INSTALLATION MANAGEMENT COMMUNITY CAMPAIGN PLAN

2010 - 2017

IMCOM

SOLDIERS • FAMILIES • CIVILIANS

We are

THE ARMY'S HOME

VERSION 2.0 | OCTOBER 2010

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Vision 2017: Making the Army's Home Stronger

Objective: Army installations are the DoD standard for infrastructure quality and are the provider of consistent, quality services that are a force multiplier in supported organizations' mission accomplishment, and materially enhance Soldier and Family well-being and readiness.

This Installation Management Campaign Plan (IMCP) represents the combined strategy for the Installation Management Command (IMCOM), the Office of the Assistant Chief of Staff for Installation Management (OACSIM) and the Assistant Secretary of the Army (Installations and Environment) (ASA (I&E)).

It is our obligation to ensure our Soldiers, Families and Civilians, today and in the future, have the land, water, and air resources they need to train; quality services to support well-being; reach back capabilities to deploy, fight, and win; a safe and healthy infrastructure and environment in which to live; and support of the local communities and the American people. A focus on sustainability will address present and future needs while strengthening community partnerships that improve our ability to organize, equip, train, and deploy our Soldiers as a part of the joint force, making us better neighbors both at home and abroad.

We share a common understanding that the Army mission is accomplished because America entrusts us with its most precious resource - its sons and daughters. The Installation Management Community is dedicated to supporting resilience by enhancing our Soldiers', Families' and Civilians' ability to adapt to stress by developing and maintaining programs and services that promote total wellness.

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 (I&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.

IMCOM, OACSIM and ASA (I&E) play a vital role in supporting the Army Family. The IMCOM HQ, Family, Morale, Welfare and Recreation Command (FMWRC), Army Environmental Command (AEC), the Regional Headquarters and Commands and the Installations are responsible for the daily operation of the IMCP. The OACSIM is responsible for the policy, programs and resources required by each installation community. The OACSIM collects and analyzes Installation Management information in the form of reporting systems that support Army level requirements to include the POM

cycle process and Army Enterprise Board (AEB). We are in support of Senior Commanders so they can focus on their training and warfighting missions and leading Soldiers.

The Reserve Component of our Army – the Army Reserve and National Guard – are key components of the Army family and Installation Management community. In the past the Reserve component served as a strategic reserve – that paradigm has changed. The Reserve components are evolving into operational forces with missions embedded in combat, stability, and Homeland defense requirements. Reserve Component units increasingly are integrated into Active Component force structures. The result is an increasing and predictable utilization of Reserve Component Soldiers, units, and facilities, a trend which will continue. The majority of Reserve Component Soldiers, Families 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.

Our strategic imperatives, nested in the IMCP, include: (1) Continue evolving into a 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 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.

This 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 our customers, the war fighter, and the Department of the Army.

There is no document that will guide us in every situation. As unforeseen challenges arise, we must ask ourselves three fundamental questions:

Are we doing the right things*?*

This first fundamental question has everything to do with being a leader of strong character. When you ask this question, be sure to refer to the IMCOM Commander's Intent. If your actions fit within this framework, then you will likely answer yes. We must be very focused on requirements. Are we indeed focused on the right things, and are we getting appropriate value out of our activities? Over the past several years we have doubled the amount of money we are investing in Family programs, and significantly increased the money we have for running our installations, but we still routinely require

more money. We must get out in front of the requirements process. Everyone has requirements. Which are the most important and have the greatest value added?

Are we doing things right?

This second fundamental question has to do with both efficiency and safety. We must increase efficiencies to ensure our resources are consistently aligned for maximum value and safety in all we do. A cost culture mindset is essential for the Installation Management Community in making efficient and sustainable decisions in support of the Army's strategic goals and objectives.

What are we missing?

It is important to periodically take a step back and think about what else you should be doing that is not already being done. Tell us where you see the need for clarification, change or course correction. Only with your input can we improve our support of the Army mission.

Effective and responsible leaders at all levels must ask these three questions so we can better focus our resources and reinforce the things that are being done well. With increased decision making opportunities at all levels you can make a difference. Let"s all take responsibility for improving ourselves and the Installation Management Community.

Join us in making sure we do all we can to support the courageous men and women who fight our Nation's wars and preserve our freedom. They have earned our best efforts. Thanks for all you do.

ARMY STRONG!

Rick Lynch
Lieutenant General
Commanding

Katherine Hammack
Assistant Secretary of the Army
(Installations & Environment)

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Purpose and Scope

This document describes our vision as Commanding General, Installation Management Command, Assistant Chief of Staff for Installation Management and Assistant Secretary of the Army for Installations and Environment to bring effective and efficient services, programs and infrastructure to bear on the challenges faced by Commanders, Soldiers, Families and Civilians in a fluid operating environment, and my Campaign Plan for achieving that vision. It lays out our strategy, through Lines of Effort and Keys to Success, and metrics by which we will track progress. This plan will be updated semiannually as we make adjustments along the way.

Mission

To provide standardized, effective and efficient services, facilities and infrastructure to Soldiers, Families and Civilians for an Army and Nation engaged in persistent conflict.

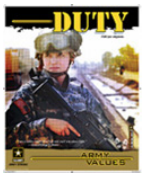
Vision

Army installations are the DoD standard for infrastructure quality and are the provider of consistent, quality services that are a force multiplier in supported organizations' mission accomplishment, and materially enhance Soldier and Family well-being and readiness.

Values

The Installation Management Community's values reflect its fundamental linkage to all dimensions of the Army. Army installations are the foundation of Soldier and Family readiness; our values are the same:

Loyalty
Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers



Duty
Fulfill your obligations

Respect
Treat people as they should be treated

Personal Courage
Face fear, danger or adversity

Selfless Service
Put the welfare of the Nation, the Army and your subordinates before your own

Honor
Live up to all the Army values

Integrity
Do what is right, legally and morally

Commander's Intent

My intent is to provide 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. I will do so through six Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well-being; Leader and Workforce Development; Installation Readiness; Safety; and Energy and Water Efficiency and Security. I will inculcate sustainable Army Communities of Excellence principles throughout our business processes and procedures, including how to measure progress toward achieving my vision.

The wheel and spokes in the graphic above tell the story of how we will operate every day to achieve success. They define the qualities we must exhibit to accomplish our installation management mission to the standards of excellence I expect and the Army demands:

- **Safety.** We will provide a safe environment for those who live, work, train and play on installations. Safety is an imperative that underpins all we do. Accidents can be avoided by practicing comprehensive risk management and good judgment, on and off the installation. The injury or loss of a single Soldier, Family Member or Civilian to an avoidable accident is unacceptable.

- **Sustainability.** We will operate in a manner that ensures we perform both today's and tomorrow's missions to standard. We will manage resources, conserve and secure energy, operate, and build future capabilities to achieve the Army's Triple Bottom Line of Mission, Community and Environment. We will integrate the application of sustainability principles into daily operations in much the same way that safety has become an integral part of day-to-day activities. It is essential we assume a "sustainability mindset" in all aspects of our operations.

- **Resilience.** We will stay focused on our mission to provide a more resilient base infrastructure and the services, programs and facilities needed to support Commanders, Soldiers, Families and Civilians in the face of unforeseen demands and challenges. We will continue to support the deployment of the Army Comprehensive Soldier Fitness program to provide the critical skills our Soldiers, Family Members and Army Civilians need to remain resilient in our current and future environment.

- **Innovation.** We will harvest best practices from installations, other government agencies, industry and academia to bring to bear the best solutions to deliver services, programs and facilities in support of Commander Readiness and the All-Volunteer Force. We will pursue emerging technologies and seek enterprise solutions for services and infrastructure demands, and deploy them to installations to reduce costs and improve results.

- **Stewardship.** We will be good stewards of the resources entrusted to us. Effective stewardship balances our need to train and maintain a high state of readiness and quality of life with its mandate to be responsible members of the communities with which we co-reside. We share both an environment of declining resources and the responsibility to consume fewer resources with our surrounding communities. We will operate in a cost culture environment enabling well-informed resource management decisions to ensure taxpayers dollars are spent wisely and responsibly. We will establish a resource framework directly linked to performance across the entire scope of Army Installation Management, supported by relevant and reliable metrics.

- **Partnership.** We will collaborate with communities via Community Covenants and other venues to enhance the quality of life of remotely located Soldiers and Families by way of enhanced communications of Army program availability and community support for their service. I expect Installation Commanders to engage community leaders to encourage community services to support active and reserve component needs. We will 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.

- **Communication.** Communicate, communicate, communicate! I can't stress this enough. Use every opportunity to listen to your leaders, customers and

subordinates. Know your responsibilities and communicate your objectives to your workforce and supported Commander. Be open to feedback, but always step forward to lead. Use your Public Affairs Officers to get the message out to the communities that support us.

- **ARFORGEN.** The Installation Management Community contributes significantly to the success of the Army Force Generation (ARFORGEN) process. ARFORGEN was created to generate a pool of ready units, while improving predictability for Soldiers and Families. In addition, ARFORGEN establishes an extended window during reintegration to RESET Soldiers and Families. We will continue to provide the services and infrastructure required by Senior Commanders to generate and project the force while sustaining the All Volunteer Force in a time of persistent conflict. Every member of the Installation Management Community should be aware of how each of our efforts directly or indirectly support the phases of ARFORGEN, and listen to the voices of our customers from their perspective.

- **Cost Culture.** The Installation Management Community will aggressively manage the programming and application of funding while ensuring consistent, equitable and predicable delivery of services to our Soldiers, Families and Civilians. We will pursue every opportunity to ensure we are doing the right things and doing them efficiently and effectively. We will target our programs to meet high priority needs of our customers while achieving high return on investment. Installation leaders will use tools such as Management Controls, Internal Review and Audit Compliance and Lean Six Sigma (LSS) to deliver value while eliminating fraud, waste and abuse in our processes.

- **Communities of Excellence.** The Army Communities of Excellence concept is based on proven principles employed by world class organizations that have made them successful over time. We will employ these principles, such as being a customer focused, strategy driven, learning organization that delivers value in an efficient, effective manner. We will build our workforce and future leaders as a one-team, one-fight enterprise to achieve desired results for our Army and the Nation. We will check results regularly and adjust our priorities and processes as necessary to continuously improve what we deliver and how we deliver it. The Voice of the Customer will be our highest metric for how we are doing.

- **Voice of the Customer.** We are committed to being a customer-centric organization that aggressively seeks and applies customer feedback to evaluate and improve the delivery and receipt of installation programs and services. It is essential we not only listen to our customers, but also respond to their needs and requirements in a continuous improvement process. To facilitate this, we will field a comprehensive Customer Relationship Management strategy. The strategy expands our present efforts of collecting customer satisfaction data via ICE and surveys, to managing the full spectrum of customer information and translating it into creative solutions across the enterprise. By providing leaders at all levels the timely and relevant customer feedback they need to make better informed decisions, we will

succeed in providing quality infrastructure and services to Senior Commanders, Soldiers, Families and Civilians.

Requirements and Funding

The Planning, Programming, Budgeting, and Execution (PPBE) process is the venue for documenting and resourcing Army requirements, resulting in the Program Objective Memorandum (POM). Resourcing new initiatives outside the POM is simply not feasible. Any new program, if it is to compete for resources for FY13, will have been identified and have achieved support by the Army staff during FY10 or FY11. 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 stakeholder support. In the year of execution of the current budget, any request for additional funding must have a bill payer identified. I will use Tiger Teams to help Commanders identify efficiencies in installation operations to enable rebalancing of funds.

Program, Budget, Execute Timeline

Cycle	FY08	FY09	FY10	FY11	FY12	FY13	FY14
POM 10-15	Build POM FY10-15	Defend FY10-11 Budget	Execute FY10 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 FY14-18	Defend FY14-15 Budget	Execute FY14 Budget
Note: Program Operating Memorandum (POM) development changed to annual event covering 5 yrs from biannual event covering 6 yrs.							

Soldier, Family and Civilian Readiness

Objective: Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN process through proper training, responsive services, and communities of excellence.

The Installation Management Community is committed to providing standardized, essential services and infrastructure necessary to achieve and maintain individual readiness throughout the ARFORGEN cycle for our Soldiers, Families and Civilians. Our contributions to Soldier, Family and Civilian readiness are critical to supporting Senior Commanders in achieving two key Army Outcomes: Trained and ready units delivered on time to Combatant Commands, and an All-Volunteer Force of high quality Soldiers, Civilians and Leaders.

The Installation Management Community serves Supported Commanders as a force multiplier for Soldier, Family, and Civilian readiness. We will accomplish this by providing essential services and infrastructure that deliver results and value throughout the ARFORGEN process. These services and infrastructure must be provided in an efficient, sustainable, and cost conscious manner so we can continue to meet requirements now and into the future.

The Installation Management Community is committed to providing standardized, essential services and infrastructure necessary to achieve and maintain individual readiness throughout the ARFORGEN cycle for our Soldiers, Families and Civilians.

We are committed to providing support that is standardized across the Army, while maintaining the ability to adapt within our resources to meet fluctuating requirements. We will rebalance priorities and resources to adjust to the Army's evolving strategic environment and Supported Commander's mission requirements.

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 Active Component (AC) and Reserve Component (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.

Our concern for Soldiers, Families and Civilians extends to the Total Army. More than half of our deployed forces come from our Reserve Component 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.

Our Civilian teammates in CONUS and abroad are integral to war fighter support. A significant number of Civilian employees deploy in support of the uniformed force and we will see more of this as we expand the Civilian Expeditionary Workforce (CEW) to augment the uniformed effort. Accordingly, providing services and capabilities required to ensure Civilian readiness is an important component of our mission.

LOE 1: Soldier, Family and Civilian Readiness

Keys to Success
SR1 – A Deployable Mindset Across the Enterprise
SR2 – Resiliency and Balance – Mind, Body, and Spirit
SR3 – Responsive Services that Meet Fluid ARFORGEN Requirements
SR4 – Incorporate Best Value Technology and Education Capabilities to Enable the Transformed Army's Training Requirements
SR5 – Training Support Services in Support of Soldier Readiness

SR1 A Deployable Mindset Across the Enterprise

Goal: Improve our ability to prepare and sustain Soldiers, Families, and Civilians across all components to meet the demands of an expeditionary Army at war. Develop and sustain programs, services and capabilities that meet the needs of Senior Commanders to enable them to develop trained and ready forces; informed and ready Families; and a dedicated, competent, and capable Civilian workforce. Limit reliance on borrowed military manpower and provide support, via Soldier and Family Assistance Centers, to the rapid recovery of medically non-deployable Soldiers. Instill faith and confidence in our Senior Commanders as we support their readiness requirements and ensure we can win the current fight, while remaining prepared for the next.

Metrics:

- ✓ *% of Soldiers assigned to Installations who are assigned a sponsor IAW AR 600-8-8.*
- ✓ *% change in Risk Reduction Program "Shot Group" behaviors.*

Sub-tasks:

SR1-1: Execute a customer-focused, Commander-driven Total Army Sponsorship Program that is fully synchronized with the delivery Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 4, Composite Life Cycle Model, p. 100-101).

SR1-2: Provide effective support through transformed Army Community Service delivery system to Family Readiness Groups and Rear Detachments to reduce the stressors associated with military separation for both the Family and the Soldier (IAW AR 608-1).

SR1-3: Institute procedures and mechanisms for all Soldiers and Civilians deploying and returning from deployment to undergo Readiness Processing that is fully synchronized with the delivery of Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-101, Table B-1 DA Pam 690-47, Para 1-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 4, Composite Life Cycle Model, p. 100-101).

SR1-4: Publish Soldier reassignment Permanent Change of Station (PCS) orders to standard (IAW AR 600-8-11).

SR2 Resiliency and Balance – Mind, Body, and Spirit

Goal: Improve our ability to support and strengthen the resilience and balance of Soldiers, Families, and Civilians through programs and services to sustain physical, emotional, social, family, and spiritual needs.

Metrics:

- ✓ % of garrisons which have a Community Health Promotion Council (CHPC) that analyzes, evaluates and delivers requirements.
- ✓ Customer Service Assessment (CSA) Performance rating for designated Resiliency and Balance related services.

Sub-tasks:

SR2-1: Transform the Army Community Service (ACS) delivery system for both the AC and RC by integrating the tenets of Master Resiliency Training, connecting assessment to service delivery, strengthening information/education "push" to units and Commanders, building more generalists vice specialists, and establishing follow-up capabilities.

SR2-2: Execute comprehensive risk reduction and health promotion and suicide prevention programs, closely aligning program and services with Soldier and Family Life Transitions (IAW AR 600-85 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 4, Composite Life Cycle Model).

SR2-3: Leverage ACS Transformation and the Community Health Promotion Council to synch ACS capability, serving as a bridge to a system of systems with other service providers, such as Military Family Life Consultants, Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program, and Medical Treatment Facility Behavioral Health Specialists (IAW Army

Health Promotion Risk Reduction Suicide Prevention Report, 2010, Chapter 6, Program Governance for HP/RR/SP).

SR2-4: Provide comprehensive Religious Support Services and Spiritual Fitness Programs and Trainers, reflective of the civilian community and tailored for the military community, to strengthen the spiritual character and resilience of our Soldiers, Families and Civilians.

SR2-5: Establish and maintain a comprehensive Employee Assistance Program (IAW AR 600-85).

SR2-6: Develop and administer an Army Substance Abuse Program (ASAP) that increases knowledge and improves decision making regarding drug use, abuse and dependency (IAW AR 600-85).

SR 3 Responsive Services that Meet Fluid ARFORGEN Requirements

Goal: Provide flexible, scalable and responsive services synchronized to support Active Component and Reserve Component Soldiers, Families, and Civilians throughout the ARFORGEN process.

Metrics:

- ✓ % of garrisons providing a standardized ARFORGEN support plan ICW semi-annual Senior Commander (SC) hosted Installation Planning Board (IPB).
- ✓ % of Soldiers assigned to the installation completing Soldier Readiness Processing (SRP) requirements.

Sub-tasks:

SR3-1: Align Training Support Services enablers with the Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) commanders training plan, IAW Senior Commander priorities to support key individual training requirements not completed (IAW AR 525-XX, complemented by the CALL Handbook 10-47).

SR3-2: Establish a RESET Fusion Cell at designated garrisons to synchronize all individual Soldier readiness RESET efforts to meet Senior Commander requirements (IAW AR 525-XX, complemented by the CALL Handbook 10-47).

SR3-3: Develop, maintain, and coordinate execution of a plan required to support the movement of personnel and equipment to and from theater of operations (IAW AR 500-5, AMOPES and FORMDEPs).

SR3-4: Develop, maintain, and coordinate execution of a plan to mobilize Reserve Component forces in support of a level of mobilization authority and subsequent release from Active Duty (IAW AR 500-5, AMOPES and FORMDEPs).

SR3-5: Provide C2 of Mobilization Support Organizations and exercise ADCON (minus training) responsibility for mobilized units, in direct support of 1A and FORSCOM (IAW AR 500-5, AMOPES, FORMDEPs, PPG and JOPES).

SR3-6: Provide non-government in nature bulk services (Plans, Training, Human Resources, and Material Management and Supply), through the IMCOM Support Base Services (SBS) contract, to rapidly and effectively support Active and Reserve Component forces in support of Overseas Contingency Operations surge requirements (IAW AR 500-5, AMOPES, FORMDEPs, PPG and JOPES).

SR3-7: Utilize recreational high adventure programming to assist Soldier reintegration, empower small-unit leaders, maintain combat readiness, and increase unit cohesion (IAW Warrior Adventure Quest (WAQ) Program).

SR4 Incorporate Best Value Technology and Educational Capabilities to Enable the Transformed Army's Individual Readiness Requirements

Goal: Provide lifelong learning opportunities to meet the needs of a transforming Army, and improve Soldier job performance, skill qualifications and career growth. Leverage best value technologies to enhance education and training.

Metrics:

- ✓ % of Enlisted Soldiers enrolled in college or college-related courses.
- ✓ % of Reserve Component Battalion HQ facilities with SIPRnet.

Subtasks:

SR4-1: Develop and provide Army Continuing Education System (ACES) programs and services to meet the needs of the military community and promote the critical thinking skills key to Soldier readiness in today's Army (IAW AR 621-5).

SR4-2: Deploy mobile information technology capabilities and applications for continuous access to training, doctrinal and informational resources to enable individual and Family readiness.

SR5 Training Support Services in Support of Soldier Readiness

Goal: Provide a consistent level of training support services to enable the execution of full spectrum operations training throughout ARFORGEN. Implement a standard training support structure consistent with the training capacity demand for range operations, Integrated Training Area Management (ITAM), Battle Command Training Center (BCTC), Training Support Center (TSC), training ammunition management, and institutional training.

Metrics:

- ✓ % of Mission Essential Requirements (MER) met on the installation.
- ✓ % of Senior Commanders satisfied with IMCOM provided Training Support Services (TSS).
- ✓ % of Reserve Centers and Armories with Weapons simulator.

Sub-tasks:

SR5-1: Manage and refine installation Mission Essential Requirements (MER) for training support functions.

SR5-2: Attend and contribute to monthly ARFORGEN training and resource planning conferences (TSRC/RSRC/JA).

SR5-3: Collect, coordinate, and manage Senior Commander training support requirements through established Army validation and resourcing processes.

SR5-4: Continually analyze IMCOM training support assets and resources to identify redundancies and increase efficiencies.

Soldier, Family and Civilian Well-Being

Objective: Ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.

We are committed to furnishing the best care, support and services for Soldiers, Families and Civilians by improving the quality of life through meaningful initiatives such as the Army Family Action Plan, the Army Family Covenant, Army Community Covenants and the Comprehensive Soldier Fitness Program.

The long term strength of America's Army is dependent on the well-being of the Army's Soldiers, Families and Civilians. We are keenly aware of the effects that continual deployments are having on Soldiers and Families in the current operational environment. These effects threaten to corrode the resiliency and morale of our All-Volunteer Force if left unaddressed.

To mitigate the effects of our current environment we continue to provide programs and services that enrich the lives of Soldiers, Families and Civilian employees throughout the ARFORGEN cycle. We support the Army's readiness and retention goals by providing installation focal points for Military, Civilian and Family events that foster unit camaraderie, esprit de corps, cohesiveness and a sense of total community.

The Army Family Covenant (AFC) is the Army's commitment to provide Soldiers -- Active Component or Reserve Components, 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 persistent 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.

"We are committed to furnishing the best Care, Support and Services for Soldiers, Families and Civilians by improving the quality of life through meaningful initiatives such as the Army Family Action Plan, the Army Family Covenant, Army Community Covenants and the Comprehensive Soldier Fitness Program"

2010 Army Posture Statement

The Army can't do it alone. By leveraging the Army Community Covenant (ACC) program and similar efforts, we will continue to strengthen community relationships to foster and sustain effective state and community support to improve the quality of life for Soldiers, Families and Civilian employees.

Just as we are committed to the AFC and ACC, we also endorse processes to measure and affect AFC and ACC outcomes. The Soldier and Family Action Plan (SFAP**)** provided the original roadmap to operationalize the AFC through actions and initiatives that enhance Soldier and Family well-being. Many of these actions and initiatives are now complete. Senior leaders are now providing guidance on a new generation of well-being initiatives. Additionally, Army Family Action Plan (AFAP), continues to be the grassroots effort to identify, elevate and resolve issues of concern to Soldiers, Families and Civilians.

Our objectives for this line of effort are clear: To ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.

LOE 2: Soldier, Family and Civilian Well-being

Keys to Success

SW1 – Standardized programs and services for Soldiers, Families and Civilians.

SW2 – Excellence in schools, youth services and child care.

SW3 – Facilities, programs, and services that support recreation, leisure, travel, and single Soldiers.

SW4 – State and community support and relationships.

SW5 – Well-being programs and services to meet Soldier, Family and Civilian needs throughout the entire deployment cycle.

SW1 Standardized Programs and Services for Soldiers, Families and Civilians

Goal: Provide high quality and consistent programs and services across the Army to maintain uniform delivery of programs and to mitigate the stress of military life on Soldiers, Families and Civilians. Ensure integrated programs and services support the diverse needs of Soldiers, Families and Civilians.

Metrics:

- ✓ % of garrisons with ACS centers accredited.
- ✓ % of garrisons meeting ACAP standards.

Sub-tasks:

SW1-1: Staff, synchronize and standardize Army Community Service (ACS) Soldier, Family and Civilian programs and services. IAW: ACS Accreditation_AR608-1

SW1-2: Deliver Survivor Outreach Services (SOS) to standard; providing consistent, predictable levels of service regardless of location or component. IAW: Public Law 109-163 dated, 6 Jan 06, AR 601-8-1, Army Casualty Program, 30 Apr 07, AR 608-1, Army Community Centers, 18 Sep 07, AR 600-20, Army Command Policy, 27 Apr 10, The Army Family Covenant, 17 Oct 07

SW1-3: Deliver services to Exceptional Family Members to standard. IAW: PL 93-112, DODI 1010.13, DODD 1342.17, DODD 1020.1, DODI 1342.22, EO12606, EO13045

SW1-4: Deliver Employment Assistance, Career Development and Benefits Briefings to Soldiers, Families and Civilian employees who Transition from Military and Civil Service. IAW: US Code Title 10-1142 (Pre-separation Counseling), US Code Title 10-1143 (Employment Assistance), US Code Title 10-1144 (Employment Assistance, Job Training Assistance and other Transitional Services: Department of Labor), DODI 1332.35 (Transition Assistance for Military Personnel), DODI 1332.36 (Pre-separation Counseling for Military Personnel), MILPER MSG 09-027 (Transition Services for Soldiers Undergoing Processing for Medical Separation or Retirement), MOU DOL/DOD 2007 (Transition Assistance Program and Disabled Transition Assistance Program)

SW2 Excellence in Schools, Youth Services and Child Care

Goal: Ensure we support the readiness and well-being of Families by reducing the conflict between unit mission requirements and parental responsibilities. Ensure our Army Families have access to child care and youth programs at a level commensurate with the society which they defend.

Metric:

- ✓ % of eligible child development services, school age services and youth programs DoD certified.

Sub-tasks:

SW2-1: Standardize facilities for child care and youth services (Army-wide). IAW: Army Standard for Child Development Centers, Army Standard for Youth Centers

SW2-2: Deliver standardized Child, Youth and School Services programs across components. IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs.

SW2-3: Deliver Child, Youth and School Services to meet Army demand standards for both Active and Reserve Components. IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs.

SW2-4: Leverage installation and community based child care and youth programs and services to mitigate the effects of isolation. IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs

SW2-5: Validate Child, Youth and School Services Programs are executed to Army and national standards. IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs.

SW3 Facilities, Programs, and Services that Support Recreation, Leisure, Travel, and Single Soldiers

Goal: Deliver a baseline of services and programs to Soldiers, Families and Civilian employees to standard. Ensure these programs continue to meet the needs of the Army as well as Soldiers, Family members and Civilian employees.

Metrics:

- ✓ % of garrisons meeting standards for Army Lodging, Community Recreation and Business programs.
- ✓ Customer satisfaction with Army Lodging, Community Recreation and Business programs.

Sub-tasks:

SW3-1: Provide quality recreation facilities, programs and services for Soldiers, Families, and Civilians. IAW: AR215-1, DoDI 1015.10, FMWR Resource Drivers

SW3-2: Deliver quality Family, Morale, Welfare and Recreation (MWR) business operations and initiatives. (Including but not limited to: Bowling; Golf; Food, Beverage & Entertainment (FB&E) programs; Bingo; and the Joint Services Prime Vendor Program (JSPVP)). DODI 1015.10, ENCL 5, PARA 3 (06 Jul 2009), AR 215-1, CH3, SEC II

SW3-3: Provide quality on-post transient Lodging that meets mission requirements and Army Lodging standards. IAW: Army Lodging Standards, AR 215-1.

SW3-4: Deliver Better Opportunities for Single Soldiers (BOSS) programs. IAW: AR215-1, DoDI 1015.10, FMWR Resource Drivers.

SW4 State and Community Support and Relationships

Goal: Utilize the Community Covenant Program as the platform to communicate Soldier and Family needs and inspire continued support from the communities surrounding our installations. Develop and maintain consistent relationships and communication between the installation and the community in order to sustain enduring partnerships and support, especially during deployments.

Metric:

- ✓ % of garrisons with a Garrison Commander rating of '5' on community relationships and support.

SW4-1: Sustain the Community Covenant commitment. IAW: HQDA EXORD 153-08 - For Army Community Covenant and Signing Ceremonies.

SW4-2: Identify and incorporate or integrate community-based programs to complement existing Army programs and services. IAW HQDA EXORD 153-08 - For Army Community Covenant and Signing Ceremonies.

SW4-3: Promote local community understanding of the installation mission and Army life through participation in civic forums. IAW: AR 360-1, CH 8, PARA 8-1

SW4-4: Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible. IAW: AR 360-1, CH 5 and CH 8, PARA 8-1

SW4-5: Enhance community relations through use of the internet and social media, print and electronic media, open houses, in-person presentations, and special events to raise local civilian community awareness of military life. IAW: AR 360-1, CH 5 and CH 8, PARA 8-1

SW5 Well-Being Programs and Services to Meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle

Goal: Provide services and programs targeted specifically to Soldiers, Families and Civilian employees engaged in the deployment cycle. Recognize the commitment and sacrifice Families make every day maintaining the "home front" while their spouse or parent is away.

Metric:

- ✓ Number of Army Community Services (ACS) Military Family Life Counselor contacts.

Sub-tasks:

SW5-1: Ensure availability and accessibility to quality programs and services designed to mitigate the effects of persistent conflict on the Army Family. IAW: The Army Family Covenant, DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs, DoDI 6490.06. Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members, 21 April 2009, DODD 3000.05, Stability Operations, 16 September 2009, MFLC Standard Operating Procedures, May 2008

SW5-2: Expand the reach of Army One Source through Community Support Coordinators (CSC).

Leader and Workforce Development

Objective: Sustain a multi-skilled Installation Management workforce with the knowledge, capabilities, skills and opportunities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians around the world.

Professional leadership of a talented and motivated Installation Management workforce is the key to successful execution of our mission today and for the future.

Our primary objective is to build and sustain a cadre of agile and adaptable leaders and a multi-skilled workforce, Soldier or Civilian, with a commitment to develop and deliver installation services for the Army community. They will be passionate about improving quality of life, safeguarding human health, utilizing our resources wisely, and increasing stewardship of our natural environment. This campaign plan provides the enabling strategies that solidify our commitment to excellence in our workforce and in accomplishing our mission so critical to the success of the Army. We will use effective leadership, mentoring and knowledge management to develop and maintain effective teams operating in an environment of open communications and feedback.

Professional leadership of a talented and motivated Installation Management workforce is the key to successful execution of our mission today and for the future.

Leaders will ensure our workforce is afforded a work environment that promotes equal opportunities for employment, training, achievement, advancement and overall well being. Every member of our Installation Management Community will be treated with the dignity and respect they richly deserve.

We will enable our cadre of leaders by providing them with the information required to make transparent and high quality decisions that support the priorities and the values of Installation Management. They will be empowered to do what is right and in the right way through innovation and initiative, addressing issues and challenges quickly, directly and as close to the problem at hand as dictated by the need for safety and efficient use of resources.

We will fully leverage the *Army Leader Development Strategy* to facilitate career-long development for our workforce through education, training, and assignments. Army and IMCOM Regulations 350-1 serve as the blueprint to develop the workforce and ensure

that our leader development policies are consistent and strategic. We will map out experiences, education, and training for our workforce to facilitate their career development and progression while providing an environment that encourages self-development and life-long learning. By leveraging technology, opportunities for collaboration will lead to innovative solutions to improve services while expanding knowledge and saving resources.

Commanders will ensure that training plans are developed, monitor execution on a quarterly basis, and protect dollars for training consistent with annual funding guidance. They will focus on stewardship of resources by maximizing centrally-funded (or low-cost) training plus use developmental and on-the-job stretch assignments to grow workforce capabilities.

Leaders will communicate tirelessly so that every Installation Management Soldier and Civilian understands and acquires the competencies to effectively perform their jobs. Leaders will grow supervisors and staff using a requirements-driven plan that is deliberate, continuous, sequential, and progressive to facilitate career growth. Supervisors must regularly counsel and mentor employees, prepare realistic and strategic Individual Development Plans, and ensure opportunities for training and development are fiscally-informed and carried out. Individuals will take personal responsibility for their professional development and actively pursue opportunities, on and off duty. Installation Management leaders will manage our talent to ensure the right person, is in the right job, at the right time.

LOE 3: Leader and Workforce Development

Keys to Success

LW1 – Multi-Skilled and Adaptive Leaders
LW2 – Constant Communication and Continuous Feedback
LW3 – Teamwork, Professionalism and Selfless Service in All Things
LW4 – Empowered Workforce Focused on Collaboration and Innovation
LW5 – Continuing Education and Training Opportunities
LW6 – A Resilient, Sustainable and Healthy Workforce

LW1 Multi-Skilled and Adaptive Leaders

Goal: Develop leaders who possess strong intellect, professional competence, high moral character, and are outstanding role models for junior staff. Ensure supervisors and staff members have the level of training, education and assignments to make recommendations and decisions in the best interest of the organization. Increase competencies in stewardship of human, financial, and environmental resources within the workforce at every level.

Metrics:

- ✓ % of workforce who have completed required leader development education for their position.

- ✓ % of supervisors who meet mandatory supervisory training course requirements.

Sub-tasks:

LW1-1: Grow leaders – Execute a requirements-driven plan for leader development that builds breadth and depth in leader competencies. Ensure individuals complete Army required leadership training documented in AR 350-1 and IMCOM Regulation 350-1.

LW1-2: Grow supervisors and staff – Maintain a succession plan for supervisory positions, ensure vacancies are filled rapidly, and capitalize on under-lap to provide opportunities for non-supervisors to obtain supervisory experience. Ensure completion of mandatory training for all supervisors identified in IMCOM Regulation 350-1.

LW1-3: Grow business acumen and cost-management skills by ensuring training plans incorporate these as critical requirements.

LW1-4: Grow environmental sustainability acumen that builds breadth and depth in energy, water, waste and environmental stewardship.

LW2 Constant Communication and Continuous Feedback

Goal: Instill superior communication practices for results-driven, competent leadership to effectively supervise, rate, counsel, coach, and mentor individuals. Encourage an environment where others feel free to contribute openly and candidly in order to create a unit that is poised to recognize and adapt to change. Foster a culture of Equal Employment Opportunity and fair treatment for all employees. Develop leaders who are approachable, show respect for others' opinions, and who welcome contrary viewpoints or unconventional ideas.

Metrics:

- ✓ % of workforce who receive their efficiency or performance ratings on time as required by appropriate regulation.
- ✓ % of workforce who respond positively to specified questions on Command Climate Survey.

Sub-tasks:

LW2-1: Ensure effective and continuous internal dialog between leaders and the workforce. Performance management will be continuous and include timely performance plans, counseling, ratings and feedback.

LW2-2: Maintain continuous external dialog with customers and instill the workforce is adaptive to change based on their needs.

LW2-3: Expand opportunities for collaboration and communication among the workforce to transfer knowledge leveraging technology and appropriate social media.

LW2-4: Resolve complaints at lowest possible level; maximize use of through Alternate Dispute Resolution.

LW3 Teamwork, Professionalism and Selfless Service in All Things

Goal: Prepare competent leaders who display confidence through their attitudes, actions, and words. Instill an ethic of teamwork and mutual trust based on professional commitment to the group. Develop individuals who recognize and overcome obstacles to team effectiveness and lead by example, constantly reinforcing the importance of the group over individual self-interest. Inspire selfless service as a requirement for effective teamwork to realize our common Army Values and task and mission objectives. Encourage others to work together, while promoting group pride in accomplishments.

Metrics:

- ✓ % of workforce completing Orientation for New Employees as specified in IMCOM Regulation 350-1.
- ✓ % of workforce who respond positively to specified questions on Command Climate Survey.

Sub-task:

LW3-1: Sustain a culture of trust and pride in the organization. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and procedures. Ensure completion of mandatory training in Ethics, Prevention of Sexual Harassment and similar requirements.

LW4 An Empowered Workforce Focused on Collaboration & Innovation

Goal: Foster an innovative environment where the workforce is empowered to exploit new ideas and provide an opportunity for the Installation Management Community to create new business value in service delivery while adapting to external changes. Leaders will encourage subordinates to think creatively, innovate, and learn from mistakes. Reward innovation that furthers the goals of the organization and provides solutions that improve products and services. Promote use of local honorary awards and nominate deserving individuals for higher level awards that warrant recognition by Army and DoD.

Metrics:

- ✓ % of garrisons receiving individual or team award recognition from Army, DoD, or other non-DoD organizations.

- ✓ % of workforce who respond positively to specified questions on Command Climate Survey.

Sub-tasks:

LW4-1: Reward units and individuals who have made significant contributions to execute the Installation Management Campaign Plan.

LW4-2: Enhance collaboration and staff innovation that contribute to Installation management problem solving, improved delivery of customer and installations services.

LW5 Continuing Education and Training Opportunities

Goal: Establish an organization environment that values and encourages life-long learning. Ensure all personnel have Individual Development Plans, an annual training plan is developed, and funding is protected to provide a workforce that is equipped with job-essential skills, accreditations and credentials. Inspire a personal commitment to self-development in the workforce. Promote deliberate, continuous and sequential training to facilitate career growth and use of off-duty educational opportunities to broaden perspectives and critical thinking. Fully utilize Army career program plans, published "road maps" and capabilities of the Army Career Tracker (ACT) to plan continuing education, training opportunities and progression.

Metrics:

- ✓ % of employees with Individual Development Plans (IDPs)
- ✓ % of workforce who respond positively to specified questions on Command Climate Survey.

Sub-tasks:

LW5-1: Develop and execute annual training plans that provide valuable and cost-effective opportunities based on needs assessment, mandated training and Individual Development Plans. Ensure all completed training instances and costs are properly recorded in employee personnel records.

LW5-2: Expand learning opportunities through leader development sessions and partnerships with other organizations.

LW5-3: Educate Leaders and Workforce on capabilities Army Career Tracker.

LW6 A Resilient, Sustainable and Healthy Workforce

Goal: Create a culture of wellness which fosters and encourages all to participate in and promote healthy living as a priority. Physical fitness and resiliency is a foundation of health, decreases likelihood of workplace injuries, enhances workforce performance, and increases spiritual and mental well-being for all personnel. Leaders will serve as role models by participating in fitness activities and providing group events that inspire others to do so.

Metrics:

- ✓ % of workforce enrolled in the President's Challenge for Physical Fitness Program
- ✓ % reduction in workplace injury claims over last year by Installation Management employees.

Sub-tasks:

LW6-1: Enhance and communicate comprehensive physical fitness opportunities for all personnel.

LW6-2: Implement and integrate health and wellness education programs that encompass the five pillars of Resiliency.

Installation Readiness

Objective: Installations are platforms of readiness supporting Senior Commanders' current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and enable the provision of effective services to Soldiers, Families and Civilians.

Installation Readiness is achieving mission excellence through streamlined processes, strategic partnerships, and good stewardship of resources that address Army priorities and meet the mission requirements of Senior Commanders. It translates into the ability to provide a growing and transforming Army with the infrastructure and support services it needs to remain a highly effective, expeditionary and campaign-quality force, today and in the future.

The rapid, continuous rate of change in our current environment requires installations to be resilient and agile. We will manage installation facilities and provide services to support Senior Commander needs throughout the ARFORGEN cycle, within the limits of our resources.

Installations will improve their ability to meet Commanders' needs by embedding Army Communities of Excellence principles into their action planning and by implementing innovative business practices to enhance the relevance of installations to Senior Commanders' mission success. Communities of Excellence are cost-conscious integrators of key sustainability initiatives and communicators that share information and best practices across and between all levels of management. In an effort to communicate these strategies, HQs will provide a systematic approach to converting good ideas, best practices and benchmarked methodologies into quality products and services for our customers.

Installation Readiness is achieving mission excellence through streamlined processes, strategic partnerships, and good stewardship of resources that meet the mission requirements of Senior Commanders.

Sustainability is a major facet of installation readiness. Today, the interdependence between mission excellence, energy security, environmental stewardship and community relations has never been more apparent. Our efforts to support installation sustainability will yield multiple benefits for the Army. We will collaborate with industry and Army Commands to establish installations that are more energy efficient and self-sustaining than in the past. We will work with our community partners as we pursue sustainability in our long range goals,

address encroachment issues and reaffirm our installations as valued neighbors. We will build healthy, inviting communities and quality housing that allow Soldiers and Families to thrive.
We will continue to modernize installation training facilities to support Full Spectrum Operations (FSO) training and create training conditions that realistically portray the operational environment. We will provide training areas and facilities that provide Soldiers with realistic experience, thoroughly preparing them for all contingencies. We will continue to focus our attention on current and emerging technologies, leveraging opportunities to conserve energy, promote water conservation, reduce waste, preserve natural resources, enhance training realism, and reduce supply chain vulnerability.

A fully integrated Installation Protection Program will not only protect but enable readiness and resilience of loved ones, facilities, information and equipment at all locations and in all situations. Leaders will ensure adequate prioritization of efforts and funding for all facets of installation protection/emergency management activities (prevention, preparedness, response, recovery and mitigation) as reflected in the National Response Framework.

A fully capable Emergency Services program provides a safe and secure environment for Soldiers, Family Members, and Civilians working and living on our installations. First responders will be trained, and equipment will be maintained and exercised as required. Risk assessments will be conducted in order to prioritize and fund programs.

We will engage community leaders outside our fence lines to improve the quality of services available to Soldiers, Families and Army Civilians, improve public awareness and involvement in quality of life issues, and complete joint long-range planning to ensure mutual long-term growth and viability.

LOE 4: Installation Readiness

Keys to Success

IR1 – Sustainable Infrastructure that Supports Senior Commander Requirements
IR2 – Sustainable Army Communities of Excellence
IR3 – Installation Boot Prints Streamlined and Transformed
IR4 – Enhanced Capabilities through Partnerships
IR5 – The Army's Infrastructure Modernized and Sustainable
IR6 – Environmental Stewardship
IR7 – Quality Housing and Barracks
IR8 – A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets

IR1 Sustainable Infrastructure that Supports Senior Commander Requirements

Goal: Design, construct, sustain, restore, and modernize our infrastructure to support current and future Senior Commander requirements. Develop sustainable infrastructure that is resource and energy efficient, provides a safe, productive working and living

environment that is fully incorporated into enterprise and installation level management and decision support tools. Ensure our installation infrastructure meets the training and deployment needs to ensure all assigned units meet ARFORGEN requirements.

Metric:

- ✓ FYDP funding allocated to modernize facilities vs. funding allocated to meeting facilities deficits.

Sub-tasks:

IR1-1: Sustain, repair and modernize the training infrastructure, including ranges, virtual and constructive training facilities, urban operation training complexes, classrooms, and training land that are required to support full spectrum operations training throughout the ARFORGEN cycle to create the training conditions that realistically portray the operational environment.

IR1-2: Facilities maintained and sustained such that their condition does not degrade.

***IR1-3*:** Provide airspace management, airfield services and infrastructure in support of soldier training, mobilization and deployment.

IR1-4: Design, operate and maintain facilities following design guidance for high performance green buildings (ASHRAE 189.1).

IR2 Sustainable Army Communities of Excellence

Goal: Have a management framework that provides a "communities of excellence" culture where IMCP programs and processes are collectively executed, assessed, measured, and continually improved. Region Directors, Service Owners and LOE Leads collaborate to ensure business practices will help deliver common services and products based on the customer's voice and to support evolving ARFORGEN current and future requirements. This will help to optimize our balanced portfolio for continual process improvement.

Metrics:

- ✓ Annual IMCP Implementation Assessment.
- ✓ Cost Savings realized through Continuous Process Improvements (CPI) and enterprise initiatives.

Sub-tasks:

IR2-1: Operationalize a standard driven Integrated Management System to execute the Army Sustainability Campaign Plan and Installation Management Campaign Plan.

IR2-2: Drive a cost-conscious culture that is effective, efficient and sustainable.

IR2-3: Promote the development and sharing of information, identifying/documenting best practices and enterprise initiatives for implementation across the Installation Management Community.

IR3 Installation Bootprints Streamlined and Transformed

Goal: Repurpose or remove excess facilities and recycle materials to support new construction or the modernization and rehabilitation of other facilities. Re-use, recycle or responsibly dispose of excess goods and materials before they become a threat to the safety and health of Soldiers, Families or Civilians. Plan and program to eliminate shortfalls and functionally-inadequate facilities to address our most urgent needs.

Metric:

- ✓ Annual Change in Gross Square Footage (GSF) of facilities.

Sub-tasks:

IR3-1: Evaluate repurposing of excess facilities prior to planning for removal.

IR3-2: Replacement of functionally inadequate inventories.

IR3-3: Facility shortages programmed and built to support Senior Commander priorities.

IR3-4: Control the growth of the overall gross square footage bootprint of installations by using effective space management practices, removal of obsolete, excess capacity, and identify one-for-one demolition for all new construction projects.

IR4 Enhanced Capabilities Through Partnerships

Goal: Enable partnerships to access unique capabilities without having to support the function over the long term. Develop partnerships with local communities, universities, other governmental and non-governmental organizations to address issues of mutual concern and to enable the Army to both address an issue of importance and develop the relationships that help it to address those issues in the future. Reach out to stakeholders and educate them about the Army and its mission. Leverage the private sector to procure/acquire goods and services for cost and performance benefits.

Metrics:

- ✓ Reduction in Army liabilities for deficient utility systems and deteriorated capabilities.
- ✓ Increased volume of Enhanced Use Lease (EUL) and Utilities Privatization (UP) partnerships.

Sub-tasks:

IR4-1: Leverage private sector and local community Enhanced Use Lease (EUL) partnership opportunities, Army Compatible Use Buffers (ACUB), Sustainable Communities initiatives and other methods to develop cost effective operations, sustainable infrastructure, and high quality services and facilities for our Soldiers and their Families.

IR4-2: Employ Utilities Privatization (UP) to reduce Army liabilities for deficient utility systems and their deteriorated capabilities.

IR4-3: Employ Utilities Privatization (UP) to increase the sustainability of utility systems, and improve energy surety and security thereby increasing the value of utility assets privatized, which are fully funded for recapitalization and ongoing repair and restoration requirements.

IR5 The Army's Infrastructure Modernized and Sustainable

Goal: Execute an Installation Management Community holistic facilities investment strategy. Maintain situational awareness of infrastructure condition and life-cycle material resource consumption. Plan at the enterprise and installation level to modernize facilities with Sustainment, Restoration, and Modernization (SRM) and MILCON funds. Upgrade the infrastructure to improve their energy efficiency, water efficiency, resource use, and the overall capability to support the current and future requirements of Senior Commanders. Use current technology to support sound business decisions and provide new ways to deliver quality services effectively.

Metrics:

- ✓ Improving condition of the Army's worst facilities through execution of SRM projects.
- ✓ Reduce energy and water usage in each monitored and metered building.

Sub-tasks:

IR5-1: Systematically modernize and upgrade facilities to attain modern functional mission requirements.

IR5-2: Manage transportation infrastructure (bridges, dams, roads, railroads and water front ports) that efficiently and effectively meets current and future planned demand.

IR5-3: Sustain and modernize utility infrastructure condition and capacity to improve energy and water efficiencies to meet Senior Commander requirements.

IR5-4: Utilize current and advanced technology to support sound business decisions and new ways of service delivery.

IR 5-5: Apply enterprise class IT solutions to reduce costs and optimize garrison level operations and installation services.

IR 5-6: Sustain range and training land infrastructure to preserve training capability for future generations.

IR6 Environmental Stewardship

Goal: 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. Proactively address environmental matters to ensure Soldier, Family and Civilian readiness.

Metrics:

- ✓ % of required stewardship plans current and approved, integrated, implemented and managed.
- ✓ % reduction of training days lost + % reduction of industrial days lost due to correctable significant environmental stewardship aspects and impacts based on 2009 baseline.
- ✓ % reduction of waste going to landfill.

Sub-tasks:

IR6-1: Leverage Low Impact Development (LID) and environmental planning capabilities to reduce environmental impacts and risk to ensure safe and healthy communities.

IR6-2: Apply business process improvements and effective program management to meet environmental quality program goals while maintaining effective operations.

IR6-3: Execute cost-effective environmental cleanup to allow safe return of property for Senior Commanders' use and to protect human health and the environment at Army installations.

IR6-4: Minimize generation of waste and pollutants to reduce adverse impacts to the environment while increasing recycling of waste streams (plastics, metal, glass, paper, cardboard).

IR6-5: Apply best management practices to enhance and increase populations of endangered species with an end state objective of sustaining the natural environment.

IR7 Quality Housing and Barracks

Goal: Provide quality housing that contributes to the retention and recruitment of Soldiers and Families. Ensure that condition and availability of housing is commensurate with private sector off-post opportunities. Balance facility deficits and surpluses before new construction is approved and minimize use of maintenance dollars and expenditure of military construction (MILCON) funds.

Metrics:

- ✓ % of Army Families satisfied with Residential Communities Initiative (RCI) privatized housing.
- ✓ % of barracks (BT/AIT/AT/PP/MOB/WIT) that meet Army standards, current vs. end of FYDP.

Sub-tasks:

IR7-1: Sustain and provide Family housing.

IR7-2: Certify Housing Services Offices (HSO).

IR7-3: Sustain and occupy Permanent Party (PP) Barracks to standard.

IR7-4: Sustain and modernize Basic, Advanced Individual, and Advanced Skill Training (BT/AIT/AST) barracks.

IR7-5: Sustain Annual/weekend/Mobilization (AT/MOB) barracks to standard.

IR7-6: Sustain and occupy Warrior in Transition barracks to standard.

IR8 A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets

Goal: Provide an effective protection capability at Army installations by providing supported units with the requisite, full-spectrum protection measures that enable conduct of Total Force operations. Ensure installation public safety, security and emergency management through preparedness, response, recovery and mitigation programs based upon the Risk Management Process. Prevent and minimize damage to Soldiers, Families and Civilians along with facilities, information and equipment at all Army installations.

Metrics:

- ✓ % installations with Installation Emergency Management Program capabilities in compliance with the National Incident Management System.
- ✓ % installations meeting DoD and/or Army time standards and capabilities in response to emergency service calls.

Sub-tasks:

IR8-1: Ensure Installation Emergency Management (IEM) Programs In Accordance With (IAW) Department of Defense and Army directives (Department of Defense Instruction (DODI) 6055.17, DoD Installation Emergency Management; Army Directive (AD) 2008-02: Army Protection, Army Campaign Plan (ACP) Object 2.7; AR 525-27, Army Emergency Management and other applicable Army Protection related documents establishing National Incident Management System (NIMS) standards and capabilities.

IR8-2: Ensure installations validate their protection capabilities by the results of a full scale All-Hazards exercise on an annual basis that is multi-agency, multi-jurisdictional and multidiscipline, enabling interoperability among local, county, state and federal jurisdictions, in order to plan, prepare, respond and recover from natural disasters and/or terrorist attacks and to provide command and control.

IR8-3: Ensure Installations are capable of executing Installation Protection/Emergency Management operations to include Defense Support to Civil Authorities (DSCA) missions.

IR8-4: Ensure installations execute Critical Infrastructure Programs and Continuity of Operations Program (COOP) in accordance with (IAW) AR 525-26, Infrastructure Risk Management and AR 500-3, Army Continuity of Operations Program, Policy and Planning.

IR8-5: Ensure designated installations execute Surety Support operations as required to safeguard surety materials and protect the workforce and local community per Army Regulations (AR): AR 50-6, Chemical Surety, 28 July 2008, AR 50-1, Biological Surety, 28 July 2008, and AR 50-5, Nuclear Surety, 01 August 2000.

IR8-6: Ensure prevention and deterrence is incorporated into the law enforcement, security, antiterrorism and Fire and Emergency Services (ES) program to provide a safe and secure environment for Soldiers, Families, and Civilians working and living on the installation.

IR8-7: Execute first responder capability on our installations based on current and valid risk assessments.

Safety

Objective: Commanders and leaders will lead the way in changing behavior to prevent accidents, and will empower Soldiers, Families and Civilians at all levels to speak up when they see someone ignoring safety rules or doing something risky. Safety is everyone's business and it is our responsibility to ensure safe performance in all we do. Everyone will be held accountable for accident prevention.

The Installation Management Community is committed to establishing a culture of safety through effective leadership; accountability; training; composite risk management; enforcement of standards; and empowering Soldiers, Civilians and Families to make safe choices in any situation.

We have an inherent obligation to provide a safe and healthful living and working environment for Soldiers, Families and Civilians who constitute the Army family. We have dual safety responsibilities in support of the Army: improving our own safety posture and providing safety support and services to Senior Commanders and tenant units to improve their safety performance. The success of our efforts is predicated on sound leadership and people in our organization who adhere to and carry out the following:

The Installation Management Community is committed to establishing a culture of safety through effective leadership; accountability; training; composite risk management; enforcement of standards; and empowering Soldiers, Families and Civilians to make safe choices in any situation.

- Hold everyone accountable for accident prevention. Leaders will identify risks inherent in operations and implement appropriate countermeasures through detailed mission analysis to mitigate risks to our workforce and Family members. Evaluation reports and counseling sessions will address specific safety responsibilities and goals.

- Recognize and reward safe performance. Recognize individuals and units at all levels for their safety performance, accident prevention efforts and accomplishments.

- Ensure 100 percent reporting of accidents. Investigate all accidents with a focus on identifying the root causes, contributing factors, and actions taken. Communicate the results of the investigations as lessons learned to prevent similar accidents.

- Conduct annual safety stand-downs when all personnel stop normal work as a concerted effort to correct safety deficiencies and provide safety training.

- Ensure everyone receives composite risk management and other mandatory safety training IAW Army Regulation 385-10, The Army Safety Program.

- Conduct and participate in the Installation Safety and Occupational Health Advisory Council and/or similar community risk reduction councils to address safety performance, hazards and risk mitigation, safety awareness and campaigns, and share lessons learned.

- Widely publicize safety alerts, safety grams, and other safety emphasis memoranda to highlight results of accident investigations, lessons-learned, special emphasis accident prevention topics, etc. through all media such as Facebook, Twitter, Flickr and other public communication outlets. Leaders encourage all personnel to review and adhere to IMCOM Policy Memorandum 385-10-1 – Safety Policy as well as local garrison and installation command policies.

To identify and manage safety risk, first line supervisors will review and evaluate processes, systems, facilities, equipment, and activities to ensure they are compliant with standards and free of hazards. Ensure all personnel have the training to perform work in a competent, safe, and sound manner, protecting their personal safety and health and that of others around them. Where hazards exist, employees will be empowered to report those hazards with no restraint, interference, coercion, discrimination, or reprisal.

When hazards result in Army accidents, we will report and investigate those accidents consistent with AR 385-10. Publicize pertinent close-calls and lessons-learned to prevent recurrences. Recognition and awards will be bestowed on organizations and people for their outstanding accident prevention efforts.

We are firmly committed to ensuring safety underpins all of our business practices. Such a foundation ensures effective and efficient operations while preventing unnecessary loss of life, disabling injuries, destruction of facilities and waste of resources. All accidents are predictable and preventable. Our strategy includes compliance with and enforcement of Federal, Department of Defense and Army safety requirements and institutionalizing lessons learned and best practices in regulations and standard operating procedures. We will capitalize on technology for more expansive communication of risk management, situational awareness, lessons learned and best practices.

Our strategic safety goal is to build on a compliance-driven program to nurture a culture where safety is instinctive and intuitive in all operations and activities. We must ensure that everything we do is moving us closer to exemplary safety performance. If you aren't actively promoting safety, you are part of the problem – there is no middle ground.

LOE 5: Safety

Keys to Success

SF1 – Effective Privately Owned Vehicle (POV – motorcycle and auto) safety programs in place
SF2 – Heightened safety awareness across the Command
SF3 – Employ hazard control measures to foster a safe working and living environment
SF4 – Require and promote safe and healthy practices in professional and personal activities
SF5 – Support Senior Commanders' safety and occupational health programs

SF1 Effective Privately Owned Vehicle (Motorcycle and Auto) Safety Programs in Place

Goal: Provide privately owned vehicle (POV) safety training for Soldiers and Army Civilian employees through the Army Traffic Safety Training Program to instill/reinforce a positive attitude toward driving safely and improve motorcycle operating skills. The Army Traffic Safety Training Program provides a standardized, mandatory curriculum to educate and train Army personnel on safe privately owned vehicle (automobiles and motorcycles) operation.

Metrics:

- ✓ Installation POV Class A-C accident rate for current fiscal year compared to the same time period in the previous fiscal year.
- ✓ % of required automobile and motorcycle training given on time.

Sub-tasks:

SF1-1: Deliver the Army Traffic Safety Training Program (ATSTP).

SF1-2: Establish an Army-wide motorcycle mentorship program.

SF2 Heightened Safety Awareness Across the Command

Goal: Safety requires a collaborative effort, involving all Command levels. It hinges critically on good safety communication with employees on the importance of maintaining a safe and healthy environment on and off duty. Motivate the workforce and increase awareness of safety issues, and in turn you will prevent accidents and injuries. Safety campaigns and stand-downs are effective safety promotion methods.

Other alternative methods of communication should include safety checklists, bulletins, newsletters, posters and notices, newspapers, and talks and discussions with the workforce. More effective communication can be achieved if a combination of these is used rather than adopting one method in isolation. Using technology such as Facebook, Twitter, Flickr and other public communication outlets will ensure quick and wide dissemination of safety messages to individuals in the bowels of the organization and can act on the information.

Metrics:

- ✓ % of Garrisons that have implemented action plans to address focus areas identified in the ARAP surveys.
- ✓ % of Garrisons establishing partnerships/alliances with safety organizations (e.g., Mothers Against Drunk Driving, National Safety Council, Click It or Ticket, Consumer Product Safety Commission, etc.), and publishing safety awareness media, e.g., safety grams, holiday information, seasonal awareness, safety alerts, etc.

Sub-tasks:

SF2-1: Conduct seasonal safety campaigns to achieve a safety mindset.

SF2-2: Conduct installation-level safety and occupational health advisory councils and/or community risk reduction councils.

SF2-3: Participate in the Army Readiness Assessment Program (ARAP) and develop action plan to address program weaknesses.

SF3 Employ Hazard Control Measures to Foster a Safe Working and Living Environment

Goal: As a condition of employment, commanders and leaders will ensure every military and civilian employee is familiar with safety standards applicable to their work. Supervisors will use the results from the job hazard analysis to eliminate hazards in workplaces. The analysis is a valuable tool for training new employees in the steps required to perform their jobs safely, and can be used to establish standards for performance evaluations. Use Composite Risk Management (CRM) to enhance personnel understanding of safe practices and instill a greater awareness of hazard identification and accident avoidance.

Metrics:

- ✓ % change in Garrison lost work days due to accidents for current fiscal year compared to same time period in previous fiscal year.
- ✓ Number of safety inspections, findings from accident investigation, repairs or maintenance deferred.

Sub-tasks:

SF3-1: Conduct job hazard analyses for selected occupations.

SF3-2: Provide safety training and education as required by AR 385-10, Army Safety Program.

SF3-3: Ensure 100 percent reporting of accidents, investigations and analysis in accordance with Army Regulation 385-10.

SF3-4: Ensure units on the installation are using Army systems such as the Army Training Requirements and Resources System (ATRRS), Digital Training Management System (DTMS) and the Army IMCOM Registration System (AIRS) to manage student training.

SF4 Require and Promote Safety in Professional and Personal Activities

Goal: Commanders and leaders have the responsibility to ensure Soldiers and Civilian employees identify and assess risks, determine processes to eliminate losses, and carry out daily assignments without injuring personnel or destroying vital equipment. Leaders will be safety alert in every aspect and will hold everyone accountable for accident prevention. Evaluation reports and counseling sessions will address specific safety responsibilities and goals. Leaders will recognize individuals and units at all levels for their safety performance, accident prevention efforts and accomplishments.

Metrics:

- ✓ % of Garrisons that have met all the training requirements stated in IMCOM Command Policy Memorandum 385-10-1 – Safety Policy.
- ✓ % of Garrisons that have established safety performance requirements in all military efficiency reports and civilian employees' performance plans.

Sub-tasks:

***SF4-1*:** Commanders and leaders will include safety objectives in performance standards and will evaluate safety performance in annual evaluation reports.

***SF4-2*:** By submitting nomination packets thru IMCOM Regions to HQ IMCOM Safety Office, Garrisons will recognize deserving individuals and/or organizations IAW AR 385-10 who have contributed to improving safety performance and furthering safety awareness.

***SF4-3*:** Enter into garrison partnerships and alliances with leaders of other agencies and programs to promote sharing best safety practices, safety resources or other aspects of safety programs to benefit both groups.

***SF4-4*:** Maintain Occupational Health Programs.

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SF5 Support Senior Commanders' Safety and Occupational Health Programs

Goal: Ensure all personnel on the installation understand how the Garrison safety programs and responsibilities apply to them. Ensure this information is available to all military and civilian employees, residents, and visitors on the installation.

Metrics:

- ✓ % of Installation Safety and Occupational Health Advisory Councils chaired by the Senior Commander or his/her designated representative.
- ✓ % of no-shows at Army Traffic Safety Training Program (ATSTP) courses.

Sub-tasks:

***SF5-1*:** Provide appropriate installation safety program overview to all new Soldiers and Civilians during orientation.

***SF5-2*:** Provide installation safety program overview to Family members and visitors.

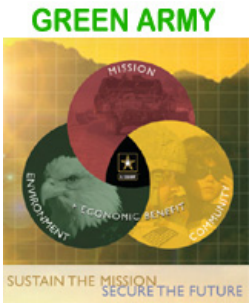
***SF5-3*:** Create and sustain adequate written safety program policies and procedures for each garrison.

***SF5-4*:** Conduct Standard Army Safety and Occupational Health Inspections at every workplace and facility in accordance with Army Regulation 385-10.

Energy and Water Efficiency and Security

Objective: Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide Senior Commanders an increased level of energy and water security leading to sustainable and resilient infrastructure and mission assurance.

The Installation Management Community is committed to enhancing Army capabilities and operations through energy and water efficiency and security. Energy and water are key enablers of Army readiness, in preserving our freedom of action and in being good stewards of the Nation's financial and natural resources. Through conservation, energy and water production and supply from domestic renewable resources and modernized infrastructure, installations will improve the security of the sources of their energy and water over the long term. Reducing our dependency on fossil fuels, the national power grid and reducing water consumption is in direct support of ARFORGEN.



We must leverage strategic energy initiatives through current and emerging technologies and appropriate partnerships to reduce dependence on petroleum, degradation of air quality, and global climate change to reduce greenhouse gas emissions. With mission expansion at Army installations from training and deployment platforms to now include homeland security and disaster relief operations, Senior Commanders need access to adequate and secure supplies of energy and water.

The Installation Management Community is committed to enhancing Army capabilities and operations through energy and water efficiency and security.

Energy and water efficiency and security are important barometers of installation readiness. Integration of sustainability concepts, including building design, operation and maintenance with energy and water efficiency initiatives will ensure compliance with Federal mandates. Consistent with mission requirements, we will capitalize on one of the biggest assets at our disposal – land. We will advance renewable energy sources, such as wind, solar, and geothermal to reduce our dependence on fossil fuels without sacrificing our support to Senior Commanders and ARFORGEN. In addition, we will address installation dependency on the national grid for electric power at a time when these systems capacities are being taxed and vulnerabilities are better understood.

To meet these and other challenges, we will effectively execute programs that recognize energy as a key mission enabler and address the priorities outlined in the

Army Energy Security Implementation Strategy, the *Army Sustainability Campaign Plan* and other Army guidance and Federal mandates. The Installation Management Energy Portfolio provides authority, resource tools, example projects, and actions available to installations in order to improve our energy security posture.

Senior Commanders in tandem with the Installation Management Community are accountable for the consumption and conservation of energy and water resources as laid out by the Army Energy Security Implementation Strategy. We will establish a clear strategy addressing the risks of power supply-disruption and water availability to installation critical missions, activities, and programs to mitigate incidents that potentially threaten operations.

Through training, awareness and collaborative implementation of energy and water conservation practices we will create an energy and water conscious culture. Achieving and maintaining this culture requires Senior Commanders and the Installation Management Community to foster a climate of cooperation in which our communities embrace the reality that the Earth's resources are exhaustible. Such a mind-set protects the installation, mission readiness and conserves natural resources.

Annex F to this campaign plan lays out actions garrisons must implement to achieve LOE 6 objectives.

LOE 6: Energy and Water Efficiency and Security

Keys to Success

EN 1 – Reduced energy and water consumption.
EN 2 – Increased energy and water efficiency and modernized infrastructure.
EN 3 – Improved development of renewable and alternative energy, and access to energy and water supplies.
EN 4 – Improved development of renewable and alternative energy for vehicle fleet.
EN 5 – Reduced carbon bootprint on the environment.

EN-1: Reduced Energy and Water Consumption

Goal: Eliminate wasteful practices, reduce consumption, and change behavior regarding energy and water use. Establish energy and water management accountability throughout the chain of command. Impart knowledge, training, and implement operational practices to achieve long term reduction in energy and water consumption and to strengthen the ability of the Army to fulfill its missions now and in the future.

Metrics:

- ✓ % Reduction in energy consumption per square foot (15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015.

- ✓ % Reduction in potable water consumption per square foot (6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015).
- ✓ % accurate and timely reporting of AESIS metrics.

Sub-tasks:

EN1-1: Institutionalize energy and water savings and conservation procedures across all levels through effective communication to Soldiers, Families, Civilians and contractors of the Army.

EN1-2: Provide full-time, trained professionals, and Certified Energy Managers (CEM) to lead the energy program on each installation and within all IMCOM Regions, Army Reserve and National Guard locations and other land owning commands.

EN1-3: Create enterprise-wide energy and water management tools for utility systems to monitor and measure data and trends for energy and water management and control.

***EN1-4*:** Instill an energy-conscious culture in our communities.

EN-2 Increased Energy and Water Efficiency and Modernized Infrastructure

Goal: Construct new facilities and renovate existing facilities to meet the highest performance standards for energy and water conservation. Provide safe, healthy, sustainable and productive living and working environments that reduce environmental impact while greatly reducing total ownership and life cycle costs.

Metric:

- ✓ % all new building construction and major renovations that achieve LEED Silver certification or better.

Sub-tasks:

EN2-1: Incorporate standardized energy performance requirements into new construction, restoration and modernization projects (UFC 3-400-01 and IMCOM Energy Standards).

EN2-2: Incorporate the US Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) requirements into the design and construction processes (Implement ASHRAE Standard 189.1 upon issuance of Army Policy).

EN2-3: Modernize Army facilities to reduce energy and water use.

EN2-4: Apply emerging technologies and best practices to increase energy and water efficiency and reduce life-cycle costs (Implement EPA Water Sense program requirements upon issuance of Army Policy).

EN-3 Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies

Goal: Improve the security and reliability of our energy and water sources in order to provide dependable utility service and increase the resilience of our facilities. Increase renewable and alternate energy resources to meet energy requirements.

Metric:

- ✓ % renewable and alternative energy consumption in compliance with EPAct05 and not less than: 5% in 2010-2012; 7.5% in 2013; and 25% in 2025.

EN3-1: Develop energy security plans and implement plans through identification of available resources, prioritization of energy requirements, congestion of serving grids and distribution systems, identification of vulnerabilities of on and off-base supplies and assessments of risk of loss of energy resources.

EN3-2: Develop alternative sources of energy to reduce dependence on fossil fuel sources through appropriate investments, public/private partnership or partnerships such as Power Purchase Agreements (PPA), Energy Saving Performance Contracts (ESPC) or Utility Energy Service Contracts (UESC) for resources installed on Army property.

EN3-3: Identify a plan for on-site renewable and alternative energy generation with an end state objective of "Net Zero Energy" installations.

EN-4 Improved Development of Renewable and Alternative Energy for Vehicle Fleet

Goal: Installations achieve a continuous increase in the usage of alternative/renewable fuels based on goals established by Executive Order 13514 by right sizing the non-tactical vehicle fleet; increasing the percent of vehicles capable of using alternative/renewable fuels, and increasing the availability of alternative/renewable fuel sources on or within close proximity to the installation. The Installation Management Community will partner with General Services Administration (GSA), Defense Logistics Agency, Energy (DLA,E) (formerly Defense Energy Support Center), Army Petroleum Center (APC), and the local community for advancing alternative fuel vehicles, infrastructure, and local transit projects strategies.

Metric:

- ✓ 2% annual decrease in fossil fuel consumption using 2005 fossil fuel consumption as a baseline.

Sub-tasks:

EN4-1: Identify and implement appropriate use and needs for alternative/renewable fueled vehicles.

EN4-2: Increase use of alternative/renewable fuels.

EN4-3: Decrease petroleum fuel consumption through upgrading current vehicles, utilizing advanced strategies such as nitrogen in tires, fuel efficient tires and appropriate scheduled maintenance.

EN-5: Reduced Carbon Bootprint on the Environment

Goal: Reduce Scope 1 and 2 greenhouse gases (GHG) emissions by 34% by 2020 from the baseline year 2008. GHG are defined as carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF_6). Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Federal agency. Scope 2 emissions are direct GHG emissions resulting from the generation of electricity, heat, or steam purchased by a Federal agency.

Metric:

- ✓ % Scope 1 and 2 Green House Gas emissions reduction against 2008 baseline.

Sub-tasks:

EN5-1: Determine baseline year 2008 Scope 1 and Scope 2 GHG emissions.

EN5-2: Identify and implement appropriate reduction plans.

EN5-3: Identify and report carbon sequestration characteristics of installations through cataloging area and type of flora and other base landscape that sequesters carbon.

Annex A: Strategic Communication

Objective: Engage with Soldiers, Families, Civilians and other stakeholders to build awareness of and support for the Installation Management Community mission using effective, coordinated, and consistent themes and messages delivered over multiple media with high frequency.

Introduction

Simply defined, strategic communication influences the attitudes and perceptions of key audiences to achieve a desired effect by communicating consistent themes and messages over multiple media with high frequency. The Installation Management Community uses strategic communication to engage key stakeholders by promoting awareness and understanding of Department of the Army interests, policies, and objectives.

Strategic communications and the Installation Management Campaign Plan (IMCP) are inseparable. Communication efforts that do not consistently advance the implementation of the Campaign Plan are unfocused, random activity. Effective strategic communication for the IMCP begins with the content of the plan and the Commanding General's intent and key messages.

In addition, the Installation Management Community leadership functions as an integrated "change coalition" that consistently reinforces Campaign Plan information and messages to their respective organizations. In this way, the Commanding General's "voice" is uniformly personified and amplified in a "cascade" effect reaching all the way to the service provider.

The responsibility for effective strategic communication exists every day at all levels. "One-Command-One-Voice" communication drives clear, credible, coordinated messages and is critical to implementing the IMCP. It enhances contributions to the Army mission across a geographically dispersed enterprise during a period of institutional challenges and change.

Strategic communication themes and key messages are derived from the Commander's Intent and the IMCP, and thus form the basis for communications at all levels. Key Messages are developed to:

- Create a transparent communications environment inside and outside the command
- Ensure consistency, be easily repeatable, and stand out among competing communications clutter
- Lead to commitment and desired action
- Build visibility and support for the Campaign Plan and its Lines of Effort

Areas of Strategic Communications Emphasis

The Army Family Covenant (AFC) will continue to be an area of strategic emphasis for the Installation Management Community. Our Nation has been at war for almost a decade and the Army's promise to support our Soldiers, Civilians, and their Families during this time of persistent conflict continues to be among the Army's highest priorities.

Additionally, three high-level cross-cutting issues are reflected in every Line of Effort. These issues are universal among multiple stakeholders and merit heightened focus to raise awareness of their importance. These issues are:

- **Resilience**
  Proponent: Army G1
- **Cost Culture**
  Proponent: IMCOM G8
- **Army Community Covenant/Partnerships**
  Proponents: OACSIM Director, IS and Garrison Commanders

Concept of Operations

The Office of Strategic Communication (StratComm) works with Army, OACSIM and IMCOM leadership to ensure communication strategies and key messages are consistent with Army doctrine, initiatives, and priorities.

StratComm shares its services with OACSIM, Headquarters IMCOM directorates and special staff sections, the Army Environmental Command (AEC), the Family and Morale, Welfare and Recreation Command (FMWRC), Region Directors, and Garrison Commanders. StratComm provides strategic guidance and direction on communication strategies in support of the Commander's Intent and the Campaign Plan to leadership at all levels.

Engaging stakeholders to gain support and drive action is the key to success. Strategic communication is all about effect (PALMB):

- **P**erception – the transformation of information about the IMCP that gives personal meaning for the stakeholder
- **A**wareness – a basic familiarity with the IMCP and leadership's guidance
- **L**earning – an understanding of the IMCP as it applies to the installation management enterprise and to the stakeholder
- **M**otivation/Engagement – a willingness to collaborate and take action
- **B**elief – favorable attitude toward the IMCP and its impact on the stakeholder

Every event and every engagement, from a simple conversation to a large conference, presents an opportunity to communicate about Installation

Management. Clear and consistent messages delivered over multiple media with high frequency not only contribute to the successful implementation of the Campaign Plan, but also enables us to tell the Installation Management Community story.

Annex B: Effects Calendar

NOV 2010

9/13/2010, 09:27

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Legend: DA Events Battle Rhythm Trips CG / CSM INFO		Election Day FORSCOM ARFORGEN Executive Session^ SICE Board	BRAC Summit VII		Ft Bragg	EO Commemoration: National Native American Indian Heritage Month (1-30 Nov 10) Military Family Appreciation Month
	1	2	3	4	5	6
		DCO w. GCs (1500-1600)	AEB	VETERANS DAY	Training Holiday	
7	8	CSM Rock Island 9	10	11	12	13
		FORSCOM Commanders Conference				
14	15	16	17	18	19	20
		JBSA / IMCOM HQ Bi-Weekly Region VTC (1500-1600)		THANKSGIVING DAY	Training Holiday	
21	22	23	24	25	26	27
		NCR BRAC Council				
28	29	30				

B-1

Annex B: Effects Calendar

DEC 2010

9/13/2010, 09:27

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Legend: DA Events Trips CG IMCOM INFO CG Personal			**Ft Leavenworth** 1	**IMCP v2 LOE Metrics Reivew** 2	3	4
29 5	6	7	8	9	10	11
12	**JBSA / IMCOM HQ** IMCOM HQ Holiday Party 13	14	15	**ACSIM / IMCOM (R) Holiday Party 1130 – 1400 FT Myer O Club D6 open house immediately following** 16	17	18
19	**CG Leave** 20	21	22	23	24	**CHRISTMAS DAY** 25
26	**CG Leave** 27	28	29	30	31	**NEW YEAR'S DAY** B-2

Annex B: Effects Calendar

JAN 2011

9/13/2010, 09:27

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Legend: DA Events Battle Rhythm Trips CG		**AEB**				**NEW YEAR'S DAY** 1
29 2	3	**Bi-Weekly Region VTC** (1500-1600) **SICE Board** 4	5	**JBSA / IMCOM HQ** **DCO w. GCs** (1500-1600) 6	7	8
9	10	11	**Ft Gordon** 12	13	14	15
16	**MLK JR DAY** 17	**Bi-Weekly Region VTC** (1500-1600) 18	19	**Ft Bliss** 20	21	22
23 30	24 31	**NCR BRAC Council** 25	**BRAC Summit VIII** 26	**Ft Leavenworth** 27	28	

B-3

Annex B: Effects Calendar

FEB 2011

9/13/2010, 09:27

Legend:
- DA Events
- Battle Rhythm
- Trips CG / CSM
- INFO

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	AFAP Conf/GOSC					African American History Month
	31	1	OSD JOINT BASE PMR 2	3	4	5
6	7	Bi-Weekly Region VTC (1500-1600) 8	9	IMCOM HQ, San Antonio, TX 10	11	12
13	14	DCO w. GCs (1500-1600) 15	16	Ft Lee 17	18	19
20	PRESIDENT'S DAY 21	Bi-Weekly Region VTC (1500-1600) 22	AUSA ILW Winter Symposium, Ft. Lauderdale, FL 23	24	25	26
27	28					

B-4

Annex B: Effects Calendar

MAR 2011

9/13/2010, 09:27

Legend:
- DA Events
- Battle Rhythm
- Trips CG / CSM
- INFO

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	**Ft Leavenworth** 4	5
6	7	**Bi-Weekly Region VTC** (1500-1600) 8	9	10	11	12
13	TRADOC TSLC 14	15	16	17	18	19
20	21	**Bi-Weekly Region VTC** (1500-1600) 22	23	24	**Ft Leavenworth** 25	26
27	28	**DCO w. GCs** (1500-1600) 29	30	31		

B-5

Annex B: Effects Calendar

APR 2011

9/13/2010, 09:27

Legend:
- Battle Rhythm
- Trips CG / CSM
- INFO

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	**Bi-Weekly Region VTC** (1500-1600) 5	6	7	8	9
10	11	12	13	14	15 **Ft Leavenworth**	16
17	18	**Bi-Weekly Region VTC** (1500-1600) 19	20	21	22	23
24	25	26	27	28	29	

Installation Management Conference San Antonio, TX (Dates TBD)

B-6

Annex C: Workforce Development Strategy

Objective: Sustain a multi-skilled Installation Management workforce with the knowledge, capabilities, skills and opportunities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians around the world.

This Annex outlines actions that must be taken to successfully meet the workforce and leader development goals and objectives detailed in LOE 3 of this Campaign Plan. Professional leadership and development of the Installation Management community is expected to ensure we build and sustain a multi-skilled and adaptive workforce, both Soldier and Civilian.

Goals

1. For the Installation Management Community: We will grow and sustain a resilient workforce with the right intellect, professional and leader competence, and high moral character to meet all missions and requirements.

2. For the Individual: Our workforce will have the opportunity to reach their full potential, limited only by their ability, aspiration, and initiative. Such opportunity includes potential for movement into cadres designed to fill key leadership positions.

Responsibility

Senior leaders (General Officer, Senior Executive Service, Garrison Commanders, Garrison Managers) will continuously monitor execution and take corrective action when necessary

All Leaders:

a. Incorporate training and leader development in strategic planning.

b. Include workforce training and development requirements into yearly budget forecasts and annual training plans for the execution year.

c. Implement and continuously evaluate training and leader development programs.

d. Ensure completion of required Army leader development courses for civilians.

e. Include developmental assignments and mentoring as components of workforce development plans.

f. Maintain necessary training and leader development records and reports on all employees.

g. Ensure performance plans, regular counseling, and performance ratings are completed on time and include review of individual training and leader development requirements.

Garrison Senior Leaders:

a. Monitor implementation of training and leader development programs.

b. Designate a Training Administrator to oversee training administration and management functions at the garrison.

c. Incorporate workforce training and development requirements into an annual Fiscal Year Training Plan that is prioritized and linked to resources .

d. Conduct quarterly Training Plan review of accomplished and pending training; adjust priorities and schedules as necessary.

e. Ensure scheduling and completion of required Army leader development courses for civilians.

First-line Supervisors

a. Jointly develop an Individual Development Plan (IDP) or Individual Training Record (ITR) with each Civilian or Soldier within 30 days of the performance period, entry into a new position, or permanent change of station.

b. Review and update IDPs or ITRs during each performance counseling session.

c. Ensure IDPs or ITRs are recorded and on file.

d. Schedule subordinates for training consistent with annual training plan and release them to attend when approved.

e. Ensure most cost-effective means to accomplish training and evaluate return on investment.

f. Ensure staff members complete Army and IMCOM-directed mandatory training and other training listed on the IDP or ITR.

g. Release employees to attend training once it has been authorized or allow use of duty time for completion of mission-related on-line courses.

h. Ensure completed training is reported and recorded in applicable personnel systems.

Summary

The Installation Management Community provides immeasurable contributions to the Army's mission. Our force must be versatile, innovative, and adaptive. To ensure this, leaders will focus on assessment, development, and management of our talent.

References

Primary resources are contained in Army Regulation 350-1 and IMCOM Regulation 350-1, supplemented by IMCOM Command Policies.

References and links to the recurring and required training to maintain functional, supervisory, and leader skills are included in IMCOM Regulation 350-1, Annexes A, D, E, G of IMCOM Regulation 350-1.

Army Civilian Career Program Training and Education Plans are provided in appropriate AR 690-950 series regulations.

Army Civilian Career Program Road Maps
(http://www.imcom.army.mil/hq/directorates/hr/workforce/careerroad/)

Army Management Staff College Civilian Education System
(http://www.amsc.belvoir.army.mil/academic/ces/)

IMCOM Workforce Development Policies and Regulations
(https://www.us.army.mil/suite/portal/index.jsp)

Installation Management Career Field competencies, roadmap and developmental tool
(https://secureapp2ako.hqda.pentagon.mil/CAC/CF29/Home.aspx)

Individual Development Plan format and instructions
(http://www.imcom.army.mil/hq/directorates/hr/workforce/idp/)

Orientation for New Employees
(http://www.imcom.army.mil/hq/directorates/hr/workforce/one/)

Annex D: Metrics

Objective: The Metrics Annex explains the intent, approach, and specific metrics developed to evaluate progress toward attaining the desired end state described in the Installation management Campaign Plan.

Introduction

The purpose of the Metrics Annex is to explain the intent, approach and metrics developed to monitor progress toward attaining the desired end state described in the Installation Management Campaign Plan (IMCP). The initial IMCP, published in March 2010, included 231 metrics; version 2 of the IMCP includes 62 metrics. The rationale for metrics reduction and avoiding random activity associated with unnecessary analyses is best described in Field Manual 5.0, The Operations Process:

> Committing valuable time and energy to developing excessive and time-consuming assessment schemes squander resources better devoted to other operations process activities. Commanders reject the tendency to measure something just because it is measurable. Effective commanders avoid burdening subordinates and staffs with overly detailed assessment and collection tasks. Generally, the echelon at which a specific operation, task, or action is conducted should be the echelon at which it is assessed. This provides a focus for assessment at each echelon. It enhances the efficiency of the overall operations process.

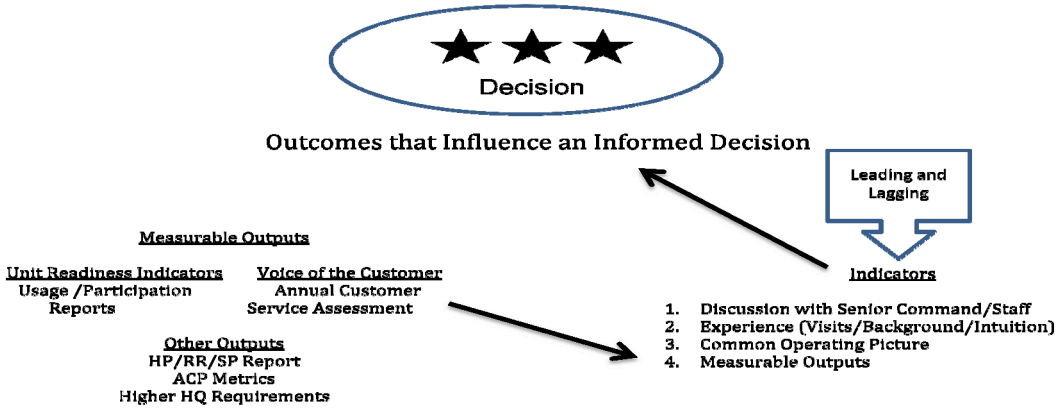


Figure D-1

Using the principles of sustainable Army Communities of Excellence, leaders of the organization review performance of the Campaign Plan on a cyclic basis. Performance is assessed, gaps identified, solutions debated, action plans developed, and best practices shared. The Installation Management Commanders' enterprise-level programming and resource allocation decisions are influenced by assessing and linking Campaign Plan metric outcomes with the common operating picture, senior leader experience, personal observations and strategic dialog between the Commander and

Senior Leaders (Figure D-1). To reduce the "work of the duck's feet" existing metrics are leveraged, when possible, to assess garrison programs. At every juncture the following questions are asked: "Are we doing the right things? Are we doing things right? What are we missing?" The goal is to provide the Senior Commander with standardized mission-enabling products, services, facilities and infrastructure, with the available resources, while building a more efficient and sustainable organization.

This document has two sections:

- Part 1: Metrics Approach
- Part 2: Line of Effort (LOE) Key to Success Metrics

Part 1: Metrics Approach

Purpose of Performance Management

One of the central concepts of strategy execution is that "you cannot manage what you do not measure." The Assistant Chief of Staff for Installation Management and the Installation Management Command Headquarters and Region staffs use an integrated approach to performance and results tracking. The Campaign Plan review process is centered on enterprise-wide Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well-Being; Leader and Workforce Development; Installation Readiness; Safety; and Energy Efficiency and Security. Each Key To Success within the Lines of Effort is assigned one or two metrics. Sub-tasks developed for each Key to Success describe specific actionable initiatives or programs which support the Key To Success goals. In nearly all instances, the Campaign Plan metrics are used to assess changes in system behavior, capability, or operational environment related to achievement of outcomes. Most metrics are not intended to measure task accomplishment and also may not apply to every subordinate organization within the Installation Management Community.

Approach to Metric Development

The Line of Effort teams from the Office of the Assistant Chief of Staff for Installation Management and the Installation Management Command with input from the Region Directors and Garrison Commanders drive the metrics development process. The metrics are screened and selected based on their ability to capture performance efficiency, effectiveness, Voice of the Customer, and compliance with Army standards. Whenever a metric is proposed, leaders are challenged to defend why the metric matters; how much will it cost to collect the data; who needs to know; and will the metric assist with programming or resource allocation decisions? Each metric described in the Campaign Plan and in this annex is further defined and documented by the Headquarters' metric owners on a metric definition form. This form contains a detailed

description of all data elements associated with each metric. The metrics will continue to be refined over time to improve strategic outcomes within the Installation Management Community.

Key Elements to Metrics Deployment

The Army currently uses the Strategic Management System (SMS) as its platform to capture, align to strategy, and report performance results driven by the Army Campaign Plan. Similarly, SMS has been selected as the results reporting solution for the Installation Management Campaign Plan.

SMS is a knowledge management tool which aligns strategic focus across Regions and Garrisons. It is a web-enabled, data-driven, performance reporting application which is capable of capturing data from various existing sources, thus avoiding duplicate data entry. It provides a flexible, multi-tiered, enterprise wide view of performance to enable informed decisions at executive and tactical levels. The dashboard supports the Commander's desire to enter his operation center at any time and assess current performance.

Detailed metric information, such as data elements, metric formulas, thresholds of performance, and source of data, is loaded into in this web-enabled application by Headquarters Installation Management Command staff. The intent is to minimize additional data collection and manual input at the installation level by pulling data from existing data collection systems when possible. There are no plans to replace existing databases. SMS has the capability to link to and automate the input of information from data sources like the Installation Status Report and Unit Status Report. The process for training users and reviewers to operate within the Strategic Management System is on-going and will be sustained through Direct Connect Online sessions. Figure D-2 describes how reporting at different levels of the organization supports the programs and initiatives outlined in the Campaign Plan. Detailed reporting tasks will be published in a follow-on Operations Order.

Voice of the Customer (VOC)

A key element to monitoring performance by Line of Effort is to stay in tune with the customer. While the nature of the customer and our relationship with them is quite varied across the Installation Management Community, it is important for us to understand and learn from their perceptions. Our customers include Senior Commanders, Soldiers, Family members, Civilians and Retirees. Currently, VOC metrics include those related to customer satisfaction and customer behavior as reflected in participation and utilization rates. VOC metrics also relate to meeting customer satisfaction standards as reported in surveys, like the annual Customer Service Assessment.

Leadership Focus and Campaign Plan Performance Reporting

Figure D-2

Over time VOC metrics will change to reflect the most current and critical aspects of customer needs and satisfaction. Understanding customer segments, monitoring and anticipating trends in customer behavior, needs, expectations, and satisfaction will enable us to tailor our products, services and facilities as the Army continues to change. Listening to the customer is a primary means of determining our effectiveness. .

Most customer relations initiatives are installation, or tactically focused. The recently revamped customer relationship management strategy is designed to enhance communications and relations with customers and stakeholders. The strategy includes establishment of critical customer requirements across the enterprise, further identification and refinement of VOC capture and analysis methods for the Campaign Plan, and measurement of customer service delivery. By training service providers and their managers in customer service, managing customer expectations, identifying gaps in performance, developing action plans to adapt products and service delivery, while meeting evolving customer needs, we drive continuous improvement and foster a cost management culture.

Continuous Improvement

The Installation Management Community is involved in a never-ending effort to update, analyze, and improve processes. The quest to reduce metrics is not limited to the Campaign Plan and its associated metrics. Across the enterprise an estimated 1000 to

4000 business measures are collected (dependent on definition; “business measures” is defined herein as all data used to quantify inputs, outputs, process characteristics, or outcomes). In 2009, an enterprise-level Lean Six Sigma (LSS) project team concluded that some measures are unnecessary or duplicated. In compiling and evaluating 1400 measures, the team determined that roughly 5% of the measures could be considered unnecessary. In 2010, a second LSS team furthered the work of the first with an Installation Management Business Measures Evaluation Project. The team developed a specific evaluation method and model and applied it to 1300 Installation Status Report and Common Levels of Support measures collected during Fiscal Year 10. Preliminary results have shown that approximately 27% of the 1300 measures for which service owners provided information could be candidates for elimination, pending validation of results. The outcome of this project has the potential to reduce garrison workload associated with collecting and reporting unnecessary business measures. In addition, this project will promote long-term efficiency for the Installation Management Community by developing and validating a sustainable method for curbing the use of unnecessary measures.

Conclusion

Our outcome for driving execution of the Campaign Plan and assessing results through metrics is to improve the delivery of our services, programs and infrastructure to a complex set of customers who are themselves performing in a dynamic operating environment. Our end state is readiness and well-being for every person living, working, and utilizing services on or off our Army installations. By selecting and tracking relevant measures, we will enhance our ability to answer the three fundamental questions: Are we doing the right things? Are we doing things right? What are we missing?

ANNEX D
Part 2: Line of Effort (LOE) Key to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
LOE 1: Soldier, Family, and Civilian Readiness			
KTS SR1: A Deployable Mindset Across the Enterprise			
1.1.1	Soldiers assigned a sponsor	% of Soldiers assigned to Installations who are assigned a sponsor IAW AR 600-8-8	# of Soldiers assigned a sponsor / # of Soldiers assigned on the installation
1.1.2	Risk Reduction Program (RRP) "Shot Group" behaviors	% change in RRP "Shot Group" behaviors	# of Soldier RRP behavior incidents / # of assigned Soldiers on the installation
KTS SR2: Resiliency and Balance – Mind, Body, and Spirit			
1.2.1	Garrisons with an established Community Health Promotion Council (CHPC)	% of garrisons which have a CHPC that analyzes, evaluates and delivers requirements IAW AR 600-63	# of garrisons with CHPC / # of IMCOM garrisons
1.2.2	Customer Service Assessment (CSA) Performance rating for designated Resiliency and Balance related services	% Performance rating "excellent" and "good" responses from the CSA/total number of responses	# Excellent and Good responses in designated Resiliency and Balance related services/Total number of responses (From different customer segments)
KTS SR3: Responsive Services that Meet Fluid ARFORGEN Requirements			
1.3.1	Garrisons with ARFORGEN support requirements providing a standardized ARFORGEN support plan	% of garrisons providing a standardized ARFORGEN support plan ICW semi-annual Senior Commander (SC) hosted Installation Planning Board (IPB)	# of garrisons that provided an ARFORGEN support plan ICW SC hosted semi-annual IPB / # of garrisons with ARFORGEN support requirements
1.3.2	Soldiers completing Soldier Readiness Processing (SRP) requirements	% of Soldiers assigned to the installation completing SRP requirements IAW AR 600-8-101, Table B-1	# of Soldiers completing SRP requirements / # of Soldiers assigned to the installation
KTS SR4: Best Value Technology and Education Capabilities to Enable the Transformed Army's Training Requirements			
1.4.1	Enlisted Soldiers enrolled in college or college-related courses	% of Enlisted Soldiers enrolled in college or college-related courses	Enlisted Soldier Army Education Center college and college-related enrollments per year / Army Stationing and Installation Plan (ASIP) Active Component (AC), Army Reserve (AR), and Army National Guard (ANG) Enlisted Soldiers
1.4.2	Reserve Component Battalion HQ facilities with SIPRnet	% of Reserve Component Battalion HQ facilities with SIPRnet	# of Reserve Component Battalion HQ facilities with SIPRnet / # of Reserve Component Battalion HQ facilities

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Part 2: Line of Effort (LOE) Key to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
KTS SR5: Training Support Services in Support of Soldier Readiness			
1.5.1	Installation Mission Essential Requirements (MER) capability	% of MER met on the installation	# of On-Hand MER assets fully operational / # of Validated MER assets
1.5.2	Senior Commander (SC) satisfaction with IMCOM Training Support Services (TSS)	% of SCs satisfied with IMCOM provided TSS	# of SCs satisfied with IMCOM provided TSS / # of IMCOM managed installations providing TSS
1.5.3	Reserve Centers and Armories with Weapons simulator	% of Reserve Centers and Armories with Weapons simulator	# of Reserve Centers and Armories with Weapons simulators / # of Reserve Centers and Armories
LOE 2: Soldier, Family, and Civilian Well- Being			
KTS SW1: Standardized Programs and Services for Soldiers, Families and Civilians			
2.1.1	Army Community Service (ACS) Accreditation	% of garrisons with ACS Centers Accredited	Number of garrisons with accredited ACS / Total number of garrisons providing ACS X 100
2.1.2	Army Career and Alumni Program Standards	% of garrisons meeting ACAP standards	Number of garrisons meeting ACAP standards / Total number of garrisons delivering ACAP services X 100
KTS SW2: Excellence in Schools, Youth Services and Child Care			
2.2.1	DoD Child and Youth Program Certification	% of eligible child development services, school age services and youth programs DoD certified	Number of garrisons DoD certified / Total number of garrisons providing child and youth programs X 100
KTS SW3: Facilities, Programs, and Services that Support Recreation, Leisure, Travel, and Single Soldiers			
2.3.1	Community Recreation, Business and Lodging Standards Assessment	% of garrisons meeting standards for Community Recreation, Army Lodging and Business Programs	Number of garrisons meeting standards / Total number of garrisons X 100
2.3.2	Community Recreation, Business, and Army Lodging customer satisfaction	Customer satisfaction with community recreation programs, business operations, and Army Lodging.	Leisure Needs and Lodging Customer Satisfaction Survey Results
KTS SW4: State and Community Support and Partnerships			
2.4.1	Enhance State and Community Support and Relationships	% of garrisons with a Garrison Commander rating of 5 on community relationships and support	Number of garrisons with a 5 rating / total number of garrisons

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ANNEX D
Part 2: Line of Effort (LOE) Key to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
KTS SW5: Well-Being Programs and Services to meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle			
2.5.1	Military Family Life Consultant Contacts (MFLC)	Number of ACS MFLC contacts	# of contacts per ACS MFLC / required number of MFLC contacts
LOE 3: Leader and Workforce Development			
KTS LW1: Multi-Skilled and Adaptive Leaders			
3.1.1	Workforce Leader Development	% of workforce who have completed required leader development education for their position	# of personnel completing required leader development education / # in target population
3.1.2	Supervisory Leader Development	% of supervisors who meet mandatory supervisory training course requirements.	# of supervisors who meet mandatory supervisory training course requirements / # of supervisors
KTS LW2: Constant Communication and Continuous Feedback			
3.2.1	Performance Ratings	% of workforce who receive their efficiency or performance ratings on time as required by appropriate regulation	# of personnel who receive their efficiency or performance rating on time as required by regulation / # in target population
3.2.2	Employee Climate	% of workforce who respond positively to specified questions on Command Climate Survey	# of personnel who respond positively to specified employee climate questions on Command Climate Survey / # of personnel responding to Command Climate Survey
KTS LW3: Teamwork, Professionalism, Selfless Service in All Things			
3.3.1	Employee Orientation	% of workforce completing Orientation for New Employees (as specified in IMCOM Regulation 350-1)	# of personnel completing Orientation for New Employees / # of personnel required to complete Orientation for New Employees
3.3.2	Trust Climate	% of workforce who respond positively to specified questions on Command Climate Survey	# of personnel who respond positively to specified trust climate questions on Command Climate Survey / # of personnel responding to Command Climate Survey
KTS LW4: An Empowered Workforce Focused on Collaboration and Innovation			
3.4.1	Recognition	% of garrisons receiving individual or team award recognition from Army, DoD, or other non-DoD organizations.	# of garrisons receiving individual or team awards recognition / # of garrisons

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LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
3.4.2	Empowerment Climate	% of workforce who respond positively to specified questions on Command Climate Survey	# of personnel who respond positively to specified empowerment climate questions on Command Climate Survey / # of personnel responding to Command Climate Survey
KTS LW5: Continuing Education and Training Opportunities			
3.5.1	Individual Development Plans	% of employees with Individual Development Plans (IDPs)	# of employees with IDPs / # of employees
3.5.2	Training Climate	% of workforce who respond positively to specified questions on Command Climate Survey	# of personnel who respond positively to specified questions on Command Climate Survey / # of personnel responding to Command Climate Survey
KTS LW6: A Resilient, Sustainable and Healthy Workforce			
3.6.1	Physical Fitness	% of workforce enrolled in the President's Challenge for Physical Fitness Program	# of personnel enrolled in the President's Challenge for Physical Fitness Program / # of personnel
3.6.2	Injury Claims	% reduction in workplace injury claims over last year by Installation Management employees.	# of workplace injuries by Installation Management employees previous year / # of workplace injuries by Installation Management employees current year
LOE 4: Installation Readiness			
KTS IR1: Sustainable Infrastructure that Supports Senior Commander Requirements			
4.1.1	Modernization Ratio	FYDP funding allocated to modernize facilities vs. funding allocated to meeting facilities deficits	FYDP funding allocated to modernize facilities: FYDP funding allocated to meeting facilities deficits
KTS IR2: Sustainable Army Communities of Excellence			
4.2.1	Installation Management Campaign Plan (IMCP) Implementation Assessment	Annual IMCP Implementation Assessment.	% of installation rated C2 or higher. # of installations rated C1 + # of installations rated C2/ divided by total # installations X times 100 equals = % percentage rated C2 or higher. Standard: Green- greater than or equal to 80% of installations are rated C2 or higher, Amber-less than 80% and greater than or equal to 70% of installations are rated C2 or higher, Red- less than 70% of installations are rated C2 or higher.Each Installation assigned a value score range related to ACOE Competition results. Value Scores: C1-Excellent, C2-Good, C3-Needs Work and C4-Not Effectively Implemented

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Part 2: Line of Effort (LOE) Key to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
4.2.2	Continuous Process Improvements (CPI) Cost Savings	Cost Savings realized through Continuous Process Improvements (CPI) and Enterprise initiatives.	Actual enterprise initiative cost savings / divided by estimated enterprise initiative cost savings X time 100 equals = % percentage of estimated enterprise cost savings actually realized. Standard: Green-installations achieve greater than or equal to 80% actual cost savings to estimated cost savings. Amber-installations achieve less than 80% and greater than or equal to 60% actual cost savings to estimated cost savings. Red - installations achieve less than 60% actual cost savings to estimated cost savings.
KTS IR3: Installation Boot Prints Streamlined and Transformed			
4.3.1	Change in Gross Square Footage (GSF)	Annual Change in Gross Square Footage (GSF) of facilities	GSF added – (GSF reduced through Facilities Reduction Program (FRP) + GSF reduced through MILCON)
KTS IR4: Enhanced Capabilities through Partnerships			
4.4.1	Utilities privatization	Reduction in Army liabilities for deficient utility systems and deteriorated capabilities	Cost of maintenance backlog (ISR-Q1 + required) liabilities removed through Utilities Privatization (UP)
4.4.2	Energy Partnerships	Increased volume of EUL and UP Partnerships	
KTS IR5: The Army's Infrastructure Modernized and Sustainable			
4.5.1	Improving worst Army facilities	Improving condition of the Army's worst facilities through execution of SRM projects	No. of facilities with quality ratings of Q3 and Q4 / Plant Replacement Value (PRV) current FY vs. prior FY
4.5.2	Reduce energy and water usage in all monitored and metered buildings	Reduction of energy and water usage in each monitored and metered building	
KTS IR6: Environmental Stewardship			
4.6.1	Environmental stewardship plans	% of required stewardship plans current and approved, integrated, implemented and managed	% of required stewardship plans current and approved, integrated, implemented and managed
4.6.2	Lost training and industrial days	% reduction of training days lost + % reduction of industrial days lost due to correctable significant environmental stewardship aspects and impacts based on 2009 baseline.	% reduction of training days lost + % reduction of industrial days lost due to correctable significant environmental stewardship aspects and impacts based on 2009 baseline

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LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
4.6.3	Reduction of waste going to landfills	% reduction of waste going to landfill	% reduction of waste going to landfill
KTS IR7: Quality Housing and Barracks			
4.7.1	Satisfaction with family housing	% of Army families satisfied with RCI privatized housing	% of Army families satisfied with RCI privatized housing
4.7.2	Quality barracks	% of barracks (BT/AIT/AT/PP/MOB/WIT) that meet Army standards, current vs. end of FYDP.	% of barracks (BT/AIT/AT/PP/MOB/WIT) that meet Army standards, current vs. end of FYDP.
KTS IR8: A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets			
4.8.1	National Incident Management System (NIMS) Compliance	% installations with Installation Emergency Management Program capabilities in compliance with the National Incident Management System.	No. of installations w/ Inst. Emergency Mgmt. program capabilities in compliance with Nat'l. Incident Mgmt. Syst. validated by execution of full-scale all-hazards exercise annually / total no. of installations
4.8.2	First Responder Capability	% installations meeting DoD and/or Army time standards and capabilities in response to emergency service calls.	No. of installations meeting DoD and/or Army time standards and capabilities in response to emergency service calls / total no. of installations
LOE 5: Safety			
KTS SF1: Effective Privately Owned Vehicle (POV – Motorcycle and Auto) Safety Programs in Place			
5.1.1	Privately Owned Vehicle (POV) Accidents	Installation POV Class A-C accident rate for current fiscal year compared to same time period previous fiscal year.	# of installation POV Class A-C accidents from previous year minus # of installation POV Class A-C accidents from the current year year / # of installation POV Class A-C accidents from prevous year x 100
5.1.2	Army Traffic Safety Training Program (ATSTP)	% of required automobile and motorcycle training given on time.	# of ATSTP courses conducted on time / # of ATSTP courses conducted x 100
KTS SF2: Heightened Safety Awareness Across the Command			
5.2.1	Army Readiness Assessment Program (ARAP) Action Plans	% of Garrisons that have implemented action plans to address focus areas identified in the ARAP surveys.	# of garrisons that have implemented action plans / # of garrisons x 100

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Part 2: Line of Effort (LOE) Key to Success Metrics

LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
5.2.2	Safety Awareness and Partnerships	% of Garrisons establishing partnerships/alliances with safety organizations (e.g., Mothers Against Drunk Driving, National Safety Council, Click It or Ticket, Consumer Product Safety Commission, etc.), and publishing safety awareness media, e.g., safety grams, holiday information, seasonal awareness, safety alerts, etc.	# of Garrisons establishing partnerships and providing safety training and publishing safety media / # of Garrisons x 100
KTS SF3: Employ Hazard Control Measures to Foster a Safe Working and Living Environment			
5.3.1	Garrison Accident Rates	% change in Garrison lost work days due to accidents for current fiscal year compared to same time period in previous fiscal year.	# of Garrison lost work days from previous year minus # of Garrison lost work days from the current year/ # of Garrisons lost work days from previous year x 100
5.3.2	Deferred Safety Inspections, Investigation Findings and Facility Repairs	Number of safety inspections, findings from accident investigation, repairs or maintenance deferred.	# of safety inspections, accident investigation findings and facility repairs and maintenance that were deferred
KTS SF4: Require and Promote Safe and Healthy Practices in Professional and Personal Activities			
5.4.1	Safety Training	% of Garrisons that have met all the training requirements stated in IMCOM Command Policy Memorandum 385-10-1 – Safety Policy.	# of Garrison Soldiers and Civilians completing required training / # of Garrison Soldiers and Civilians x 100
5.4.2	Safety Performance Objectives	% of Garrisons that have established safety performance requirements in all military efficiency reports and civilian employees' performance plans.	# of garrisons with personnel with safety objectives established in performance plans / # of garrisons x 100
KTS SF5: Support Senior Commanders' Safety and Occupational Health Programs			
5.5.1	Installation Safety and Occupational Health Advisory Councils	% of Installation Safety and Occupational Health Advisory Councils chaired by the Senior Commander or his/her designated representative	# of Installation Safety and Occupational Health Advisory Councils chaired by the Senior Commander / # of Installations x 100
5.5.2	Army Traffic Safety Training Program (ATSTP)	% of no-shows at ATSTP courses	# of ATSTP no-shows / # of personnel scheduled to take ATSTP training x 100
LOE 6: Energy Efficiency and Security			
KTS EN1: Reduced Energy and Water Consumption			

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LOE METRIC #	LOE METRIC NAME	LOE METRIC DESCRIPTION	LOE METRIC FORMULA*
6.1.1	Reduced energy consumption	% Reduction in energy consumption per square foot (15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015).	[Current FY Energy (MBtu/KSF)/FY03 Energy (MBtu)]-1] * 100 = %
6.1.2	Reduced water consumption	% Reduction in potable water consumption per square foot (6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015).	[Current FY Potable Water(MGAL/KSF)/FY06 Potable Water (MGAL/KSF)]-1] * 100 = %
6.1.3	Accurate and timely reporting of AESIS metrics	% accurate and timely reporting of AESIS metrics	[# of Commands reporting AESIS metrics accurately and timely/Total # of commands required to report AESIS metrics]*100
KTS EN2: Increased Energy and Water Efficiency and Modernized Infrastructure			
6.2.1	New building construction and major renovations that comply with energy efficiency	% all new building construction and major renovations that are certified LEED Silver or higher	[# of MILCON & SRM renovations greater than $750k certified LEED Silver or higher/# of MILCON & SRM completed buildings greater than $750k]*100
KTS EN3: Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies			
6.3.1	% renewable and alternative energy consumption in compliance with EPAct05 and not less than: 5% in 2010-2012, 7.5% in 2013 & 25% in 2025	% renewable and alternative energy consumption in compliance with EPAct05 and not less than: 5% in 2010 -2012; 7.5% in 2013; and 25% in 2025	[Current FY Renewable and Alternative Energy (MW) consumption/Total FY Energy (MW) consumption]* 100 = %
KTS EN4: Improved Development of Renewable and Alternative Energy for Vehicle Fleet			
6.4.1	Sustain 2% Petroleum Fuels Decrease Annually	2% annual decrease in fossil fuel consumption using 2005 fossil fuel consumption as a baseline	Fossil fuel used previous FY - (2005 baseline consumption * .02)
KTS EN5: Reduced Carbon Bootprint on the Environment			
6.5.1	Reduced Carbon Bootprint on the Environment	% Scope 1 and 2 GHG emissions reduction against 2008 baseline.	Varies by commodity, calculated in AEWRS

NOTE: Formula subject to change during SMS metric deployment

Annex E: Religious Support and Spiritual Fitness

Objective: **SR2-2** Provide comprehensive Religious Support Services and Spiritual Fitness programs and Trainers, reflective of the civilian community and tailored for the military community, to strengthen the spiritual character and resilience of our Soldiers, Families, and Civilians.

Introduction

This annex aligns religious support and spiritual fitness with Soldier, Family and Civilian readiness and well being. The need for spiritual leadership and resources in our military was recognized from the Army's very inception with the beginning of the Chaplain Corps in 1775. Chaplains are required by law to hold religious services for members of the command to which they are assigned, when practicable. Chaplains provide for religious support, pastoral care, and the moral and spiritual well being of the command (Title 10, US Code, Section 3547). Army Regulation 165-1 assigns this responsibility to the commander specifying that the "religious program for the Army is the commander's program."

The IMCOM Unit Ministry Team (UMT) supports the commander by empowering each of the Garrisons in their initiation of the Command Master Religious Plan (CMRP). The CMRP addresses the five Service Support Programs (SSPs) enabling the commander to provide "equitable support for religious, spiritual, moral, and ethical activities of all personnel in their commands" (AR 165-1). These SSPs manifest themselves in both traditional and innovative ways. To facilitate the Garrison UMTs in their ministry, the IMCOM UMT regularly monitors and recommends change to Force Structure requirements, and assigns personnel to the 275 active component chaplains and 325 chaplain assistant authorizations to ensure adequate religious support at each Garrison. In addition, the IMCOM UMT approves requests for 120 Reserve Component chaplains and assistants supporting the rear detachment ministry mission to deploying units on our Garrisons. The IMCOM UMT provides supervision to our Region and Garrison UMTs, who conduct thousands of transactions collectively each month in order to manage more than twenty-three million dollars in chapel tithes and offerings contributed annually. It also provides technical supervision and required

annual training to the fifty-six Directors of Religious Education who supervise approximately 64,000 volunteers in Garrison chapel programs each year. All this contributes to the IMCOM UMT's mission of enhancing Spiritual Fitness by providing vital ministry and building resiliency for 562,400 Soldiers, their Family members, and DOD Civilians on IMCOM installations worldwide.

Worship

As an essential building block to spiritual fitness and readiness, the Garrison UMT provides extensive opportunities for our Soldiers and Family members to participate in worship. Worship enables Soldiers and Families to find direction, purpose and significance in life while embracing the values and practicing the disciplines that establish and maintain resiliency. Collective and individual worship provides opportunities to develop and deepen a spiritual understanding of human existence and promotes a sense of belonging to a caring community. This foundation instills confidence, strengthens relationships and fosters healthy attitudes. Military chapels and religious support facilities are the primary platforms to launch religious support activities which include a variety of worship forms practiced by many faith groups. Critical elements of worship include, but are not limited to:

- Sacred rites and ordinances
- Prayer and meditation
- Music
- Sermons and exposition of scriptures
- Fellowship
- Tithes and Offerings
- Programs and events providing inspiration for spiritual maturity

Each Garrison UMT provides worship experiences that support Soldiers and Families on every installation and through all phases of the Army Force Generation Model (ARFORGEN). Worship services afford opportunities for stewardship and service in support of religious programs. Worshipping congregations provided well over $23,000,000 in offerings through Army chapels that were distributed to a broad range of services benefiting the Army Family as an expression of worship and honor to God.

Pastoral Care

The UMT offers extensive pastoral care to our Soldiers, Family Members and the Civilians who serve with them. This support is crucial, for in today's Army, Soldiers and their Families find themselves under extreme and ongoing stress. General George Casey notes:

> . . . the *stress on Soldiers and Families has had an impact across the force. Yet our Values remain non-negotiable. Precisely for this reason, the Chaplain Corps' mission of providing spiritual, moral, and ethical counseling is critically important.*

> *As we restore balance and set conditions for the future, our Army will depend on the entire Chaplaincy to sustain itself in an era of persistent conflict. The unique qualifications of Army chaplains will be more crucial than ever. I could not be more proud of the Chaplain Corps during this time of great challenge and uncertainty for our Army – the Strength of the Nation.*

The need for resiliency for our Army Family in this time of persistent conflict is as critical as any time in history. The Army's overall success is directly related to our Army Family's success in spiritual resiliency—reaching deep into its very soul. Effective religious support is paramount in providing relevant guidance and inspiration. It helps equip individuals in preparation for life's challenges and it helps to sooth and heal the soul in the aftermath of life's struggles. The UMT provides vital care by spending time with its community – the Garrison. The age-old "ministry of presence" gives the chaplains the opportunity to be present where the people are. The chaplain is able to know and experience his/her "flock" where they live, work and play. He/she provides comfort in the hospital emergency room and in the day room. The chaplain is an encourager on the ball field and out "in the field" with Soldiers. He/she celebrates the birth in a Family and consoles when there is a death. The chaplain is able to model spiritual maturity and provide "footlocker counseling" (on the spot encouragement and guidance) by going to the people rather than waiting for them to come to him/her. At times, however, more personal and in-depth counsel and instruction is required. At these times, the UMT provides professional and uplifting pastoral counseling for our people in need. The Army Family's quest for spiritual fitness is enhanced immeasurably by the knowledge that they have such a caring and effective resource at their disposal.

Religious Education

The mission of IMCOM Religious Education is to provide the highest quality of spiritual formation and religious education (RE) for the Army and to develop programs and processes to facilitate continuing faith development and spiritual resilience for Soldiers and Family Members in all phases of the ARFORGEN cycle. We are committed to providing our Soldiers and Families a strong, supportive spiritual community where they can grow and thrive in an Army climate of persistent conflict. We perform this by harnessing the efforts and talents of tens of thousands of volunteers resulting in our Soldiers, Families, and Army Civilians becoming more spiritually fit and equipped to face the rigors of life.

<u>Contemporary Spiritual Formation Processes</u>: In conjunction with ongoing Spiritual Fitness initiatives, we are in the process of developing Faith Exploration Labs as an element of Soldier and Family Spiritual Fitness Centers. We also continue to offer Spiritual Growth Seminars, Retreats, Spiritual Practices Workshops, and partnership with Family Life Chaplains on Strong Bonds events. We are persistent in seeking ways to leverage technology to deliver spiritual formation resources in the preferred media of our constituents.

ARFORGEN-Driven Programs and Resources: We provide Spiritual Support Resources for Soldiers within each of the Force Pools of the ARFORGEN model, Spiritual Support Programs for Waiting Families, and coordination of significant spiritual events around the ARFORGEN cycle.

Traditional Religious Education Programs: We will continue group-focused programs for deepening faith and for sacramental preparation such as Catholic Religious Education classes, Protestant Religious Education classes, Hebrew Schul, Rite of Christian Initiation for Adults, First Communion, Confirmation, Vacation Bible School, Muslim Faith Development classes, and educational classes provided through Distinctive Faith Group Leaders.

Spiritual Growth & Professional Development

Maintaining spiritual fitness, as with physical fitness, requires constant attention. Our physical muscles don't develop and strengthen on their own, nor do our spiritual "muscles."

Opportunities to grow and develop are vital for the care giver to ensure that the best possible service and ministry are provided for our Soldiers and Family Members. Members of the Garrison UMT find this growth through monthly training, professional workshops and training events, denominational conferences and personal devotion and study.

Providing avenues for Soldiers and Family members to understand and grow in their own spiritual walk requires relevant and innovative ministry. UMTs offer a variety of classes, workshops and training events covering a wide host of topics, such as Suicide Awareness, Ethical Decision Making, Problem Solving, Anger Management, Stress Reduction, Relational Growth and Enhancement and Building Self-esteem.

A novel means of encouraging Soldiers and Family members in their spiritual walk, working in concert with the Comprehensive Soldier Fitness (CSF) program, is the establishment and operation of Spiritual Fitness Centers. The CSF program has identified spiritual fitness as one of the five pillars of resiliency and defines spiritual fitness as, "the strengthening of a set of beliefs, principles, or values that sustain a person beyond family, institutional, and societal sources of strength." Every incoming Soldier will take an assessment and retake it at certain intervals throughout his or her career. Similar assessments are also available for Family Members and DA Civilians. The results of the assessments identify which one or more of the five pillars an individual should strengthen. The Army Chaplaincy will use the results of these to offer new and strategic ways to meet the spiritual needs of Soldiers, Family Members and DA Civilians. This can be met through projected Garrison Spiritual Fitness Centers. It can also occur through a Virtual Spiritual Fitness Center which is not limited to a specific location and offers a technological way with which many young Soldiers, Family Members and DA Civilians are most comfortable pursuing a need.

Family Care

Family Care is a key component of Spiritual Fitness. The Soldier's readiness is unquestionably linked to his or her Family's wellness. Garrison UMTs provide Family Care in several ways: Chaplain Family Life Centers, spiritual fitness programs designed for all age levels, various helping programs and support as needed to the Army Community Services' Survivor Outreach Services.

Chaplain Family Life Centers are staffed with chaplains and civilian counselors holding specialized degrees and training in Marriage and Family Counseling from a faith-based perspective. Soldiers and Family members routinely receive referrals from unit chaplains to participate in these free counseling services. Family Life Chaplains provide counseling techniques that address the entire facet of marriage and family issues. Family Life Chaplains also provide specialized training for chaplains to better equip them and enhance their skills in marriage and family related topics.

Garrison chaplains, along with unit chaplains, provide or host at Garrison Chapels or religious education facilities many adult, youth, and children's spiritual fitness programs. For example, many Army wives find spiritual fulfillment in Protestant Women of the Chapel (PWOC) or Catholic Women of the Chapel (CWOC) programs found at each installation. Youth and children's programs are part of the comprehensive Religious Education program and are often assisted by contracted organizations such as Military Community Youth Ministries (MCYM) and Youth for Christ (YFC). Many Garrison Chapel programs offer assistance to Soldiers and Families experiencing fiscal needs. Service that is provided include "Operation Helping Hand," "Holiday Food Baskets" and "Food Pantries." Each of these ministry outreaches are a means of providing monetary and food support to members of our Army Family by the generous offerings of our chapel communities.

Another component of Family Care is Strong Bonds, a unit-based, chaplain-led retreat 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.

One key component of Family Care is the spiritual and emotional ministry afforded to the Survivor Outreach Services (SOS). An Army Community Services program, SOS is provided to Families who have made the ultimate sacrifice and is designed to care for the needs of Families who have lost a Soldier to death from any cause. Garrison UMTs support SOS by linking with Garrison SOS Coordinators and, together with unit chaplains, providing requested pastoral care to grieving Family members. Garrison chaplains ensure that all chaplains on the installation are trained in grief and bereavement counseling and are prepared to offer spiritual consolation and counsel to our deserving Families.

IMCOM HQ and Region UMT Support

The extensive Spiritual Fitness and care for our Soldiers, Families and Civilians does not occur in a vacuum. The ministry of 68 Garrison UMTs across the globe is supported and supervised by six Region UMTs who, in turn, are supported by the IMCOM UMT. The service and support afforded by the Region and HQ teams allow the UMTs on the Garrison "front lines" to provide direct ministry to our Army Family. The IMCOM UMT's span of control entails directing, manning, supervising of funds, evaluating, and supporting the Regional UMTs so they can effectively support the Garrison UMTs in conducting the LOEs. How the HQ UMT supports the mission is explained in the following.

Career Management and Personnel Assignments

To ensure the Garrisons are appropriately sustained, the IMCOM UMT provides direct career management support to IMCOM assigned chaplains and chaplain assistants (275 Officers, 325 Enlisted). In coordination with the needs of the total Army, the IMCOM UMT works to ensure chaplain and chaplain assistant assignments/fills are met in all IMCOM Garrisons. It also endeavors to ensure denominational balance and special staff and mission needs are realized within IMCOM. The IMCOM UMT monitors chaplain students in the Family Life Training Centers in their follow-on utilization tour assignments. The focus of ministry to Soldiers and Families begins with placing the right chaplain, with the right training, in the right position, at the right time.

Force Structure Adjustments

The IMCOM UMT supports the Command and provides for the Garrisons by furnishing accurate and timely recommendations for appropriate religious support manning requirements in our Garrisons. The IMCOM UMT regularly scans for modifications on the TDA through the U.S. Army Force Management Support Agency website, ensuring the right balance of support is allocated according to the Personnel Management Authorization Document. Along with input from Garrisons through the Regions, the IMCOM UMT recommends force structure adjustments based on projected mission requirements ensuring quality ministry to our Army Family.

Chapel Tithes and Offering Fund (CTOF) Management

A crucial aspect of worship is offering to God a portion of what He has given to us. Being responsible and good stewards of these offerings, however, is a major undertaking. The IMCOM UMT supports the Regions and Garrisons in a variety of ways to assist in this. It provides technical support, guidance and advice in the management and execution of the Chaplain Tithes and Offering Fund (CTOF) including IMCOM procedures and policies for the operations. The IMCOM UMT Reviews and Administers the CTOF End of Year (EOY) Reports and Command Master Religious Plan (CMRP) to support the Soldiers and Families in the Army.

The IMCOM UMT oversees the Government Purchase Card (GPC) operations, which includes review of over 3000 monthly transactions of over 300 cardholders and provides its management and control guidance and policies. As part of this supervision, it also provides staff input to Region's annual staff assistance visits to examine the books, review local policies and procedures and offer guidance in the execution of the CTOF and GPC.

The IMCOM UMT also administers specialized grants from the Office of the Chief of Chaplains (OCCH) used to enhance and supplement ministry on Garrisons. Further, the UMT manages the designated offering ministry (special offerings taken to support special causes) taken four times a year as specified by the OCCH.

Mobilization Support of RC Personnel

During this time of extended conflict, the Army relies heavily on its Reserve Component (RC) to not only provide units mobilized to combat theaters, but also to individually augment installation support. The IMCOM HQ UMT coordinates and validates all Garrison religious support (RS) needs. Currently, about 100 chaplains and 50 chaplain assistants from the RC serve alongside our Active Component UMTs, providing RS at over 30 different installations around the world. IMCOM relies on RC chaplains and chaplain assistants to supplement the BASOPS mission by providing rear detachment RS for both Soldiers in the rear and Family members of deployed Soldiers. RC UMTs provide area coverage for installations with more robust mobilization and demobilization missions and also help meet shortfalls generated by overseas contingency operations (OCO) that exceed the capacities of Garrison UMTs. The sizable RC contribution to our Garrisons maximizes fulfillment of the Installation Management Community Campaign Plan "Soldier, Family and Civilian Readiness" Line of Effort and the objective that Soldiers, Families and Civilians are confident that they are being cared for, and their physical, emotional, and spiritual needs are enriched by quality programs, infrastructure, and support.

Religious Education

In order to stay abreast of effective and creative ways of instructing our Soldiers, Family Members and Civilians, the HQ IMCOM UMT develops concepts for the transformation of the Army Religious Education (RE) program in coordination with the Director of Soldier and Family Ministries, Office of the Chief of Chaplains. The IMCOM UMT communicates purpose and scope of the RE program to Region and Garrison UMTs with the desired result that the RE program supports spiritual formation needs of all faith groups and is ARFORGEN-driven and relevant to Soldiers and Families in a climate of persistent conflict. To ensure that only the most qualified applicants fill the Garrison and Region Director of Religious Education (DRE) positions, the IMCOM UMT screens all applicant packets for required academic and experience qualifications. It then maintains a strong team by overseeing training and professional development as well as offering guidance and mentorship to the DREs in the field.

Region UMT Direction and Guidance

To maintain a strong ministry presence throughout IMCOM, the IMCOM UMT is the first line of help, support, and guidance to the six Region UMTs. The vast array of support (which includes personnel, funds, grants, contracts, CLS/ISR, chapel construction, RC chaplain/chaplain assistant support, Distinctive Faith Group Leader certification, religious education, Strong Bonds and more) empowers the Garrison UMTs to concentrate on providing the best ministry to our Army Family.

Summary

The Chief of Chaplains makes clear the heart of the vital ministry within the United States Army Chaplaincy. In his Strategic Plan he asserts that the ". . . *United States Army Chaplaincy is Soldier-focused, spiritually based and systems integrated. The sons and daughters in America's military are our most treasured resource. Their success in the future depends deeply upon their spiritual strength and to this end, the United States Army Chaplain Corps will use every means possible to personally touch their lives with hope, uphold their sacred values, and above all, never lose sight that within the chaos of battle, and behind the array of technology, is a sacred person*."

The shared commitment by IMCOM to provide our Soldiers, Families and Civilians the means to maintain their spiritual fitness through Comprehensive Soldier Fitness and religious support will result in a stronger and more resilient Army community. The many and divergent stressors that encompass the difficult, yet rich, life of the Army community will be successfully met because Soldiers, Families, and Civilians are confident that they are being cared for and their physical, emotional, and spiritual needs are enriched by quality programs, infrastructure, and support.

Annex F: Energy & Water Efficiency and Security Action Plan

Objective: Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide an increased level of energy security leading to sustainable and resilient infrastructure and mission assurance.

This Annex outlines actions that must be taken to successfully meet the objectives detailed in LOE 6 of the IMCP. Development of a Garrison Energy and Water Management Program (GEWMP) elevates energy and water efficiency and security as key elements in supporting Installation readiness, in preserving our freedom of action and in being good stewards of the Nation's financial and natural resources.

1. To ensure success, all IMCOM Garrisons will implement a GEWMP that details their approach for identifying, developing, integrating and executing specific actions for managing and meeting the objectives outlined in LOE 6 of the IMCP. GEWMP will be supplemented by a Comprehensive Energy and Water Master Plan (CEWMP) by US Army Corps of Engineers Huntsville Center and or US Army Garrisons (USAG).

2. All IMCOM Garrisons must implement all actions in this Annex and develop a proactive Garrison GEWMP that monitors their progress against objectives detailed in LOE 6 of the IMCP. GEWMP will be validated and updated annually.

All Garrison GEWMP and EAPs will include the following actions.

1) Appoint, in writing, full time garrison energy managers in accordance with criteria in AR 420-1 and input and maintain contact information in the Army Energy and Water Reporting System (AEWRS). Garrison Commanders will ensure their energy managers are knowledgeable, trained, cleared and are capable of providing regular updates and implementing effective solutions.
2) Include energy and water conservation responsibilities in position descriptions of Commanders and Directors and other key positions that impact energy management to ensure compliance with Federal Legislation, Executive Orders, AESIS, and IMCP LOE 6.
3) Establish and chair a quarterly Garrison Energy Steering Committee (GESC), composed of energy managers and organizations/units from within the USAG's Area of Responsibility (AOR), to review energy/water consumption activities, evaluate goals and objectives, and to develop strategies for improvement.
4) Implement a Building Energy Monitor (BEM) and Unit Energy Conservation Officer (UECO) Program IAW https://www.us.army.mil/suite/doc/23967581 (example at https://www.us.army.mil/suite/doc/23967333).

5) Develop an Energy Security Plan and update plans annually based on a review with local utility suppliers (example template is at https://www.us.army.mil/suite/doc/23967335).
6) Correctly enter energy data monthly and water data quarterly into the Army Energy and Water Reporting System (AWERS) and conduct quality-control checks on a monthly basis. Garrisons must provide a quarterly certification of data completeness to their Region energy manager.
7) Provide appropriate data to Region to support command reporting of Army Energy Security Implementation Strategy (AESIS) metrics.
8) Provide appropriate data to Region to support command reporting of Army Energy Security Implementation Strategy (AESIS) metrics, once promulgated.
9) Review all new construction and repair project plans and specifications for compliance with all appropriate energy policies. Projects must include all life cycle cost effective energy and water conservation measures.
10) All new construction must incorporate sustainable design principles to achieve a minimum of the Silver Level of the LEED Certification IAW AR 420-1, appendix H.
11) IAW EPAct05, all designs will reduce energy consumption by 30% below the levels established in 2004 by American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) Standard 90.1. All garrisons will follow the IMCOM design criteria for designing and programming all SRM and MILCON projects as required by HQ IMCOM Memorandum dated 11 January 2010, subject Energy and Water Conservation Design Guide for Sustainment, Restoration and Modernization (SRM) and MILCON Projects. The energy and Water Conservation Design Guide can be found at http://www.wbdg.org/references/pa_dod_energy.php .
12) IAW EISA Sec 432, garrisons will perform annual energy audits of at least 25% of their facilities (total square feet of space) to evaluate energy usage and determine the best locations to incorporate energy savings measures. All audit recommendations with a simple payback of 10 years or less will be implemented no later than the following FY. Guidance for the conduct of energy audits can be found in the DOD Energy Manager's Handbook: http://www.acq.osd.mil/ie/fim/library/DoDEnergyManagerHandbook.doc.
13) Implement all cost effective no-cost/ low-cost measures as detailed in (https://www.us.army.mil/suite/doc/23967336). A completed worksheet will be included in the GEWMP.
14) Implement energy and water saving projects that are life cycle cost-effective (Energy Conservation Measures (ECM) with simple payback of 10 years or less) IAW EISA07. An ECM worksheet at (https://www.us.army.mil/suite/doc/23967338) will be completed and included in the GEWMP.
15) Annually, life cycle cost effective ECMs that cannot be self funded or through one of the other mechanisms will be identified and entered into the IMCOM Project Prioritization System for HQ funding consideration.
16) Annually, use alternate funding sources such as, Energy Savings Performance Contracts (ESPCs), Utility Energy Services Contracts (UESCs), and Energy

Conservation Investment Program (ECIP) to help fund at least one project that cannot be self funded.

17) Submit at least one project annually for consideration of ECIP funding, concentrating on renewable energy. Nominations and DD Form 1391 are normally due in July of each fiscal year.
18) When tenant units deploy insure rear detachments consolidate into as few facilities as possible and mothball the remaining unused facilities; including turning off all lights, turning off non-essential electric equipment, and setting air conditioning to 85 Degrees Fahrenheit in summer and 55 Degrees Fahrenheit in winter.
19) Implement EPA's Water Use program once issued as Army policy.
20) IAW Executive Order 13514: Federal Leadership in Environmental, Energy, and Economic Performance, garrisons will reduce vehicle fleet petroleum use 30% by 2020, given a base year of 2005 (2% per year). Garrisons should develop a petroleum fuel reduction strategy which includes: a) replacing fossil fuel vehicles with alternative fuel vehicles (AFVs) and electric vehicles (EVs); b) maximizing use of mass transit and shuttle buses; and c) installing alternative/renewable refueling infrastructure (E85, compressed natural gas, electric outlets, charging stations etc.) to encourage utilization of AFVs and EVs.
21) Nominate worthy projects, individuals, and teams for energy awards, such as Secretary of the Army Energy awards and Federal Energy Management Energy and Water Conservation awards. Nomination deadlines are typically in February and March.
22) Submit a complete annual energy report on time, due in October of each year.
23) Garrison Energy Managers who have not attended the AEE (Association of Energy Engineers) Certified Energy Manager (CEM) training must attend the 5-Day CEM residence course and pass the CEM exam (subject to availability of funds), NLT 12 months after assuming the position. Registration and attendance will be coordinated thru HQ IMCOM, G4, Public Works, Energy/Utilities Branch.
24) Garrison Energy Mangers will provide, as a minimum quarterly, energy training and awareness for installation and community personnel.
25) Garrison Energy Manager and Public Affairs Office and the Directorate of Community Activities will take every opportunity to promote energy conservation awareness throughout the USAG's AOR; command channels, community wide activities during annual Energy Awareness Month, and Earth Week.
26) Garrison energy Managers should work to become LEED accredited NLT 24 months after assuming the position.

1. Energy Related references:

- Army Energy Security Implementation Strategy (2009).
- Army Sustainability Campaign Plan (2010)
- Energy Independence and Security Act of 2007 (EISA07), Section 432, 19 December 2007.
- Installation Management Campaign Plan, March 2010.
- Energy Policy Act of 2005, (EPAct05).

- Executive Order 13423 “Strengthening Federal Environmental, Energy, and Transportation Management” (EO 13423).
- Executive Order 13514, Federal Leadership in Environmental, Energy and Economic Performance, 5 October 2009.
- AR 420-1, Army Facilities Management, chapter 22, Army Energy and Water Management Program.
- Installation Management Energy Portfolio
- U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED)

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