics issues, rules, and resolutions.
- **Major topics include:** financial disclosure, use of government resources, Non-federal entities (NFEs), gifts, fundraising, travel/transportation, and post-government employment restrictions.
- **Course objectives:** Recognize basic ethics issues in the covered subject areas, assess ethics rules and risk implicated, and understand when to seek ethics advice / opinion.
- **Target Audience:** OGE 450 filers + other mid and senior supervisors.
- **Prerequisites:** None.
- This supports Line(s) of Effort 3 and 4.
- **POC** is LTC Josh Shuey, 210-466-0852, [joshua.shuey@us.army.mil](mailto:joshua.shuey@us.army.mil).

### Internal Review

- **Purpose.** This is a 2 week classroom course and is designed to provide basic auditing training for Army IMCOM Internal Review (IR) personnel. This, or an approved equivalent, is a mandatory course for IR personnel.
- **Major topics include:** IR Mission & Services, Audit Process, Audit Standards, Ethics, Fiscal Law, Audit Reporting and Audit Readiness.
- **Course objectives:** Provide basic instruction in the Internal Review mission and essential tasks to enable attendees to perform internal reviews/audits and IR services that maximize benefit to command, perform in compliance with professional audit standards, conduct command risk assessments, employ optimum service delivery strategies, administer and manage resources, and conduct and analyze organizational performance assessment.
- **Target Audience:** IMCOM Internal Review professional staff within 18 months of appointment/assignment.
- **Prerequisites:** None, but open only to IR professionals.
- This indirectly supports all, but directly supports Line(s) of Effort 3 and 4
- **POC** is Ms. Bertha J. Trivett, 210-466-0520, [bertha.j.trivett@us.army.mil](mailto:bertha.j.trivett@us.army.mil).

### Strategic Communications and Public Affairs

- **Purpose.** This is a one-week classroom course designed to build synergy and strengthen communications skills of your Garrison or organization leadership team using instruction by subject matter experts, guest speakers and practical exercises.
- **Major topics include:** Communications 101 (effective presentations, e-mails, speaking and message development), strategic communication, media interaction, key leader engagement, use of social media, communication tools and crisis communication strategy.
- **Course objectives:** broaden and develop internal/external communication skills by using relevant, Garrison/organization-specific scenarios to tell the Army story; broaden strategic communication understanding and skills; and develop team synergy.
- **Target Audience:** GS-11-15; Garrison or Organization Public Affairs Officer or Deputy and Garrison Directors/Office Chiefs and/or Deputies. Four people from the same organization = 1 team, 5 teams per class.
- **Prerequisites:** Thorough understanding of Installation Management Campaign Plan, Installation Management Community Leaders Handbook and associated Garrison/organization plans.
- This supports Line(s) of Effort 1, 3 and 4.
- **POC** is Ms. Heidi Malarchik, 210-466-0674, [heidi.malarchik@us.army.mil](mailto:heidi.malarchik@us.army.mil).

### Safety Officer Course

- **Purpose.** This is a 1 week classroom course designed to explore and strengthen Garrison and Region command safety programs, developing participants' knowledge of IMCOM safety management concepts and HQ Staff functions and recommended practices of safety management in regards to the IMCP LOE 5.
- **Major topics include:** ATSTP Management, Strategies for Safety Awareness Campaigns, Conflict Management/Customer Service, Clarification of Garrison vs Mission responsibilities, Career program overview (CP 12).
- **Course objectives:** Apply systems thinking skills to program management, identify and employ service delivery strategies, administer and manage resources, manage workforce development processes, utilize marketing strategies, and conduct and analyze an organizational assessment.
- **Target Audience:** Region and Garrison Safety managers with responsibilities regarding the implementation of safety programs, and the implementation and/or oversight of safety management systems.
- **Prerequisites:** Participants must be a Region or Garrison Occupational Safety and Health manager.
- This supports Line of Effort 5
- **POC** is Mr. Jimmy Sawyer, 210 466-0308, [JIMMY.SAWYER@us.army.mil](mailto:JIMMY.SAWYER@us.army.mil)

### Talent Management Course

- **Purpose.** This is a 1 day course (classroom or via webinar) and is designed discuss the life cycle process for applying and attending SSC/DSLDP.
- **Major topics include:** command emphasis on leader development;
- **Course objectives:** Highlight command emphasis on leader development via SSC/DSLDP and other senior development programs; increase interest in the programs; and enhance the quality of applications.
- **Target Audience:** GS14s/15s.
- **Prerequisites:** N/A.
- This supports Line(s) of Effort 3: Leader and Workforce Development.
- **POC** is Ms. Marie Doyle, 210-466-0148, [marie.doyle@us.army.mil](mailto:marie.doyle@us.army.mil)

### Army Substance Abuse

- **Purpose.** One week classroom course that is designed to explore and enhance leadership, management and supervisory skills of the ASAP Manager.
- **Major Topics include:** Public Health Model, Leadership and Career Development, Resource Management and Manpower.
- **Course Objectives:** Identify and understand their roles and responsibilities as ASAP Managers; apply skills learned to cultivate quality services in a community of excellence.
- **Target Audience:** ASAP and Clinical Program Managers.
- **Prerequisites:** ASAP Managers must attend within the first year of assuming duties.
- This supports Line(s) of Effort 1 and 3.
- **POC** is Ms. Linda Martinez, 210-466-0399, [Linda.Martinez@us.army.mil](mailto:Linda.Martinez@us.army.mil).

#### K.13. Courses Available Through non-IMCOM Agencies:

Training Topic	Objective/ Outcome	Method of Delivery	Offered By	Frequency	Link
HR for senior leaders	Designed to train new supervisors in their responsibilities for Civilian Human Resource (CHR) Management.	FY11 - Classroom – 3.5 to 4.5 days FY12 and beyond – distributed learning	ALL CHRA Region Offices	At least monthly	<a href="mailto:reds.cpscscr.tlc@conus.army.mil">reds.cpscscr.tlc@conus.army.mil</a> <a href="mailto:mary.sproat@us.army.mil">mailto:mary.sproat@us.army.mil</a>
Union & manager relationships Manager/Employee Relations (MER) Employee Misconduct	Explain supervisor's responsibility and accountability for compliance with the Merit Systems Principles and Prohibited Personnel Practices. Describe overall responsibilities and functions of Civilian Personnel Advisory Centers (CPACs) in providing HR advice, assistance and processing services.	FY12 – Classroom – 3 days	CHRA	5 classes scheduled Redstone Arsenal - 15 Nov 11, 24 Jan 12, 17 Apr 12, 21 Aug 12 Fort Hood – 8 Nov 11	
7 Habits of Highly Effective People	Assist in developing skills to improve performance and growth in their organizations	Classroom – 3 Days	Fort Riley	Once but more possible	<a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a> Course # 0B8AHA8AE3

Training Topic	Objective/ Outcome	Method of Delivery	Offered By	Frequency	Link
Emergency Managers Certification Training Level II	This course includes training on response assets such as the installation support teams (ISTs) for military installations and the national strike force for civilian communities, CBRN threat agents, terrorist asymmetrical threat, planning tools such as threat analysis templates, CBRN scenarios, and the incident command system (ICS).	Classroom – 43 hours	Chemical School, Fort Leonard wood	Qtrly Oct 17-21 Mar 12-16 Jun 18-22 Aug 20-24	TACITS Course Catalogue Course # 4K-F16/494-F22
Defense Resource Management Course (Cost Culture)	Enhance effective allocation and use of resources in modern defense organizations through analytical decision making	Class room – 4 weeks	Naval PG School, Monterey, CA	5 times per year	<a href="https://www.nps.navy.mil/drmi">https://www.nps.navy.mil/drmi</a>
Funding by MDEP Director level Budgeting Basic Budgeting and Manpower Course Program Development	Consists of 5 phases: FM doctrine Disbursing Commercial Vendor Payments Other Pay Services Resource Management Operations	Classroom – 2 weeks	Fort Jackson, SC	Twice 9-20 Jan 17-29 Jun	TACITS Catalogue: Course 7-14-C20

#### K.14. Course Application Process:

##### a. NAF Course Application Process.

- (1) In order to enroll in a course you must first register at the website. To register for a new account:. Go to: <http://www.imcomacademy.com>.
- (2) Click Enter Academy.
- (3) Click Create New Account.
- (4) Complete all of the required profile information notated with \* **NOTE:** Pay attention to password criteria listed.
- (5) For organization, please check your program activity box.

b. For job title, type in your job title in search box or hit search to see all and select.

c. How do I locate my password if I already have an account?

(1) Select contact administrator on the login page and request a temporary password to be emailed to you.

(2) Once you have registered in the system you are ready to enroll in a course.

c. How do I enroll in a course?

(1) Roll your mouse over "learning center."

(2) Select Course Catalog.

(3) Click Search.

(4) Click Access Approval for the Classroom Course in which you want to enroll.

#### **K.15. Points of Contact:**

a. APF Course: Dr. Clifton Smith (APF Academy Director, [Clifton.C.Smith@us.army.mil](mailto:Clifton.C.Smith@us.army.mil), 210-466-1049, DSN: 450-1049, BB 210-834-3127.

b. NAF Courses: Dr. Patricia Tucker, Ed.D., Director, MG Robert M.Joyce Family and MWR Academy, [patricia.t.tucker.naf@mail.mil](mailto:patricia.t.tucker.naf@mail.mil), 210-466-1008.

c. TACITS & ATTRS: Ms. Kelly Whiddon, [kelly.whiddon@us.army.mil](mailto:kelly.whiddon@us.army.mil), 210-466-0259.





**ANNEX L**  
**References**  
**Regulations and Web Links**

- AR 5-1, Total Quality Management
- AR 11-2, Manager's Internal Control Program
- AR 15-6, Procedures for Investigating Officers and Boards of Officers
- AR 20-1, Army Command Policy
- AR 25-50, Preparing and Managing Correspondence
- AR 27-10, Military Justice
- AR 40-562, Immunization and Chemoprophylaxis
- AR 71-32, Force Development and Documentation Consolidated Policies
- AR 190-45, Law Enforcement Reporting
- AR 195-5, Evidence Procedures
- AR 200-1, Environmental Protection and Enhancement
- AR 210-20, Real Property Master Planning for Army Installations
- AR 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities
- AR 215-3, Nonappropriated Funds Personnel Policy
- AR 215-4, Nonappropriated Fund Contracting
- AR 220-1, Army Unit Status Reporting and Force Registration – Consolidated Policies
- AR 350-1 & IMCOM Reg 350-1, Army Training and Leader Development
- AR 525-13, Antiterrorism
- AR 570-4, Manpower Management
- AR 600-8-24, Officer Transfers and Discharges
- AR 600-20, Army Command Policy
- AR 600-85 & IMCOM Reg 600-85-1, Army Substance Abuse Program (ASAP)
- AR 623-3, Evaluation Reporting System
- AR 670-1, Wear and Appearance of Army Uniforms and Insignia
- AR 672-20, Incentive Awards
- AR 690-400, Total Army Performance Evaluation System
- AR 710-2, Inventory Management
- AR 710-2, 31, Supply Policy below the National Level
- AR 735-5, Property Accountability
- DA Pam 385-30, Mishap Risk Management
- DA Pam 600-45, Army Communities of Excellence – Guidelines for Community Excellence
- DA Pam 600-26, The Department of the Army Affirmative Action Plan
- AR 690-990-2 BK550 S1, Hours of Duty, Pay and Leave Annotated Manual for Courts-Martial (MCM)

- DoD Financial Management Regulation (FMR) 7000.14-R
- Department of Defense, Employees' Guide to the Standards of Conduct
- DoD Directive, 1400.25, DoD Civilian Personnel Management System
- DoD 1400.25-M SC1940, National Security Personnel System (NSPS) Issuances for Performance Management
- DoD 5500.7-R, Standards of Conduct
- DODD 6490.1, Mental Health Evaluation of Member of the Armed Forces
- DODD 7050.6, Military Whistleblower Protection
- DODI 1000.15, Private Organizations on DOD Installations
- DODI 4715.5, Management of Environmental Compliance
- DoD 4715.6, Environmental Compliance
- DoD National Relocation Program (DNRP) Employee Handbook
- Joint Federal Travel Regulation (JFTR) and Joint Travel Regulation (JTR), Appendix O, subject: Temporary Duty Travel (TDY) Entitlements
- Nonappropriated Fund (NAF) Employees Handbook
- OASD Memorandum of 20 December 1995, Subject: Labor Management Relations and Administrative Grievance System
- PERMISS, Employee Benefits Information and Advice, Hours of Duty, Work Schedules, and Compensation, 6 May 2003
- Public Law No. 106-346, Section 359
- United States Code, 5 USC 6101
- Executive Order 13522 (E.O.), Creating Labor-. Management Forums to Improve Delivery of Government Services

### **Web Links**

- Army Environmental Command: <http://aec.army.mil/usaec/index.html>
- Army National Guard Publications and Forms: <http://www.ngbpdc.ngb.army.mil>
- Army One Source: <https://www.myarmyonesource.com/>
- Army Sustainability 2001-2008: [http://www.aepi.army.mil/docs/timeline\\_brochure\\_FINAL.pdf](http://www.aepi.army.mil/docs/timeline_brochure_FINAL.pdf)
- Army Sustainability Report 2009: <http://www.aepi.army.mil/docs/whatsnew/FINALArmySustainabilityReport2010.pdf>
- Army Sustainable Range Program: <https://srp.army.mil/>
- Commander's Guide to FMWR: <https://www.us.army.mil/suite/doc/32177172>
- Comprehensive Soldier Fitness: <http://csf.army.mil/index.html>
- Energy Efficiency & Renewable Energy: <http://www.eere.energy.gov/>
- Field Manual 5-19, Composite Risk Management [https://armypubs.us.army.mil/doctrine/DR\\_pubs/dr\\_aa/pdf/fm5\\_19.pdf](https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/fm5_19.pdf)
- GSA Strategically Sustainable: <http://www.gsa.gov/portal/category/26433>

## Web Links (Continued)

- IMC Civilian Career Management Guide:  
<https://www.us.army.mil/suite/doc/30513849>
- IMC Academy: <http://www.imcomacademy.com/>
- IMCOM Army Knowledge Online Portal:  
<https://www.us.army.mil/suite/grouppage/43358>
  
- IMCOM Atlantic Region <http://www.imcom.army.mil/regions/northeast/>
- IMCOM Central Region <http://www.imcom.army.mil/regions/west/>
- IMCOM Europe Region: <http://www.imcom-europe.army.mil/webs/index.html>
- IMCOM Garrison Commander's Net: [www.Garrisoncommand.com](http://www.Garrisoncommand.com)
- IMCOM Headquarters: <http://www.imcom.army.mil/hq>
- IMCOM Pacific Region: <http://www.imcom.pac.army.mil/>
- IMCOM References. All IMCOM References can be found within the IMCOM Enterprise Publishing Portal at this URL in Army Knowledge Online:  
<https://www.us.army.mil/suite/page/580767>
- IMCOM Strategic Planning Division AKO Portal:  
<https://www.us.army.mil/suite/page/608972>
- Joint Basing Management Office: <https://www.us.army.mil/suite/page/560093>
- Military OneSource: Free and Confidential, Army Family Resources:  
<http://www.militaryonesource.com>
- Move Beyond Green: <http://www.movebeyondgreen.com/>
- National Suicide Prevention Lifeline: 24/7 Crisis Assistance:  
<http://www.suicidepreventionlifeline.org>
- Non-Appropriated Funds (NAF) Employee Handbook:  
[http://cpol.army.mil/library/naf/handbook/NAF\\_Employee\\_Handbook.pdf](http://cpol.army.mil/library/naf/handbook/NAF_Employee_Handbook.pdf)
- Non-Appropriated Funds (NAF) Supervisor Handbook:  
<http://www.cpol.army.mil/library/naf/docs/naf-supv-hbk-2007.pdf>
- OACSIM Congressional Web Page <http://www.hqda.army.mil/rio/caco.htm>
- OACSIM Web Page <http://www.acsim.army.mil/>
- Real Warriors: 24/7 Reintegration Assistance: <http://www.realwarriors.net>
- U.S. Army Suicide Prevention Life-Saving Resources:  
<http://www.preventsuicide.army.mil>
- US Army Sustainability: <http://www.sustainability.army.mil/>



## **ANNEX M**

### **Command Master Religious Plan, Chapel Tithes and Offering Fund, and Chief of Chaplains Grant Programs**

#### **M.1. Command Master Religious Plan and Chapel Tithes and Offering Fund.**

a. The Garrison Commander is responsible for Religious Support on the Garrison. The Garrison Chaplain is the staff officer responsible for the Garrison-based religious support advisement, planning and execution.

b. The Command Master Religious Plan (CMRP) is prepared for the Commander by the Garrison Chaplain. Its purpose is to outline the program and program requirements for religious support to military members and their families, DOD civilians, authorized attendees of Garrison chapel and other Garrison religious support programs. This program should include consideration for the requirements of Low Density Faith Groups present on the Garrison and support for tenant units, deploying service members and the families of deployed personnel.

c. The Command Master Religious Plan should inform the command on the requirements for facilities, personnel, supplies and other requirements to operate the Chaplain section. The Commander is required by Title 10 USC to provide religious support requirements. If the commander deems other programs or actions are required to support the Garrison commander's goals and strategic plan, the commander should provide the resources to accomplish the program through Appropriated Funding.

d. Part of the Command Master Religious Plan will be the Chapel Tithes and Offering Fund (CTOF). The CTOF is the method of accounting for collections taken as acts of worship and expressions of Free Exercise of Religion. Donations received at other religious events will also be accounted for through this fund.

e. As a part of the CMRP, the CTOF budget and programs will be provided to the Commander for approval. The Commander may offer recommendations for actions in support of command goals and withhold approval of actions that would not support the intent of the gifts received. The Commander is responsible for ensuring adequate oversight and managerial assurance of the CTOF.

f. The CMRP is a living document. In execution of the CMRP, the Chaplaincy Program Budget Advisory Committee should meet on a regular basis to review the CMRP, the programmed activities and requirements. The minutes of this Committee will be submitted as information to the Commander and for his approval of anticipated changes to the CRMP based on changing conditions or requirements.

g. The CTOF provides the command with community outreach not available through other agencies or resources. Most Garrisons provide a “Helping Hand” subaccount in the CTOF that offers support to persons in need when no other group or agency can provide the required support, due either to the type of need or regulatory or legal restrictions. Garrison CTOF’s also provide or support such programs as Holiday Outreach, offering a resource for providing assistance to persons in need in ways unavailable from other helping agencies.

## **M.2. Chief of Chaplains Grant Programs.**

**a. Matching Funds:** The Chief of Chaplains receives Appropriated Funds each year to facilitate the upgrade of chapel and related religious support facilities in the Q and F Installation Status Report (ISR) ratings in Sub Activity Group 132. The focus is on Sustainment, Renovation and Modernization projects that are identified deficiencies in the ISR. The Chief of Chaplains will provide, upon approval, up to 50% of the cost of a project upon written commitment on the part of the Garrison command to provide the remainder of the cost of the project.

**b. Ecclesiastical Equipment:** The Chief of Chaplains receives Appropriated Funds each year to procure ecclesiastical furniture and equipment required by chapels, chapel Family Life Centers, and religious education facilities. This can be used for sound systems and such durable/ expendable equipment as robes, vestments, and liturgical items. Priority is given to projects where the command is willing to share the cost of the program. Additional rating is given to the greatest number of persons and faith groups supported by the project and the ISR rating of the facilities and services. This grant program will not be used for the procurement of kitchen equipment, computer or office equipment.

**c. Ministry Service Grants:** Also called Specialized Service Grants, the Chief of Chaplains provides up to \$10,000 per program in non-appropriated Chapel Tithes and Offering Fund (CTOF) donations to new ministry start programs at the Garrison level and at Major Commands and Direct Reporting Units. The principle use of these funds is for new start projects. These monies will not be approved for recurring programs, cannot be used for programs that under Title 10 USC are to be funded with Commanders Appropriated Funds, and will not be used when local CTOF funding is available to support the new ministry.

**d. Strong Bonds:** Strong Bonds is a unit-based, chaplain-led program which assists Commanders in building individual resiliency by strengthening the Army Family. The core mission of the Strong Bonds program is to increase individual Soldier and Family member readiness through relationship education and skills training. The Chief of Chaplains administers this Congressionally Appropriated Program. Funding is available to Garrisons to provide the program to soldiers, and their families who may not be covered by deploying unit programs or to assist and augment other unit programs

that are being provided. This program can be tailored to couples, Families or single Soldiers, but is not available to DA civilians unless as spouse or dependent of a Soldier.



## **ANNEX N**

### **Acronym Dictionary**

1A	First US Army
AAA	Army Audit Agency
AAR	After Action Review
AAF	Army Airfield
ACA	Army Contracting Agency
ACC	Army Community Covenant
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACOM	Army Command
ACP	Army Campaign Plan
ACSIM	Assistant Chief of Staff for Installation Management
ACS	Army Community Service
ACTEDS	Army Civilian Training, Education and Development System
ADA	Anti-Deficiency Act
ADAPCP	Alcohol Drug Abuse Prevention and Control Program
ACUB	Army Compatible Use Buffers
ADCON	Administrative Control
ADPAAS	Army Disaster Personnel Accountability and Assessment System
ADLP	Army Distance Learning Program
ADOS	Active Duty Operational Support
ADT	Active Duty for Training
ADT-S	Active Duty for Training - Schools
AEC	Army Environmental Command
AF	Appropriated Fund
AFAP	Army Family Action Plan
AFC	Army Family Covenant
AFDB	Armed Forces Disciplinary Board
AFH	Army Family Housing
AFHO	Army Family Housing – Operations
AFPD	Available Force Pool Date
AFRC	Armed Forces Recreation Centers
AFTB	Army Family Team Building
AHP	Auxiliary Army Heliport
AKO	Army Knowledge Online
AMC	Army Materiel Command
AMSC	Army Management Staff College
AMWRF	Army Morale Welfare Recreation Fund
AOB	Airfield Operations Board
APC	Account Processing Center

APC/GPC	Agency Program Coordinator/Government Purchase Card
APIC	Army Performance Improvement Criteria
AR	Army Regulation
ARD	Army Reserve Division
ARFORGEN	Army Force Generation
ARMP	Army Recreation Machine Program
ARNORTH	Army North
ARNG	Army National Guard
ARSTAF	Army Staff
ASA	Army Support Activity
ASA (IE&E)	Assistant Secretary of the Army for Installations, Energy & Environment
ASA (M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
ASAP	Army Substance Abuse Program
ASCC	Army Service Component Command
ASIP	Army Stationing and Installation Plan
ASWG	Airfield Support Working Group
AT	Annual Training (for RC)
AT	Anti-Terrorism
AT&A	Air Traffic and Airspace Officer
ATC	Air Traffic Control
ATCAL	Air Traffic Control and Landing System
AT/FP	Anti Terrorism / Force Protection
AVF	All Volunteer Force
AWCF	Army Working Capital Fund
AWOL	Absent Without Leave
AWS	Alternative Work Schedules
BDE	Brigade
BGEPA	Bald and Golden Eagle Protection Act
BN	Battalion
BOS	Base Operations Support
BOSS	Better Opportunities for Single Soldiers
BRAC	Base Realignment and Closure
BRM	BOS Requirements Model
C4IM	Command, Control, Communications, Computers and Information Management
CAC	Common Access Card
CAC	Casualty Assistance Center
CACO	Congressional Affairs Contact Office
CAO	Casualty Assistance Officer
CAP	Corrective Action Plan
CAT	Crisis Action Team
CBA	Cost Benefits Analysis

CBRN	Chemical Biological Radiological Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear Event
CCIR	Commanders Critical Information Reporting
CDIS	Common Delivery of Installation Support
CDR	Commander
CES	Civilian Education System
CF	Career Field
CG	Commanding General
CHRA	Civilian Human Resources Agency
CIF	Central Issue Facility
CIIP	Clothing Initial Issue Point
CJA	Command Judge Advocate
CLO	Consolidated Legal Office
CLS	Common Levels of Support
CMAOC	Casualty and Mortuary Affairs Operation Center
CMRP	Command Master Religious Plan
COA	Course of Action
CO-ADOS	Contingency Operations – Active Duty for Operational Support
COLS	Common Output Level Standards
COP	Continuation of Pay
COOP	Continuity of Operations
COR	Contracting Officer Representative
COS	Chief of Staff
COTR	Contracting Officer Technical Representative
CP	Career Program
CPAC	Civilian Personnel Advisory Center
CPOC	Civilian Personnel Operations Center
CPOL	Civilian Personnel Online
CPVF	Cost and Performance Visibility Framework
CRM	Customer Relationship Management
CSA	Chief of Staff, Army
CSE	Contract Support Element
CSF	Comprehensive Soldier Fitness
CSM	Command Sergeant Major
CSRS	Civil Service Retirement System
CSTX	Combat Support Training Exercise
CT	Compensatory Time
CTOF	Chapel Tithes and Offering Fund
CUB	Commanders Update Briefing
CWS	Compressed Work Schedule
CYSS	Child and Youth School Services
DA	Department of the Army
DAC	Department of the Army Civilians

DAP	Developmental Assignment Program
DAPS	Document Automation and Production Service
DCG	Deputy Commanding General
DCPS	Defense Civilian Pay System
DCSC	Defense Support of Civil Authorities
DD Form	Department of Defense Form
DES	Directorate of Emergency Services
DFAR	Defense Federal Acquisition Regulation
DFAS	Defense Finance and Accounting Services
DFAS-IN	Defense Finance and Accounting Services - Indiana
DFMWR	Directorate of Family and Morale, Welfare and Recreation
DGC	Deputy Garrison Commander
DHR	Directorate of Human Resources
DHS	Department of Homeland Security
DJBC	Deputy Joint Base Commander
DoD	Department of Defense
DODI	Department of Defense Instruction
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DOTMLPF	Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities
DMM	Discarded Military Munitions
DPTMS	Directorate of Plans, Training, Mobilization, and Security
DPW	Directorate of Public Works
DRM	Directorate of Resource Management
DRRS-A	Defense Readiness Reporting System - Army
DRU	Direct Reporting Unit
DTS	Defense Travel System
EAD	Enterprise Acquisition Division
EAP	Employee Assistance Program
ED	Executive Director
EEO	Equal Employment Opportunity
EM	Emergency Manager
EMS	Executive Management System
EPAS	Environmental Performance Assessment System
EQC	Environmental Quality Council
EQCC	Environmental Quality Control Council
ERO	Environmental Reporting Office
ESA	Endangered Species Act
EXORD	Execution Order
EXSUM	Executive Summary
FAC	Family Assistance Centers
FAR	Federal Acquisition Regulation
FBI	Federal Bureau of Investigation

FECA	Federal Employees Compensation Act
FEGLI	Federal Employees' Group Life Insurance
FE	Functional Exercise
FEHBP	Federal Employees Health Benefits Program
FERS	Federal Employees Retirement System
FISMA	Federal Information Security Management Act
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FMWR	Family and Morale, Welfare and Recreation
FOC	Full Operational Capability
FOUO	For Official Use Only
F&ES	Fire and Emergency Services
FORSCOM	Forces Command
FP	Force Protection
FRAGO	Fragmentation Order
FRG	Family Readiness Group
FSBP	First Sergeants Barracks Program
FSE	Full Scale Exercise
FSM	Facility Sustainment Model
FWG	Functional Working Groups
FWS	Flexible Work Schedule
FY	Fiscal Year
FYDP	Future Year Defense Program
GC	Garrison Commander
GCC	Garrison Commanders Conference
GFEBBS	General Fund Enterprise Business System
GIS	Geospatial Information System
GLC	Garrison Leadership Course
GM	Garrison Manager
GPC	Government Purchase Card
GS	General Schedule
GTCC	Government Travel Charge Card
GTOR	Garrison Terms of Reference
HAZMAT	Hazardous Materials
HQDA	Headquarters Department of the Army
HRC	Human Resources Command
HR	Human Resources
HSEEP	Homeland Security Exercise and Evaluation Program
IAC	Installation Action Council
IAW	In Accordance With
IC	Installation Commander
ICC	Installations Capabilities Council
ICE	Interactive Customer Evaluation
ICS	Intermediate Command Summit

IDP	Individual Development Plan
IDT	Inactive Duty for Training
IEM	Installation Emergency Management
IFS	Integrated Facility System
IGCE	Independent Government Cost Estimate
ILDC	Intern Leadership Development Course
ILO	Installation Legal Office
IMA	Individual Mobilization Augmentee
IMC	Installation Management Community
IMCA	Installation Management Community Academy
IMCC	Installation and Mission Contracting Command
IMCEN	Information Management Support Center
IMCOM	Installation Management Command
IMCP	Installation Management Campaign Plan
IMO	Information Management Office
IMSWG	Installation Management Sustainability Working Group
INFOSEC	Information Security
ING	Inactive National Guard
IOC	Installation Operations Center
IPB	Installation Planning Board
IPM	Integrated Pest Management
IR	Internal Review
IRACO	Internal Review and Analysis Control Office
IRP	Installation Restoration Program
IRR	Individual Ready Reserve
IS	Installation Support
ISO	Installation Safety Office
ISR	Installation Status Report
ISR-I	Installation Status Report – Infrastructure
ISR-NI	Installation Status Report – Natural Infrastructure
ISR-S	Installation Status Report - Services
ISSA	Inter-Service Support Agreement
ISSB	Installation Strategic Sustainability Board
ISSP	Integrated Strategic Sustainability Planning
ITAM	Integrated Training Area Management
ITSM	Information Technology Services Management
JBC	Joint Base Commander
JBIG	Joint Basing Implementation Guidance
JBPC	Joint Base Partnership Council
JFTR	Joint Federal Travel Regulation
JMOS	Joint Management Oversight Structure
JTR	Joint Travel Regulations
KO	Contracting Officer

KSA	Knowledge, Skills and Abilities
KM	Knowledge Management
LN	Local National
LNO	Liaison Officer
LOE	Line of Effort
LWOP	Leave Without Pay
MACOM	Major Command
MBTA	Migratory Bird Treaty Act
MC	Mission Commander
MCTSP	Mission Command Training Support Program
MDEP	Management Decision Evaluation Package
MDRD	Mobilize, Deploy, Redeploy, Demobilize
MEDCOM	Medical Command
METL	Mission Essential Task List
MEVA	Mission Essential Vulnerable Areas
MFR	Memorandum For Record
MHPI	Military Housing Privatization Initiative
MICC	Mission Installation Contracting Command
MILCON	Military Construction
MIPR	Military Interdepartmental Purchase Request
MMRP	Military Munitions Response Program
MOA	Memorandum of Agreement
MOBTDA	Mobilization Table of Distribution and Allowances
MOS	Military Occupational Skill
MOU	Memorandum of Understanding
MSO	Management Support Office
MTC	Mission Training Center
MUTA	Multiple Training Assemblies
MWR	Morale, Welfare and Recreation
NAF	Non-Appropriated Fund
NCO	Noncommissioned Officer
NCR	National Capital Region
NDST	Non-Dual Status Technicians
NEC	Network Enterprise Center
NEPA	National Environment Policy Act
NETCOM	Network Enterprise Technology Command
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NIPR	Nonclassified Internet Protocol Router Network
Non-GIN	Non-Government in Nature
NORTHCOM	Northern Command
NRF	National Response Framework
NSF	Notional Square Feet
NSPS	National Security Personnel System

OACSIM	Office of the Assistant Chief of Staff for Installation Management
OCIE	Organizational Clothing and Individual Equipment
OCSP	On-line Certificate Status Protocol
OCO	Overseas Contingency Operations
OCONUS	Outside Continental United States
OIP	Organizational Inspection Program
OLE	Organizational Leadership for Executives
OMA	Operations and Maintenance Army
OMB	Office of Management and Budget
OMAR	Operations and Maintenance Army Reserve
OMNG	Operations and Maintenance, Army National Guard
ONE	Orientation for New Employees
OPF	Official Personnel Folder
OPM	Office of Personnel Management
OPORD	Operations Order
OSD	Office of the Secretary of Defense
OSOR	One Soldier One Room
OT	Overtime
OTA	Other than Army
OWCP	Office of Workers' Compensation Programs
P2	Pollution Prevention
PAIO	Plans, Analysis and Integration Office
PAO	Public Affairs Office
PBAC	Program Budget Advisory Council
PCS	Permanent Change of Station
PEG	Program Evaluation Group
PERMISS	Personnel Management Information and Support System
PERSEC	Personnel Security
PIP	Performance Improvement Plan
PMA	President's Management Agenda
PMO	Provost Marshal Office
POC	Point of Contact
POM	Program Objective Memorandum
POV	Privately Owned Vehicle
POSH	Prevention of Sexual Harassment
PPBE	Planning Program Budget Execution
PS	Physical Security
PSI	Physical Security Inspections
PW	Public Works
PWS	Performance Work Statement
QAE	Quality Assurance Evaluation
QASP	Quality Assurance Surveillance Plan
QC	Quality Control

QDR	Quarterly Defense Review
QoL	Quality of Life
QSI	Quality Step Increase
QTB	Quarterly Training Briefing
RD	Region Director
RDO	Regular Day Off
RIC	Reimbursement Identification Code
RIF	Reduction in Force
RIST	Region Installation Support Team
RM	Resource Management
RMO	Resource Management Office
RO	Responsible Officer
ROC	Rehearsal of Concept
ROTC	Reserve Officer Training Corps
RPI	Real Property Inventory
RPMPB	Real Property Master Planning Board
RSC	Regional Support Command
RSO	Religious Support Office
RRPB	Requirements Review and Prioritization Board
RTLPL	Range and Training Land Program
S&I	Security and Intelligence
SA	Support Agreement
SAG	Sub Activity Group
SAR	Species at Risk
SARB	Sexual Assault Review Board
SAW	Senior Army Workforce
SBS	Support Base Services
SC	Senior Commander
SDC	Supervisory Development Course
SD	Situational Dominance
SECARMY	Secretary of the Army
SECDEF	Secretary of Defense
SES	Senior Executive Service
SETA	Security Education, Training, and Awareness
SFAC	Soldier Family Assistance Center
SGO	Standard Garrison Organization
SICE	Services and Infrastructure Core Enterprise
SIECMP	Services and Infrastructure Contract Management Program
SIPR	Secure Internet Protocol Router Network
SIR	Serious Incident Report
SIMG	Senior Installations Management Group
SJA	Staff Judge Advocate
SJBWG	Senior Joint Base Working Group
SOFA	Status of Forces Agreement

SOHAC	Safety and Occupational Health Advisory Council
SOP	Standard Operating Procedure
SOS	Survivor Outreach Services
SOW	Statement of Work
SMS	Strategic Management System
SPTF	Suicide Prevention Task Force
SQCRB	SIECMP Quarterly Contract Review Board
SRM	Sustainment, Restoration, and Modernization
SSC	Senior Service College
SSCC	Senior Service Component Commander
SSO	Special Staff Offices
SSP	Service Support Program
SWOT	Strengths, Weaknesses, Opportunities, and Threats
T&E	Threatened or Endangered
TASC	Training Support Center
TAMIS	Total Ammunition Management Information System
TAP	The Army Plan
TAPES	Total Army Performance Evaluation System
TCS	Temporary Continuation of Service
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
TLWOP	Terminal Leave Without Pay
TM	Talent Management
TMA	TRICARE Management Agency
TMC	Talent Management Center
TMP	Talent Management Program
TOR	Terms of Reference
TQSE	Temporary Quarters Subsistence Entitlement
TRADOC	Training and Doctrine Command
TSC	Training Support Center
TSP	Thrift Savings Plan
TSS	Training Support System
TTHS	Training, Transient, Hospital, Schools
TTT	Train the Trainer
TTX	Table Top Exercise
TWI	Training with Industry
UAV	Unmanned Aerial Vehicle
UCMJ	Uniform Code of Military Justice
UFR	Unfinanced Requirement
UPH	Unaccompanied Personnel Housing
URL	Uniform Resource Locator
US	United States
USA	United States Army
USACE	US Army Corps of Engineers

USAF	United States Air Force
USAR	US Army Reserve
USAREUR	US Army Europe
USARPAC	US Army Pacific
USASOC	US Army Special Operations Command
USEAC	US Army Environmental Command
USN	United States Navy
UTA	Unit Training Assembly
UXO	Unexploded Ordinance
VCSA	Vice Chief of Staff, Army
VERA	Voluntary Early Retirement Authority
VI	Visual Information
VOC	Voice of the Customer
VOL AC	Volunteer Advisory Council
VTC	Video Teleconference
VSIP	Voluntary Separation Incentive Program
WATS	Wide Area Telephone Service
WAREX	Warrior Exercise
WAWF	Wide Area Work Flow
WFD	Workforce Development
WG	Wage Grade
WL	Wage Leader
WMD	Weapons of Mass Destruction
WS	Wage Supervisor
WTU	Warrior Transition Unit
YRRP	Yellow Ribbon Reintegration Program







*We are*  
THE ARMY'S HOME



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*Installation Management Community*