

INSTALLATION MANAGEMENT
CAMPAIGN PLAN

2010 - 2017



IMCOM

SOLDIERS • FAMILIES • CIVILIANS

We are
THE ARMY'S HOME

5 MARCH 2010

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.

I am pleased to present the FY10 Installation Management Campaign Plan (IMCP). This Campaign Plan represents my overall strategy for the Installation Management Command (IMCOM) and the Office of the Assistant Chief of Staff for Installation Management (OACSIM). My intent is to execute the IMCP along 6 Lines of Effort (LOE): #1 - Soldier, Family and Civilian Readiness; #2 - Soldier, Family and Civilian Well Being; #3 - Leader and Workforce Development; #4 - Installation Readiness; #5 - Safety; and #6 - Energy Efficiency and Security. The IMCP Endstate: a measurable plan executed by each subordinate installation and nested in the goals and priorities set forth by the Secretariat and HQDA.



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 my strategy. IMCOM and OACSIM play a vital role in supporting the Army Family. The IMCOM HQ, Family, Morale, Welfare and Recreation Command (FMWRC), Army Environmental Command (AEC), the Region HQ, and the Garrisons are responsible for the daily operation of the IMCP. The OACSIM is responsible for developing 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).

My strategic imperatives, nested in the IMCP, include: (1) Continue evolving the organization into a customer-focused combat support organization; (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 now and in the future; and (4) Ensure fiscal responsibility. 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), and the Army Campaign Plan (ACP).

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 by the Army Family (Installation Senior Commanders, their Soldiers, Families and Civilians). I 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 my 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. We will continually focus on value added. Everyone has requirements. Which are the most important? Which have the greatest value added?

Are we doing things right?

This second fundamental question has to do with both efficiency and safety. During this time of transition and transformation there is a degree of uncertainty. In order to maintain and increase productivity under these conditions, we must increase efficiencies. By analyzing your activities in order to cut out wasted time and energy while maintaining safe practices, you will likely be doing things right. We must look closely at our force structure. I am convinced we in IMCOM have too many people, and too much money. We can indeed have the same output (or even improved output) with a reduced force structure and less money. We must move that direction.

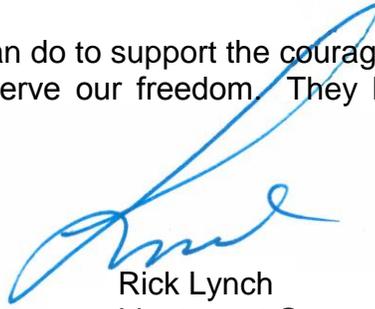
What are we missing?

I feel it is important to periodically take a step back and think about what else you should be doing that is not being done already.

Effective and responsible leaders at all levels must ask these three questions so that 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 me in making sure we do all we can do to support the courageous men and women who fight our Nation's wars and preserve our freedom. They have earned our best efforts.

ARMY STRONG!

A handwritten signature in blue ink, appearing to read "Rick Lynch", with a large, sweeping flourish extending upwards and to the right.

Rick Lynch
Lieutenant General
Commanding

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Purpose and Scope

This document describes my vision as Commanding General, Installation Management Command and Assistant Chief of Staff for Installation Management 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 my 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

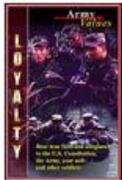
To provide standardized, effective & efficient services, facilities and infrastructure to Soldiers, Families and Civilians for an Army and Nation engaged in persistent conflict.

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

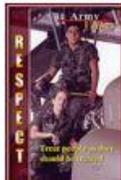
The Installation Management Community's values reflect its fundamental linkage to all dimensions of the Army. Army installations are the foundation of Soldier and Family readiness; our values are the same:



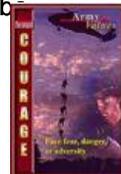
Loyalty
Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers.



Duty
Fulfill your obligations.



Respect
Treat people as they should be treated.



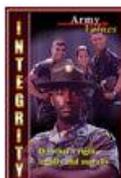
Personal Courage
Face fear, danger, or adversity.



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 and Family Readiness, Soldier and Family Well-being, Leader and Workforce Development, Installation Readiness, Safety, Energy Efficiency and Security** as imperatives in all that we do. 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 that we must exhibit to accomplish our installation management mission to the standards of excellence that 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 that we do. Accidents can be avoided by practicing comprehensive risk management and good judgment, on

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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 that 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 that 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 Garrison Commanders to engage community leaders to encourage community services to support active and reserve component needs.
- **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.

Requirements and Funding

Everyone must recognize that we are operating in a fiscally constrained environment. We must do all we can to optimize the application of resources while ensuring consistent, equitable and predictable delivery of services to our Soldiers, Families and Civilians. The entire Installation Management Community is expected to pursue every feasible opportunity for savings in order to help ensure the most effective use of our resources at the enterprise level as well as at the installation level. It is important to recognize that the Army's budget has grown significantly over the last several years. We should have enough money to serve our stakeholders effectively. However careful scrutiny is required to ensure that all of our programs are targeted effectively and meet high priority needs. If any program is not funded in FY10, that program should not be started. We must live within our budget while providing effective and efficient support.

The Program Objective Memorandum (POM) process is the venue for competing for resources. The time for new ideas is in the POM process. Resourcing new programs outside the POM cycle is simply not feasible. We are currently developing POM 12-17. That means any new program, if it is to compete for resources for FY12, should have been initiated about two years ago and should have achieved support by the Army staff during FY09. The same is true for the need to garner senior commander priorities for the programming process. The POM process is both the playing field and the rules for DoD's resourcing process. Effective use of that process is critical to resourcing success and ultimately stakeholder support success.



Program, Budget, Execute Timeline

<u>Cycle</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
POM <u>10-15</u>	Build POM FY 10-15	Defend FY 10/11 Budget	Execute FY10 Budget				
PBR <u>11-15</u>		Build PBR FY 11-15	Defend FY11 Budget	Execute FY11 Budget			
POM <u>12-17</u>			Build POM FY12-17	Defend FY12/13 Budget	Execute FY 12 Budget		
PBR <u>13-17</u>				Build PBR FY 13-17	Defend FY 13 Budget	Execute FY13 Budget	
POM <u>14-19</u>					Build POM FY 14-19	Defend FY14/15 Budget	Execute FY14 Budget

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.

Readiness is a critical element of force effectiveness and mission success. We will continue to improve upon our ability to deliver services, provide critical installation capabilities, enable the generating and operating forces, and support the Families that are an important component of Army readiness. Our commitment is to do things better, do things right and stay focused on Senior Commanders and the Soldiers, Families and Civilians who make up the Army.

We will provide support that is consistent and effective throughout the ARFORGEN process; our support for the RESET phase in particular will focus on rebuilding readiness for future deployments. Our programs will be designed and executed to maintain an Army Community comprising resilient, well balanced Soldiers, Families and Civilians in a sustainable manner.

My highest priority in an era of frequent deployments and the subsequent demands placed on Army Families are the services needed to support Soldiers, Families and Civilians through the Army Family Covenant and Soldier Family Action Plan. Effective Family Readiness Groups and Rear Detachments are keys to our success.

A significant number of civilian employees deploy in support of the uniformed Army and we will see more of this as we expand the Civilian Expeditionary Workforce (CEW) to augment the military effort as required. Many of our Services and Infrastructure Core Enterprise (SICE) partners deploy Civilians, in even greater numbers, to provide medical, engineering, contracting, logistics, or other capabilities for deployed forces. Accordingly, Civilian readiness is a key component of our mission.

More than half of the forces deployed to Iraq, Afghanistan and elsewhere come from our Reserve Component or Soldiers, Families and Civilians who don't reside on an Army installation. We will keep our off-installation Soldiers, Families and Civilians informed of the programs and services available to them through information outreach and technology.



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We will communicate with Commanders at all levels to understand their requirements as they change in concert with new and evolving challenges, and adjust our delivery of services and programs accordingly. We will work with communities outside our fence lines across America and overseas to ensure our Army Families and Reservists are informed, enabled and empowered to support America's military needs.

In the final analysis, my objective for this line of effort is to support Soldier, Family, and Civilian readiness in order to enable Senior Commanders to accomplish their missions. We will be effective and efficient in providing capabilities, and maintain a balanced approach that delivers both results and value.

LOE 1: Soldier, Family and Civilian Readiness

Keys to Success

SR1 – A deployable mindset across the enterprise

SR2 – Responsive services that meet fluid ARFORGEN requirements

SR3 – Incorporate advanced technology to support the transformed Army's training requirements

SR4 – Pre-deployment and deployment support that delivers readiness

SR5 – Effective Family Readiness Groups and Rear Detachments

SR1 A Deployable Mindset Across the Enterprise

Goal: Prepare Soldiers, Families, and Civilians to meet the demands of an expeditionary Army at war. Develop and sustain programs, services and capabilities that meet the needs of our Senior Commanders to enable them to develop trained and ready forces; well-balanced and resilient Families; and a dedicated, competent, and capable Civilian workforce. 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.

SR1-1: Standardize and enforce Soldier Readiness Program (SRP) processes across the Army

- ✓ **Metric:** % of designated installations with standardized SRP
- ✓ **Metric:** % of designated installations meeting SRP standards

SR1-2: Standardize deployment centers

- ✓ **Metric:** % of designated deployment centers with standardized function and support

SR1-3: Develop, maintain, and sustain facilities and capabilities on the installations that support Soldier fitness and a warrior ethos

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- ✓ **Metric:** % of fitness centers operating at ISR Services Green level to support Soldiers and Families

SR1-4: Develop more effective and efficient practices to deliver training support to units throughout the ARFORGEN cycles

- ✓ **Metric:** Training area and range utilization, training aids, devices, simulators, and simulations (TADSS) utilization/ capacity.

SR2 Responsive Services that Meet Fluid ARFORGEN Requirements

Goal: Provide responsive services that are focused on supporting Soldiers, Families and Civilians at a consistently high level, throughout the ARFORGEN cycle. Provide services that are flexible, adaptive, and capable of responding rapidly and effectively to new or evolving requirements. Generate and synchronize services and capabilities that complement the core ARFORGEN processes of manning, equipping, and training. Empower garrison commanders and region directors to meet the needs of their Senior Commanders.

SR2-1: Develop the ability to quantify and communicate installation requirements in order to synchronize IAW with the ARFORGEN Cycle

- ✓ **Metric:** % of designated garrisons that have complete the Reset Support and Resourcing Conference (RSRC) installation capacity assessment

SR2-2: Develop programs that help synchronize resources and requirements across the key ARFORGEN processes – Man, Equip, Train with a focus on installation support

- ✓ **Metric:** Requirements met across ARFORGEN Cycle to ISR standard

SR3 Incorporate Advanced Technology to Support the Transformed Army's Training Requirements

Goal: Adapt capabilities and facilities to meet the needs of a transforming Army. Use innovative ways to adapt as the Army continues to grow and transform. Optimize existing capabilities and available resources and provide the best possible support to both the operating force and the generating force. Leverage technology in order to make our operations and training support both more effective and efficient.

SR3-1: Utilize and adapt existing training capabilities and facilities to a transformed Army

- ✓ **Metric:** % of installations meeting capability and facility ISR standards
- ✓ **Metric:** % of scheduled capabilities and facility improvements carried out

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SR3-2: Execute an Organizational Inspection Program (OIP) to assess how IMCOM provides services in support of a transformed Army

- ✓ **Metric:** % of garrisons inspected meeting standards

SR4 Pre-deployment and Deployment Support that Delivers Readiness

Goal: Provide support to Soldiers and Civilians so they are fully trained and ready and to prepare Families to meet the challenges of deployment. Provide support throughout the ARFORGEN process and recognize the critical importance of the activities associated with pre-deployment and deployment support. Deliver readiness capability to commanders by providing the right programs and services in the right place at the right time. Complement programs and services with the core ARFORGEN processes of manning, equipping, and training synchronized to ensure consistent, high-quality pre-deployment and deployment support that meets Soldier, Family, and Civilian readiness needs.

SR4-1: Provide supplies and services to standard (e.g., Food Service, Fuel, Property Accountability, Deployment Equipment)

- ✓ **Metric:** % of designated garrisons at supplies and services ISR standard

SR4-2: Modernize and sustain training land, ranges, training facilities, and a training network to meet unit readiness requirements throughout the ARFORGEN schedule

- ✓ **Metric:** % of ranges funded on the Range Complex Master Plan (RCMP)
- ✓ **Metric:** % classroom utilization

SR4-3: Provide transportation support to standard (e.g., Railroads, Airfields, Bridges, Non-tactical vehicles)

- ✓ **Metric:** % of designated garrisons at transportation support ISR service standard

SR4-4: Provide military personnel services at processing and mobilization sites to standard (e.g., ID Cards, Legal Services, etc.)

- ✓ **Metric:** % of designated garrisons at personnel services ISR standard

SR5 Effective Family Readiness Groups and Rear Detachments

Goal: Reduce the strain and possible traumatic stress associated with military separation for both the Family and the Soldier by having the Rear Detachment Commanders efficiently utilize Family Readiness Groups (FRG) services. Utilize FRGs in providing social and emotional support, outreach services, and information to Family

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members prior to, during, and in the immediate aftermath of Family separations. Educate the Rear Detachment Commanders to understand the indispensable role they play in supporting FRGs and work seamlessly with them to ease the burdens of deployed Soldiers and their Families.

SR5-1: Deliver installation Family Readiness training to standard

- ✓ **Metric:** % of Family members who report effective training

SR5-2: Increase reach to geographically disbursed Families

- ✓ **Metric:** % of new users to Virtual FRG
- ✓ **Metric:** Virtual FRG satisfaction rating

Soldier, Family and Civilian Well-Being

Objective: 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.

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.

The Army Family Covenant (AFC) is the Army's commitment to provide Soldiers, single and married, and Army Families a quality of life commensurate with their voluntary service, sacrifices, and dedication to our Nation. The AFC establishes a lasting partnership with Soldiers and Army Families to enhance their strength, readiness, and resilience. In October 2009, as one of his first acts as Secretary of the Army, the Honorable John McHugh and senior Army leadership re-affirmed their commitment to Soldiers and their Families by re-signing the AFC.



I am committed to the AFC promise and associated programs designed to mitigate the stress associated with military life and eight years of persistent conflict. Through the Covenant we will strive to provide consistent high quality services to meet the diverse needs of single Soldiers and Soldiers with families; improve housing; expand educational and entertainment options; ensure excellence in schools, youth services and child care; and expand education, recreation and employment opportunities.

Just as I am committed to the AFC, I also endorse processes to measure and affect AFC outcomes. The Soldier and Family Action Plan (SFAP) operationalizes the AFC. The SFAP is comprised of commitments that serve to deliver the AFC and enhance Soldier and Family well being. The Army Family Action Plan (AFAP) is the grassroots effort to identify, elevate and resolve issues of concern to Soldiers, Families and Civilians. The AFAP process results in policy changes and program improvements that validate the commitments in the AFC. The Army Comprehensive Soldier Fitness (CSF) initiative focuses on sustaining resilience in our Soldiers, Families and Civilians through individual assessment and planning across emotional, social, spiritual, Family, and physical domains. It provides one tool to measure the effectiveness of the AFC.



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The Army can't do it alone. By leveraging the Army Community Covenant 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 and Families. These relationships with communities outside the installation gates are important partnerships that support the strength, resilience, and readiness of Soldiers, Families and Civilians.

LOE 2: Soldier, Family and Civilian Well-being

Keys to Success

SW1 – Standardize and fund existing Family programs and services

SW2 – Ensure excellence in schools, youth services and child care

SW3 – Facilities and programs that support transition, recreation, travel, and Single Soldiers

SW4 – Enhance community outreach

SW5 – Soldier, Family and Civilian needs met throughout the entire deployment cycle

SW6 – Resiliency and balance – mind, body and spirit

SW7 – Quality housing and barracks

SW1 Standardize and Fund Existing Family Programs and Services

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 and Families. Ensure integrated programs and services support the diverse needs of Soldiers, Families and Civilians at all installations.

SW1-1: Standardize Survivor Outreach Services

- ✓ **Metric:** % of families contacted in garrison catchment area

SW1-2: Deliver services to Exceptional Family Members to standard

- ✓ **Metric:** % of updated enrollments

SW1-3: Staff, synchronize and standardize ACS Soldier and Family programs and services

- ✓ **Metric:** % of installations staffed to ISR standard
- ✓ **Metric:** % of installation ACS Centers accredited to ISR green standard

SW2 Ensure Excellence in Schools, Youth Services and Child Care

Goal: 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.

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SW2-1: Standardize Child and Youth Facilities

- ✓ **Metric:** % of child and youth facilities constructed per standard design/specifications to meet standard for program certification

SW2-2: Standardize Child, Youth and School Programs and Services for all components

- ✓ **Metric:** (Active Component) % of installation child development services, school age services and youth programs DoD certified
- ✓ **Metric:** (Reserve Component) % of child care and youth programs providing standardized services across states and regions

SW2-3: Resource Child, Youth and School Programs for all components

- ✓ **Metric:** % of total youth program and child care spaces provided to ISR green standard

SW2-4: Leverage installation and community based services to mitigate the effects of isolation

- ✓ **Metric:** % of states and regions with implemented installation and community-based services for geographically dispersed Soldiers and Families

SW2-5: Validate CYS programs and services are executed to standard

- ✓ **Metric:** % of eligible child development services, school age services and youth programs nationally accredited/DoD certified to ISR green standard

SW3 Facilities and programs that support transition, recreation, travel, and Single Soldiers

Goal: Deliver a baseline of services and programs to Soldiers, Civilians, and Family members to standard. Ensure that these programs continue to meet the needs of the Army and of the Soldiers, Civilians and Family Members for whom they are intended.

SW3-1: Provide quality community and recreation facilities and programs and services to meet mission requirements

- ✓ **Metric:** % of facilities that meet the ISR infrastructure quality standard
- ✓ **Metric:** % of facilities that meet the ISR infrastructure quantity standard
- ✓ **Metric:** % of programs and services that meet the ISR services standard

SW3-2: Deliver standardized library services to Soldiers, Civilians and Family members

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- ✓ **Metric:** % of garrisons that meet the ISR services standard
- ✓ **Metric:** % of garrisons with libraries in General Library Information System

SW3-3: Deliver quality business operations and initiatives

- ✓ **Metric:** % of garrisons that meet the ISR/ Key Garrison Measure (KGM) standard
- ✓ **Metric:** FMWR delivery system evaluation

SW3-4: Deliver employment assistance, career development and benefits briefings to Soldiers, Civilians and their Family Members who transition from military and civil service

- ✓ **Metric:** % of transitioning Soldiers who began their pre-separation in compliance with US Title 10 section 1142
- ✓ **Metric:** % of Soldiers, by installation attending Installation Employment Assistance Workshop established by US Title 10 section 1143
- ✓ **Metric:** % of Soldiers by installation attending VA transition benefits briefing
- ✓ **Metric:** % of Soldiers, by installation utilizing other ACAP employment services. See US Title 10 section 1143

SW3-5: Provide improved on-post transient lodging

- ✓ **Metric:** % of garrisons that meet the ISR standard for occupancy
- ✓ **Metric:** % of garrisons that meet the ISR standard for facilities
- ✓ **Metric:** % of garrisons that meet garrison lodging self assessment standards

SW3-6: Deliver Better Opportunities for Single Soldiers (BOSS) programs

- ✓ **Metric:** % of garrisons that meet garrisons authorized a BOSS MWR advisor that meet the Army baseline standard
- ✓ **Metric:** % of garrisons with an active BOSS Program and a BOSS president (unit asset)

SW4 Enhance Community Outreach

Goal: Utilize the Community Covenant Program as the platform to communicate needs of Families and inspire continued support from communities outside their gates. Develop and maintain consistent relationships and communication between the installation and the community in order to sustain enduring partnerships and support, especially during deployments.

SW4-1: Sustain the Community Covenant commitment

- ✓ **Metric:** % of installations that have a signed Community Covenant with current civic and community-based organization leaders

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SW4-2: Recognize and inspire community support

- ✓ **Metric:** % of garrisons that identify two community based program and services “best practices” per quarter that enhance Soldier, Family and Civilian well being

SW4-3: Participate in civic forums

- ✓ **Metric:** % of garrisons where Senior Commander/garrison commander attends a minimum of one civic meeting per month to provide information on installation issues or initiatives

SW4-4: Maintain community liaison and support

- ✓ **Metric:** % of garrisons where 80% of civic/community leaders that accepted invitations to be part of installation working groups
- ✓ **Metric:** % of garrisons that meet the current ISR standard (Service 107) for supporting community requests

SW4-5: Enhance community relations programs

- ✓ **Metric:** % of garrisons that conduct two civilian community briefings or open houses per year to provide an opportunity for Army leadership, Soldiers and Families to share military life issues with their communities
- ✓ **Metric:** % of garrisons that have a score of three or higher on Organizational Self Assessment (OSA) - Leadership Section 1.2, c. Societal Responsibilities and Support of Key Communities.
- ✓ **Metric:** % of garrisons that participate in one media opportunity per quarter (either on-line or in-person) to inform/educate American citizens about military life
- ✓ **Metric:** % of garrisons that add one news story per quarter to the installation web site about military life and highlight programs/services to assist Soldiers, Families and Civilians

SW5 Soldier, Family and Civilian Needs Met Throughout the Entire Deployment Cycle

Goal: Provide services and programs targeted specifically to Soldiers, Civilian Employees, and their Family Members 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. Deliver high adventure, high adrenaline activities to reduce accidents and unsafe behavior and retain Soldiers.

SW5-1: Deliver alternative recreation and leisure programs for Soldiers redeploying from combat operations

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- ✓ **Metric:** % of certified Warriors Adventure Quest (WAQ) trainers per garrison serving units during Reset

SW5-2: Mitigate the effects of persistent conflict on the Army Family

- ✓ **Metric:** % of installations providing child, youth and school ARFORGEN initiatives support
- ✓ **Metric:** % change in Military Family Life Counselor (MFLC) contacts and referrals

SW5-3: Expand the reach of Army One Source through Community Support Coordinators (CSC)

- ✓ **Metric:** Satisfaction rates of Army leaders in the CSC's area of responsibility

SW6 Resiliency and Balance – Mind, Body and Spirit

Goal: Support and strengthen the resilience and balance of Soldiers, Civilians and their Families, and maintain a culture that perpetuates safe practices and risk avoidance.

SW6-1: Develop and administer an Army Substance Abuse Program (ASAP) that increases knowledge and improves decision making regarding drug use, abuse and dependency

- ✓ **Metric:** The number of active duty Soldiers receiving training in accordance with the ISR standard
- ✓ **Metric:** % of garrisons meeting ISR standard for alcohol-related incidents

SW6-2: Execute a comprehensive suicide prevention program

- ✓ **Metric:** % of garrisons executing a program in accordance with Vice Chief of Staff of the Army (VCSA) Suicide Prevention Task Force (SPTF) Army Campaign Plan
- ✓ **Metric:** % of garrisons that are reporting results in accordance with VCSA SPTF Army Campaign Plan (summary report, training statistics, and family member program)

SW6-3: Execute comprehensive risk reduction and health promotion programs

- ✓ **Metric:** % of garrisons with Installation Prevention Teams established in accordance with AR600-85, VCSA, Army Campaign Plan – Health Promotion (ACPHP) and Deployment Cycle Support (DCS) directive
- ✓ **Metric:** % of garrisons entering data in the Web portal in accordance with the standard
- ✓ **Metric:** % of units participating in Unit Risk Inventory/Re-integration Unit Risk Inventory (URI/RURI) survey administration

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SW6-4: Establish and maintain a comprehensive Employee Assistance Program as required by AR 600-85

- ✓ **Metric:** % of participants receiving screening and short term counseling to ISR standard

SW6-5: Provide Comprehensive Religious Support Services and Spiritual Fitness Programs comparable to the civilian community integrated within the military community to meet the needs of the population

- ✓ **Metric:** % of services provided in accordance with Garrison Command Master Religious Plan:
 - Worship
 - Religious education
 - Pastoral care
 - Family care
 - Spiritual fitness and professional development

SW-7 Quality Housing and Barracks

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

SW7-1: Sustain and provide Family housing

- ✓ **Metric:** Occupancy rate for privatized and Army-owned housing
- ✓ **Metric:** % of houses that meet ISR quality standard for Family Housing category

SW7-2: Certification of Housing Services Offices (HSO)

- ✓ **Metric:** Level of HSO certification
- ✓ **Metric:** % of barracks that meet customer utilization of HSO

SW7-3: Sustain and occupy Permanent Party (PP) Barracks to standard

- ✓ **Metric:** % of barracks occupied in accordance with standards in AR 420-1
- ✓ **Metric:** % of barracks that meet ISR quality rating for PP Barracks category group

SW7-4: Sustain and modernize Basic, Advanced Individual, and Advanced Skill Training (BT/AIT/AST) barracks

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- ✓ **Metric:** % of barracks that meet ISR mission rating for BT/AIT/AST Barracks group
- ✓ **Metric:** % of barracks that meet ISR quality rating for BT/AIT/AST Barracks group

SW7-5: Sustain Annual/weekend/Mobilization (AT/MOB) barracks to standard

- ✓ **Metric:** % of barracks that meet ISR mission rating for AT/MOB Barracks group
- ✓ **Metric:** % of barracks that meet ISR quality rating for AT/MOB Barracks group

SW7-6: Sustain and occupy Warrior in Transition barracks to standard

- ✓ **Metric:** % of Warriors in Transition (WIT) Barracks occupied in accordance with standards in AR 420-1
- ✓ **Metric:** % of barracks that meet ISR quality rating for WIT Barracks group

Leader and Workforce Development

Objective: A multi-skilled workforce comprising Military and Civilian leaders and personnel with the knowledge, capabilities, skills, and opportunities to successfully and innovatively accomplish the installation management mission.

Professional leadership of a talented and motivated workforce is key to the successful execution of our mission.

Our primary objective is to build and sustain a cadre of agile and adaptable leaders and a multi-skilled workforce with a commitment to deliver installation services for the Army community. They will be passionate about improving quality of life, safeguarding human health, utilizing our resources wisely, and enhancing 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.

Leaders will ensure our workforce is afforded a work atmosphere that promotes equal opportunities for employment, training, achievement and advancement. Every member of our Installation Management Family will be treated with the dignity, respect and freedom from harassment 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 experiences. We will create an environment that encourages self development and life-long learning. We will also use enterprise-level knowledge management to increase innovation and knowledge sharing to improve customer support.



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Leaders will communicate tirelessly, so that every Installation Management Soldier and Civilian knows the competencies to effectively perform their jobs. Leaders will grow supervisors and staff using a requirements-driven system that is deliberate, continuous, sequential, and progressive to facilitate career growth. 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, Selfless Service in All Things

LW4 – Sustainable, Empowered Workforce Focused on Collaboration and Innovation

LW5 – Continuing Education and Training Opportunities

LW6 – A culture of Safety, Sustainability and Healthy Work Environment

LW1 Multi-Skilled and Adaptive Leaders

Goal: Develop leaders who possess strong intellect, physical presence, professional competence, high moral character, and are outstanding role models for junior staff. Develop leaders who are able and willing to act decisively, and in the best interest of the organization. Develop leaders through planned sequential and progressive levels of education, training, and assignments resulting in competent multi-skilled leaders who support the Army and our Nation.

LW1-1: Grow leaders – Develop and maintain a requirements-driven system of leader development that builds breadth and depth in targeted leader competencies and meets Army and Installation Management needs

- ✓ **Metric:** Required training completion by key personnel
- ✓ **Metric:** Retention/Undesired attrition rates for key positions

LW1-2: Grow supervisors and staff – Develop a succession planning approach that enables IM to anticipate and rapidly fill leadership vacancies

- ✓ **Metric:** Average time to fill supervisory vacancies
- ✓ **Metric:** Supervisory mobility and retention rate
- ✓ **Metric:** Post-Training utilization rate
- ✓ **Metric:** Completion of Pre-command course

LW1-3: Grow business acumen and commitment to service

- ✓ **Metric:** New employees with college degree in Career Programs/Career Field

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LW2 Constant Communication and Continuous Feedback

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Goal: Instill superior communication practices for results-driven, competent leadership. Develop communication skills to supervise, build teams, 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. Develop leaders who are approachable, show respect for others' opinions, and who welcome contrary viewpoints or unconventional ideas.

LW2-1: Effective internal dialog – (top-down, two-way and lateral)

- ✓ **Metric:** Timely performance management

LW2-2: Effective external dialog – Grow leaders who understand the value of satisfied customers and stakeholders

- ✓ **Metric:** Voice of the Customer Interactive Customer Evaluation (ICE) data and Senior Commander feedback]

LW2-3: Support collaboration and communication with technology

- ✓ **Metric:** Knowledge of technology
- ✓ **Metric:** Use of technology
- ✓ **Metric:** Effectiveness of technology

LW3 Teamwork, Professionalism, Selfless Service in All Things

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 leaders who can recognize and overcome obstacles to team effectiveness and lead by example, constantly reinforcing the importance of the group over individual self-interest. Foster a culture of Equal Employment Opportunity and fair treatment for all employees. 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.

LW3-1: Sustain a culture of trust and pride

- ✓ **Metric:** Orientation for new employees
- ✓ **Metric:** Number of Management Directive (MD)-715 essential elements which are 90-100 percent compliant
- ✓ **Metric:** Commanders develop, sign, publish, implement and monitor completion of corrective action plans for Parts H, I and J of the MD-715 report
- ✓ **Metric:** # of formal complaints accepted and an investigation requested within 15 calendar days of receipt or dismissed within 15 calendar days of receipt / total # of formal complaints processed

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- ✓ **Metric:** No Fear and Prevention of Sexual Harassment (POSH) training offered within 90 days of initial employment and annually thereafter

LW4 Sustainable, Empowered Workforce Focused on Collaboration & Innovation

Goal: Empower decision making across the organization. Encourage Soldiers and leaders to think creatively and to innovate and learn from mistakes. Reward innovation that furthers the goals of the organization while working within its legal and policy constraints. Devise new ways for Soldiers and Civilians to accomplish tasks and missions with integrity, honesty and ingenuity without fear of adverse consequences for themselves or their colleagues.

LW4-1: Align and reward units and individuals who have made significant contributions to achieve the IM Campaign Plan

- ✓ **Metric:** Performance plan alignment with Installation Management Campaign Plan
- ✓ **Metric:** Honorary awards given for contribution at all levels

LW4-2: Enhance collaboration and staff sustainability

- ✓ **Metric:** Alternative Work Schedule (AWS) utilization
- ✓ **Metric:** Sick leave usage rate
- ✓ **Metric:** Tele-work utilization

LW5 Continuing Education and Training Opportunities

Goal: Establish an organizational environment that values and encourages life-long learning. Demonstrate a commitment to continuing education; seek out education and training opportunities beyond required learning or duty assignments. Employ off-duty education opportunities that teach additional skills and broaden perspectives on life, as well as management principles and leadership. Provide honest feedback to others, discuss strengths and areas for improvement, resulting in Individual Development Plans that address weaknesses and sustain strengths. Develop the workforce using a requirements-driven system that is deliberate, continuous, sequential, and progressive to facilitate career growth.

LW5-1: Provide valuable training opportunities

- ✓ **Metric:** Fiscal training investment
- ✓ **Metric:** Army Civilian Education System
- ✓ **Metric:** Publish training guidance

LW5-2: Expand learning opportunities through learning partnerships with other organizations

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- ✓ **Metric:** Satisfaction score(participants, managers, partners) for programs launched with strategic partners

LW6 A Culture of Safety, Sustainability and Healthy Work Environment

Goal: Build and sustain a culture of safety by practicing good safety habits, addressing safety deficiencies, and articulating how the installation management community is working to improve safety and address safety issues. Promote the importance of physical fitness as a foundation for health, enhancing workforce performance, and increasing spiritual and mental well-being for both leaders and personnel. Establish physical fitness and a healthy lifestyle as an ethical and practical imperative for leaders whose decisions affect their organizations' combat effectiveness, health, and safety.

LW6-1: Create a culture of safety

- ✓ **Metric:** Workplace accidents
- ✓ **Metric:** Workers compensation costs
- ✓ **Metric:** Federal Employee Compensation Act (FECA) Working Group Index

LW6-2: Promote health and wellness for all civilians

- ✓ **Metric:** Quality of fitness or wellness related opportunities/programs provided (fitness, nutrition, etc.)
- ✓ **Metric:** Demonstrated leader support of fitness

Installation Readiness

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

Installation readiness 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 and continuous rate of change in our current environment requires installations to be resilient and agile. We will manage installation facilities and support services to meet the needs of generating and operating forces and other organizations' needs within the limits of our resources.

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 other Army commands to establish installations that are much 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. And we will build healthy, inviting communities that allow Soldiers and Families to thrive.

We will continue to adapt installation training facilities to support training requirements. We will provide sustainable training areas and facilities that provide Soldiers with realistic experience, thoroughly preparing them for all contingencies. We will continue to focus our attention on new and emerging technologies, leveraging opportunities to conserve energy, reduce waste and natural resource depletion, enhance training realism, and reduce supply chain vulnerability.

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 Foot Prints Streamlined and Transformed
- IR4 – Enhanced Capabilities through Partnerships
- IR5 – The Army's Infrastructure Modernized and Sustainable
- IR6 – Environmental Stewardship

IR1 Sustainable Infrastructure that Supports Senior Commander Requirements

Goal: Design, construct, update and rehabilitate our infrastructure so that it is sustainable, agile and supports current and future Senior Commander requirements. Develop sustainable infrastructure that is resource and energy efficient, provides a safe and productive working and living environment and is fully incorporated into enterprise and installation level management and decision support tools. Ensure our installation infrastructure meets the training and deployment needs so that all assigned units meet ARFORGEN requirements.

IR1-1: Facilities that comply with current Army standards

- ✓ **Metric:** % facilities that comply with Army mission standards (standard from mission ISR-I data)

IR1-2: Strategic Mobility Infrastructure (SMI) that fully enables ARFORGEN deployment/redeployment cycles.

- ✓ **Metric:** SMI Quality Facility Condition Index (FCI) rating

IR1-3: Modernize and sustain the Installation's training infrastructure

- ✓ **Metric:** % of ranges funded on the Range Complex Master Plan (RCMP)
- ✓ **Metric:** Quality Facility Condition Index (FCI) Rating – (Restoration Backlog as % of total inventory value)

IR1-4: Facilities sustained such that condition does not degrade

- ✓ **Metric:** Quality Facility Condition Index (FCI) Rating – (Restoration Backlog as % of total inventory value)

IR2 Sustainable Army Communities of Excellence

Goal: Lead, manage and implement the operational programs and processes within the enterprise and on a day-to-day basis at the installation to ensure installation readiness. Employ an effective integrated management system with an installation readiness

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focus, cost consciousness, and a sustainable performance-driven culture that shares information and best practices across and between levels of management. Commit leadership at the enterprise and installation levels to the eleven principles of performance excellence: visionary leadership; customer-driven excellence; organizational and personal learning; valuing workforce members and partners; agility; a focus on the future; managing for innovation; managing by fact; societal responsibility; a focus on results and creating value; and a systems perspective.

IR2-1: Institutionalize an Integrated Management System to execute the Campaign Plan

- ✓ **Metric:** % of installations meeting standard on Baldrige-based Campaign Plan Assessment
- ✓ **Metric:** % of organizations with key leaders trained and experienced as examiners in Baldrige-based competitions

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

- ✓ **Metric:** % of installation Common Levels of Support (CLS) services delivered to standard
- ✓ **Metric:** Cost savings achieved through continuous improvement
- ✓ **Metric:** % of installations with sustainability targets embedded in their action plans

IR2-3: Promote the development and sharing of information and best practices across the enterprise

- ✓ **Metric:** % of best practices adopted per installation, region and/or HQ

IR3 Installation Boot prints Streamlined and Transformed

Goal: Ensure sustainable installations by reducing waste and minimizing future liabilities. Remove excess facilities and recycle materials to support new construction or the updating 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. Utilize the tools and develop the relationships needed to rapidly address facility shortfalls, address our most urgent needs rapidly and effectively and minimize surplus facilities.

IR3-1: All excess facilities planned for demolition

- ✓ **Metric:** % of excess facilities identified in the Real Property Inventory that have been planned for demolition through the Facilities Reduction Program

IR3-2: Replacement of functionally inadequate inventories

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- ✓ **Metric:** Total reduction in functionally inadequate (F4) from 1st Qtr FY10 baseline

IR3-3: Facility shortages programmed and built to address most urgent needs first

- ✓ **Metric:** % of facilities programmed by end of current Five Year Defense Plan (FYDP) that meet facilities deficits

IR3-4: Control the growth of the overall gross square footage footprint of installations by using effective space management practices

- ✓ **Metric:** SF of excess facilities converted/diverted that reduce facilities shortfalls per FY

IR4 Enhanced Capabilities Through Partnerships

Goal: Enable partnerships to access unique capabilities without having to support the capability over the long term. Develop partnerships with organizations such as local communities, universities, 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 purchase goods and services for cost and performance benefits.

IR4-1: Leverage private sector and local community Enhanced Use Lease (EUL) partnership opportunities to develop cost effective operations, sustainable infrastructure, and high quality services and facilities for our Soldiers and their Families

- ✓ **Metric:** % of leases executed compared to total lease candidates
- ✓ **Metric:** % of value of in-kind or cash received as compared to value estimated or planned when lease executed

IR4-2: Utilize Municipal Service Agreements by leveraging services available in the local communities surrounding our Army Installations for Soldiers and their Families

- ✓ **Metric:** # of Municipal Service Agreements with local community organizations providing services at lower cost

IR4-3: Utilize Utilities Privatization (UP) to reduce Army liabilities for deficient and deteriorated utility system capabilities

- ✓ **Metric:** Value of liabilities removed due to Headquarters Executive Information System (HQEIS) Army Plant Property Records Backlog of Maintenance (ISR Q1+)

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IR4-4: Utilize Utilities Privatization (UP) to increase the sustainability of utility systems by increasing asset value of privatized systems, which are fully funded for ongoing Repair and Restoration (R&R) requirements

- ✓ **Metric:** HQEIS (Army Plant Property Records) Plant Replacement Value (PRV)

IR5 The Army's Infrastructure Modernized and Sustainable

Goal: Maintain situational awareness of the status of our facilities and infrastructure, the consumption of natural resources and energy, and the status of the sources of those natural resources and energy. Develop and update plans at the enterprise and installation level to modernize or replace those facilities and infrastructure so as to improve their natural resources and energy efficiency and their overall capability to support the current and future requirements of Senior Commanders. Avail ourselves to the technologies that support sound business decisions and provide new ways to effectively deliver quality services.

IR5-1: Buildings systematically modernized to attain modern functional mission requirements

- ✓ **Metric:** % of facilities modernized with Sustainment Restoration & Modernization (SRM) that meets Army standards and mission requirements
- ✓ **Metric:** % of facilities modernized with military construction (MILCON) that meets Army standards and mission requirements

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

- ✓ **Metric:** % of required repairs reported that are funded within two/four FYs (Initial measurement will be prior year execution data)

IR5-3: Utility infrastructure condition and capacity sustained and modernized to support installation requirements

- ✓ **Metric:** % of deficit utility system capacity (water, electric, natural gas, sewer, etc) programmed in FYDP
- ✓ **Metric:** % of utility (water, electric, natural gas, sewer, etc.) systems sustained with SRM or BOS to meet industry standards

IR5-4: Advance technology to support sound business decisions and new ways of delivering services

- ✓ **Metric:** % of installations using standard Installation planning systems to improve services and infrastructure [Installation Planning Systems defined by Installation Geospatial Information & Services (IGI&S) standardized layers; Proactive Real-Property Interactive Space Management System &

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Management Command and Control System (PRISMS/MC2) Space Management Module, PRISMS/MC2 Barracks Module, General Funds Enterprise Business System (GFEBS)]

IR6 Environmental Stewardship

Goal: Preserve, protect, conserve, sustain and, where appropriate, restore the natural environment on which our installations depend. Integrate program guidance and goals across installation functional areas in order to lead and execute environmental programs. Transform business practices, enhance current management procedures, and develop innovative technologies and approaches, leveraged 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.

IR6-1: Leverage environmental planning capabilities to reduce environmental impacts and risk to ensure safe and healthy communities

- ✓ **Metric:** Number of training days lost, number of industrial operations days lost, and/or number of days funded MILCON is delayed due to environmental statutory requirements last fiscal year

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

- ✓ **Metric:** Ratio of BASOPS environmental dollars spent on environmental requirements against total BASOPS funding annually by fiscal year
- ✓ **Metric:** Annual change in approved amount of non-recurring environmental funds requested and approved unanticipated funds requested by each installation for each FY against the FY09 baseline

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

- ✓ **Metric:** Acreage returned for beneficial use
- ✓ **Metric:** Cleanup program cost to complete

IR6-4: Reduce adverse impacts to the environment

- ✓ **Metric:** % of greenhouse gas (GHG) emissions reduction against 2008 baseline

Safety

Objective: All Soldiers, Families, and Civilians consciously employ risk reduction measures to foster a safe working and living environment, instilling a sense of safety both on- and off-duty while promoting leader and individual accountability.

We have an inherent obligation to provide a safe and healthy environment for the Soldiers, Families and Civilians that constitute the Army family.

We are firmly committed to growing a culture of safety awareness that pervades our daily operations and activities, both on and off installations, and which guides our actions at all times. Our strategy will include more expansive communication concerning the requirement to exercise effective risk management, situational awareness, and accident avoidance measures. We will further communicate the availability of education and training programs, and get the message out that safety is both a leader responsibility and a matter of personal accountability. Furthermore, we will partner with nationally recognized safety programs to promote safe and healthy practices in both personal and professional activities and create local partnerships to address hazard and emergency events with our surrounding communities.

The Army Installation Management Community will redouble its efforts to ensure that every aspect of installation life is as free of hazards as possible and that accidents are avoided. Recent statistics indicate that our efforts are starting to achieve the desired effect. In mid 2009 the Army experienced 19% fewer off-duty accidental fatalities and 12% fewer on-duty accidental fatalities as compared to the previous fiscal year. To continue this positive trend, we will establish consistent safety awareness programs across the enterprise to help Soldiers, Families and Civilians identify and mitigate risks in their personal and professional behaviors.

We will continue to employ the Army's Composite Risk Management (CRM) approach to enhance individual safety practices and instill in Soldiers, Families and Civilians a greater awareness of hazard identification and accident avoidance. We will extract maximum benefit from CRM and other strategies with a single-minded purpose: to avoid the unacceptable loss of a single member of our team.



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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 protection/ emergency management activities (Prevention, Preparedness, Response, Recovery and Mitigation) as reflected in the National Response Framework (NRF).

In the end, we will create a culture that embraces accountability for reducing risks to lives and property.

LOE 5: Safety

Keys to Success

- SF1** – Effective Privately Owned Vehicles (POV – motorcycle and auto) safety programs in place
- SF2** – Heightened safety awareness across the Command
- SF3** – Hazard control measures employed to foster a safe working and living environment
- SF4** – Safe and healthy practices are promoted and encouraged on- and off-duty
- SF5** – Integrated Installation Protection Program and capability in place

SF1 Effective Privately Owned Vehicles (POV- Motorcycle and Auto) Safety Programs in Place

Goal: Create and deliver effective safety programs focused on motorcycle and auto safety that enable a safety culture both on- and off-duty. Communicate the availability of motorcycle and auto safety education and training programs. Instill a message that safety is both a leader responsibility and a matter of personal accountability.

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

- ✓ **Metric:** % of Garrisons delivering Army Traffic Safety Training Program (ATSTP) to standard
- ✓ **Metric:** # of reported POV accidents resulting in death or disabling injury
- ✓ **Metric:** Installation fatality rate resulting from POV accidents compared to the national rate
- ✓ **Metric:** Student satisfaction rate on course questionnaires

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

- ✓ **Metric:** % of garrisons with established active motorcycle mentorship programs

SF2 Heightened Safety Awareness Across the Command

Goal: Establish consistent safety programs and awareness of those programs across the enterprise. Engage in regular safety campaigns to help Soldiers, Families and Civilians identify and mitigate risks in their personal and professional behaviors. Create a culture that directly addresses safety concerns at the closest level of decision and that embraces accountability for reducing risks to lives and property.

SF2-1: Conduct seasonal safety campaigns to educate on the importance of achieving a safety mindset

- ✓ **Metric:** % of garrisons achieving the Army Readiness Assessment Program (ARAP) climate survey standard

SF2-2: Standardize installation-level safety and occupational health advisory councils and community risk reduction councils

- ✓ **Metric:** % of installations with community risk reduction councils established to standard
- ✓ **Metric:** % of garrisons with Safety and Occupational Health Advisory councils established to standard

SF2-3: Each Garrison participates in the ARAP and initiate action to mitigate risks

- ✓ **Metric:** % of risks identified in the ARAP that are mitigated

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

Goal: Create a safe working and living environment on our installations through the regular and systematic identification, mitigation and removal of known and emerging hazards. Employ Composite Risk Management (CRM) to enhance individual safety practices and instill a greater awareness of hazard identification and accident avoidance.

SF3-1: Conduct job hazard analysis for selected occupations

- ✓ **Metric:** % of job hazard analysis conducted in selected occupations with job hazard analysis conducted
- ✓ **Metric:** % of occupational hazards identified that have been mitigated

SF3-2: Establish a home self-inspection program to ensure hazards are identified and mitigated

- ✓ **Metric:** % of identified home hazards that have been mitigated

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SF4 Safe and healthy practices are promoted and encouraged on and off duty

Goal: Create partnerships to promote safe and healthy practices in both personal and professional activities.

SF4-1: Maintain Occupational Health Programs

- ✓ **Metric:** % of garrisons providing occupational health programs to standard
- ✓ **Metric:** Workplace accidents rate
- ✓ **Metric:** # of accidental deaths and disabling injuries

SF4-2: Partner with nationally recognized safety programs and execute best practices to promote healthy living practices [Mothers Against Drunk Drivers (MADD), Click It or Ticket, Booze It and Lose It, BOSS Against Drunk Driving (BADD), etc.]

- ✓ **Metric:** % of installations with partnerships established

SF5 Integrated Installation Protection Program and capability in place

Goal: Installations implement and execute Installation Emergency Management (IEM) Programs and capability per DODI 6055.17 and AR 525-27 that are National Incident Management System (NIMS) compliant, thus enabling installations with capabilities for interoperability with local, county and state jurisdictions in order to effectively respond to any incident.

SF5-1: Ensure an Installation Integrated Emergency Management capability as part of the Army's all-hazards based integrated installation protection program

- ✓ **Metric:** % of garrisons with an Installation Integrated Emergency Management (IEM) Plan/Program
- ✓ **Metric:** % of garrisons with an all-hazards-based and integrated Installation Protection Working Group [Antiterrorism/Force Protection (AT/FP), Emergency Management (EM), Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE), Ready Army]
- ✓ **Metric:** Resident feedback on the Installation Protection Program

SF5-2: Ensure Installations are ready and capable to support Base Support Installations (BSI) operations in support of all-hazards events

- ✓ **Metric:** % of garrisons with a completed BSI checklist
- ✓ **Metric:** % of garrisons with Defense Support to Civil Authorities (DSCA) Phase I certified personnel

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- ✓ **Metric:** % of garrisons with National Incident Management systems-compliant Installation Emergency Operations Centers

SF5-3: Ensure a safe and secure environment for installation residents, the workforce and assets

- ✓ **Metric:** % of garrisons with a current (annual) threat assessment and an Active Threat Working Group
- ✓ **Metric:** % of garrisons capable of meeting fire and emergency services response requirements (90% within 5-minutes)
- ✓ **Metric:** % of garrisons dispatching first responders within 1 minute of the call

Energy Efficiency and Security

Objective: Maintain 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.

Energy efficiency and security are key elements in supporting Army readiness, in preserving our freedom of action and in being good stewards of the Nation's financial and natural resources. Through conservation, energy efficiency, energy production from domestic renewable resources and upgraded distribution systems, installations will increase energy efficiency and improve the security of the sources of their energy over the long term.

Today, we are increasingly leveraging strategic energy initiatives to reduce dependence on petroleum, degradation of air quality, and global climate change. With the expansion of mission for Army installations from primarily training and deployment platforms to include homeland security and disaster relief operations, access to adequate and secure supplies of energy represents a compelling priority.



Energy efficiency and security are important barometers of installation readiness. Sustainability projects and initiatives will introduce new models of efficient design and operation. We will capitalize on one of the biggest assets at our disposal – land – in order to advance renewable energy sources, such as wind, solar, and geothermal, and reduce our dependence on fossil fuels. And we will address installation dependency on the national grid for electric power at a time when these systems capacities are being taxed and vulnerabilities better understood.

To meet these and other challenges, we will effectively execute programs that recognize energy as a strategic resource and address the priorities of the *Army Energy Strategy for Installations*, the *Army Energy Security Implementation Strategy*, the *Army Campaign Plan for Sustainability* and other Army guidance.

We will address installation energy demand to achieve greater efficiency and reduce overall energy expenditure. We will eliminate energy waste in existing facilities, increase energy efficiency in new construction and renovations, and reduce dependence on fossil fuels.



We will hold all within the Installation Management Community accountable for conservation of water resources and we will ensure our

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energy and water systems are secure and reliable. In addition, we will maintain a realistic understanding of the risks of power disruption to installation mission-critical infrastructure, activities, and programs, and develop strategies to avoid incidents that threaten operations.

Through training in sustainability principles and practices, we will drive an energy-conscious ethic. Achieving and maintaining this ethic requires that Installation Management leaders foster a climate in which our communities embrace the reality that the Earth's resources are not inexhaustible. Such a mind-set protects installation readiness, advances sustainability, and builds trust. Through education and setting the example, we will inspire each other to take proactive measures and achieve excellence in managing our energy resources.

LOE 6: Energy Efficiency and Security

Keys to Success

EN 1 – Reduce energy and water consumption

EN 2 – Increase energy and water efficiency and modernize infrastructure

EN 3 – Improve the development of renewable and alternative energy, and ensure access to energy supplies

EN 4 – Improve the development of renewable and alternative energy for vehicle fleet mobility fuel

EN-1: Reduce 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 operational awareness to achieve long term cost savings and to strengthen the ability of the Army to fulfill its missions now and in the future.

EN1-1: Institutionalize energy and water savings and conservation procedures across all levels

- ✓ **Metric:** % of key positions with energy and water management accountability in their job performance objectives
- ✓ **Metric:** % reduction in energy consumption per square foot
- ✓ **Metric:** % reduction in water consumption per square foot
- ✓ **Metric:** % of installations with comprehensive energy and water master plans

EN1-2: Provide full-time, trained, and certified energy managers to lead the energy program on each installation and within all Regions

- ✓ **Metric:** % of installations with energy managers
- ✓ **Metric:** % of trained energy managers
- ✓ **Metric:** % certified energy managers

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

- ✓ **Metric:** % of eligible facilities with advanced meters
- ✓ **Metric:** % of buildings connected to a utility monitoring and control system
- ✓ **Metric:** % of installations inputting data monthly into Army Energy and Water Reporting System (AEWRS), accurately, on time, and for 100% of all utilities consumed

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

- ✓ **Metric:** % of installations with energy awareness activities planned during energy awareness month
- ✓ **Metric:** % of installations with strategic media programs targeted towards community members
- ✓ **Metric:** % of installations with an active local energy awards program for energy initiatives

EN-2 Increase Energy and Water Efficiency and Modernize Infrastructure

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

EN2-1: % validated energy performance for new construction, restoration and modernization (UFC 3-400-01 and IMCOM Energy Standards)

- ✓ **Metric:** % of validated restoration and modernization projects that comply with IMCOM energy standards
- ✓ **Metric:** % of validated new construction projects that comply with 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

- ✓ **Metric:** % all new building construction and renovations certified LEED Silver with measurements and verifications upon completion of construction
- ✓ **Metric:** % of installation designers and energy managers certified as LEED-Accredited Professionals for “whole building” sustainable practice

EN2-3: Execute modernization of Army facilities to reduce energy use

- ✓ **Metric:** % of Army utilities and energy infrastructure modernized annually
- ✓ **Metric:** % of facilities audited for energy and water savings annually

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- ✓ **Metric:** % of audit recommendations implemented annually

EN-3 Improve the Development of Renewable and Alternative Energy and Ensure Access to Energy 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.

EN3-1: Implement energy security plans

- ✓ **Metric:** % of installations with energy security plans
- ✓ **Metric:** % of installations that annually exercise their energy security plans and update their plans based on a review with utility suppliers

EN3-2: Substitute renewable resources for purchases of energy from fossil fuel sources where life cycle cost effective

- ✓ **Metric:** % of installations meeting legislative standards for renewable energy use
- ✓ **Metric:** % of electric and total energy from renewable sources

EN3-3: Develop on-site renewable generation program (consistent with mission requirements) to create “Net Zero Energy” installations

- ✓ **Metric:** % of installations with a plan to achieve a “net zero energy” installation
- ✓ **Metric:** % increase in on-site renewable energy production/consumption annually

EN-4 Improve the Development of Renewable and Alternative Energy for Vehicle Fleet mobility Fuel

Goal: Installations achieve a continuous increase in the usage of alternative/renewable fuels based on specific goals established for each installation, including non-tactical vehicle fleet capable of using alternative/renewable fuels and availability of alternative/renewable fuel sources on or within close proximity to the installation. The Installation Management Community will partner with Defense Energy Support Center (DESC) and Army Petroleum Center (APC) for infrastructure projects and funding.

EN4-1: Increase the level of alternative/renewable fuels

- ✓ **Metric:** 75% of covered vehicles purchased/leased must be Alternative Fuel Vehicles (Energy Policy Act of 1992)

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EN4-2: Increase alternative fuel consumption

- ✓ **Metric:** % increase in alternative fuels used annually using 2005 baseline

EN4-3: Decrease petroleum fuel consumption

- ✓ **Metric:** % decrease of petroleum fuel consumption annually using 2005 baseline

ANNEXES

Annex A: Strategic Communications

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

“Strategic Communications is everyone’s responsibility.”
LTG Rick Lynch

Introduction

Strategic communications is a process the Installation Management Community uses to integrate all its actions and information across all functions and engage key stakeholders to promote awareness and understanding that leads to commitment and action in the larger context 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 plan are unfocused, wasted efforts. Effective strategic communication for the IMCP begins with the content of the plan and the Commanding General’s intent and key messages.

At the next level, OACSIM and Command leadership – subordinate commands, the Army Environmental Command (AEC) and the Family and Morale, Welfare and Recreation Command (FMWRC), Region Directors, Headquarters directorates and special staff sections, and Garrison Commanders – function as a seamless, coordinated “change coalition” that consistently and repeatedly reinforces Campaign Plan information and messages in 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 every level. “One-Command-One-Voice” communication drives clear, coordinated messages and is key to implementing the IMCP. It enhances contributions to the Army mission across a geographically dispersed enterprise during a period of institutional challenges and change.

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Key Messages

The Commander's Intent and the IMCP are the guiding documents. Strategic communication themes and key messages are derived from these documents and form the basis for communications at all levels enabling "One-Command-One-Voice" communication. Strategic Communications themes and messages are coordinated with GO/SES Champions and Functional Leads to ensure accuracy and consistency before being cascaded down through region and garrison leadership and Public Affairs Offices. Key Messages are developed to:

- Create a transparent communications environment inside and outside the command
- Increase audience awareness of OACSIM and IMCOM as organizations moving out in tandem to support the Army's decisions
- Ensure consistency, be easily repeatable, and stand out among competing communications clutter
- Lead to commitment and action
- Build visibility and support for the Campaign Plan and its Lines of Effort

IMCOM Command and Campaign Plan Key messages

Campaign Plan Line of Effort	Key Messages	Primary Stakeholder/Audience
Overarching GO/SES Lead: G-3/5/7 Functional Lead: Strategic Communications Division	- The Installation Management Community will deliver sustainable installation communities that enable strong Soldiers and resilient Families for a mission-ready Army.	All
Soldier, Family and Civilian Readiness GO/SES Lead: FMWRC Functional Lead: Facilities Directorate	- The number one priority is ensuring Soldiers and Civilians are ready to answer our Nation's call whenever and wherever they are needed. - The Installation Management Community will ensure Families are prepared and supported throughout their Soldiers' entire deployment cycle.	Army Senior Commanders/ Army Commands Soldiers, Civilians and Families Garrison Commanders
Soldier, Family and Civilian Well-Being GO/SES Lead: FMWRC Functional Lead: Facilities Directorate	- The Installation Management Community supports all Soldiers, Families and Army Civilians with quality programs and safe communities that meet their needs while enabling them to thrive and maintain resiliency. We are keeping the promise. - The Installation Management Community is renewing focus on	Garrison Commanders Soldiers, Civilians and Families Senior Commanders/ Army Commands Community Leaders

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Campaign Plan Line of Effort	Key Messages	Primary Stakeholder/Audience
	community relationships to ensure high quality of life for Soldiers, Families and Civilians.	Non-Governmental Organization Partners
Leader and Workforce Development GO/SES Lead: G1 Functional Lead: Workforce Development Division	- The Installation Management Community is dedicated to developing a healthy, well-balanced, multi-skilled workforce comprising military and civilian leaders and personnel with the knowledge, capabilities, skills and opportunities to successfully and innovatively accomplish our mission.	Garrison Commanders HQ Functional and Directorate Leaders Workforce
Installation Readiness: GO/SES Lead: G4 Functional Lead: Public Works	- Installation Readiness is achieving Mission excellence through streamlined processes, strategic partnerships, and good stewardship of resources that meets the mission needs of Senior Army Commanders.	Senior Commanders/ Army Commands Garrison Commanders Workforce
Safety GO/SES Lead: Executive Director Functional Lead: Safety Office	- The Installation Management Community will proactively and aggressively ensure safe, secure installations for Soldiers, Families and Civilians by making safety everyone's responsibility.	Garrison Commanders HQ Functional and Directorate Leaders Workforce Soldiers and Families Congress Public
Energy GO/SES Lead: G4 Functional Lead: Public Works	- The Installation Management Community will increase the energy security of installations by pursuing technologies, partnerships, and personal accountability so that installations can efficiently and effectively execute their missions today and into the future.	Garrison Commanders Workforce Army Private Sector Partners Community Leaders

Areas of Strategic Communications Emphasis

The Army Family Covenant (AFC) is an area of strategic emphasis for the initial six-month effort. The Strategic Communications Division, with key Stakeholders from OACSIM and FMWRC, will develop and implement a communications campaign specifically in support of AFC during the April-September 2010 timeframe. Services and Infrastructure Core Enterprise (SICE) Partners will be critical to this effort.

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Additionally, four 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:

- **Resiliency**
Proponent(s): Army G1 and Comprehensive Soldier Fitness Program
- **Cost Culture**
Proponent: IMCOM G8

Key Message: The Installation Management Community will ingrain a vibrant cultural mindset that optimizes resources and cost-informed decisions in support of the Army's Strategic goals and objectives

- **Army Community Covenant/Partnerships**
Proponents: OACSIM Director, IS and Garrison Commanders
- **Sustainability**
Proponent: IMCOM G3/5/7

Key Message: The Installation Management Community will integrate sustainability into planning, training, procurement and operations in order to ensure future installation capabilities

Our approach will develop multiple communications tools, engage stakeholders and customers at a higher frequency, and reinforce key messages.

Concept of Operations

a. Communications Strategies

The Strategic Communications Division works with OACSIM, SICE and IMCOM leadership as well as the appropriate Department of the Army offices to ensure communication strategies and key messages are consistent with Army doctrine, initiatives, and priorities.

The Division shares its services with OACSIM, the Army Environmental Command (AEC) and the Family and Morale, Welfare and Recreation Command (FMWRC), Region Directors, Headquarters directorates, special staff sections, and Garrison Commanders. The Division provides strategic guidance and direction on communication strategies and key messages 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. Strategic communications does not stop with the delivery of the message. Communication is about achieving the desired effects.

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The hierarchy of effects includes:

- Awareness – a basic familiarity with the IMCP and leadership’s guidance
- Learning – an understanding of the IMCP as it applies to the installation management enterprise and to the stakeholder
- Perception – the transformation of information about the IMCP that gives personal meaning for the stakeholder
- Belief – favorable attitude toward the IMCP and its impact on the stakeholder
- Motivation/Engagement – a willingness to collaborate and take action

Every event and every engagement, from a simple conversation to a large conference, presents an opportunity to communicate about Installation Management. Every opportunity must create or reinforce positive impressions and/or counteract negative impressions. Everyone at all levels must look for and create opportunities to inform others about OACSIM and IMCOM. This requires leadership and the workforce to act within their circles of influence as spokespersons.

Communication is a top priority and responsibility for leadership at all levels to leverage or create opportunities to engage internal and external stakeholders. Leaders are critical to achieving consistent “One-Command-One-Voice” communication across the enterprise. They are the key to establishing a positive tone in all communications.

Because the Installation Management enterprise is geographically dispersed, each leader of a subordinate command, each Region Director and each Garrison Commander assumes significant responsibility for aligning IMCP communications. These leaders establish a communications climate that nurtures openness and enthusiasm – that is, a climate in which stakeholders can engage with leadership in communication on the IMCP or any other issue.

Consistent, “One-Command-One-Voice” communication, combined with a positive communications climate, not only contributes to the successful implementation of the plan, but also creates other important benefits by enabling us to:

- Tell the Installation Management Community story
- Enhance OACSIM and IMCOM credibility
- Set the conditions for a positive image
- Focus the workforce on our direction, philosophy and goals

To ensure clear and consistent messages delivered with a high frequency over multiple channels, the Strategic Communications Division will align opportunities with clear objectives. The Division has taken the first step by developing key strategic messages, using a common framework at Appendix 1. These frameworks specify the stakeholders who should receive the message. For every message, there is a desired effect.

b. Campaign Plan Strategic Communications Components:

1) Stakeholders/audiences

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We will engage a variety of stakeholders who have a role in the IMCP. We will work to achieve buy-in or create awareness among these groups.

Stakeholders/Audiences

STAKEHOLDERS/AUDIENCES	Engagement Purpose
Congress	Funding
Army and Office of the Secretary of Defense (OSD) Leadership	Institutional leadership and support
Army Commands	Installation tenants, SICE support
Senior Commanders	Primary customer leadership
Garrison leadership	On-site leaders across enterprise
Soldiers	Primary installation customers
Specific Family groups (e.g., Gold Star Families)	Installation customers
Army Families: Active, Reserve, Guard, retirees	Installation customers
Civilian and military workforce	Customer service providers across enterprise
Community leaders	Potential partners and/or influencers
General public	Grassroots support; influencers of Congress, Army
Private-sector partners and academia	Potential partners, collaborators and/or investors in installation projects
Entertainment community	Value-added third-party supporters of Soldiers and Families and programs that support them

2) Communications Tools/Media

Below are some of the tools and channels that will help promote the Campaign Plan and reach key stakeholder groups and audiences:

Campaign Plan Communications Tools

Communications Tool/Channel	Stakeholder(s) Reached	Timing/Frequency
Town halls	OACSIM/IMCOM workforce, targeted audiences	Monthly
Army-wide events, awareness campaigns	All hands	Calendar dependant
Commanding General's personal events	Influential stakeholders / VIPs	CG calendar dependent
IMCOM WORLD	OACSIM/IMCOM leaders and workforce	Weekly

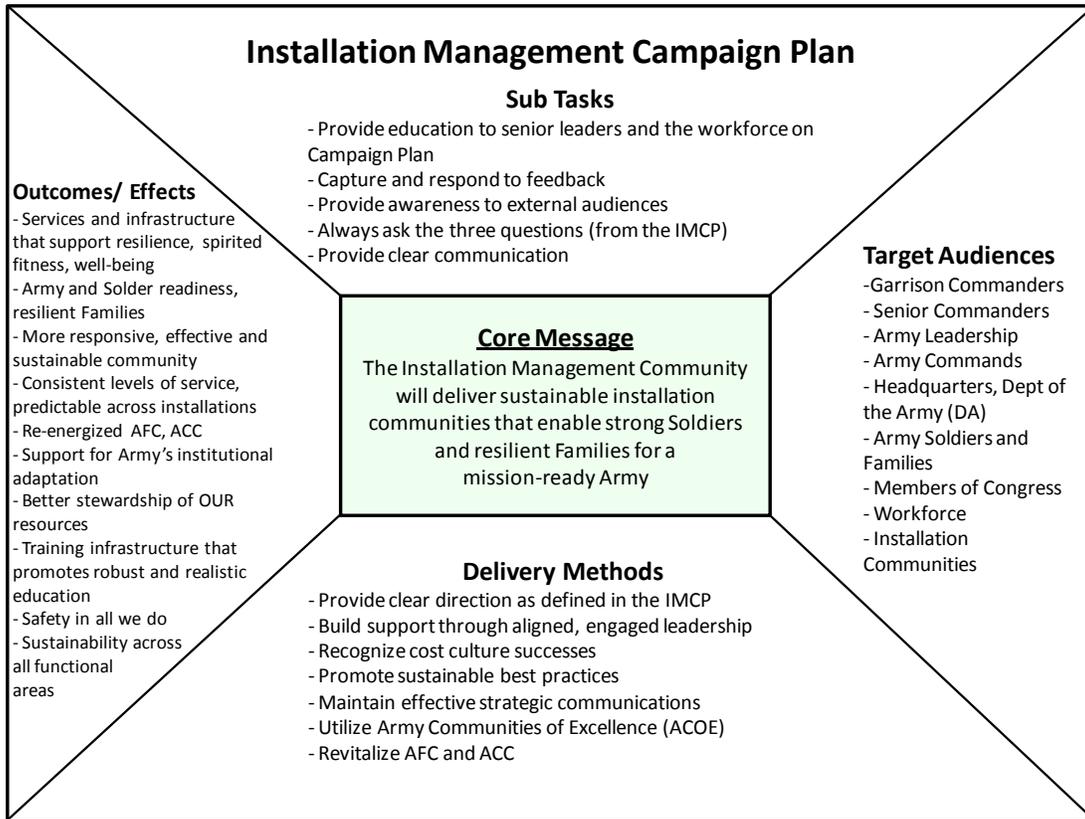
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Communications Tool/Channel	Stakeholder(s) Reached	Timing/Frequency
Media roundtables and leadership interviews	Army / DoD audiences, American public	Various
Garrison and region public affairs outreach	IMCOM PAO community	Biweekly
Garrison community relations outreach	Local and regional community leaders and public	Continuous
Congressional memoranda and testimony	Congress and staff	As required
Installation planning boards	Regional and local key stakeholders, garrison staff	Quarterly
IMCOM / garrison media -- newspapers, television, radio, video	Army Soldiers, Families and installation workforce	Ongoing
Leadership e-mails, memoranda, articles	OACSIM/IMCOM leadership	Ongoing
Websites (Army, AKO, IMCOM Public, GarrisonCommand.com)	OACSIM/IMCOM leadership, workforce, Soldiers, Families	Weekly and event driven
Social media (Blog, Facebook, Twitter, other)	Public, Soldiers, Families, workforce	Daily / weekly updates
Army Leader Forum	Army Officers assigned to OSD / Joint Staff	Monthly
Private-sector symposia/conferences	Private sector	Calendar and event dependant
Media events – Command, Garrison	OACSIM/IMCOM and garrison workforce, Soldiers	Various
Training courses (Garrison Pre-command, Senior Commander)	School specific	As required
Family Readiness Groups	Army Soldiers and Families	Various

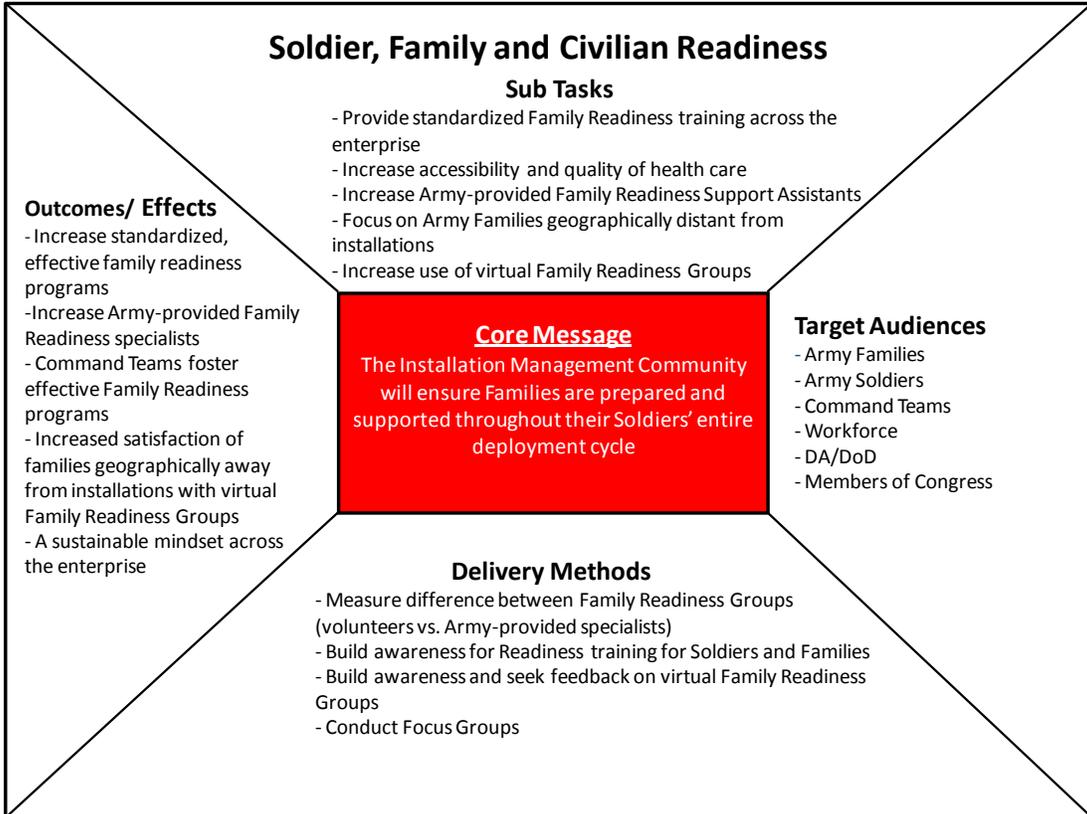
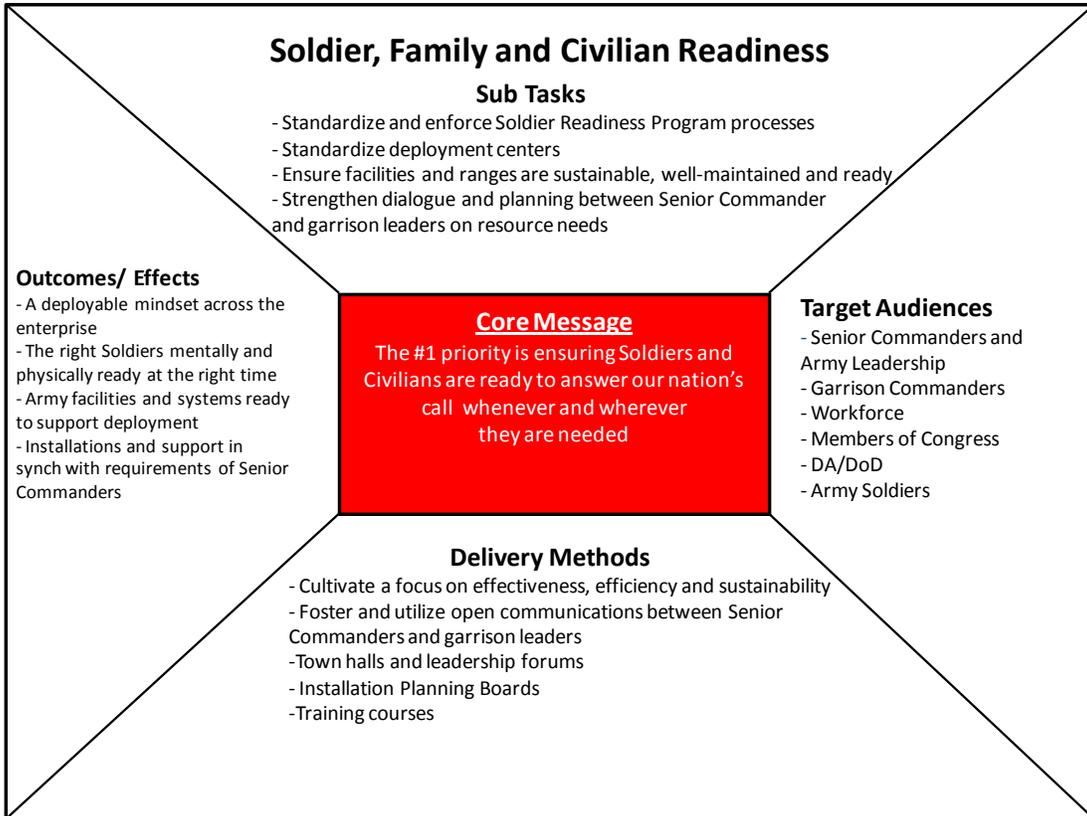
Appendix: 1 - Strategic Communications Messages

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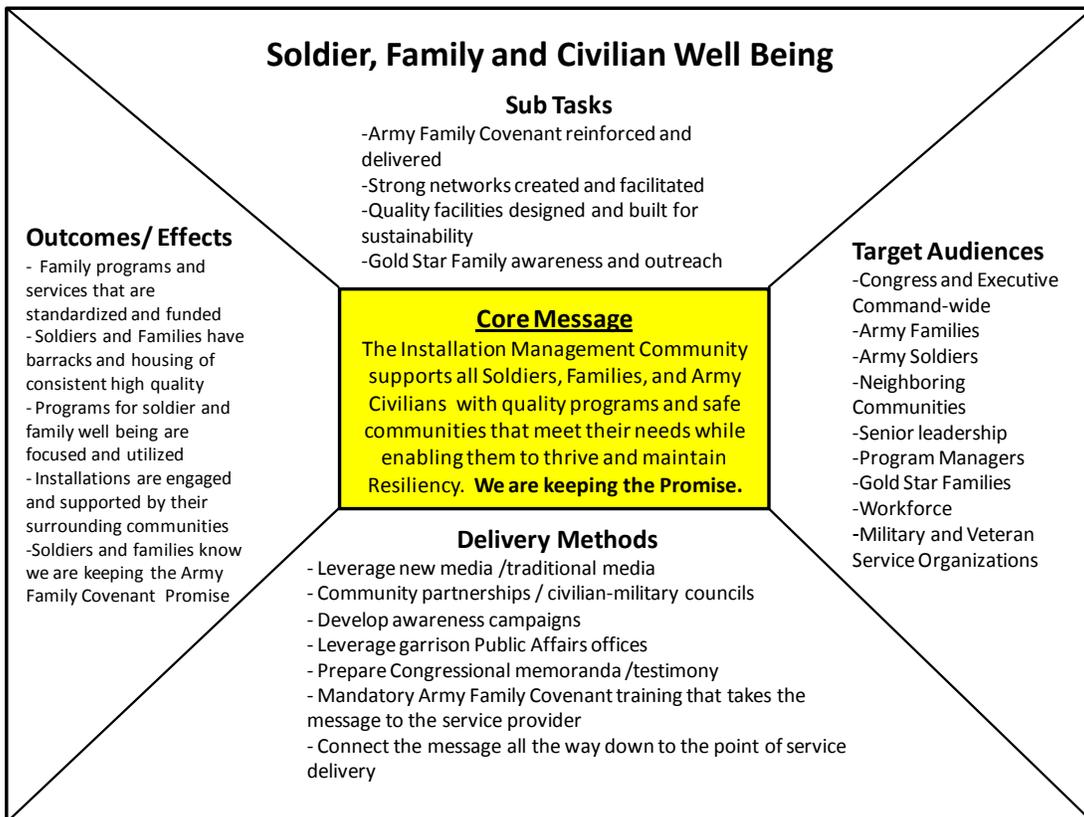
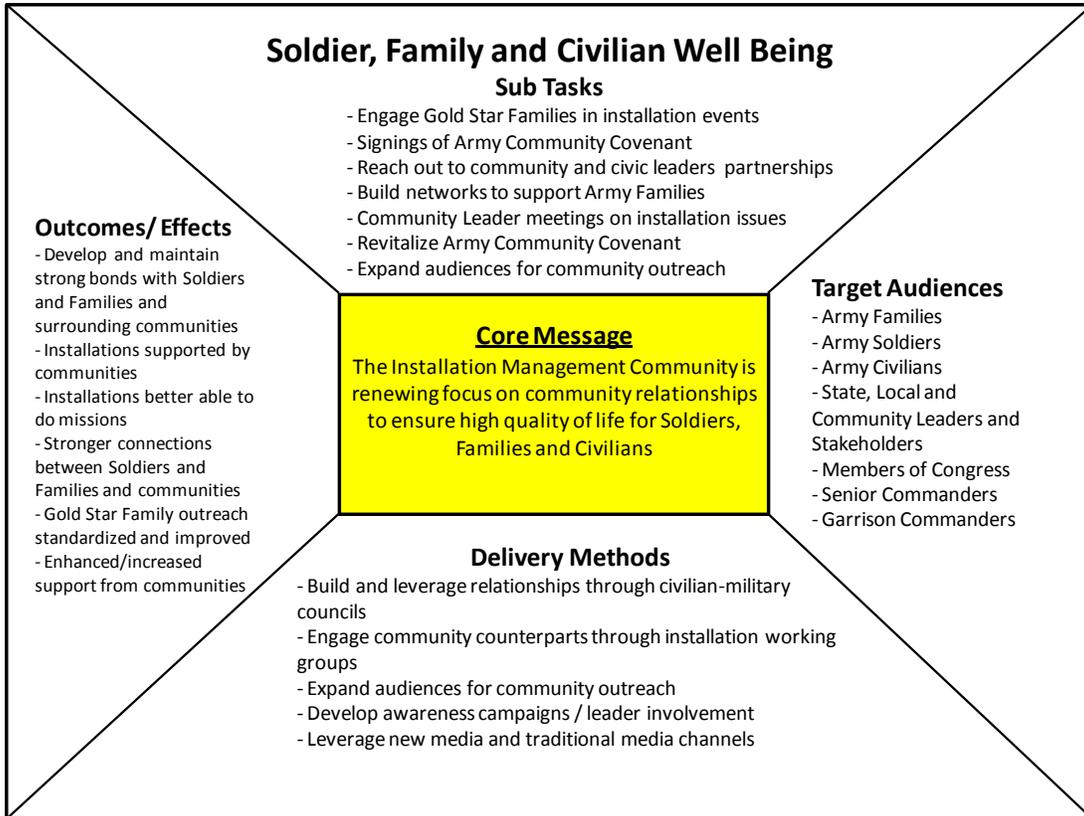
Key Message Sheets



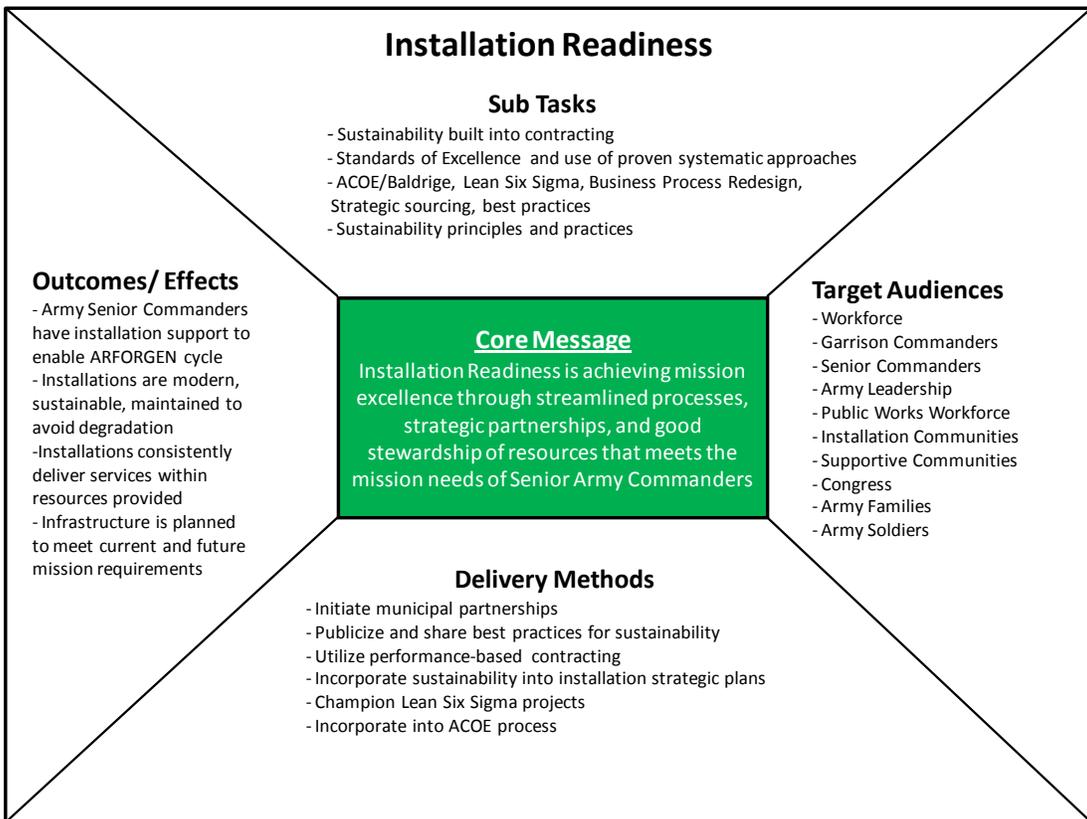
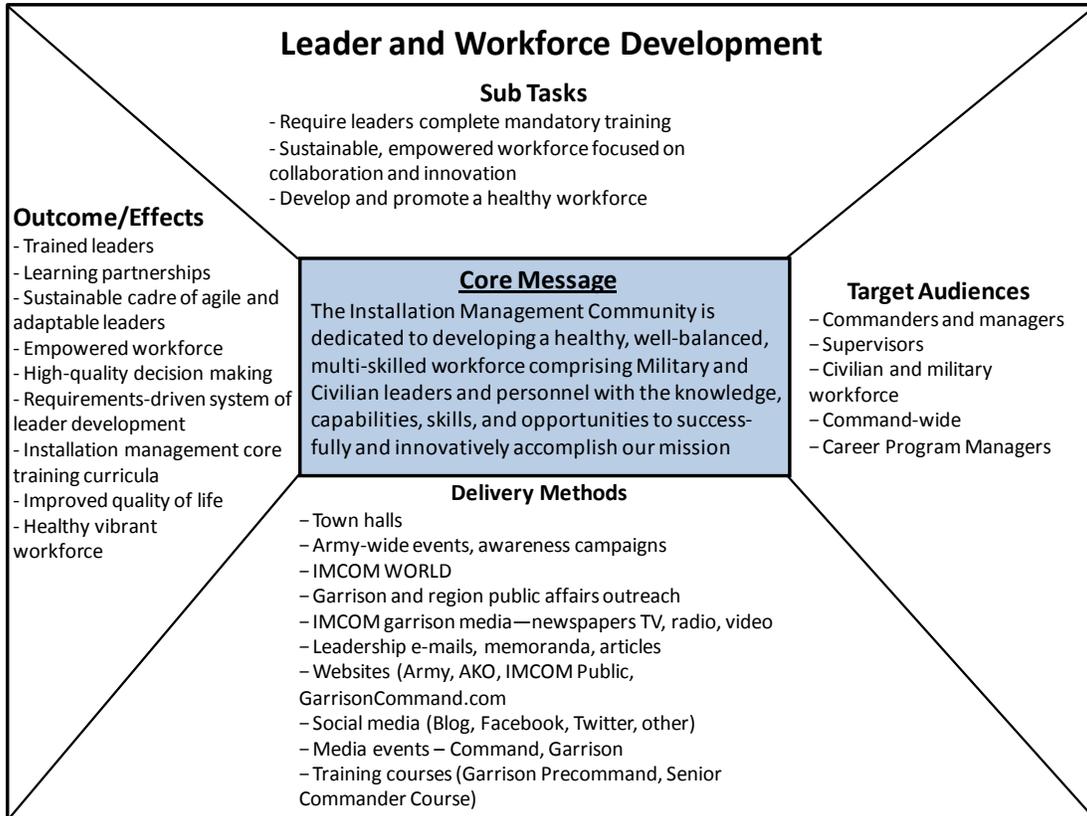
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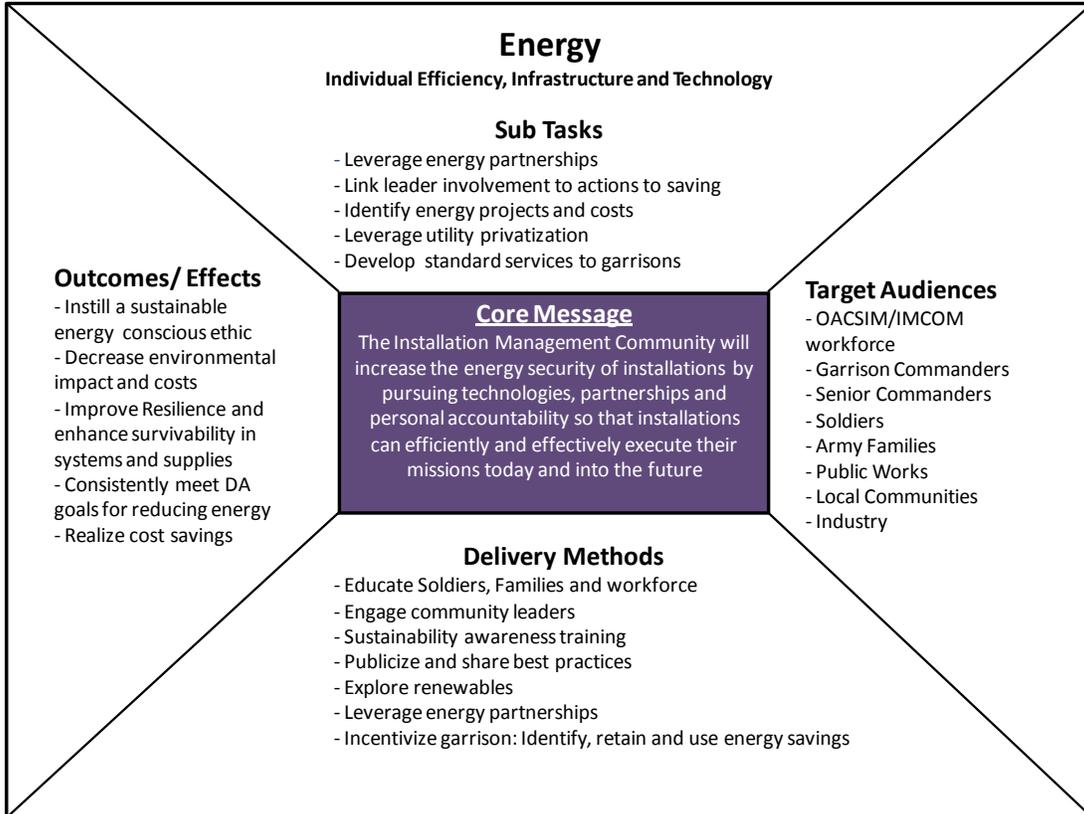
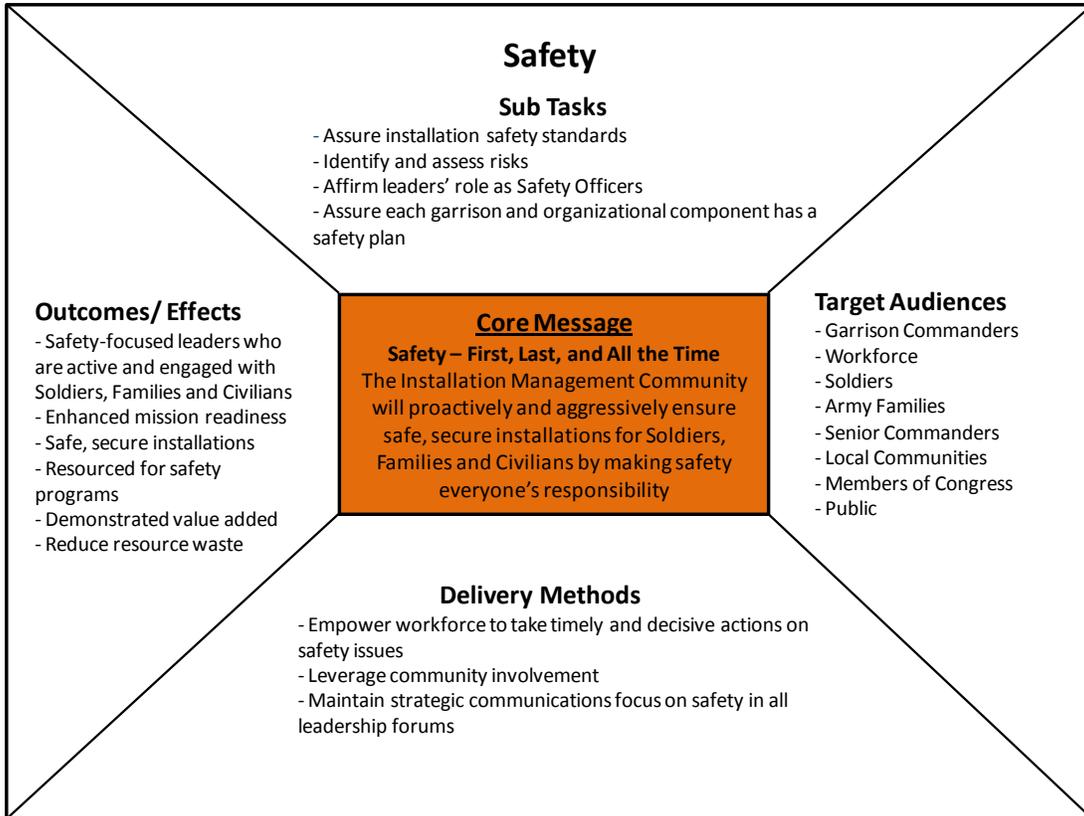
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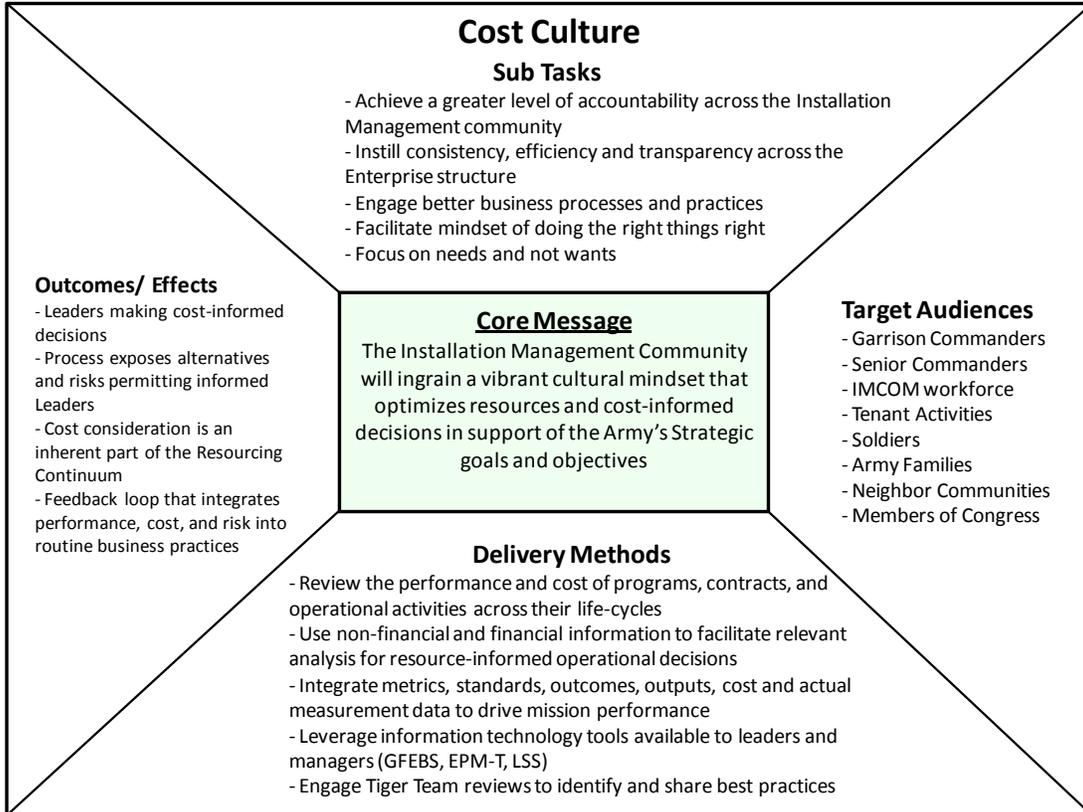
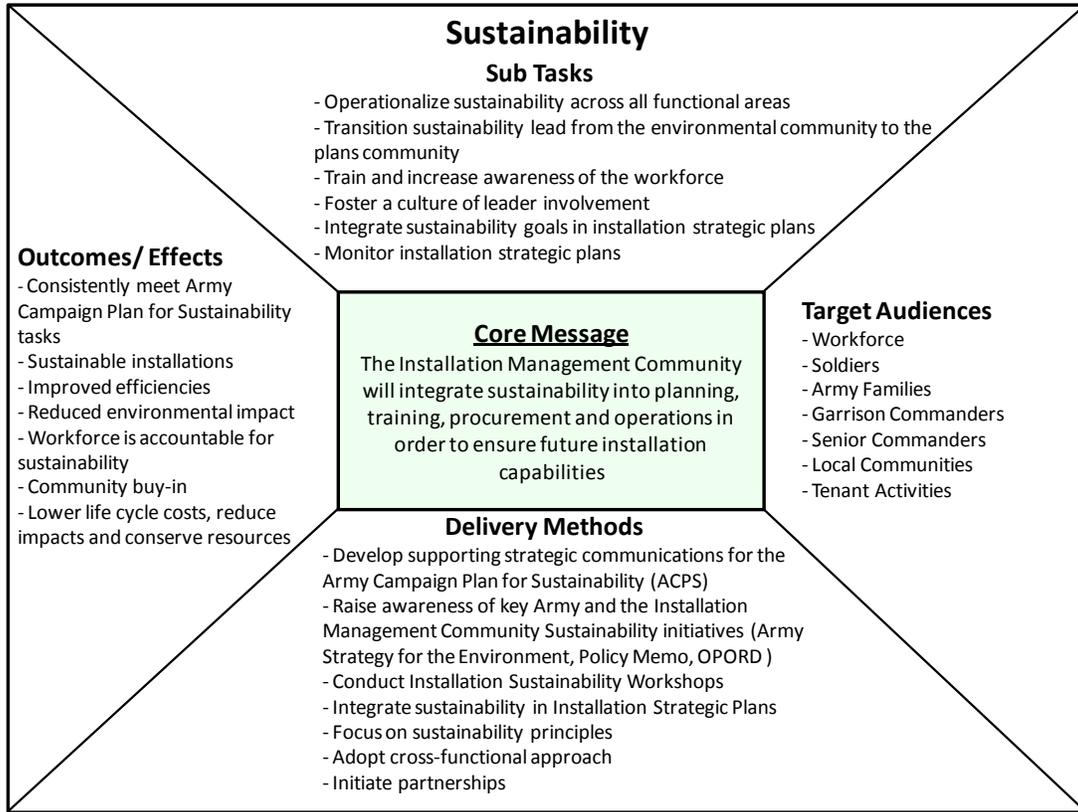
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Annex B: Effects Calendar

~ March 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Campaign Plan final draft to CG	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 IMCP Roll Out	30	31			
	IMCP Conference/Training – San Antonio					

Installation Management Campaign Plan

~ April 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6 CG IMCP Review w/CG	7	8	9 CG IMCP AAR	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Installation Management Campaign Plan

~ May 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 CG IMCP Review w/CG	5	6	7	8
9	10	11 CG IMCP AAR	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31 Memorial Day					

Installation Management Campaign Plan

~ June 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 CG IMCP Review w/CG	2	3	4 CG IMCP AAR	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Installation Management Campaign Plan

~ July 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14 CG IMCP Review w/CG	15	16	17
18	19 CG IMCP AAR	20 Review & Update KTSS	21	22	23 Review & Update	24
25	26	27 Finalize KTSS	28 Review & Update Metrics	29 Review & Update STRATCOM	30 Finalize Subtasks	31

Installation Management Campaign Plan

~ August 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 CG IMCP Review w/ CG	4 Finalize Metrics	5	6	7
8	9	10 CG IMCP AAR	11 Review & Update LOE Narratives	12	13	14
15	16	17	18 Final Draft Narrative LOEs	19 Final STRATCOM	20	21
22	23	24	25 IMCP Final Draft	26	27	28
29	30	31				

Installation Management Campaign Plan

~ September 2010 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 IMCP to CG for Signature Final IMCP to Publisher	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30 Publish/Roll Out IMCP #2		

Annex C: Workforce Development Strategy

Objective: A multi-skilled workforce comprising Military and Civilian leaders and personnel with the knowledge, capabilities, skills, and opportunities to successfully and innovatively accomplish the installation management mission.

Introduction

This annex aligns with the Army's Leader Development Strategy and the fundamental leader characteristics, qualities, and competencies. It draws from the Army leader development imperatives that guide policy and action. This annex focuses mainly on developing our Civilian workforce which comprises over 97 percent of the Installation Management Community's talent base. Our Civilians comprise the Generating Force, support the Army enterprise and increasingly contribute to the Operating Force as expeditionary employees. The 21st Century All-Volunteer Army will rely heavily on the leadership contribution of our Civilian leaders in garrison and at higher echelons. As such, we commit to the development of the Common Leader Competencies outlined in Appendix 1 to this Annex. To achieve my objectives, the Installation Management Community will leverage existing Army programs and resources, as well as our own Installation Management workforce and leader development initiatives.

We have drawn from the objective that underpins Line of Effort #3 in this plan to create the strategy for developing our Installation Management leaders of the future. This annex is a gap analysis with solutions to close the gaps; it describes the current state, the end state, and the programs to position Installation Management leaders for success and build our future leader cadre. This Annex nests within the Army's pending human capital strategy for the Civilian workforce. Our Installation Management Community leader development imperatives, objectives, and programs support the following goals.

Leader Development Goals

1. For the Installation Management Community: We will grow and sustain a workforce with the right technical/leadership mix 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 membership in cadres designed to fill key leadership positions.

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Our workforce is dedicated, professional, multi-skilled, and diverse. This dynamic cohort supports Soldiers and Families, sustains the institution, and is poised to meet the challenges of the 21st Century. To do this, our Installation Management Community leader development initiatives focus on requirements-based needs to deliberately and sequentially build breadth and depth in targeted leader competencies.

Our leader development initiatives require resources, dedicated people, and time. Allocation of time and money to build this system will require sustained commitment and senior leader governance. Additionally, leader equity is important. We must leverage our prior investment in leaders and exploit their wisdom, experience, and insight to help prepare future leaders. Chain of command support for Civilian workforce development is also vital. We must capitalize on the supervisory chain's ability to identify those who are ready, willing, and able to advance. Leaders at all levels must commit to developing their employees, ensuring they have the time they need to develop the right skills through a variety of methods (on-the-job training, distance learning, resident courses, mentoring, and developmental assignments). The supervisory chain will provide opportunities to utilize new knowledge, expect improved performance from employees, and hold them accountable to deliver it.

Present State

The system of leader development for the Civilian workforce is less mature and less robust than that of our Military cohorts. The lack of a cohesive, enterprise-level strategy and plan to manage our Civilian talent in the Army must be corrected. Even though supervisors may recognize their responsibility for developing others, there are no systems of accountability to ensure this occurs.

We cannot fully identify or track Civilian leaders, their acquired competencies, and their needs for development. We have not fully identified leader positions, the competencies required in such positions, or who has the potential to fill these positions. Yet, we know for the period covered by this Campaign Plan, we face a projected loss of approximately **40%** of our Civilian leaders, supervisors, and journeyman level employees which will create significant opportunities for advancement of others. This provides a sense of urgency for the Installation Management Community leaders increase focus on leader development.

Currently, for the much of our Civilian workforce, we do not have defined career paths. Nor do we synchronize our Civilian education, training, and experience. Many of our Civilians are unaware of developmental opportunities in the Army, and sufficient access to such opportunities is far from a reality. While the Department of the Army develops and implements strategies to deal with these deficiencies, we will address the things we can improve.

LEADER DEVELOPMENT IMPERATIVES, OBJECTIVES, AND INITIATIVES

Imperatives from the core Army Leader Development Strategy serve as mandates – in effect, requirements – that drive our Civilian leader development objectives and programs. Our general approach is to institutionalize processes that validate command-wide requirements, analyze gaps, and assess how well the initiatives close those gaps.

IMPERATIVE 1. Encourage an equal commitment by the institution, leaders, and individual members of the profession to life-long learning and development. This imperative reinforces the Commander's commitment to Civilian leader development. It provides for establishment of a comprehensive framework for leader development across the enterprise, reinvigorates our policy and guides on development, and strengthens a culture of continuous learning.

Objective 1a. Enterprise-wide understanding of what the Department of the Army expects from its Civilian employees, the role of Civilian leaders, and the conditions under which Civilians advance – in other words, a well-defined professional domain.

Identified Gap: Installation Management Policy Tied to Competencies and Requirements for Leader Development. We must craft policy that defines the professional domain of Civilian employees at all echelons to meet the future needs of our community. This policy will specify or provide:

- Diverse sources of talent
- Career progression, and phase points for every career path (what is expected at each stage of leader development)
- Breadth and depth of experience
- Leadership experiences
- Career enhancing benefits for geographic and/or organizational mobility
- Appropriate Army education and experiences (e.g., green suit culture)
- An environment that fosters and encourages advanced education and training
- A cross-flow of talented Civilian employees between all elements of the Installation Management Community and values developmental movement to other agencies and organizations
- Access to occupational and institutional development strategies
- A strategic communication process that broadcasts new policies and progress toward our goals which also promotes enhanced awareness of opportunities among our workforce

Objective 1b. Enterprise-wide understanding of roles and responsibilities of the major stakeholders in leader development, from the individual employee to our senior leaders.

Identified Gap: Policy on Roles and Responsibilities to Facilitate Leader Development for All Levels. Though some leader development policy exists, there remains a lack of clarity. Policy must describe who does what among key organizations that contribute to Civilian leader development and provide guidance to manage Civilian leader development at the entry and mid-level levels of employee careers. Such policies will facilitate the synchronized, integrated development of functional and leadership competencies. As employees gain functional competencies, they will have defined programs at the local or command level to develop organizational leadership competencies. The Army's Civilian Education System, Installation Management training taught by the Army Management Staff College, and our unique Installation Management workforce development and talent management programs will be an integral part of this. We must ensure that we take advantage of every opportunity to capitalize on opportunities and hold subordinate leaders accountable for planning for absences for training. For our Garrison leaders (Commanders, Managers, Command Sergeants Major, and Deputies), we will evaluate and refine our Garrison Pre-Command programs and opportunities for spouses to ensure their success.

Objective 1c. A robust self-development system.

We will capitalize on initiatives by HQDA and TRADOC to develop procedures and systems to monitor leader development execution. The strategy will reemphasize the role of supervisors in establishing self-development goals and in providing individuals the time and resources needed. Commanders will establish and monitor self-development programs for their organizations. We will also foster distributed learning and other resources required to support self-development and make it more accessible. We will develop future learning portals to capture available self-development training and opportunities for distance learning. Increasing self-development through university and college participation will be a part of this objective.

IMPERATIVE 2. Manage our Military and Civilian talent to benefit both the institution and the individual. This establishes an enterprise approach to managing Civilian talent. Through this mandate, the Department will engage in human resource lifecycle management of our Military and Civilian leaders. The objectives below meet Department requirements for leaders while fostering the growth desired by individuals.

Objective 2a. A command tour policy for Military leaders that promotes the needs of the Army and brings fresh operational experience to the Installation Management Community.

Identified Gap: Tour policy that promotes appropriate time in IMCOM for sustainment of dwell time needs and enhanced qualifications for both incoming and out-going Commanders. IMCOM will support the critical needs

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of the Army by shortening tour lengths for Garrison Commanders and Command Sergeants Major to two years. This change began in FY 2010 and will be institutionalized by the Army Human Resources Command beginning in FY 2011. It promotes a greater operational perspective for the Installation Management Community, provides an essential talent pool with relevant skills in theater following garrison assignment, and increases command opportunities within the Army.

Objective 2b. An accurate depiction of available versus required Civilian leaders at all levels, i.e., ability to know who we have compared to what we need. To reach this objective, we must work with the Department of Army to have an enterprise system that describes leader, functional, and technical competencies for the Civilian workforce, to include duty positions (the “spaces”) and individuals (the “faces”). The system must provide a common operating picture and terminology that can be used in position descriptions, job announcements, and education/training requirements, in order to effectively match faces with spaces, and it will underpin our efforts to develop a competency and requirements-based projection of our leader development needs. This will inform future development, expansion, and refinement of Installation Management Community workforce development programs.

Identified Gap: Common Terminology for Competency Descriptors. We must create a more complete competency map for Installation Management professionals and use standard competencies described in FM 6-22, DoDI 1430.16, published Career Program and Career Field training plans, and the Office of Personnel Management’s Executive Core Qualifications (ECQs) to do so. The end state is a set of common definitions for Civilian education levels, functional proficiencies, and leadership skills. From this work, we will code our personnel records and future knowledge management systems to reflect what competencies have been acquired by our employees, and link competencies to position descriptions for use in recruitment.

Objective 2c. Our Leader talent is centrally managed at the appropriate level. We must create equal opportunity for leader development for our Civilian workforce. This includes expansion of the work we have started with Career Field 29 (Installation Management) and the Civilian Executive Development Assignment Program (CEDAP). These initiatives will align with the Department of Army’s future plans for talent management and will capitalize on efforts to cover 100% of the Civilian Corps, with career maps for all, central funding of functional training, and opportunity for career progression via assignments. To meet this objective, we must also program adequate resources for education, training, and assignment pillars to create the depth and breadth within our Installation Management Civilian workforce to ensure --

- An enterprise-wide system to acquire, develop, and sustain technically competent Civilians who can lead
- Career maps and development standards for the Civilian workforce

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- Means for identifying the training and education that each employee needs to move up the career ladder
- A method to identify and execute career development requirements for the Civilian workforce
- Broader Civilian competencies beyond traditional functional stovepipes when it makes sense to do so

Identified Gap: Succession planning is fragmented and is not sufficient to meet the projected critical mission needs for the future. Congress and DOD recognize the importance of succession management in building the leadership bench (i.e., the readiness of the internal talent pool to fill key leadership positions). For the most part across the Installation Management Community, little planning is done in advance of vacancies; we have not analyzed our current or projected workforce needs, evaluated our existing talent pool, nor developed targets to meet the future needs of our organizations based on analysis of available information. We react to vacancies and have yet to holistically look at our enterprise-wide need to grow our future Installation Management Community leadership bench.

The Installation Management Community will work within the Army's plans and framework to better manage the assignment and development needs for GS-14/15 level employees who are essential to the success of the Installation Management mission. This will be informed by aggressive succession planning to ready the workforce for future needs at all levels. The goal will be to provide quality slates of ready, capable, and geographically mobile individuals with business acumen, leadership skills, and the professional competencies to improve and sustain installations and services world-wide.

Identification of ways and means to ensure we have the talent for future decades will also be addressed. With the retirement bubble rapidly approaching, this is a strategic need for us. Actions will include the identification and implementation of methods to increase opportunities across the Installation Management Community to attract, develop, and retain the next generation of installation management professionals. Initiatives will include increased use of Army or command-funded interns, Fellows, or other management-trainees. We must incentivize garrisons to identify prime training locations, opportunities, and our best leaders to oversee the development of talent through commitment to prescribed training plans as well as long-term mentoring and coaching.

Objective 2d. Employees understand where they are in their careers, have a realistic appreciation of what is possible, and know what they need to do to achieve their career goals. Employees are aware of development opportunities.

Identified Gap: Employees cannot track functional or professional training requirements to their goals. The Army Career Tracker (ACT) will be a tool to integrate the tracking of functional and leadership development and is expected to be available to the Civilian workforce in FY 2012. ACT will consolidate

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education, training, and assignment source data into an easy-to-use interface for employees. The intent is to consolidate information from disparate sources to provide better visibility on development opportunities. We will participate in the initial phase of implementation to meet the identified gap and incorporate our Career Field 29 training and assignment map to ACT to enhance career progression information for our employees.

Identified Gap: Employee awareness of our commitment to leader and workforce development and the opportunities we provide. We must do a better job of ensuring the Commander's personal commitment to workforce development is known at all levels. We must provide information on developmental opportunities in education, training, and experience, regardless of source. We must provide appropriate balance of information and key messages, and capitalize on other information published by the Department of Army. Expectation of a commitment to workforce development will be institutionalized through our policy, program guidance, employee orientation, and leader handbooks.

Objective 2e. Establish a feedback loop that focuses on measurable objectives and outcome metrics. Managing Civilian leader development requires Senior Leader oversight and assessment of programs and results on workforce development. Measurement, coupled with feedback to all levels, facilitates continuous progress.

Identified Gap: Leaders need feedback on development of the workforce. Installation Management stakeholders must identify areas against which to measure performance of the development system – inputs, outputs, and outcomes. This must include establishment of metrics that we can use to measure progress toward leader and workforce development goals. In particular, this initiative will create and refine metrics to assess progress in closing gaps and meeting our requirements. Command-wide reporting will drive data collection and business practices connected with tracking progress. We will monitor the execution and success of initiatives identified in this annex, as well as new programs that address the identified gaps, through future versions of the Installation Management Campaign Plan.

IMPERATIVE 3. Balance our commitment to the Training, Education, and Experience pillars of development. This imperative creates a well rounded leader by synchronizing functional training with leadership education and job experience. Not only will Civilian leaders benefit from enhanced leadership competencies, but they will accrue additional breadth through work experiences.

Identified Gap: An Improved Developmental Assignment System. Currently, we do not have a system that provides an adequate assessment of the leader training completed by our workforce. We will work closely with the Department of Army to document historical training and examine our education requirements,

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and develop selection and assignment policies that will allow all cohorts to fill vacant school seats, fellows programs, and advanced civilian education opportunities to close critical gaps. We will support the experience pillar of development, especially to create breadth in our current and future Civilian leaders through improvements in the opportunities we provide through the IMCOM Developmental Assignment Program (DAP), formal mentoring assignments, and by expanding our programs with other organizations. Assignments will be deliberate and targeted to leader competencies needed by our organization and the individual. All employees must have Individual Development Plans that represent document joint planning leaders and subordinates.

Identified Gap: Expanded Business Acumen. To face resource challenges, we must ensure a cost-culture perspective. We will increase the opportunities for our workforce to gain essential knowledge, skills and abilities to grow this skill through training classes and distance learning, developmental experiences, collaboration forums that drive innovation and sharing of best practices, selection decisions, and continuous Senior Leader focus. We will ensure that our installation management business processes are inculcated in our workforce, introduced in new employee orientations, institutionalized in our course offerings, and reinforced by on-the-job instruction. We will develop or refine tools to measure our success in this area.

IMPERATIVE 4. Produce leaders who are mentors and who are committed to developing their subordinates. Leaders develop other leaders. Their one-on-one interactions and small group involvement are keys to growing the next generation of Civilian leaders. Regular and constructive interactions between leader and led are vital to employee job satisfaction, employee engagement, motivation, and retention.

Identified Gap: Accountability. There must be accountability by all individuals engaged in leader development – for leaders and the led. We expect leaders at all levels to provide development for their employees and to serve as mentors. When the Department invests significant resources to develop an individual, we must assess our return on investment from that employee. We will establish a set of standards, goals, expectations, measures, feedback, and even consequences to establish accountability across the enterprise for leader development. We must create policy to that effect and also insert this responsibility in performance objectives.

SUMMARY

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

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institutional depth and must lead change across the Army enterprise to adapt to emerging requirements.

Appendix 1. Common Leader Competencies for Civilian Development

Common Leader Competencies		
Competency Area	FM 6-22	OPM ECQs/DoD Leader Framework
INFLUENCING • Communicating • Decision Making • Motivating	Influence Others	LEADING CHANGE: external awareness, strategic thinking, vision LEADING PEOPLE: conflict management RESULTS DRIVEN: problem solving BUILDING COALITIONS: influencing/negotiating
	Communicate	OPM fundamentals: oral & written communication
	Role Model	LEADING CHANGE: flexibility, resilience, creativity & innovation
	Extend Influence Beyond Chain	BUILDING COALITIONS: political savvy, partnering ENTERPRISE-WIDE PERSPECTIVE: joint, national security
OPERATING • Planning • Executing • Assessing	Get Results	RESULTS DRIVEN: accountability, customer service, decisiveness, problem solving, entrepreneurship BUSINESS ACUMEN: financial management, human capital management, technology management
IMPROVING • Developing • Building • Learning	Prepare Self	RESULTS DRIVEN: technical credibility BUSINESS ACUMEN: computer literacy
	Develop Others	LEADING PEOPLE: developing others
	Create a High Performance Climate	LEADING PEOPLE: team building, leveraging diversity, conflict management RESULTS DRIVEN: customer service, accountability

Annex D: Campaign Plan Metrics

Objective: The Metrics Annex supports the Installation Management Campaign Plan by detailing the intent, approach and specific metrics the ACSIM/CG, IMCOM will deploy throughout the command to drive performance for the organization.

Introduction

The Metrics Annex is a key component of the Installation Management Campaign Plan because it outlines the approach for monitoring progress against the Campaign Plan itself. With the strategy clearly defined and communicated in and through the Campaign Plan the organization must then shift focus to executing that strategy. Performance metrics and the performance management process will enable the organization to learn where it is performing to desired levels and where there is opportunity for improvement. Learning and best practices can be identified and shared across the enterprise to accelerate achievement of the Campaign Plan objectives.

This document has three sections.

- **Part 1: Metrics Approach.**
An outline of the metrics development approach and of key elements of measure deployment.
- **Part 2: Line of Effort (LOE) Metrics.**
The list of metrics selected by each LOE team.
- **Part 3: Generation 2 Metrics.**
A list of candidate metrics that will be considered at the next Campaign Plan update.

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.” With this in mind, the Installation Management Community has implemented a performance management approach to better enable management and execution of the new strategy outlined in the Installation Management Campaign Plan. The foundation of the performance management process is the Commander’s Intent. This intent has been broken down into six Lines of Effort (LOEs) that drive the overall strategy, and each LOE has been further decomposed into keys to success and sub-tasks. Performance measures or metrics have been identified for each sub-task, enabling leadership to monitor progress toward achieving the Campaign Plan objectives. Managing performance during the next several months, quarters and years will rely upon regular evaluation of how well we are achieving each of the Commander’s objectives. Below is a brief description of the metrics development process completed to date and a general overview of the components required to implement the performance management capability for Installation Management.

Metrics Development Approach

The metrics development process was driven by LOE leads and their teams of subject matter experts, who could best select the measures that would accurately reflect strategic progress. This work reflects an integrated Office of the Assistant Chief of Staff for Installation Management (OACSIM) and Installation Management Command (IMCOM) perspective. Teams developed metrics for each subtask, utilizing existing metrics wherever possible and relying on subject matter experts when a new metric needed to be developed. In selecting these metrics, attention was paid to metrics that monitor efficiency, effectiveness, Voice of the Customer, and compliance with Army standards, as well as leading and lagging indicators. For each metric the following information was documented: measure formula, thresholds of performance, availability of data, measure category and general notes including the metric point of contact. Once the initial recommended metrics were identified, we selected those that are available now or within the next six months. These are identified as Generation 1 metrics, which will be included in the initial Performance Management Review (PMR). Metrics that were identified as not available within the next six months will be included in Generation 2. Generation 2 metrics will be considered in the six month review of the Campaign Plan. The summary of Generation 1 metrics is included in this document and in the Campaign Plan.

Key Elements to Metrics Deployment

Metrics Development

Metrics presented in Parts 2 and 3 will be defined in a greater level of detail to facilitate data collection and reporting. Details to be defined include data elements, data sources of each element, unit of measure, frequency of update, calculations, etc. This level of precision is required to ensure consistent data collection over time without regard to who is executing the process.

It is expected that metrics will continue to be refined over time to best assess the strategic performance of the Installation Management Community. That said, it is important that reporting the initial set of measures commence as soon as possible. After approximately six months, each LOE team will have gained experience using their metrics to inform decision making and will have gained the insight to enhance, improve or change their metrics going forward.

Organizational Cascade

The Campaign Plan reflects the comprehensive strategy for all of Installation Management. Many of the supporting metrics, therefore, will be reported at the headquarters level. Other metrics are a compilation of data from various components of Installation Management and several metrics will be cascaded to the installations. It is important to understand how these metrics can add value to decision making at various levels of the organization.

A particular area of focus in the near term is the need to cascade metrics to the installation level. That is, it must be determined which metrics should be reported and collected at the installations. This current metric selection process was completed at the Installation Management headquarters level. To drive deployment it will be necessary to “decompose” the metrics to ensure they are easily interpreted and reported at the installation level. Metrics cannot simply be “thrown over the wall” and picked up by the installations. For this reason the LOE teams will work with the regions and garrisons to facilitate the metric cascade and reporting process. Together the LOE leads and their teams will ensure metrics are brought to the installations in a way that they can both add value to the Installation Management strategy management process and add value to the installation-level strategy management process.

Performance Reporting

The Army currently uses the Strategic Management System (SMS) to provide a framework and an automated tool to enable Army leaders at all levels to manage performance and related resources in support of the Army's strategy. Therefore, SMS has been selected as the reporting solution for the Installation Management Campaign Plan.

Once the initial set of metrics has been defined in greater detail, the data collection and reporting process will be launched. Currently available metrics will be populated either manually or automated and reported in SMS. Metrics that require some development will be added to reports over time.

Of course, SMS is not simply a data warehouse for housing data. It is a strategy management system designed to support analysis, enable problem solving, communicate historical results, and as appropriate indicate predictable performance in the future. This will require determining the analytical processes that will drive the strategy management process.

Additionally, SMS will support the governance process at all levels of the organization. Information requirements between key leadership meetings, reports and analysis required, and the ability to track decisions coming out of meetings must be deliberately managed. As the requirements of the governance process get defined, the SMS team will work to support these requirements through structured reports, briefing books and online views.

Governance

The real value of a performance measurement / management process is in the strategic dialog, analysis and enhanced decision making by leadership. The campaign plan governance process that is under development facilitates this process. Leaders will formalize this process and where appropriate leverage existing meetings and systems that are currently in place. Elements that shape a strategic governance process include objectives and frequency of key meetings, required participants, agenda, issue analysis, meeting facilitation, decision making processes, decision tracking and follow through, communication of output, and information flow across levels of the organization.

Governance begins at the Services and Infrastructure Core Enterprise (SICE) / Installation Management senior leader level but it is equally important at the Headquarters, subordinate command, region, and installation levels. Current Army best practices and industry best practices will be leveraged to shape the governance process across Installation Management.

Voice of the Customer (VOC)

A key element of monitoring performance by LOE is to stay in tune with the feedback of the "customer". While the nature of the customer and our relationship with them is quite varied across Installation Management, it is important for us to understand and learn from their perceptions. 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 standards related to customer satisfaction or behavior.

We will utilize their voice to redesign or improve service delivery, and over time the focus of the VOC metrics may adapt to ensure they 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 lead with service as our Army continues to evolve.

Overall, Voice of the Customer is a means of determining our effectiveness. As the current IMCOM customer relations initiatives are Garrison, or tactically focused, a revamped, higher-level, strategically-oriented program will enhance communications and relations with customers and stakeholders at all levels of the Enterprise.

An Enterprise-focused customer relationship management (CRM) program strategically deployed throughout OACSIM, IMCOM Headquarters, subordinate commands, regions and installations, will support performance management in the customer services arena. Performance management aspects include establishment of critical customer requirements across the Enterprise, further identification and refinement of VOC metrics for the Campaign Plan, and performance measurement of customer services towards continuous improvement in identifying and meeting evolving needs for customer satisfaction.

Conclusion

The preceding elements comprise the metrics deployment plan going forward. Enhancement and advancement of strategy management at Installation Management will unfold in stages. Driving strategy execution through performance metrics is a capability and discipline that must be implemented, tested, learned and continually adapted to meet the specific needs of the organization. Focus on and commitment to strategic performance management is critical to achieving the goals outlined in the Installation Management Campaign Plan.

Part 2: LOE Metrics

Line of Effort 1: Soldier, Family and Civilian Readiness

METRICS	FORMULA	POC
Metric 1.1-1.1 % of designated installations with standardized Soldier Readiness Program (SRP)	# of designated installations with standardized SRP/ # of designated installations	
Metric 1.1-1.2 % of designated installations meeting SRP standards	# of designated installations meeting SRP standards/ # of designated installations	
Metric 1.1-2.1 % of designated deployment centers with standardized function and support	# of standardized deployment centers / # of designated deployment centers	
Metric 1.1-3.1 % of fitness centers operating at Installation Status Report (ISR) Services Green level to support soldiers and families	# fitness centers operating at ISR green/# of fitness centers	
Metric 1.1-4.1 Training area and range utilization, training aids, devices, simulators, and simulations (TADSS) utilization/ capacity.	Hours used / hours available [Based on ARRM data/model]	IMCOM OPS Center
Metric 1.2-1.1 % of designated garrisons that have completed the RESET Support and Resourcing Conference (RSRC) installation capacity assessment	# of designated garrisons that have completed the assessment / # of designated garrisons	SICE (Mark Johnson)
Metric 1.2-2.1 Requirements met across Army Force Generation (ARFORGEN) Cycle to ISR Standard	# requirements met to ISR standard / # of total requirements	
Metric 1.3-1.1 % of installations meeting capability and facility ISR standards	# installations meeting standard / # of total installations	
Metric 1.3-1.2 % of scheduled capabilities and facility improvements carried out	# improvements carried out / # of scheduled improvements	PW
Metric 1.3-2.1 % of garrisons inspected meeting standards	# of garrisons meeting standards / # of garrisons	
Metric 1.4-1.1 % of designated garrisons at supplies and services ISR standard	# designated garrisons at supplies and services ISR standard / # of designated garrisons	IMCOM OPS Center
Metric 1.4-2.1 % ranges funded on the Range Complex Master Plan (RCMP)	# of ranges funded / # of ranges on the Reserve Component Mobilization Plan (RCMP)	IMCOM 37 Center
Metric 1.4-2.2 % Classroom Utilization	# classrooms used / # available	IMCOM 3/7
Metric 1.4-3.1 % of designated garrisons at transportation support ISR service standard	# designated garrisons at transportation support ISR standard / # of designated garrisons	IMCOM OPS Center
Metric 1.4-4.1 % of designated garrisons at personnel services ISR standard	# designated garrisons at personnel services ISR standard / # of designated garrisons	IMCOM OPS Center
Metric 1.5-1.1 % of Family members who report effective training	# of Family members who report training effectiveness/# of Family members trained	
Metric 1.5-2.1 % of new users to Virtual Family Readiness Group (vFRG)	# of new users /total # of users	
Metric 1.5-2.2 Virtual Family Readiness Group (FRG) satisfaction rating	# of users reporting satisfaction/# of users	

Line of Effort 2: Soldier, Family and Civilian Well-Being

METRICS	FORMULA	POC
Metric 2.1-1.1 % of Families contacted in Garrison catchment area	# of Families contacted/# of Families in catchment area	Alisha Sanders
Metric 2.1-2.1 % of updated enrollments	# of outdated enrollments this period / total # of outdated enrollments	Alisha Sanders
Metric 2.1-3.1 % of Installations staffed to ISR standard	# of installations staffed to green/# of installations	Alisha Sanders
Metric 2.1-3.2 % of Installation Army Community Service (ACS) Centers Accredited to ISR Green Standard	# of ACS centers accredited to green/#of ACS centers	Alisha Sanders
Metric 2.2-1.1 % of Child and Youth Facilities Constructed per Standard Design/Specifications to Meet Standard for Program Certification	Total facilities compliant on standard design and specifications / Total facilities Army-wide	Jerry Haag
Metric 2.2-2.1 (Active Component) % of Installation Child Development Services, School Age Services and Youth Programs Department of Defense (DoD) Certified	Total eligible installation programs DoD certified / Total eligible installation programs	Jerry Haag
Metric 2.2-2.2 (Reserve Component) % of Child Care and Youth Programs Providing Standardized Services Across States and Regions	Total states/regions providing standardized child, youth, services / Total eligible programs across states and regions	Jerry Haag
Metric 2.2-3.1 % of total youth program and child care spaces provided to ISR green standard	Total of youth programs and child care spaces provided / Total of youth program and child care spaces allocated	Jerry Haag
Metric 2.2-4.1 % of States and Regions with Implemented Installation and Community-Based Services for Geographically-dispersed Soldiers and Families	# of states and regions with implemented services for geographically dispersed Soldiers and families / Total # of states and regions	Jerry Haag
Metric 2.2-5.1 % of Eligible Child Development Services, School Age Services and Youth Programs Nationally Accredited/DoD Certified to ISR green standards	Total eligible programs accredited/certified / Total eligible programs	Jerry Haag
Metric 2.3-1.1 % of facilities that meet ISR Infrastructure Quality Standard	# of facilities that meet standard / total # of facilities evaluated	Bob Vogt
Metric 2.3-1.2 % of facilities that meet ISR Infrastructure Quantity Standard	# of facilities that meet standard / total # of facilities evaluated	Bob Vogt
Metric 2.3-1.3 % of programs and services that meet ISR Services standard	Programs and services meeting ISR Services standard / total # of programs and services	Bob Vogt
Metric 2.3-2.1 % of Garrisons that meet the ISR Services Standard	Garrisons meeting ISR standard divided by total garrisons reporting	Bob Vogt
Metric 2.3-2.2 % of Garrisons with Libraries in General Library Information System (GLIS)	Garrisons in GLIS divided by total garrisons reporting	Bob Vogt
Metric 2.3-3.1 % of Garrisons that meet the ISR /Key Garrison Measure (KGM) Standard	Garrisons meeting ISR/KGM standard divided by total garrisons reporting	Harlan Knox
Metric 2.3-3.2 Family, Morale, Welfare and Recreation (FMWR) delivery system evaluation	Rating given by Garrison Commander	Harlan Knox
Metric 2.3-4.1 % of Transitioning Soldiers who began their pre-separation in compliance with US Title 10 section 1142	# of Soldiers that began pre-separation at least 90 days prior to their separation date divided by all separating Soldiers	Naomi Lynch
Metric 2.3-4.2 % of Soldiers, by installation attending Installation Employment Assistance Workshop established by US Title 10 section 1143	# of transitioning Soldiers attending Employment workshop divided by total installation transitioning Soldiers	Naomi Lynch

METRICS	FORMULA	POC
Metric 2.3-4.3 % of Soldiers by installation attending Veteran's Affairs (VA) transition benefits briefing	# of transitioning Soldiers attending event divided by total installation transitioning Soldiers	
Metric 2.3-4.4 % of Soldiers, by installation utilizing other Army Career and Alumni Panel (ACAP) employment services. See US Title 10 section 1143	% of transitioning Soldiers using additional ACAP services divided by total installation transitioning Soldiers	Naomi Lynch
Metric 2.3-5.1 % of Garrisons that meet the ISR Standard for Occupancy	# of garrisons meeting standard divided by total reporting garrisons	Sheryl Cleland
Metric 2.3-5.2 % of garrisons that meet the ISR Standard for Facilities	# of garrisons meeting standard divided by total reporting garrisons	Sheryl Cleland
Metric 2.3-5.3 % of garrisons that meet garrison Lodging self assessment standards	# of garrisons meeting standard divided by total reporting garrisons	Sheryl Cleland
Metric 2.3-6.1 % of Garrisons authorized a Better Opportunities for Single Soldiers (BOSS) Morale, Welfare and Recreation (MWR) advisor that meets the Army Baseline Standard	# of garrisons meeting standard divided by total garrisons authorized BOSS MWR advisor	Bob Vogt
Metric 2.3-6.2 % of Garrisons with an Active BOSS Program and a BOSS President (unit asset)	# of Garrisons with an active BOSS program and a full time BOSS president (unit asset)/ # of garrisons with an active BOSS program	
Metric 2.4-1.1 % of installations that have a signed Community Covenant with current civic and community-based organization leaders	# current signed Community Covenants / total reporting garrisons	Laura DeFrancisco
Metric 2.4-2.1 % of garrisons that identify two community based program and services "best practices" per quarter that enhance Solider, Family and Civilian well being	# of garrisons meeting standard / total reporting garrisons	Laura DeFrancisco
Metric 2.4-3.1 % of garrisons where senior mission commander/garrison commander attends a minimum of one civic meeting per month to provide information on installation issues or initiatives	# of garrisons meeting standard / total reporting garrisons	Laura DeFrancisco
Metric 2.4-4.1 % of garrisons where 80% of civic / community leaders accept invitations to be part of installation working groups	# garrisons meeting standard / total # reporting garrisons	Laura DeFrancisco
Metric 2.4-4.2 % of garrisons that meet the current ISR standard (Service 107) for supporting community requests	# of garrisons meeting ISR green standard / total reporting garrisons	Laura DeFrancisco
Metric 2.4-5.1 % of garrisons that conduct two civilian community briefing or open houses per year to provide an opportunity for Army leadership, Soldiers, and Families to share military life issues with their communities	# of garrisons meeting standard / total reporting garrisons	Laura DeFrancisco
Metric 2.4-5.2 % of garrisons that have a score of three or higher on Organizational Self Assessment (OSA) - leadership section 1.2, c. Societal Responsibilities and Support of Key Communities.	# of installations with a score of 3 or higher on OSA 1.2, c. Societal Responsibilities and Support of Key Communities / the # of reporting garrisons.	Laura DeFrancisco
Metric 2.4-5.3 % of garrisons that participate in one media opportunity a quarter (either on-line or in-person) to inform/educate American citizens about military life	# of garrisons meeting standard / total reporting garrisons	Laura DeFrancisco
Metric 2.4-5.4 % of garrisons that add one news story a quarter to installation web site about military life and highlight programs/services to assist Soldiers, Families, and Civilians	# of garrisons meeting standard / total reporting garrisons	Laura DeFrancisco

METRICS	FORMULA	POC
Metric 2.5-1.1 % of certified Warriors Adventure Quest (WAQ) trainers per garrison serving units during reset	# of certified trainers / required trainers	Bob Vogt
Metric 2.5-2.1 % of Installations Providing Child, Youth and School (CYS) ARFORGEN Initiatives Support	Total # installations providing CYS ARFORGEN initiatives support / Total # of states/regions	Jerry Haag
Metric 2.5-2.2 % change in Military Family Life Consultant (MFLC) contacts and referrals	# of MFLC contacts/# of eligible contacts	Alisha Sanders
Metric 2.5-3.1 Satisfaction rates of Army leaders in the Community Support Coordinators (CSCs) area of responsibility	Leaders Satisfaction Rates	Alisha Sanders
Metric 2.6-2.1 The # of Active Duty Soldiers receiving training in accordance with the ISR Standard	# of hours of substance abuse awareness training received by Soldiers in current quarter / total # of authorized installation Soldiers [from Army Stations Installation Plan (ASIP)]	Carl Stramer
Metric 2.6-2.2 % of Garrisons meeting ISR Standard for alcohol-related incidents	Total # of alcohol related incidents involving personnel as perpetrator / total authorized installation Soldier population	Carl Stramer
Metric 2.6-3.1 % of Garrisons executing a program in accordance with Vice Chief of Staff of the Army (VCSA) Suicide Prevention Task Force (SPTF) Army Campaign Plan	# of garrisons executing program / total reporting garrisons	Carl Stramer
Metric 2.6-3.2 % of Garrisons that are reporting results in accordance with the VCSA SPTF Army Campaign Plan (summary report, training statistics, and family member program)	# of garrisons reporting results to standard / total reporting garrisons	Carl Stramer
Metric 2.6-4.1 % of Garrisons with Installation Prevention Teams established in accordance with AR600-85, VCSA Army Campaign Plan for Health Promotion, Risk Reduction & Suicide Prevention (ACPHP) and Deployment Cycle Support (DCS) directive	# of garrisons with teams established to standard / total reporting garrisons	Carl Stramer
Metric 2.6-4.2 % of Garrisons entering data in the web portal in accordance with the standard	# of garrisons entering data to standard / total reporting garrisons	Carl Stramer
Metric 2.6-4.3 % of Units participating in Unit Risk Inventory / Reintegration Unit Risk Inventory (URI/R-URI) Survey Administration vs. all deploying units	# of units completing URI/R-URI surveys / # of units requiring URI/R-URI surveys	Carl Stramer
Metric 2.6-5.1 % of participants receiving screening and short-term counseling to ISR Standard	# of completed assessments and/or referrals w/in 7 working days of initial appt / total # of initial appointments	Carl Stramer
Metric 2.6-6.1 % of services provided in accordance with Garrison Command Master Religious Plan (CMRP): Worship; Religious Education; Pastoral Care; Family Care; Spiritual Fitness and Professional Development	# of services/programs provided / the # of services /programs required as listed in the CMRP	Chaplain (LTC) Nelson
Metric 2.7-1.1 Occupancy rate for privatized and Army-owned housing	# occupied units (privatized + Gov't owned)/available (privatized + Gov't Owned) units	Brian Jost
Metric 2.7-1.2 % of houses that meet ISR quality standard for Family Housing category	# of houses meeting standard / total # of houses in inventory	Brian Jost
Metric 2.7-2.1 Level of Housing Service Office (HSO) certification	% of certification checklist.	Brian Jost
Metric 2.7-2.2 % of barracks that meet customer utilization of HSO	# seen at HSO/in-processed at garrison	Brian Jost

METRICS	FORMULA	POC
Metric 2.7-3.1 % of Barracks occupied in accordance with standards in AR 420-1.	# occupied permanent party spaces/available permanent party spaces	Brian Jost
Metric 2.7-3.2 % of barracks that meet ISR quality rating for PP Barracks category group	# of barracks that meet standard / total # of PP barracks in inventory	Brian Jost
Metric 2.7-4.1 % of barracks that meet ISR mission rating for Basic Training (BT) / Advanced Individual Training (AIT) / Additional Skill Training (AST) Barracks group	# of barracks that meet standard / total # of BT/AIT/AST barracks in inventory	Brian Jost
Metric 2.7-4.2 % of barracks that meet ISR quality rating for BT/AIT/AST Barracks group	# of barracks that meet standard / total # of BT/AIT/AST barracks in inventory	Brian Jost
Metric 2.7-5.1 % of barracks that meet ISR mission rating for Annual Training (AT) / MOB Barracks group	# of barracks that meet standard / total # of AT/MOB barracks in inventory	Brian Jost
Metric 2.7-5.2 % of barracks that meet ISR quality rating for AT/MOB Barracks group	# of barracks that meet standard / total # of AT/MOB barracks in inventory	Brian Jost
Metric 2.7-6.1 % of Warriors-in-Transition (WIT) barracks occupied in accordance with standards in AR 420-1	# occupied WIT spaces/available WIT spaces	Brian Jost
Metric 2.7-6.2 % of barracks that meet ISR quality rating for WT Barracks group	# of barracks that meet standard / total # of WT barracks in inventory	Brian Jost

Line of Effort 3: Leader and Workforce Development

METRICS	FORMULA	POC
Metric 3.1-1.1 Required training completion by key personnel	# of key personnel who have completed required training annually / total # of key personnel	Workforce Development
Metric 3.1-1.2 Retention/Undesired attrition rates for key positions	# of personnel retained in position longer than 12 months / total # of personnel in key positions	Workforce Development; Competitive Professional Development (CPD)
Metric 3.1-2.1 Average time to fill supervisory vacancies	Average # days between recruitment action start and entry on duty date (EOD)	Denise Copeland & Jim Feagins, G1; Defense Civilian Personnel Data System (DCPDS)
Metric 3.1-2.2 Supervisory Mobility and Retention Rate	Supervisors: Average Tenure in Position; Retention Rates	Denise Copeland & Jim Feagins, G1 DCPDS
Metric 3.1-2.3 Post-Training Utilization Rate	Average time to Promotion / Reassignment/ Development Assignment after command training program	Workforce Development
Metric 3.1-2.4 Completion of Pre-command course	# of new command leaders trained / total # of new command leaders	Workforce Development
Metric 3.1-3.1 New Employees w college degree in Career Programs (CP) / Career Field 29 (CF29)	# new employees with college degree in CP or CF29 positions / total # of new employees in CP or CF29 positions	Workforce Development, Jim Feagins; G1 DCPDS
Metric 3.2-1.2 Timely performance management	# of performance appraisals completed on time / total # of performance appraisals due	Denise Copeland & Patrick Stewart

METRICS	FORMULA	POC
Metric 3.2-2.1 Voice of the Customer (ICE [Interactive Customer Evaluation] Data & Senior Commander Feedback)	# of satisfied comments received through feedback tools / total # comments received	Keith Joseph
Metric 3.2-3.1 Knowledge of technology	# of technology tools known by personnel / total # of technology tools	Rick Thomas
Metric 3.2-3.2 Use of technology	# of personnel who utilize technology tools / total # of personnel	Rick Thomas
Metric 3.2-3.3 Effectiveness of technology	Average effectiveness rating of technology tool	Rick Thomas
Metric 3.3-1.1 Orientation for New Employees	# of new employees receiving orientation within 30 days / total # of new employees	Workforce Development
Metric 3.3-1.2 Management Directive (MD) – 715 Report Compliance Rate	# of MD-715 signed and compliant at 90% / total # Equal Employee Opportunity (EEO) Offices within Installation Management Community	HQ EEO / Della Alvarado
Metric 3.3-1.3 Compliant and Investigation Response Rate	# of formal complaints accepted and an investigation requested within 15 calendar days of receipt or dismissed within 15 calendar days of receipt / total # of formal complaints processed	HQ EEO / Della Alvarado
Metric 3.3-1.4 No Fear and Prevention of Sexual Harassment (POSH) training availability	# of required training slots made available / total # of training slots required	HQ EEO / Della Alvarado
Metric 3.4-1.1 Performance plan alignment with IM Campaign Plan	# of performance plans revised to align with the Campaign Plan / total # of performance plans	Denise Copeland & Patrick Stewart
Metric 3.4-1.2 Honorary awards given for contribution at all levels	# of personnel receiving an award per annum / total # personnel	Denise Copeland, Patrick Stewart
Metric 3.4-2.1 Alternative Work Schedule (AWS) utilization	# personnel working under an AWS / total # of personnel	Denise Copeland & Patrick Stewart
Metric 3.4-2.2 Sick Leave Usage Rate	# of sick leave days used / total # of sick leave dates available (Defense Finance and Accounting Service (DFAS) Defense Civilian Pay System (DCPS) Report)	Denise Copeland & Patrick Stewart
Metric 3.4-2.3 Telework Utilization	# personnel using telework opportunities / total # eligible positions for telework	Denise Copeland & Patrick Stewart
Metric 3.5-1.1 Fiscal training investment	\$ in payroll budget allocated for training / total \$ in payroll budget	Phil DeMarais
Metric 3.5-1.2 Army Civilian Education System	Average fill-to-capacity rating of Army Civilian Education courses	
Metric 3.5-1.3 Publish Training Guidance	# of units (HQ, Garrison & SubCmd Level) with annually published Training Guidance published / total # of units	
Metric 3.5-2.1 Satisfaction Score (participants, managers, partners) for programs launched with strategic partners	Survey	Phil DeMarais
Metric 3.6-1.1 Workplace accidents	workplace accident rate	Jennifer Williams
Metric 3.6-1.2 Workers compensation costs	Annual chargeback expense (cost change)	Jennifer Williams
Metric 3.6-1.3 Federal Employees Compensation Act (FECA) Working Group Index	Trends in claim rates, work time lost, etc...	Jennifer Williams
Metric 3.6-2.2 Quality of fitness or wellness related opportunities/programs provided (fitness, nutrition, etc...)	Average employee satisfaction score (maximum score 100)	Sandy Keefer

METRICS	FORMULA	POC
Metric 3.6-2.3 Demonstrated leader support of fitness	# of organizational units (HQ IMCOM, ACSIM, Regions, Garrisons, Army Environmental Command (AEC) and FMWRC) with fitness policy statement in place / total # organizational units	Sandy Keefer

LOE 4: Installation Readiness

METRICS	FORMULA	POC
Metric 4.1-1.1 % facilities that comply with Army mission standards (standard from mission ISR-I data)	# facilities that comply (Green plus Amber) with Army mission ISR standards / total # of facilities	Dale Pedersen
Metric 4.1-2.1 Strategic Mobility Infrastructure (SMI) Quality Facility Condition Index (FCI) Rating	Total amount of restoration backlog of the SMI as a % of the total value of the SMI	Ali Achmar
Metric 4.1-3.1 % of ranges funded on the Range Complex Master Plan (RCMP)	Total # range and training facilities approved (1391) / Military Construction (MILCON) In-Progress Review (IPR) approved funding	Brian Vojnovich
Metric 4.1-3.2 Quality Facility Condition Index (FCI) Rating – (Restoration Backlog as % of total inventory value) (Ranges and Training Facilities only)	Total amount of restoration backlog / Total Value of the inventory	Brian Vojnovich
Metric 4.1-4.1 Quality Facility Condition Index (FCI) Rating – (Restoration Backlog as % of total inventory value)	Total amount of restoration backlog / Total Value of the inventory	Gus Dejesus
Metric 4.2-1.1 % of Installations meeting standard on Baldrige-based Campaign Plan Assessment	# of installations meeting standard on Campaign Plan Assessment /Total # of Installations	Kathy Ahsing
Metric 4.2-1.2 % of organizations with key leaders trained and experienced as examiners in Baldrige-based competitions	# of key leaders (HQ, Region, Garrisons) trained & served as an examiner in a Baldrige-based Competition divided by total # of organizations Standard: Within 3 years every organization shall have at least 2 key leaders trained and served as examiners on at least one Baldrige-based Competition	Kathy Ahsing
Metric 4.2-2.1 % of Installation CLS Services delivered to standard	# of Installation Common Levels of Support (CLS) services delivered to standard divided by total CLS services	Kathy Ahsing
Metric 4.2-2.2 Cost Savings achieved through continuous improvement	HQ, Region, Garrisons \$\$ Cost Savings achieved thru continuous process improvement practices as a % of total organization budget [(Operation Maintenance, Army (OMA), Sustainment, Restorization, Modernization (SRM), Army Family Housing (AFH), Non Appropriated Fund (NAF)]	Kathy Ahsing
Metric 4.2-2.3 % of Installations with sustainability targets embedded in their action plans	# of installations with Sustainability targets(as defined by the Army Campaign Plan for Sustainability) embedded in their action plans/Total # of Installations	
Metric 4.2-3.1 % of best practices adopted per Installation, Region, and/or HQ	# of Installations submitting best practices identified and validated by Baldrige and/or Lean Six Sigma (LSS) assessment/permanently assigned best practices evaluation team during current fiscal year/Total # of best practices identified and validated by Baldrige and/or LSS assessment/permanently assigned best practices evaluation team during previous fiscal year.	Kathy Ahsing

METRICS	FORMULA	POC
Metric 4.3-1.1 % of excess facilities identified in the Real Property Inventory that have been planned for demolition through the Facilities Reduction Program	Square Feet (SF) planned for demo / Excess SF from Real Property Inventory (RPI)	Al Carroll – backup Rodney Thompson
Metric 4.3-2.1 Total reduction in functionally inadequate (F4) SF from 1 st Qtr FY10 baseline	# F4 SF in FYDP / Total F4 SF in RPI	Al Carroll – backup Dale Pedersen
Metric 4.3-3.1 % of facilities programmed by end of current Future Years Defense Program (FYDP) that meet facilities deficits.	Quantity 3 plus Quantity 4 programmed dollars / total FYDP value	Al Carroll – backup Rodney Thompson
Metric 4.3-4.1 SF of excess facilities converted/diverted that reduce facilities shortfalls per FY	Sum (Absolute) converted in + converted out / Sum (Absolute) excess + deficits	Al Carroll – backup Rodney Thompson
Metric 4.4-1.1 % of leases executed compared to total lease candidates	# of leases executed / # of lease candidates	Ivan Bolden
Metric 4.4-1.2 % of value of in-kind or cash received as compared to value estimated or planned when lease executed	\$ value of in-kind or cash received / \$ estimated at lease execution	Ivan Bolden
Metric 4.4-2.1 # of Municipal Service Agreements with local community organizations providing services at a lower cost	\$s actually saved from budgets/\$s spent prior to partnership agreement).	Ivan Bolden
Metric 4.4-3.1 Value of liabilities removed due to Headquarters Executive Information System (HQEIS) (Army Plant Property Records) Backlog of Maintenance (ISR Q1+)	\$ value of maintenance backlog (ISR Q1+ required) liabilities removed through Utilities Privatization (UP)	Ivan Bolden
Metric 4.4-4.1 HQEIS (Army Plant Property Records) Plant Replacement Value (PRV)	\$ value of PRV / value of PRV transferred to UP Provider	Ivan Bolden
Metric 4.5-1.1 % facilities modernized with Sustainment Restoration & Modernization (SRM) that meets Army Standards and Mission Requirements	\$ Restoration + Modernization / \$ value of Inventory	Gus De Jesus
Metric 4.5-1.2 % facilities modernized with MILCON that meets Army Standards and Mission Requirements	Total \$ MILCON in FYDP / \$ Value Real Property Planning and Analysis System (RPLANS) deficit + value of F4 inventory	Al Carroll
Metric 4.5-2.1 % of required repairs reported that are funded within two/four FYs. Initial measurement will be prior year execution data.	# of required repairs funded / # required repairs reported	Ali Achmar
Metric 4.5-3.1 % of deficit utility system capacity (water, electric, natural gas, sewer, etc) programmed in FYDP	\$ Value of Utility projects in FYDP / \$ Value of RPLANS utility deficit	Al Carroll
Metric 4.5-3.2 % of utility (water, electric, natural gas, sewer, etc) systems sustained with SRM or Base Operating Support (BOS) to meet industry standards	\$ Restoration + Modernization for Utility Systems / \$ value of Utility Inventory	Qaiser Toor; Ismael Melendez
Metric 4.5-4.1 % of installations using standard Installation planning systems to improve services and infrastructure. [Installation Planning Systems defined by Army Installation Geospatial Information and Services (IGI&S) standardized layers; Proactive Real-Property Interactive Space Management System & Management Command and Control System (PRISMS/MC2) Space Management Module, PRISMS/MC2 Barracks Module, General Funds Enterprise Business System (GFEBs)]	# of standard Installation Planning systems adopted and utilized per business unit (HQ, Region, and/or Installation) divided by the total # of standard installation planning systems identified for deployment by HQ IMCOM Both criteria to be met	Kathy Ahsing

METRICS	FORMULA	POC
Metric 4.6-1.1 # of training days lost, # of industrial operations days lost, and/or # of days funded MILCON is delayed due to environmental statutory requirements last fiscal year	Total # of lost days (training, industrial, MILCON delays) due to environmental statutory requirements divided by total # days available	Lek Siriwat
Metric 4.6-2.1 Ratio of Base Operations (BASOPS) environmental dollars spent on environmental requirements against total BASOPS funding annually by fiscal year	BASOPS environmental \$ spent on environmental requirements divided by total BASOPS funding	Lek Siriwat
Metric 4.6-2.2 Annual (by fiscal year (FY)) change in approved amount of non-recurring environmental funds requested and approved unanticipated funds requested by each installation for each FY against the FY09 baseline	(Current FY approved amount of non-recurring environmental \$ and current FY approved unanticipated \$) minus (FY09 approved amount of non-recurring environmental \$ and FY09 approved unanticipated \$)	Lek Siriwat
Metric 4.6-3.1 Acreage returned for beneficial use	# acres returned for beneficial use divided by # acres projected for return at start of FY	Lek Siriwat
Metric 4.6-3.2 Cleanup Program cost to complete	(Prior FY estimated cost to complete (\$) of the Cleanup Program minus current FY cost to complete (\$) of the Cleanup Program) divided by prior FY obligated funds (\$)	Lek Siriwat
Metric 4.6-4.1 % greenhouse gas (GHG) emissions reduction against 2008 baseline	(2008 baseline for total GHG emissions minus total GHG emissions current FY) divided by (2008 baselines for total GHG emissions times 100)	Lek Siriwat

Line of Effort 5: Safety

METRICS	FORMULA	POC
Metric 5.1-1.1 % of Garrisons delivering Army Traffic Safety Training Program (ATSTP) to standard	# of delivering to standard / # of garrisons	
Metric 5.1-1.2 # of reported Privately Owned Vehicle (POV) accidents resulting in death or disabling injury	# of accidents compared with national average	Lawrence Massey
Metric 5.1-1.3 Installation fatality rate resulting from POV accidents compared to the National rate	# of fatalities / 1,000 individuals (installation fatality rate – compared with national average)	Lawrence Massey
Metric 5.1-1.4 Student satisfaction rate on course questionnaires	Score coming from student feedback questionnaire	
Metric 5.1-2.1 % of garrisons with established active motorcycle mentorship programs	# of garrisons with mentorship programs / # of garrisons	Lawrence Massey
Metric 5.2-1.1 % of garrisons achieving the Army Readiness Assessment Program (ARAP) climate survey standard	# of garrisons achieving standard / # of garrisons	Anita Dudley
Metric 5.2-2.1 % of garrisons achieving the ARAP climate survey standard	# of garrisons achieving / # of garrisons	
Metric 5.2-2.2 % of risks identified in the ARAP that are mitigated	# of risks mitigated / # of risks identified	
Metric 5.3-1.1 % of jobs in selected occupations with job hazard analysis conducted	# of selected job hazard analysis conducted / # of selected jobs	
Metric 5.3-1.2 % of occupational hazards identified that have been mitigated	# of hazards mitigated / # of hazards identified	

METRICS	FORMULA	POC
Metric 5.3-3.1 % of identified home hazards that have been mitigated	# of home hazards mitigated / # of hazards identified	
Metric 5.4-1.1 % of garrisons providing occupational health programs to standard	# of garrisons providing programs to standard / # of garrisons	
Metric 5.4-1.2 Workplace Accident Rate	# of workplace accidents (garrisons) (use 3-year average) (per capita)	Anita Dudley
Metric 5.4-1.3 # of accidental deaths and disabling injuries	# of accidental deaths and disabling injuries; use 3-year average	Anita Dudley
Metric 5.4-2.1 % of installations with partnerships established	# of installations with partnerships / # of installations	
Metric 5.5-1.1 % of garrisons with an Installation Integrated Emergency Management (IEM) Plan/Program	# of garrisons with Plan and Program / # of garrisons inspected	
Metric 5.5-1.2 % of garrisons with an all hazards based and integrated Installation Protection Working Group (Antiterrorism/Force Protection (AT/FP), Emergency Management (EM), Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE), Ready Army)	# of garrisons with working groups / # of garrisons inspected	
Metric 5.5-1.3 Resident feedback on the Installation Protection Program	Score from survey, ICE Template	
Metric 5.5-2.1 % of garrisons with a completed Base Support Installation (BSI) checklist	# of garrisons with BSI checklist / # of garrisons	
Metric 5.5-2.2 % of garrisons with a Defense Support to Civil Authorities (DSCA) PHASE I certified personnel	# of garrisons with Phase 1 certified personnel / # of garrisons	
Metric 5.5-2.3 % of garrisons with National Incident Management Systems (NIMS) – compliant Installation Emergency Operations Centers	# of garrisons with NIMS compliant OPS CTR / # of garrisons inspected	Jim Smith
Metric 5.5-3.1 % of garrisons with a current (annual) Threat Assessment and an Active Threat Working Group	# of garrisons with Assessment and WG / # of garrisons	Harry Dimitratos
Metric 5.5-3.2 % of garrisons capable of meeting fire and emergency services response requirements (90% within 5-minutes)	# of garrisons meeting this requirement / # of garrisons	Melvin (Rocky) Cook/Mary Beam
Metric 5.5-3.3 % of garrisons dispatching first responders within 1 minute of the call.	# of garrisons meeting this requirement / # of garrisons	Melvin (Rocky) Cook (Fire)/or Mary Beam (LE)

Line of Effort 6: Energy Efficiency and Security

METRICS	FORMULA	POC
Metric 6.1-1.1 % key positions with energy and water management accountability in their job performance objectives	# key positions with energy & water mgmt accountability in job description/total # key positions	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-1.2 % reduction in energy consumption per square foot	Annual energy reduction % MBTU/KSF (Million British Thermal Units / Thousand Square Feet) reduction	Ismael Melendez (backup: Qaiser Toor)

METRICS	FORMULA	POC
Metric 6.1-1.3 % reduction in water consumption per square foot	Annual water reduction % Gal/SF	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-1.4 % installations with Comprehensive Energy And Water Master Plans (CEWMP)	# installations with CEWMP/Total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-2.1 % of installations with energy managers	# installations with Energy Mgrs/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-2.2 % of trained energy managers	# trained energy managers/total # energy managers	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-2.3 % certified energy managers	# certified energy managers/total # energy managers	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-3.1 % eligible facilities with advanced meters	# eligible facilities with meters/total # eligible facilities	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-3.2 % buildings connected to a Utility Monitoring and Control System (UMCS)	# buildings with UMCS/total # buildings	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-3.3 % installations inputting data monthly into Army Energy and Water Reporting System (AEWRS), accurately, on time, and for 100% of all utilities consumed	# installations effectively using AEWRS/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-4.1 % of installations with energy awareness activities planned during energy awareness month	# installations with awareness activities/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-4.2 % of installations with strategic media programs targeted towards community members	# installations with media programs/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.1-4.3 % of installations with an active local energy awards program for energy initiatives	# installations with awards program/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-1.1 % of validated restoration and modernization projects that comply with IMCOM Energy Standards	# SRM projects validated annually/total # SRM projects	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-1.2 % of validated new construction projects that comply with IMCOM Energy Standards	# MILCON projects validated annually /total # MILCON projects	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-2.1 % all new building construction and renovations certified Leader in Energy and Environmental Design (LEED) Silver with measurements and verifications upon completion of construction	#LEED Silver certified Buildings /total # LEED Silver buildings	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-2.2 % of installation designers and energy managers certified as LEED-Accredited Professionals for “whole building” sustainable practice	# government designers LEED-Accredited Professional / total # government designers	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-3.1 % of Army utilities and energy infrastructure modernized annually	\$ Restoration + \$Modernization / \$ value of Inventory	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-3.2 % of facilities audited for energy and water savings annually	# audited facilities/total # facilities	Ismael Melendez (backup: Qaiser Toor)
Metric 6.2-3.3 % of audit recommendations implemented annually	# Implemented Energy Conservation Measures (ECMs)/total # ECMs	Ismael Melendez (backup: Qaiser Toor)
Metric 6.3-1.1 % of installations with energy security plans	# installation with energy security plans/total # installations	Ismael Melendez (backup: Qaiser Toor)

METRICS	FORMULA	POC
Metric 6.3-1.2 % of installations that annually exercise their energy security plans and update their plans based on a review with utility suppliers	# annual plan updates and exercises/total # installations with plans	Ismael Melendez (backup: Qaiser Toor)
Metric 6.3-2.1 % of installations meeting legislative standards for renewable energy use	# installations meeting requirement/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.3-2.2 % of electric and total energy from renewable sources	(Mega Watt) Mw installation renewable energy/total Mw installation energy	Ismael Melendez (backup: Qaiser Toor)
Metric 6.3-3.1 % of installations with a plan to achieve a net zero energy installation	# installations with Net Zero plan/total # installations	Ismael Melendez (backup: Qaiser Toor)
Metric 6.3-3.2 % increase in on-site renewable energy production/consumption annually	Mw onsite renewable energy/total Mw consumption	Ismael Melendez (backup: Qaiser Toor)
Metric 6.4-1.1 75% of covered vehicles purchases/leased must be Alternative Fuel Vehicles (AFV) (Energy Policy Act of 1992)	# of new AFV acquisitions/leases (including replacement vehicles) in the annual procurement cycle / Total # of new non-tactical vehicles (NTV) acquisitions/leases (including replacement vehicles) in the annual procurement cycle	Jon Low
Metric 6.4-2.1 % Increase in alternative fuels used annually using 2005 baseline	Quantity of alternative fuel consumed during the current fiscal year divided by the quantity of alternative fuel consumed during the previous fiscal year X 100 = %	Desiree Blake
Metric 6.4-3.1 % decrease of petroleum fuel consumption annually using 2005 baseline	Quantity of petroleum fuel consumed during the current fiscal year divided by the quantity of petroleum fuel consumed during the previous fiscal year X 100 = %	Desiree Blake

Part 3: Generation 2 Metrics Details

This section lists metrics that have been identified by the LOE leads to be Generation 2 Metrics. Generation 2 Metrics were identified as such because data collection methods and mechanisms must be developed or because the program/effort measured is not yet implemented. These metrics will be considered at the first campaign plan update.

Line of Effort 1: Soldier, Family and Civilian Readiness

Potential Metric: Senior Commander Assessment score of training support provided
Potential Metric: Effectiveness rating of an FRG with a FRSA vs. the effectiveness rating of an FRG without a FRSA
Potential Metric: % of designated garrisons with Command Teams who are trained to Standard
Potential Metric: % of designated garrisons that have a mitigating strategy for every area rated red on the installation capacity assessment
Potential Metric: Commander satisfaction with ARFORGEN support
Potential Metric: Deployed personnel satisfaction with ARFORGEN support
Potential Metric: Family satisfaction with ARFORGEN support
Potential Metric: Critical ITAM projects resourced
Potential Metric: % of targeted installations able to meet Integrated Training Environment infrastructure requirements by 2017

Line of Effort 2: Soldier, Family and Civilian Well-Being

Potential Metric: % of Garrisons with Standard Program Structure
Potential Metric: % of eligible families participating in the Exceptional Family Member Program (EFMP)
Potential Metric: % of Participating Families Reporting Satisfaction
Potential Metric: % of GC/SC Reporting Satisfaction with ARFORGEN Cyclic Support
Potential Metric: % of clinical staffing against standard established in proposed Memorandum of Agreement (MOA)

Line of Effort 3: Leader and Workforce Development

Potential Metric: Customer feedback on professionalism
Potential Metric: Employee Survey Engagement
Potential Metric: Staff innovated and implemented improvements
Potential Metric: Employee Knowledge Sharing/Idea Portal Program
Potential Metric: 360° feedback of key personnel / supervisors on target skills
Potential Metric: Have Succession Plans in place for mission critical occupations
Potential Metric: Participation rates in Installation Management core training
Potential Metric: Retention of knowledge and skills acquired through training
Potential Metric: Supervisor/Staff awareness of leadership priorities
Potential Metric: Stakeholder Engagement (Consumers, Partners, Labor Partnership Councils, Etc...)
Potential Metric: Mission Critical Skills
Potential Metric: Staff participation in "fitness activity"

Line of Effort 4: Installation Readiness

Potential Metric: % of organizations within HQ, Region, and Garrisons utilizing standardized IT-enabled Business Process/Knowledge Management Systems

Potential Metric: % of emerging technologies adopted per Installation, Region, and/or HQ for improved service delivery implementation

Potential Metric: % of leases where the Army is receiving a benefit compared to total leases executed

Line of Effort 5: Safety

Potential Metric: % of garrisons with Safety and Occupational Health Advisory and/or Community Risk Reduction Councils established to standard

Potential Metric: % of garrisons with an Installation Integrated Emergency Management (IEM) Plan/Program

Potential Metric: Resident feedback on the Installation Protection Program

Potential Metric: % of garrisons with a DSCA PHASE I certified personnel

Potential Metric: % of vulnerabilities that have been mitigated or referred to higher authority for risk decision

Potential Metric: % of high risk locations, conditions, or activities in the local community that have been referred to appropriate civic leaders

Potential Metric: Resident feedback on the Installation Protection Program

Potential Metric: % of garrisons with a DSCA PHASE I certified personnel

Line of Effort 6: Energy Efficiency and Security

Potential Metric: None



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