

U.S. ARMY INSTALLATION MANAGEMENT AGENCY



IMA

FY04 ANNUAL REPORT



IMA Mission

The U.S. Army Installation Management Agency provides equitable, effective and efficient management of Army installations worldwide to:

- Support mission readiness and execution
- Enable the well-being of Soldiers, civilians and family members
- Improve infrastructure
- Preserve the environment

IMA Vision

The preeminent agency in the Department of Defense that produces highly effective state-of-the-art installations worldwide, maximizing support to the people, readiness and transformation of an expeditionary force.

Director's Message:



I am proud to report the Installation Management Agency (IMA) continues to succeed in striving to meet the tenets of its creation. We are still building the airplane while it's flying, but I relish the challenge and I am confident we are moving in the right direction! As we move into our third year of existence, we will continue marching forward and working diligently to take care of Soldiers, civilians and family members.

We made real progress this year in some of our key goals and objectives. We achieved efficiencies in business practices, we managed our limited resources, and most importantly we provided great support to warfighters and their families. Our 2004 accomplishments include: we returned nearly 10,000 Soldiers to warfighting units through contracting for gate guards, converting military slots to civilian, and through Garrison Support Units CONUS Support Base contract replacement; we provided facilities and support to mobilize and demobilize 350,000 Soldiers through our installations; we trained nearly that many more individual reservists, Department of the Army civilians and contractors through our CONUS Replacement Centers; we cross-leveled clothing and individual equipment for deploying Soldiers across unit and installation boundaries in ways that were not possible before; we repaired barracks while Soldiers were deployed; and we upgraded facilities for a large influx of sick or injured Soldiers caught in the limbo of medical holdover.

On a strategic level, with input from all stakeholders, we developed quantifiable measures and costs for the installation services. With the Common Levels of Support (CLS) model, for the first time in the Army's history we will be able to name the Army services that will be executed to standard. With CLS implemented, Soldiers' families will soon know, prior to any Permanent Change of Station (PCS) move, that they can expect quality, consistency and predictability in service delivery.

In forming the IMA, the Army chartered a corporate approach to installation management. This allows commanders to focus on the mission while IMA concentrates on maintaining predictability and efficiency in the delivery of services. As we define standards, document the cost of services and target limited resources toward the Army's highest priorities, IMA moves closer to realizing the Army's intent. We continue to seek efficiencies in installation management and strive for improvements within all levels in the agency to position ourselves closer to full realization. Increased efficiency in 2004 postures us for even better success in 2005.

IMA will succeed — it has already succeeded beyond what anyone had a right to expect. The following pages will give you a good look at where we've been and where we intend to go. IMA's mission is not our mission, it's the Army's mission and we are charged with executing it.

MG Ronald L. Johnson

Director,
U.S. Army Installation Management Agency

Command Sergeant Major's Message:

It is difficult to catch up with all the events that were part of the Installation Management Agency's experiences this past year, but challenging as it has been, it has also been an extremely successful time. In August, we had the first change in Directors of the Agency, welcoming MG Ronald Johnson and adjusting to his vision and philosophy.

Several of the original region CSMs retired and their replacements are on-board, bringing fresh talent and experience from the field. The competition to be part of IMA was refreshing, considering the long road we've traveled to gain credibility with our senior mission commanders and CSMs.

In July, we held our Soldier and NCO of the Year competition at Fort AP Hill and selected two Soldiers to represent IMA at the National Capitol Region Competition. Our NCO won and later competed at Army level. This was a terrific joint effort with the Senior Mission Command in MDW, as we consolidated resources and conducted one competition utilizing combined assets to produce a quality event. We will hold another competition this year. As we face the realities of military to civilian conversion, the military population within IMA will become principally senior enlisted and officer, and will change how we do Soldier competitions.

This past November, our annual Garrison Commander's Conference was held at Fort Bliss, TX. As part of the event, the Director led an IMA run with over 600 Soldiers and garrison conference attendees (both military and civilian) in formation. It was an incredible feeling to participate in a formation run and realize that the group came from around the world and were responsible for the same BASOPS mission on installations where they were assigned. Some of the hard work of our directorates was briefed and contributed to the best organized conference we've had on installation management to date, my unbiased opinion.

As this year comes to a close, and the prospect of future challenges in the coming year face our leadership, we are optimistic that IMA has established itself as a dependable, responsive and reliable team player. Great agency in which to serve!

CSM Debra L. Strickland

Command Sergeant Major,
U.S. Army Installation Management Agency





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Sustain • Support • Defend

Who We Are

The IMA Team!

Working together to ensure Army installations are 1st class places for our 1st class Soldiers to live, work, train and play.

★ Headquarters in the National Capital Region, IMA is organized with seven offices around the globe.

Northwest
With IMA, warfighters are freed from day-to-day installation management tasks to fully focus on training for combat.

Northeast

Southwest
With IMA, families know what to expect at new duty stations.

Southeast
With IMA, families can count on quality services.

Pacific
With IMA, organizations work together, creating partnerships to maximize efficiencies.

Korea
With IMA, Army communities are taken care of during times of war and peace.

Europe
With IMA, housing is improved.
With IMA, deployed Soldiers can rest assured knowing their families are safe and sound back home.
With IMA, people can expect consistency and predictability in service delivery across all Army installations.

IMA – Making Army installations better places to live, work, train and play!

Army installations are cities unto themselves...communities providing facilities, services and programs that cater to people's everyday needs. Installations play a vital role in preparing Soldiers to defend the nation's interests. Dedicated to taking care of people and projecting the force, the U.S. Army Installation Management Agency (IMA) provides equitable, effective and efficient management of Army installations worldwide. Established in October 2002, IMA is making a difference—supporting mission readiness and execution, enabling the well-being of Soldiers, civilians and family members, improving the Army's infrastructure and preserving the environment.

Army installations bring together men and women dedicated to serving our country. Soldiers, civilian employees, retirees and family members live, work, train and play on Army installations. Men and women in uniform tirelessly train on Army installations, honing their skills, always ready to protect and defend our great nation. Civilian workers and families provide support to Soldiers, ensuring Army installations are first-class places for our first-class Soldiers to live, work, train and play. Supporting each other during good and bad times, families and friends living and working on Army installations regularly unite, gathering to watch loved ones deploy and to celebrate homecomings. During times of war and peace, IMA remains committed to taking care of these communities.

IMA is responsible for the operations of 181 Army installations worldwide. Organized with seven region offices, IMA manages \$8 billion and oversees approximately 78,000 military and civilian personnel around the globe. Under IMA's single agency concept the headquarters staff and region offices share ideologies and resources in championing the issues that emerge during day-to-day operations. IMA Headquarters implements policies and standards for installations worldwide, and region offices execute and enforce the standards across the board.

How is IMA making a difference?

IMA is working to eliminate substandard facilities and services to ensure that all Army installations are desirable places to live, work, train and play. Installation Management Agency leadership is committed to finding common ways of doing business. Approved by the Vice Chief of Staff of the Army in 2003, Army Installation Design Standards (IDS) are the common facility and infrastructure standards for all Army installations. IDS is designed to serve as a model from which Army installations, using the Army standards and guidelines given throughout, can build their installation specific Installation Design Guide (IDG), as a tool for implementing the Army Installation Design Standards. The IDG, in conjunction with mission requirements and technical designs and specifications, defines the requirements for an installation's maintenance, repair and construction projects. When executed, these projects will improve the functional and visual aspects of all Army installations.

With IMA, people can expect quality, consistency and predictability in service delivery across all Army installations. IMA is implementing Common Levels of Support (CLS), a method for guaranteeing the delivery of high quality Base Operations Support Services within the funds available to the Army. When CLS is fully implemented, Soldiers, civilians and their families will be able to move from one installation to another and receive the same high quality predictable services they received at their previous installation. Today, IMA is currently in the data development stage of CLS. IMA is moving the focus to development through implementation beginning October 2006 – September 2008.

Committed to standards, IMA developed a Standard Garrison Organization (SGO) template. The SGO provides a standard garrison structure with consistent functions and processes to manage our installations consistently to common standards. Upon movement to a new station, a Soldier and his family will already be familiar with the garrison organization, he/she will know what office to go to for specific required services and he/she will know the level of service support to expect. The SGO will enable the Army to direct resources equitably across the garrisons, while realizing efficiencies from best business practices, which can be uniformly implemented as standard operation procedures. SGO is targeted for implementation across the Army by the end of Fiscal Year 2006.

IMA is integrating sustainability principles into the installation strategic planning process in response to modern-day pressures on their mission readiness. Sustainable installations fully enable military operational readiness and training through realistic training environments. They contribute to long-term viability and mission integrity; ensure the well-being of Soldiers and their families; they explore and build mutually beneficial relationships with local communities; they operate efficiently and cost effectively; they minimize resource requirements and reduce adverse environmental impacts; they design and construct a robust and sustainable infrastructure.

IMA leverages its single-agency oversight of the Army's installations to implement efficiencies worldwide. Efficiencies show up either through locally driven initiatives from the Activity Based Costing and Management (ABC/M) and Productivity Improvement Review (PIR) processes, or through corporate-driven efficiencies executed agency-wide that were validated at IMA Headquarters or by Headquarters, Department of the Army (HQDA).

In FY04, IMA awarded two Blanket Purchase Agreements (BPA) as the first step in implementing a program for redesign of business processes for delivering services on installations. Leadership seeks to transform the way that we deliver services on installations rather than simply upgrade current ways of doing business.

IMA has made great progress toward freeing war fighters from day-to-day installation management tasks to fully focus on training for combat. As an example, IMA found a way to manage the new manpower requirements for installation security that emerged following the terrorist attacks of Sept. 11, 2001. Force protection requirements increased significantly and the Army initially had to rely on Soldiers to carry the load. In response, IMA developed a Contract Security Guard program to centrally manage the execution of security guard contracts to increase security and release Soldiers from the gates of Army installations. The program has been in place for a year and 52 Continental United States (CONUS) installations have benefited from implementation. In 2004 the Army was able to release over 4000 Reserve Component Soldiers from access control duties.

In a less visible, yet vital function, the Installation Management Agency has been directly involved in projecting the force in support of the Global War on Terror. In 2004, IMA mobilized and demobilized some 350,000 Soldiers through Army installations. In the process of preparing Soldiers to go downrange, IMA was able to leverage its position as the overseer of installation support to solve problems that would have challenged individual installations or units. IMA was able to work with the garrison commanders and the senior mission commanders to anticipate facilities needs and provide housing, training and dining facilities for mobilizing and deploying Soldiers.

Through its ability to see all available resources, IMA was able to make up shortages in individual equipment by cross-leveling supplies across installation and MACOM boundaries, independent of parochial ownership concerns. And through 23 equipment demobilization sites, IMA installations repaired or rehabilitated more than 64,000 pieces of equipment belonging to active and reserve units returning from deployment in Afghanistan and Iraq to their home station.

With IMA—deployed Soldiers have peace of mind—knowing their families are safe and sound back home. IMA is the “stay home” team that cares for Army communities and families and allows war fighting commanders to focus on the mission. In the past two years, IMA provided support to 250,000 families and to 470,000 children around the world.

Soldiers deserve the same quality of life as those they have pledged to defend. IMA knows creating standards and finding more efficient ways of doing business creates better ways of living for our Soldiers, civilians and families. IMA is here to support the great men and women in Army communities.

IMA: Leading Change for Installation Excellence!

In the past 2 years, IMA has demonstrated commitment to:

STANDARDS

- Army established common standards for infrastructure and services:
 - Installation Design Standards (IDS)
 - Army Baseline Services (ABS)
- IMA developing Common Levels of Support (CLS) to enable uniform delivery of installation services within available funding levels.
- Eliminate “Haves” and “Have-nots.”
- Update Installation Design Guides (IDGs) to be compliant with Installation Design Standards.

SOLDIERS

- Ensure Army installations, around the world, are 1st class communities for our 1st class Soldiers to work, train, live and play.
- Repair barracks while Soldiers are deployed.
- Meet Soldiers’ expectations—provide a renewed sense of community, pride, safety and security to all installations.
- Enhance Soldier readiness and well-being through equitable standards and commitment of base support resources.
- Support commanders risk reduction program efforts to identify and fix self-destructive behavior.
- Support commanders suicide prevention program through garrison commanders efforts to integrate all community resources for timely response and support.
- Facilitate Soldier education by deploying education centers in Operation Iraqi Freedom & Operation Enduring Freedom.

FAMILIES

- Provide Soldiers, family members and the entire Army community with Morale Welfare and Recreation (MWR) and family programs that support readiness, retention, and the Army’s role in the joint and expeditionary force.
- Ensure rapid, flexible response to the special needs of families impacted by an Army at war—they are never alone.
- IMA is the “stay home” team that cares for Army communities and families and allows warfighting commanders to focus on the mission.
- Support 250,000 families and 470,000 children around the world.

READINESS

- Force Protection: Centrally managed execution of security guard contracts that released 4,000 Soldiers from gates of Army installations.
- Mobilization & Deployment support of the war against terrorism: Operate the Army’s power projection platforms and do our part to ensure all active & reserve units and Soldiers are ready to fight.
 - Support mobilization of 350,000 Soldiers through Army installations
 - Cross-leveling organizational clothing and individual equipment
 - CONUS support base on garrison team
 - Quick response to needs/priorities of deploying or redeploying tactical commanders

PARTNERSHIPS

- Partnerships with Army Network Enterprise Technology Command (NETCOM), Army Contracting Agency (ACA), Human Resources Command (HRC), Army Environmental Center (AEC), Army Community and Family Support Center (CFSC) and the U.S. Army Corps of Engineers (USACE) enable efficiencies worldwide.

CIVILIAN WORKFORCE

- 30% of Army civilians selected for the Senior Service College in 2004 were from IMA. No other organization had more than 20%.
- 30% of Army civilians selected for the Harvard Senior Executive Fellows program in September 2004 were from IMA. No other organization had more than 20%.
- Approximately 25% of Army civilians selected for the Sustaining Base Leadership and Management program during 2003 and 2004 were from IMA.
- 67% of the Army civilians selected for the DoD Executive Leadership Development program in 2004 are from IMA.
- For the first time ever in the Army, IMA hired 20 interns for the military personnelist career program in Fall 2003.
- For the first time ever in the Army, IMA gathered all the Civilian Deputies to Garrison Commanders in an April 2004 forum to examine major issues in installation management.

Leadership

Established 1 October 2002, IMA is the single agency responsible for worldwide Army Installation Management. Senior Army leadership created the Installation Management Agency (IMA) as a critical component of the Army's ongoing effort to transform into a more agile and responsive force.

IMA is the culmination of the Transformation of Installation Management (TIM) initiative, the Army's most comprehensive reorganization in the past three decades. Before IMA, installations were structurally managed in 15 different ways by 15 different Major Commands (MACOMs). To create more efficiency, IMA consolidated the 15 ways of managing installations into one agency that pools and leverages total Army buying power and conducts business to one standard across the Army. This profound change represents a new commitment to installation management as a key component of Army transformation.

IMA is a vital, diverse and progressive Field Operating Agency (FOA) of the Army's Assistant Chief of Staff for Installation Management (ACSIM). The Army, ACSIM and IMA work together as ONE team to ensure Army installations are great places to live, work, train and play.

From IMA Headquarters in Arlington, Virginia, the IMA director leads a team responsible for the operations of 181 Army installations worldwide. IMA leadership ensures cross-fertilization Army-wide. Under IMA's single agency concept the headquarters staff and region offices share ideologies and resources in championing the issues that emerge during day-to-day operations. Leadership encourages teamwork by maintaining an open information flow.

Pacific Region (PARO) Leadership Success

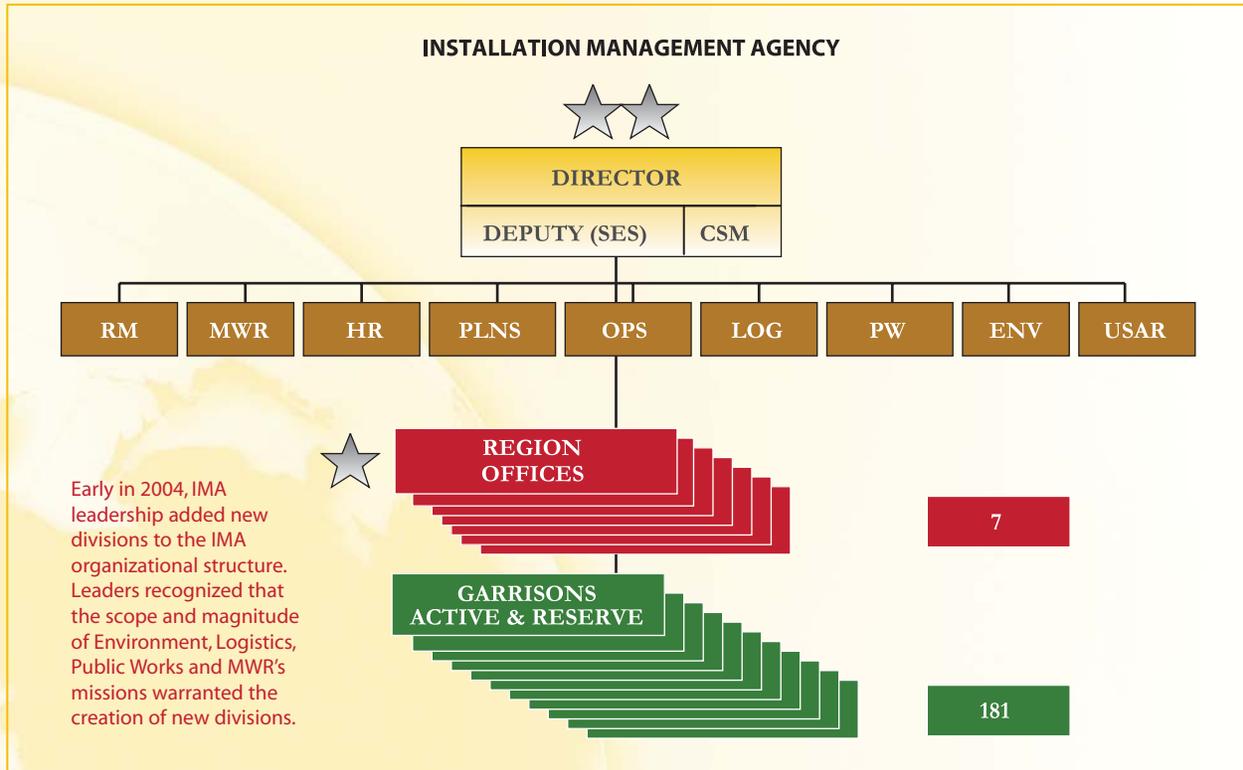
Operational realities of making the "single agency/single headquarters" concept work show the importance of timely communication both horizontally and vertically. PARO has invested in technology to develop a "knowledge wall" that will provide real time information and contribute to improved communication between HQ, region, and garrisons. In addition, PARO created a new automated task tracker. The Pacific region director ensures all principal staff in the region and garrisons play active roles in supporting IMA-wide initiatives such as the Common Levels of Support (CLS) and the Standard Garrison Organization. The director and functional staff participate in garrison planning sessions, performance and training briefs, staff assistance visits, and supplemented garrison staff with region staff during peak workload. PARO led the effort to improve IMA operations by designing the common garrison framework for Activity Based Costing/Management for agency use. Focus also continues on employee and leader development. In conjunction with U.S. Army Pacific Command (USARPAC), selected PARO employees are participating in a leader development program. Growing representation of both US and foreign national employees continues in Sustaining Base Leadership and Management (SBLM) and other Army training.

IMA leadership takes great pride in the IMA community. To honor great men and women in uniform, IMA names a Noncommissioned Officer (NCO) of the Year and a Soldier of the Year (SOY). To acknowledge outstanding employee performance, IMA established the IMA Stalwart Award in 2003. The IMA Noncommissioned Officer of the Year, Soldier of the Year and the Stalwart winners are recognized at the annual IMA worldwide Garrison Commander's Conference.

Successful workforce development helps IMA build a diverse, professional, high-performing organization. IMA leadership is committed to the professional growth of all civilian and military employees within the agency to maintain a trained, educated, and ready civilian and military workforce. IMA's strategic plan ensures Equal Employment Opportunity (EEO) is incorporated into every day doctrine. IMA is dedicated to making EEO principles a fundamental part of the Agency's culture. Leaders agency-wide seek to fully utilize the skills, ideas, and perspectives of a diverse and representative workforce.

General Order No. 4 created the Installation Management Agency Board of Directors (IMBOD) as the principal committee that adjudicates issues pertaining to installation activities. The IMBOD addresses major management strategies, plans, and programs pertaining to Army installations. The IMBOD is responsible to the Secretary of the Army for identifying required policy changes for Army Staff development and Secretary of the Army approval. The Vice Chief of Staff of the Army and the Assistant Secretary of the Army for Installations and Environment co-chair the IMBOD. Other members include Assistant Secretary of the Army for Manpower and Reserve Affairs; senior MACOM commanders (Four Stars); Sergeant Major of the Army; Chief, Army Reserves; and Director, National Guard. The Director, IMA is the Executive Secretary for the IMBOD.

In FY04 the IMBOD convened on 9 February 2004 at Carlisle Barracks, Pennsylvania. This meeting focused on the IMA one year after action review. The board concluded IMA performed well in its first year, considering the significant challenges posed by support of the



Global War on Terrorism and the immense undertaking of centralized management of Army installations. The board also provided the installation management leadership team with areas for improvement to include challenging IMA to clearly demonstrate corporate efficiencies and business process improvements that optimize the return on every base dollar spent. The board tasked IMA to create clear metrics and checks and balances for this process. Other topics of discussion included: FY04 Base Support Funding Status; Military to Civilian Conversions; and Military Construction Prioritization and Programming Process. In addition, board members approved the following changes: a). Board members who cannot attend an IMBOD meeting may send a senior (principal deputy/one level down) substitute, b). The IMBOD will meet three times per year, and c. there will be an Executive Committee (EXCOM), similar to the MWR BOD EXCOM that will meet prior to each IMBOD meeting to frame issues and decision requirements for the IMBOD meeting. The Installation Management Executive Committee (IMEXCOM) convened for the first time on 22 September 2004.

Change of Director

IMA leadership works hard to implement smooth transitions for the IMA community. On 9 August 2004 the Installation Management Agency conducted the first change of director ceremony. MG Anders B. Aadland passed the IMA colors to MG Ronald L. Johnson in a ceremony conducted on the steps of Fort Belvoir's Garrison Headquarters. MG Larry J. Lust, the Army's Chief of Staff for Installation Management, presided over the ceremony.

After transferring the IMA colors MG Aadland retired after 35 years of service. Under Aadland, IMA evolved from a concept on paper to an active and successful worldwide operation.

IMA's second Director, MG Johnson, comes to IMA from the U.S. Army Corps of Engineers, where he most recently served as commander of the Gulf Region Division and U.S. deputy to the Program Management Office, Coalition Provisional Authority, Baghdad, Iraq.



Pentagram
August 13, 2004

Installation Agency Gets New Director

by
Spc. WCS Landrum



A crowd of more than 400 people crowded the steps of Fort Belvoir's garrison headquarters Monday as the Installation Management Agency got a new director.

Maj. Gen. Anders B. Aadland turned over the directorship to Maj. Gen. Ronald L. Johnson then announced his retirement after more than 35 years of active duty service.

"As I reflect on my many years of military service, I recognize a very bittersweet reality," the outgoing Aadland said. "You can take the Soldier out of the Army, but you can never take the Army out of the Soldier."

Maj. Gen. Larry J. Lust, Assistant Chief of Staff for Installation Management, told the crowd that being the first director of anything has its pluses and minuses, but he had no doubt Aadland would get the job done.

"The plus side is you have a lot of white pages so you can set up the office the way you want it," Lust said. "The bad side is....you have a lot of white pages so you can set up the rules and areas with. It is not easy to be the first to do something, however, Andy, knowing your last name starts with two A's, I know being called on first to do something is nothing new for you."

Lust said since the agency was founded over 22 months ago, much has been learned. He complemented Aadland on making "the ... concept work and providing support to the forces when and where needed, and the right quantity and condition.

"[The agency] was and still is an indispensable player in the mobilization, deployment and demobilization of forces," he said. "Because of the efforts of Andy Aadland and his staff, IMA is a key player in insuring the well-being of Soldiers, civilians and family members around the world."

Aadland thanked the employees for their hard work and dedication through some "tough, exciting times."

"Congrats to you for the amazing strides you've taken as an agency," he said. "We're carving out a positive future for our Army installations worldwide."

Aadland mentioned, however, although great things were happening at the agency, one fact is certain. The United States is still at war. He asked the crowd to go to work every day with that constant reminder.

"You should come into work thinking how your job is vital to the U. S. Army's capability to win this protracted global war on terrorism," he said "We are leaders of change, turning a hard corner against strong inertia to continue on the old path.

Maj. Gen. Ronald L. Johnson, the incoming director, echoed Aadland's sentiments. He said no matter how hard it gets, IMA will get the job done.

"We may have a hard time moving the ball down the field fast," he said. "But, we will always gain yards when we carry the ball."

An emotional Aadland issued one last charge towards his comrades at the agency. He said, simply, don't let up because the job is not over.

"There is much to do to fully realize the potential of this profound change," he said. "Continue to prove the efficacy of this concept by being a closely-knit, agile, responsive, determined agency team that enforces common standards around the world.

"IMA is here to stay," Aadland told the audience. "It is the right thing for this Army."

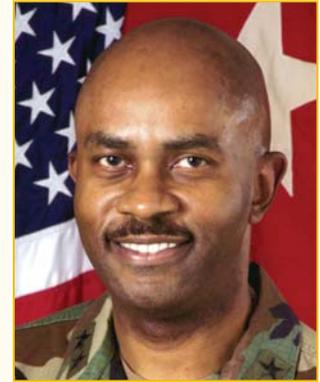
Headquarters, Installation Management Agency Leadership



MG Anders B. Aadland
Director (August 02 –August 04)



CSM Debra L. Strickland
Command Sergeant Major



MG Ronald L. Johnson
Director



Mr. Philip E. Sakowitz Jr.
Principal Deputy Director



Mr. John L. Miller
*Deputy Director
Resource Management*



COL Steve T. Wilberger
Chief of Staff

Seven Regions Around the World

Europe Region (EURO)



Mr. Russell B. Hall
*Director,
Europe Region*



CSM Teresa V. King
*Command Sergeant Major,
Europe Region*

Korea Region (KORO)



BG John A. Macdonald
*Director,
Korea Region*



CSM John M. Sanders
*Command Sergeant Major,
Korea Region*



(change of responsibility July 2004)
CSM Harold L. Gill
*Command Sergeant Major,
Korea Region*

Northeast Region (NERO)



Ms. Diane M. Devens
*Director,
Northeast Region*



CSM Jerry K. Bennett
*Command Sergeant Major,
Northeast Region*

Northwest Region (NWRO)



Mr. J. Randall Robinson
*Director,
Northwest Region*



CSM, Jeffrey A. Michels
*Command Sergeant Major,
Northwest Region*

Pacific Region (PARO)



Mr. Stanley E. Sokoloski
Director, Pacific Region



CSM Dedria J. Porterfield
*Command Sergeant Major,
Pacific Region*

Southeast Region (SERO)



Mr. Joseph H. Plunkett
*Director,
Southeast Region Office*



CSM Willie Ash, Jr.
*Command Sergeant Major,
Southeast Region Office*

Southwest Region



Mr. Hugh M. Exton Jr.
Director Southwest Region



CSM Kenneth C. Fyffe
*Command Sergeant Major,
Southwest Region*

Strategic Planning

Objective 1.2 of the Installation Management Agency’s strategic plan states: “Develop and execute a systematic strategic planning process for IMA at all echelons.” An integrated process team, chartered to accomplish this objective, developed a straw man strategic planning model and process, designed to present an integrated single agency approach to strategic planning, while at the same time incorporating the concept of sustainability.

Army installations’ capabilities to sustain the mission and serve as bases for readiness and transformation are increasingly compromised. Installations suffer increasing pressures of encroachment, training restrictions, degradation of training lands, aging infrastructure, declining resources, well-being concerns, neighboring community concerns and increasingly stringent environmental laws and regulations. The Office of the Director Environmental Programs (ODEP) recognized that sustainability is not a stand alone environmental program and that it impacts all functional areas of installation management. ODEP funded IMA to implement installation sustainability Army-wide by integrating the concept of sustainability into the installation strategic planning process and by providing training on strategic planning for sustainability to the installations during FY05.

In September 2004, IMA Plans Division hosted a workshop entitled “Strategic Planning for Sustainability.” Fifty representatives from across the agency met to develop a new strategic planning model and process. The workshop included representatives from the Assistant Chief of Staff for Installation Management, the Army Environmental Protection Institute, Army Reserves, Army National Guard, and the Army Environmental Center. Using a straw man model as the point of departure, four teams worked to develop their views of what a strategic planning model and process inculcated with sustainability should look like.

The final model (Figure 1) constitutes a compilation of each team’s efforts, incorporates the concept of sustainability, is based on the Army Performance Improvement Criteria (APIC) and applies the Balanced Score Card architecture. The model consists of a simple ABCDEF format: A - Awareness, B - Baseline, C - Clear Vision and Mission, D - Down to Action, E - Evaluate, and F - Feedback.

Each step will be clearly outlined and discussed in a comprehensive guidebook that will provide detailed instructions and definitions of the agency’s new strategic planning model and process. Workshop attendees also developed the model’s deployment process. They chose a “Train the Trainer” approach, which will provide region and installation representatives with instruction and training on how to adopt the agency strategic planning model and process on each installation. The deployment process is scheduled to begin in February and will continue through July 2005.

Sustainable installations fully enable military operational readiness and training through realistic training environments. They contribute to long-term viability and mission integrity; ensure the well-being of soldiers and their families; they explore and build mutually beneficial relationships with local communities; they operate efficiently and cost effectively; they minimize resource requirements and reduce adverse environmental impacts; they design and construct a robust and sustainable infrastructure.

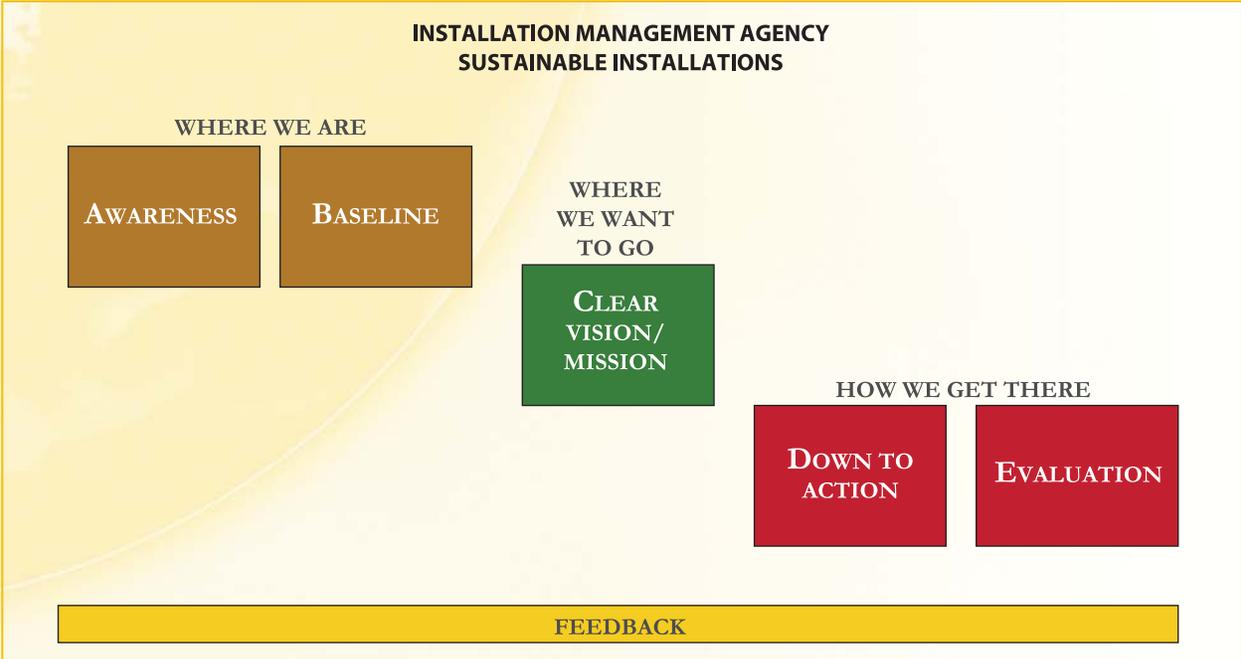


FIGURE 1:

Customer Focus

Strategic Communications

During FY04 IMA worked hard to establish an effective agency-wide communications process with targeted marketing campaigns designed to support IMA goals and initiatives. The goal of the IMA communications strategy is to ensure that the IMA story—our vision, mission, goals and objectives, strategies and successes—reach all constituents and stakeholders and that the IMA message is understood, supported and consistently communicated.

During FY04 the IMA strategic communications team worked with region components to draft a communications plan designed to accomplish the following objectives:

1. Promote how IMA supports the well-being of an expeditionary force, directly supporting the Army Chief of Staff GEN Peter Schoomaker's top priority.
2. Promote IMA installations as flagships, one of the Army's 17 "immediate focus areas" articulated by Army Chief of Staff GEN Peter Schoomaker.
3. Establish standard operating procedures for internal and external communication processes that support the execution of IMA's vision, mission, goals, and objectives.
4. Establish methods and mechanisms to communicate consistently with constituents and leaders.
5. Foster teamwork in a common focus of enabling the well-being of Soldiers, civilians, family members, retirees, and veterans, so that IMA communicates as a Single Agency.
6. Ensure IMA's internal and external audiences understand IMA's direct impact on readiness through the delivery of services, protection of the environment, and enhancement of infrastructure.
7. Ensure all IMA communications (speeches, publicity, marketing, etc.) include statements or remarks that:
 - a. Identify IMA and its mission
 - b. Promote installations as Flagships
 - c. Highlight examples of IMA enhancing the well-being of its constituents (e.g., environmental success stories, whole neighborhood housing replacement and renovation, utility privatization, Family Assistance Center family support successes, etc.).
 - d. Promote IMA's impact on positively affecting Soldier performance, readiness, recruiting, retention, and work-life balance.

Europe Region Customer Focus Team

Headquarters, IMA Europe (IMA-E) has formed a Customer Focus Team. The cross functional team is working to identify all HQ IMA-E customers and their specific requirements, with the objective to develop a system to ensure good customer service is provided by IMA-E agencies.

Interactive Customer Evaluation

IMA has adopted the Interactive Customer Evaluation (ICE) system as one of the tools in its customer feedback program. ICE is a Department of Defense (DoD) web-based tool that collects customer feedback, provides results to service providers, and gives leadership data on service quality. Installation and region personnel were trained on ICE training during the latter part of FY04. Plans Division is developing an Agency-wide implementation plan to ensure a coordinated deployment effort.

Europe Region

22D Area Support Group (ASG), Vicenza, Italy: In 2004 the ASG launched the monthly Community Action Council (CAC) program—an interactive, open discussion empowering community members to publicly voice matters of concern or interest to command leadership and installation service providers for acknowledgement and resolution.

Pacific Region Public Affairs and Protocol

Pacific Region was active in briefing congressional delegates from Hawaii and Alaska on the vital role and many facets of the Installation Management Agency. Numerous briefings were provided to staff members of the two State Representatives and Senators Inouye and Akaka and congressional delegates from both Hawaii and Alaska. Several business leader organizations were briefed on IMA initiatives in the Pacific with specific emphasis on RCI and Army contributions to the economy in Hawaii. These organizations included the Hawaii Business Roundtable, the Chamber of Commerce Military Affairs Committee, Civilian Aides to the Secretary of the Army and various professional organizations who indicated an interest in the Installation Management Agency.



Europe Region and U.S Vice President Cheney Get the Word Out!

Vice President Dick Cheney speaks to 1100 community members during a visit to Caserma Ederle in January 2004. The 22D Area Support Group, Vicenza, Italy supported Vice President and Mrs. Cheney's visit. They tactically configured the Fitness Center and orchestrated Vice President Cheney's speech to community members, reenlistment of four soldiers, presentation of Purple Hearts and a small group discussion with 20 Soldiers, GEN Bell and MG Turner. The ASG also prepared the Post Library and coordinated Mrs. Cheney's reading session with 75 third-graders. The Europe IMA team orchestrated inclusion of the IMA patch on the Army PT jacket worn by Vice President Cheney — the first ever.

Measurement, Analysis & Knowledge Management

Common Levels of Support (CLS)

CLS is a method for ensuring the delivery of high quality Base Operations Support services within the funds available to the Army. Common Levels of Support ensures quality, consistent, and predictable services are provided on Army installations worldwide. With CLS, Soldiers, civilians and their families know what services to expect on installations - enabling them to plan their lives accordingly.

From January 2004 to August 2004, Common Levels of Support Service Analysis Teams (SAT's) analyzed 54 Base Operation services. Team members included IMA headquarters representatives, region staff representatives, garrison commanders, garrison functional staff, Major Command (MACOM) representatives, Army staff, observers/advisors, and garrison customers.

During the CLS SAT process, constituents helped define and breakdown each service into a prioritized list of Service Support Programs (SSPs). Each SSP stands on its own as a complete program and has an associated cost. Within each service, the Service Analysis Teams (SATs) prioritized the SSPs by strategic importance. This prioritization is used for funding allocation decisions (i.e. deciding which SSPs will be funded when funding is not 100%). After SSP development, CLS evolution requires Senior Executive Leadership (SEL) validation of the SAT Team output.

By the end of FY04 - CLS moved to the planning phase of implementation. In this phase, garrisons submit data on special considerations for their installations - demographics, geography, mission and senior mission commander priorities. The next steps require garrisons to submit plans to implement CLS beginning in FY06. IMA Headquarters will then adjust SSPs and refine requirements. If necessary, SATs will reconvene - and finally, CLS decisions for FY06 will be complete.

Religious Support Team (RSO)

The IMA RSO team developed a standard reporting system to ensure it provides the best quality tools for management. The reporting system includes the Command Master Religious Program (CMRP), the Quarterly Fund Status Report (QFSR), and a command inspection program checklist. RSO continues to monitor input received from the IMA religious support teams to perfect reports and checklists. The CMRP provides budget guidance for input into the QNMG portion of the Army Budget Process, substantially reducing the gap between requirements and budget estimates. The QFSR allows both IMA Headquarters and region offices to track training requirements for Chaplain Fund Management. The inspection checklist allows all region assistance visits of installation religious support to be evaluated against a common standard.

Standard Garrison Organization (SGO)

On 13 May 2004 the Department of the Army G3 approved IMA's Standard Garrison Organization (SGO). By aligning installation management functions in a common organizational structure, IMA will: a. achieve a common way of managing installations worldwide; b. create optimal professional relationships among related functions; c. eliminate redundancy in garrison staffing; d. set the stage for implementation of common standards; e. foment training and professional development among garrison workforces; and, f. fix garrison Table of Distribution and Allowances (TDAs) in accordance with an Army baseline.

SGO will drive Army doctrine for installation management by standardizing management and organizational terminology, roles, responsibilities, position descriptions, and terms of reference. This is the first step in the evolution of the initial Organization and Operations (O&Os) to updated Army Regulations. This doctrinal garrison TDA will be similar to the Table of Organization and Equipment (TO&E) documentation for our warfighting units; it comprises the basis upon which modified TO&Es (MTOE) are built. An important end-state of the SGO process is a comprehensive organizations and functions manual (IMA 10-1) that defines the roles and responsibilities for garrison command and management.

The Army has tried to align installation management functions into a common structure for years. IMA is now ready to accomplish this goal. This profound change for IMA and the Army is an opportunity to apply the best business practices and leadership disciplines to accomplish IMA's mission.

Religious Support Office Takes the Lead with Standard Garrison Organization (SGO)

The Installation Management Agency inherited force structure templates from the MACOM's that were greatly diverse in nature. Major support issues reflecting a lack of equitability and efficiency were observed in this diverse organization. The need for Standard Garrison Operation (SGO) was evident and the RSO team took the lead in developing the first SGO for IMA. The RSO team developed, staffed and is completing SGOs designed to offer an equitable religious support force structure based upon available force structure. The structure comprises six bands representing the types, missions and requirements of the various types of IMA installations. This program brings standardization to force structure within each band and provides service members and families with quality effective religious support wherever they may move within IMA.

Defense Messaging System (DMS)

The Northwest Region has achieved a 40 percent reduction in the number of DMS servers and workstations, and reduced the number of DMS sites in the region from 9 to 6. Estimated cost savings is \$186,000 in hardware, software, and maintenance. The dollars and manpower saved will allow the Army to apply additional resources to other critical, unfunded efforts. In addition, the reduction of servers on the Army network has reduced points of vulnerability from outside attack, thereby greatly improving overall information assurance posture.

Human Resources

The IMA HR vision is to provide world-class human resources support to IMA to make IMA an employer of choice by attracting and retaining a highly qualified and dedicated soldier-civilian team and embodying merit principles and diversity. The year 2004 has been a significantly successful one in this regard, for IMA Human Resources – and thus for the Army family we support. Key achievements for 2004 are described below.

The IMA HR Board of Directors Ensures Successful Strategic Positioning on Critical HR Issues

In FY04, the Installation Management Agency reached full operating capability in personnel recruitment. Intra-functional and cross-functional issues continue to surface up from the installations, through IMA Regions, to headquarters IMA. IMA HR is committed to a proactive approach in anticipating issues before they become problems. In late FY04, to ensure clarity of HR strategic direction, consistent HR leadership, and integration of HR efforts, IMA chartered a Human Resources Board of Directors, composed of Region HR chiefs and headquarters HR branch chiefs, and led by the Agency HR Chief.

The IMA Human Resources Board of Directors (HRBOD) is a planning, consultative, and decision-making body that will work corporately within IMA to support the human dimension of People, Readiness, and Transformation. The HRBOD will serve as a force for change in regard to existing and emerging human resource issues throughout each function of the Army personnel life cycle: structure, acquire/retain, distribute, train/educate, deploy, compensate, and transition.

The IMA HRBOD fosters coordination and sharing of communication, builds and maintains partnerships with key stakeholders, and ensures that IMA human resources concerns are visible and understood at the highest appropriate level of management. The core of the HRBOD mission comprises identification of and positioning for strategic and long-range opportunities, challenges, and concerns, as well as discussing and troubleshooting operational issues.

Enabling the Well-Being of the Army's People

In January 2004, the Director, Installation Management Agency began the full implementation of a multi-level Well-Being program under the auspices of the headquarters IMA (HQ IMA) Human Resources Division, with the prime focus to implement Community Well-Being across IMA.

Community Well-Being is the installation-level component of Army Well-Being that synchronizes, evaluates, and improves both the delivery and receipt of Well-Being programs and services for all constituents and encompasses all actions required for implementing Well-Being practices, principles, and initiatives below the Major Command level. On October 18, 2004, the Army G1 released the Army Well-Being Organization and Operations (O&O) Plan establishing Well-Being execution responsibilities in IMA to orchestrate installation Well-Being activities throughout Army Installations worldwide. HQ IMA established Community Well-Being Demonstration Sites to exercise a functional model at Army Installations. Demonstration sites include Fort Jackson, South Carolina; Fort Wainwright, Alaska; Fort Richardson, Alaska; and the 26th Area Support Group in Heidelberg, Mannheim, Darmstadt, and Kaiserslautern, Federal Republic of Germany. Additionally, IMA's Southwest Region established a full-time Well-Being Program Manager.

IMA's Well-Being Demonstration Sites are utilizing a Well-Being Lifecycle model that consists of tenants and service providers caring for constituents together. A Well-Being Council convenes to report on sub-committee efforts by functional proponents. The council also serves as a forum that prioritizes, discusses, and resolves Well-Being issues. The Well-Being Lifecycle consists of three separate yet interconnected phases: Management Process, Strategic Communication, and Feedback. All three components connect through a common structure with a Well-Being Coordinator facilitating the components. IMA Well-Being Demonstration Sites will provide a "proof of principle" for future Well-Being implementation on Army installations.

IMA Sets the Standard for Selection Rates for Competitive Professional Development

IMA is truly a good place to work and grow. During 2004, the IMA workforce validated the phrase “IMA is a Learning Organization” by applying for and being selected to attend a number of the premier training and education programs offered by the Department of Defense (DoD) and Department of the Army (DA). These senior-level leader development programs provide opportunities that will prepare IMA employees for positions with increased responsibilities, including those in the Senior Executive Service (SES).

IMA's successful pursuit of leadership development can be seen with applications to the Army Senior Service Schools (SSCs), including the Army War College, the Industrial College of the Armed Forces, and the National War College. All SSC programs are long-term, Army-wide, competitive development opportunities for those wishing to enhance their qualifications to compete for key senior leadership positions in a strategic security environment during peacetime and wartime. During FY04, three of the ten Army civilians selected for AWC were from IMA.

The IMA workforce also participated in the Harvard University Program for Senior Executive Fellows (SEF), a 4-week program providing promising upper-level managers with the tools to build executive skills in political and public management, policy making, organizational strategy, communication, ethics, and leadership. This program is open to managers at the GS-14/15 level who have a strong desire to become SES members. Once again, three of the ten Army civilians selected for SEF were from IMA in FY04.

The DoD Executive Leadership Development Program (DELDP) is another mid-level professional development program that was utilized by the IMA workforce during FY04. Two of the three selected civilians for this program in FY04 were from IMA. DELDP is a 10-month program that provides a greater understanding of the overall DoD mission and offers cross-agency exposure for mid-level civilian and military personnel. This program also provides a new approach to training DoD employees that parallels the methodology of selected military training and is open to civilian employees in grades GS-12/13.

During FY04, IMA implemented a new initiative requiring GS-12 through GS-15 civilians in leadership positions to apply for Sustaining Base Leadership and Management (SBLM). This initiative covers all IMA civilians in team leader, supervisor, or manager positions, and will prepare them for advancement to levels of increased responsibility. SBLM is offered as a 12-week resident class at Fort Belvoir, Virginia, or as a year-long non-resident program with “virtual” seminars and home-station research projects. Twenty-five percent of the Army civilians selected for SBLM were from IMA in FY04. IMA HR plans to significantly raise future percentages for IMA participation in SBLM.

Revitalizing the Workforce Through a Robust Intern Program

The Army Civilian Training, Education, and Development System (ACTEDS) Intern Program provides opportunities for managers to hire employees at entry levels and develop and prepare them for full-performance-level positions. Hiring and developing interns is part of IMA's overall accession and revitalization efforts to ensure that there are fully competent employees throughout the Agency meeting the Army's mission.

IMA Human Resources is using the ACTEDS intern program as one method to revitalize the Agency workforce. The intern program is designed to attract highly qualified applicants for the entry level in various series. The entry levels are grade GS-5 or GS-7 for regular interns in career programs such as Military Personnel (CP 50), Comptroller (CP 11), Engineers and Scientists (CP 18), and Education Services (CP 31).

IMA received 64 interns for FY05. The additional interns bring IMA's total to 128 intern allocations. Recruitment for the new interns will begin as early as November 2005. Announcements will be posted on the civilian personnel web page (www.cpol.army.mil). IMA trained and graduated eleven interns in calendar year 2004. IMA will place the graduating interns, unless the intern was being trained for placement elsewhere.

IMA HR continues to coordinate with the Assistant G1 (Civilian Personnel Policy) (AG1 CPP) and Civilian Human Resources Agency (CHRA) to provide guidance and assistance to managers, career program managers, civilian HR offices, and interns regarding a wide variety of issues pertaining to the ACTEDS intern program, including budget/fund cites, training, and travel orders processing.

Revitalizing the Army Continuing Education System to Support a Transforming Army

The Army Continuing Education System (ACES) community successfully addressed a number of significant issues and decisions that are changing the face of ACES in the 21st century.

ACES POM Adjustments

During the Army's FY06-11 Program Objective Memorandum (POM), the Senior Review Group (SRG) approved a \$265.7 million divestiture of ACES. The Manning the Forces Program Evaluation Group (MM PEG) partially implemented the divestiture by reducing 120 manpower spaces in FY06 and an additional 120 manpower spaces in FY07, along with associated funding. The POM reflects the following dollar cuts: \$10.8 million in FY06 and \$16.8 million in FY07. Headquarters, IMA brought the ACES Regional Advisors together to prepare a plan to distribute the reductions in ACES manpower and funding through FY06 and FY07, and beyond. The reductions will decrease civilian manpower and contract support by 47 percent by the end of FY07. IMA regions participated in developing alternative methods of providing services, and conducted a series of meetings and projects resulting in a mini-business process review. This divestiture action continues to be reworked for the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) decision.

ACES Training Workshop

IMA hosted a Training Workshop in Fort Lewis, Washington, for 90 ACES careerists March 15-19, 2004. This was the first workshop conducted since the activation of IMA. The workshop allowed ACES employees the opportunity to explore how IMA would change their operations at the installations. Training topics were selected by those attending the workshop, and were addressed through an interactive "think tank" process. Topics ranged from budgeting to quality review. Sessions were held to ensure issues and concerns of installations were presented to HQ IMA and Human Resources Command (HRC).

Military Voluntary Education Review (MIVER)

The Military Voluntary Education Review (MIVER) is a DoD-mandated third-party review of installation education programs designed to assess the quality of those programs and to provide recommendations for improvement. The MIVER teams consist of higher education professionals from colleges and universities throughout the United States, who conduct three-day reviews of education center programs, facilities, staff, and institutions.

In October 2003, IMA HQ ACES conducted a Military Voluntary Education Review training workshop to prepare the four education services officers and their regional education advisors to undergo the MIVER during FY04. In attendance were the ESOs from: Presidio of Monterey, California; Camp Zama, Japan; Torri Station, Okinawa; and Fort Leavenworth, Kansas; and the region education advisors from Pacific Region Office, Southwest Region Office, and Northwest Region Office. Subsequently, all four installations underwent the review as follows: February 2004 - Torri Station, May 2004 - Camp Zama, June 2004 - Presidio of Monterey, and August 2004 - Fort Leavenworth.

Results of the third-party review confirm that all installations evaluated were providing quality programs of education for their communities and were well managed. Additionally, the review showed that programs were receiving good command support and that education center staff, contractors, and institutions were well integrated and working together to support the educational needs of Soldiers, family members, and Department of the Army civilians.

Support to Remote Sites and Deployed Operations

The Installation Management Agency-Europe (IMA-E) ACES' mission is to deliver education programs and services throughout Europe Central Region, in the Balkans, and to Soldiers assigned/deployed throughout Central Command (CENTCOM). IMA ACES was successful in providing support to remote sites and deployed locations operations in FY04.

ACES continues to deploy programs, services, and personnel to Bosnia and Hungary (March 1996); Macedonia (May 1997); and Croatia (1996-1998). ACES programs and services deployed to Kosovo in February 2000. In Bosnia, operations have been reduced to a contractor-managed site at Butmir, Sarajevo. In Kosovo, there is one AEC at Camp Monteith and one at Camp Bondsteel. ACES operations (salaries, equipment/supplies, contracts, Temporary Duty Travel [TDY], Tuition Assistance) in the Balkans are supported by CONOP funds. For FY04, the funding level for this support was \$3.1 million.

In FY04 Army Education Centers (AECs) opened at Bagram Air Field, Kandahar Air Field, and Kabul-Camp Phoenix in Afghanistan, May 2004, and at Karshi-Khanabad (also known as K2) in Uzbekistan, also during May 2004. ACES operations in Afghanistan/Uzbekistan are supported by Global War on Terrorism (GWOT) funds. FY04 funding was \$1.7 million.

Downrange sites including Camp As Saliyah (aka CAS), Qatar; Camp Doha, Kuwait; and North/South Camps in the Sinai, Egypt supporting the MFO mission operates full-service AECs. During 2004 the AEC at Eskan Village, Riyadh, SA moved to CAS, Qatar to support the movement of ARCENT personnel from ARCENT-SA to ARCENT-QA. A small contractor managed AEC is located at Eskan Village. GWOT funds ACES operations at Qatar. The AEC at Camp Doha, Kuwait will close next summer and open full time at Arifjan. Additionally, Camps Buehring and Virginia are projected to open AECs during 2005. IMA-E provides GWOT funds for TA; FORSCOM funds all other Kuwait AEC requirements. Sinai operations are fully VACE-funded. FY04 fund level for Kuwait: \$1.8 million, Qatar: \$101,000, Sinai: \$530,000.

During Oct 2003, IMA-E ACES conducted a site survey visit to Iraq to determine feasibility, cost, and requirements to establish AECs in Iraq. The survey team visited BIAP/Victory Camp, Balad/LSA Anaconda, Tikrit, Mosul, and numerous forward operating bases (FOB). Leadership emphasized the need for Army Personnel Testing (APT) services, specifically Armed Forces Classification Test (AFCT) for Soldiers who face reenlistment, who seek reclassification, or who are interested in applying for Army schools. IMA-E, ACES assembled a three-person team to return to Iraq from 5-19 Dec to administer AFCT and Alternate Flight Aptitude Selection Test (AFAST) to Soldiers throughout the AOR. The team administered 153 AFCT tests, 98 AFAST tests, and 119 General Technical (GT) Score predictor tests.

ACES Funding Issues

For the first time since 1991, the Army funded the FY04 total unfinanced tuition assistance (TA) program. In the past, the Army took risk with funding the TA program up front, leaving major Army Commands (MACOMs) to sustain the program until supplemental dollars were provided at the end of the fiscal year. In some cases, MACOMs were not provided additional supplemental dollars to cover the TA shortfall. As a result of IMA's input to the Senior Review Group, the IMA Army Continuing Education System (ACES) was provided over \$35 million in GWOT funds to ensure the continuation of the program for the year.

In past years before IMA, ACES received inadequate dollars to provide education programs and services based on Soldiers' demands. In some cases, MACOMs and installation commanders provided dollars to installation education centers to purchase equipment, supplies, materials, etc. Conversely, some installation commanders used education dollars to fund non-education requirements. When IMA became the "banker" in FY04 and through its IMA On-Line procedures, ACES received more of its dollars for direct use for education programs and services than it has been able to obtain in many years. The ability to move dollars within and across regions in a short period of time contributed to ACES' capability to maximize efficient use of available dollars. Region ACES advisors worked with the HQ IMA ACES staff to develop requirements and funding documents to ensure equity and efficiency across IMA. Installation Army Education Centers are reporting, for the first time in many years, an enhanced "healthy" learning environment for Soldiers.

Northeast Region Reshape Plan

When the Installation Management Agency transitioned in October 2002, NERO implemented a reshape plan to reduce civilian strength from 189 to 126 Appropriated Fund (AF) and 48 to 22 Non-appropriated Fund (NAF) employees. At initial standup, 90 excess "overhire" employees (AF + NAF) were on our rolls. This number has been reduced to less than 5. The goal to overcome the significant staffing challenge without adverse action is close to reality.

Due to the way Army reorganized so quickly when standing up the regions, NERO was essentially a 30 percent "virtual" staff from the beginning. This long-distance supervision was extremely difficult given the organization was established from five MACOM staffs. In several cases, new NERO supervisors did not physically work at Fort Monroe. Over 20 "virtual" employees were detailed to work assignments within IMA HQ, other IMA regions, or non-IMA activities. At the end of FY04, there were no remaining "virtual" employees in NERO.

Since October 2002, NERO executed an aggressive reshape plan that included use of Voluntary Separation Incentive Pay (VSIP), restructuring NERO positions for placement opportunities to match available skills, registering employees in the DoD Priority Placement Program, and identifying available job opportunities outside the organization. Use of VSIP provided 24 voluntary retirements that reduced our excess strength by that amount. Over 60 employees have been placed in other positions.

Town Hall meetings were conducted quarterly with the workforce, both at Monroe and in the National Capital Region to ensure all phases of our reshape plan were explained and questions answered. NERO has been successful in placing impacted employees and believes the remaining four excess employees can be placed by 2nd Quarter FY 05. NERO has a current on board strength of 125 AF and 23 NAF employees.

Laying the Groundwork for IMA Military Personnel Initiatives

IMA Military Personnel Branch (MPB) laid the groundwork for several initiatives in the military personnel arena during 2004.

Military-to-Civilian Conversion. The Army's decision to rapidly convert 10,000 positions during FY05 from military personnel authorizations to civilian authorizations was the single most significant action for MPB. IMA HR played a key role in working with the manpower management community to determine the baseline requirements for military personnel within the agency, using the standard garrison organization template to guide the process and Department of the Army staff proponents to assist in determining the feasibility of position conversion. At the conclusion of this project, over 3,300 positions were identified for conversion from military to civilian. Working closely with the Army Human Resources Command, IMA HR began the process to drawdown its military workforce concurrent with the process of developing standardized position descriptions and grades for the replacement civilian workforce.

Borrowed Military Manpower (BMM). We continue to obtain and analyze data from all installations through the region offices on the extent and nature of borrowed military manpower being used to perform garrison support functions. A better definition of the functions being performed and the source of the manpower was developed and proposed under the tentative new term "Garrison Support Augmentation" (GSA) which includes all sources of unauthorized military manpower supporting garrison operations, not only those in MTOE / tactical units. One result of this study, thus far, is that BMM or more correctly "GSA" has trended downward. This result may also be a byproduct of taking a regular and systematic review of the positions. The ultimate goal is complete elimination of the use of BMM / GSA, which would imply that garrison staffs are correctly resourced and staffed with the required military and civilian personnel. While we may never reach the ultimate goal, the continued study will highlight the situation and offer the price tag associated with the resources needed to return soldiers to their parent unit and their primary duties.

Career Program 50 (CP-50) Military Personnel Management Intern Program. IMA continues a very robust CP-50 intern program with 20 interns currently enrolled. A rigorous training program and rotational assignment program is underway, leading to their completion of the program in approximately November 2005, and placement in GS-201-11 military personnel management positions in IMA garrisons throughout the Army.

Retirement Services Office (RSO) Memorandum of Understanding. We will finalize a detailed Memorandum of Understanding (MOU) between IMA and the Army G1 RSO, who is the proponent for Army Retirement Services. RSOs are part of IMA military personnel divisions on the garrison staff. The MOU will clarify roles and responsibilities of IMA headquarters, region offices, garrison staff, and the Army G1. A side benefit anticipated will be an increased focus on standardization of position descriptions and grading at the garrison level.

Casualty Assistance Center Realignment. IMA HR has been working closely with the Casualty and Memorial Affairs Operations Center at the Army Human Resources Command (HRC) to develop a plan to more appropriately realign the supported population for each installation and to mirror the IMA Region Office structure. As a result of changing installation troop populations and base closures, the supported populations and geographic areas of support vary widely. In addition, the position description and grade structure are not standardized. This project expected to be completed and staffed with the Army Major Commands in early 2005 will be another facet of providing common levels of support across all IMA installations.

Personnel Service Delivery Redesign (PSDR). IMA HR began participation in October 2004 with the Army G1 in a test at Fort Campbell of the new PSDR structure, which will significantly change the manner in which various military personnel services are provided. The test will run through approximately July 2005. While the Army G-1 will focus on the support to Brigade Combat Teams (BCT), IMA will be gathering data on the installation MPD to determine supportability and functionality. The project is part of the Personnel Transformation Redesign effort, which will eventually revamp and reorganize all military personnel service and support.

Historic First for IMA and the International City/County Management Association (ICMA)

The Installation Management Agency recognizes the need to provide professional training opportunities for its workforce. Individuals within the Installation Management career field come from different career programs, such as Comptroller, Safety and Occupational Health Management, Manpower and Force Management, etc. IMA recognizes the need to augment development achieved through functional avenues and to broaden the Installation Management workforce through training, education, and self-development opportunities. In March 2004, the Office of the Assistant Chief of Staff for Installation Management (OACSIM), the IMA, and the International City/County Management Association (ICMA) established an Agency Membership for Career Field 29 (CF-29) members to provide a developmental avenue primarily geared toward the deputies to the garrison commander, garrison managers, and installation managers. The Agency Membership provides members of CF-29 with access to a wide variety of management practices, timely resources, information, and staff support from ICMA.

IMA and ICMA completed their first joint Best Practices Symposium April 20-23, 2004, in Annapolis, Maryland. The symposium brought together more than 250 city/county managers, assistants, staff, and IMA's military installation participants. The purpose of the symposium was to convene local government and installation managers from across the country to exchange exemplary management techniques, practices, and programs through team-presented case studies. Topics focused on local government achievements in youth empowerment, performance measurement, economic development, and technology, and attendees used the information presented as a

springboard to generate in-depth discussions about the issues surrounding the adaptation and implementation of those ideas in their home jurisdictions. This symposium was the first attempt to gather these senior civilians for professional development training.

IMA's participation in the Best Practices Symposium proved to be a huge success. IMA's Deputy Director, Mr. Phil Sakowitz, set the tone for open dialogue through his discussion of IMA's hottest initiatives. Mr. Sakowitz and HQ IMA staff also conducted a town hall meeting to address questions and concerns. Ms. Janet Menig, Deputy Assistant Chief of Staff for Installation Management, gave the keynote presentation for IMA's portion of the event. Her remarks highlighted the tremendous successes achieved since the activation of IMA, and the importance of the development of CF-29. She discussed future development opportunities for the Army's installation management generalists and the significance of partnering with organizations like ICMA. HQ IMA staff presentations covered a wide range of topics pertaining to installation management, and each one generated significant interest and discussion. HQ IMA Workforce Development Branch is using feedback from this event to strengthen a relationship with ICMA and to further develop training opportunities for CF-29 members.

IMA Lays Personnel Management Foundation with Issuance of 19 Delegations of Authority

IMA Human Resources (HR) developed a total of 19 civilian personnel delegation of civilian personnel management authorities ranging from position classification to home marketing authorities. With the issuance of these policy memoranda, IMA has placed these authorities where they belong; with most authorities being given to garrison commanders so that they have the necessary tools needed to obtain, retain, compensate; and reward their civilian workforce. Those authorities involving additional costs to the Agency included appropriate but not overly burdensome approval requirements by either the IMA regions or, in limited cases, by HQ IMA itself. Four of these authority delegations included annual summary reporting requirements to HQ IMA for the purpose of ensuring consistency of application.

Social Security Number Identity (SSN ID) Theft Project

HQ IMA was tasked to determine the validity of SSN use on Army forms at Army installations and change SSN requirements within IMA authority, if they were determined not to be valid. The IMA SSN ID Theft Task Force, consisting of HQ IMA, Human Resources (HR), HQ IMA, Morale, Welfare and Recreation (MWR) and the Community and Family Support Center (CFSC) requested data from the seven regions. Each region tasked 2-3 installations to provide data. The regions provided 900+ uses of the SSN at installations. Less than 70 of those were considered invalid. In a May 04 In-Process Review (IPR), IMA shared this information with the Assistant Chief of Staff for Installation Management (ACSIM). In response, the ACSIM asked that IMA check with all regions to verify the proposed invalid instances before removing them. After receiving verification from the regions, the ACSIM approved the IMA recommendations to pursue the process for removal of the SSN from IMA and other Army forms with the appropriate proponent. The use of alternative means of identification must be addressed, and the routine use of SSNs must be discouraged.

Process Management

Business Process Redesign

On 6 August 2004, IMA awarded two Blanket Purchase Agreements (BPA) as the first step in implementing a program for redesign of business processes for delivering services on installations. IMA Business Process Redesign (IMA BPR) Program is the formal name for the program to transform installation management in order to fulfill the Army's intent in the Transformation of Installation Management (TIM). The program will be executed over an eight-year period to redesign the business processes for delivering and managing services in order to realize efficiencies, provide better customer satisfaction and save money. The goal is to transform the way that we deliver services on installations rather than simply upgrade current ways of doing business. IMA BPR has four primary activities: Redesign and implement business processes both for delivering services and managing the delivery of services and measure the resulting improvements in efficiency and effectiveness; develop functional requirements from redesigned business processes to support changes to functional information systems and enterprise resource planning (ERP) solutions; select, implement, and integrate an enterprise business intelligence capability to report performance measurements; and, develop and maintain the IMA Enterprise Architecture.

Productivity Improvement and Agency-wide Efficiencies

IMA leverages the oversight of 181 installations to implement efficiencies worldwide. Efficiencies show up either through locally driven initiatives from the activity based costing and management (ABC/M) and productivity improvement review (PIR) processes, or through corporate-driven efficiencies executed agency-wide that were validated at IMA HQ or by HQDA. Through 2QFY04, over 1,000 initiatives were generated through the PIR process. During the June 2004 HQ PIR, thirty-two initiatives were selected for worldwide implementation. The efficiencies to-date are estimated to be \$23 million, a good effort toward the FY05 \$100 million objective. Some examples of corporate initiatives are: property book consolidation, installing LED traffic lights, consolidate refuse collection, implementing red rag recycling program, metal door bulk purchases, web-based training for rear detachment commanders' course, consolidate soft drink procurement, centralize environmental sampling. Examples of efficiencies executed by IMA that were HQDA validated include: utilities privatization; competitive sourcing; and implementing technology to convert solid waste into renewable energy and reusable construction materials. IMA continues to implement a cost management culture using ABC/M and PIRs, and tracking corporate efficiencies using the performance management review (PMR) process. IMA is improving its ability to implement efficiencies by automating initiative collection and tracking, and consolidating the management of various Army initiative development programs.

Performance Improvement Review (PIR) Examples from the Southeast Region

Installation: Fort Gordon

Initiative: Web-Based Training Program for Rear Detachment Commanders

Summary: Fort Gordon developed a web-based training course for Rear Detachment Commanders. Students registered on-line, and an email message was transmitted to Army Community Service (ACS) Mobilization and Deployment Readiness Manager. Course materials included a description of the relationship between the Rear Detachment, Family Readiness Group (FRG), and community resources. Commanders learn about ACS services and how to refer those in need to the different services by ensuring effective communication with family members.

Status: This initiative was approved by IMA for Army-wide application.

Installation: Fort McPherson

Initiative: Convert Grass Cutting to Ground Cover

Summary: Installation reduced grass mowing by converting 30 acres of grass to wildflowers and pine trees.

Status: This initiative was approved by IMA for Army-wide application.

Installation: Fort Campbell
Initiative: Grounding Tie-Down Points
Summary: Airfield grounding points require inspection every five years. Currently, there are six points per parking pad, which can be reduced to two points per parking pad. Proposed process would eliminate 66 percent of the points through inspection/maintenance attrition. Good initiative.
Status: Implemented.

Installation: Redstone Arsenal
Initiative: Facilities Reuse
Summary: Facilities demolished for “Installation Footprint Reduction” or for “One-for-One Square Footage” construction includes structure removal and all associated equipment. Prior to contracting a facility for demolition, it was proposed that the internal equipment (electrical/plumbing fixtures) be evaluated for reuse in existing facilities. Many installation facilities have electrical and plumbing fixtures that are original and date back to the 1940’s and 1950’s. Using existing fixtures of the same type and generation as repair parts will eliminate the need for total system replacement.
Status: Implemented.

Installation: Fort Buchanan
Initiative: Consolidated Central Issue Facility (CIF)
Summary: Currently, units request Organizational Clothing and Individual Equipment (OCIE) through the unit supply system and maintain their own stock; however, lack of funding results in units not having the required stock on hand. There is a 60-day wait time to fill requisitions and there is no replacement stock for damage, wear, and tear. This does not meet the Army’s new technology for mobilization and deployment missions. Fort Buchanan proposed a Consolidated CIF to support the Reserves, National Guard, and tenant units, with the required stock on hand. Deploying soldiers will have the latest technology on OCIE. The CIF would establish a basic load for all units supported and maintain automated clothing record for each unit for both peacetime and deployment. Costs would be shared by all units involved. A CIF would also prevent last-minute funding to support a specific mission.
Status: Basic load is being calculated for each unit.

Productivity Management/Activity Based Costing

IMA is utilizing Activity-Based Costing (ABC), a methodology that identifies and analyzes costs associated with activities, and links those costs to products, services, customers, and other “cost objects.” In concert with ABC, IMA is also applying Activity-Based Management (ABM), the broad discipline that focuses on achieving customer value through the management of activities. Garrison commanders and managers constructed ABC models and are using model data to assist in identifying costs and in continuing to build the IMA cost management culture. ABC/M is only tool garrison commanders and managers can use to assist in developing the cost management culture. Positive results from the full implementation of this culture can be found at Fort Huachuca, Arizona. Fort Huachuca won the 2004 Cost Management award of \$100,000. The award can be spent at the discretion of Fort Huachuca’s garrison commander. The Assistant Secretary of the Army for Financial Management & Comptroller selected Fort Huachuca for this honor; the competition was open to all Army agencies. The award reinforces IMA’s initiative to institutionalize a cost management culture, using Activity Based Costing/Management as a tool to drive continuous improvement. This award identifies Fort Huachuca as one of Army’s leaders in cost management.

Fort Huachuca: A Leader in Cost Management

Fort Huachuca was recognized as having the best Cost Management program in the Army and was rewarded a \$100,000 prize for the accomplishment. These funds are being invested in programs improving service to our Soldier and civilian customers of the garrison.

The \$100,000 prize was awarded for three outstanding ideas reflecting our culture of cost management.

One idea for saving dollars came from Tom Campbell in the garrison Directorate of Installation Management. Campbell identified a new process to use treated effluent instead of potable water at the sewer treatment plant. This initiative was implemented by installing a submersible pump in the treated effluent pump and installing piping from this pump to the wash down booster pump and the polymer booster pump. This great idea will save Fort Huachuca more than \$54,000 per year and 13 million gallons of water.

Heidi Malarchik and Mary Jane Lavalley at the Child Development Center had another innovative idea. They carefully analyzed the labor costs not associated with direct care. It was determined substantial labor cost savings could be attained by lowering the back-up coverage costs of the required 15-minute breaks, staff training, and staff planning. Their review identified more than \$58,000 in savings. This will allow the Child Development Center to keep the cost of childcare affordable for Soldiers on the installation.

The third idea was a combined effort from Dennis Sherrod, Education Services Directorate, Bruce Richardson, Mark Toddle, and Virginia Taylor of Cochise College and members of the 111th Military Intelligence Brigade. Soldiers going to 12 MI military occupational specialty schools and the Basic and Advanced Noncommissioned Officer courses at Fort Huachuca can register with Cochise College for a one-time \$35 fee.

Military instructors are certified as adjunct faculty members for the college. At the time of MOS completion, Soldiers receive 15-22 semester hours of college credit on an official college transcript. Each MOS school has been evaluated and the awarding is based on the American Council of Education recommendations. This outstanding initiative has provided MI Soldiers with over \$11 million worth of college credits. It has freed up tuition assistance money allowing more Soldiers to further their education.

Over the last four years the garrison staff has come up with more than 600 cost initiatives valued at over \$30 million.

Installations Status Report – Services

The Installation Status Report (ISR) – Services provides a means of evaluating the services provided by Army installations worldwide by comparing their outcomes to a set of Army-wide standards. Those standards were initially established when the Army Baseline Standards (ABS) were approved by the Vice Chief of Staff of the Army on 6 August 2003. This set of standards was immediately incorporated into the performance measures and standards being used in ISR Services. Annual After Action Review (AAR) procedures review and update the metrics and standards to assure the best possible set is being used.

ISR–Services data is being used by the Deputy Assistant Secretary of the Army for Cost and Economics (DASA-CE) in the development of Cost Estimating Relationships (CERs) for each service that are then used to develop the POM requirements. This process meets the requirements of MID 901 and 910 to base all requested funding on performance metrics by FY07. Each year the Department of the Army identifies the resources needed to fund each service at the C1 (green) level of service. Because of the limited nature of funding received each year, IMA is developing a Common Levels of Support (CLS) program to aid in the goal of an equitable distribution of funding to installations.

Army Suggestion Program

After many months of hard work, the Army Suggestion Program (ASP) is fully automated and is available on AKO. The site, **The United States Army Suggestion Program**, facilitates suggestion submission and tracking, improves processing time, and automates reporting procedures. IMA regional and select MACOM program managers attended “Train-the-Trainer” instruction in May 2004.

Army Communities of Excellence

The Army Communities of Excellence (ACOE) Program assesses the journey toward excellence in Army installations based on the process of continuous improvement. The process helps installation leaders target key performance gaps, set priorities for improvement, and introduce better ways to work with customers, partners, and suppliers. The FY04 ACOE Award winners were honored at the annual Chief of Staff of the Army ACOE Awards ceremony on 6 May 2004. The first place winner, Fort Stewart and Hunter Army Airfield, Georgia, represented the Army at the Commander in Chief’s Annual Award for Installation Excellence Ceremony on 7 May 2004.

Representatives of Fort Stewart and Hunter Army Airfield, Georgia, accepting the Chief of Staff of the Army (CSA) First Place Award

Fort Stewart and Hunter Army Airfield, Georgia, attributed their success to implementing the Army Performance Improvement Criteria (APIC) and using that criteria as a tool to assist in developing and implementing their improvement process, the Performance Management and Measurement System (PMMS). The PMMS is used to provide overall organizational management and guidance, and to set short-term and long-term organizational direction and performance expectations. It is designed to systematically review organizational performance, the status of progress toward strategic objectives, and to introduce new objectives, revise timelines or alter priorities to accommodate changing requirements and secure future success. It also provides a customer-focused process that includes the ability for customers to provide input at all levels.



Representatives of 417TH Base Support Battalion, Kitzingen, Germany, accepting the CSA Second Place Award

The 417TH Base Support Battalion, Kitzingen, Germany, the CSA Second Place Winner, adopted the APIC in 1995 as a framework for guiding continual quality improvement efforts. The APIC assists them in assessing and improving their business and support processes; strengthening their relationships with their employees, customers, partners, and suppliers; evaluating their efforts and developing organizational improvement strategies. Through their use of APIC, they are able to provide more efficient and effective processes to better meet the needs of their customers. The 417th BSB used their ACOE winnings to fund numerous community improvement projects, including fitness equipment, public access computers, books and videotapes for their libraries, electronic marquees, a teen center, and two skateboard parks.

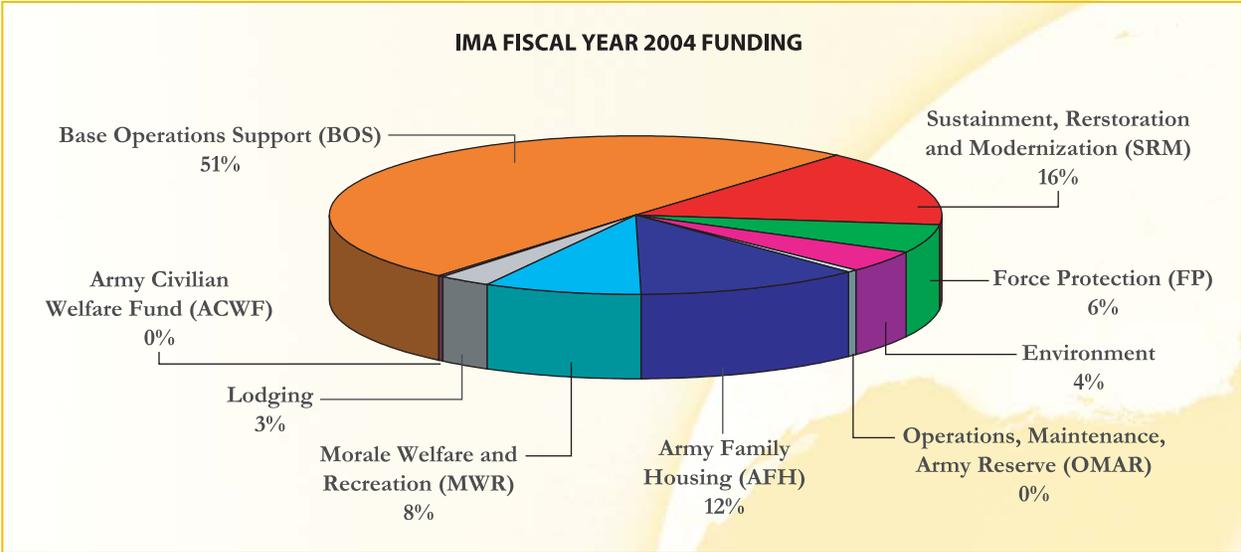


Representatives of 222d Base Support Battalion, Baumholder, Germany, accepting the CSA Third Place Award.

The CSA Third Place Winner, 222d Base Support Battalion, Baumholder, Germany, also began their journey of performance improvement in 1995, developing an organization vision statement that has been revived and revalidated ever since: Baumholder is a premier European assignment where Soldiers, civilians and their families enjoy living and serving their country. To structure their efforts at improving services, they developed organizational strategic goals to serve as a framework for the development and execution of strategic objectives that form the basis of their Strategic Action Plan and bring them closer to their vision. The 222d BSB has maintained focus on performance improvement through sets of weekly, monthly, annual and bi-annual cyclical assessments such as their FY 2003 APIC submission, having submitted an APIC assessment each year since 1996. They have incorporated their annual APIC annual assessment results into all future BSB activities through their strategic planning process.



Resource Management



Resource Management Definitions:

Base Support = Base Operations Support (BOS) + Sustainment, Restoration and Modernization (SRM) + Family Demolition/Disposals

Base Operations Support (BOS) = Base Operations (BASOPS), Family Programs, Base Communications, Audio Visual, Environment, Anti-Terrorism/Force Protection

Non-Appropriated Funds: Income generated from Morale, Welfare and Recreation Activities and Civilian Welfare Fund to include Army and the Department of Defense

Business Results

Contracting for Mobilization Support at the Installation – An IMA Success Story

The September 11, 2001 terrorist attacks led to the Global War on Terrorism (GWOT) and presented the Installation Management Agency with the challenge of supporting the expeditious mobilization of large numbers of Soldiers. Operation Enduring Freedom (OEF), Iraqi Freedom (OIF) and other GWOT missions required IMA garrison staffs to be augmented with Garrison Support Units (GSUs) and CONUS Support Base (CSB) type units to support the mobilization process.



GSUs and CSB type units are primarily composed of Reserve Component (RC) soldiers. While both kinds of units are missioned to provide support within the Continental United States (CONUS), CSB type units are also capable of providing support Outside of the Continental United States (OCONUS). To better support the total force by freeing CSB assets for in-theater use and to provide continued comprehensive installation support, IMA initiated the CONUS Support Base Services (CSBS) contract process.

In October 2003, IMA teamed with the Army Contracting Agency (ACA) to develop and implement a comprehensive strategy to replace RC GSU/CSB support capabilities. The objective—to obtain a long-term contract that provided just-in-time services in support of Power Projection Platform (PPP) and Power Support Platform (PSP) missions. PPPs are Army installations that deploy and or mobilize one or more high priority units while PSPs are active Army or federally activated state operated installations that strategically deploy individuals from all services, the civilian force, and mobilized reserve components.

From approximately May to December 2004, garrisons will use existing contract modifications, new local contracts, temporary hires and individual Soldier extensions as a short-term solution to bridge the gap needed for development of the CSBS contract. CSBS contract implementation is planned to be fully operational during January 2005.

Europe Region Provides Mission Support— Operation Iraqi Freedom (OIF)

Throughout the month of Oct 03, orchestrated and completed the deployment of equipment from Aviano Air Base to the 173rd Airborne Brigade in Kirkuk on 25 C-17 aircraft. Using commercial and military lift from the 28th Trans Platoon, we trans-shipped 134 pieces of rolling stock from Livorno and Vicenza to Aviano. Our IMA provided Installation Staging Area (ISA) maintenance support and DOL, 24th QM Company and USAF personnel conducted Joint Inspections.

Orchestrated R & R Leave operations for a total of 396 Sky Soldiers without incident. We mitigated potential problems by identifying high-risk soldiers and family members in advance and provided professional intervention before during and after arrival on R&R.

On short notice, our DOL IMA conducted Installation Staging Area operations (3-5 Dec 03) in support of selected unit preparation for OIF II deployments. Our IMA processed, inspected, and performed maintenance on vehicles, trailers and containers in Vicenza and at Camp Darby with the assistance of Combat Equipment Battalion - Livorno (CEB-LI).

Prepared, certified and deployed three 22nd ASG Soldiers to OIF in Feb 04 — SGT Aviles, SGT Cirilo, and SPC Delacroix.

Northwest Region (NWRO) Radiation Center of Excellence

The HQ IMA Radiation Center of Excellence, located at Northwest Region, was successful in obtaining a centralized laboratory for analysis of the required annual wipe tests of radioactive force protection instruments. This action not only assisted over 190 installations world-wide but also supported all the approximately 370 Army installations where the devices are used. The laboratory agreed to analyze the wipe tests for FY05 free of charge. Laboratory analysis usually is about \$25 - 30 per analysis. By centralizing the radiation laboratory, the cost savings including the over-head management expenses to each installation to contract for a certified radiation laboratory, estimated to be about \$1,500 per installation or \$555,000/year. More importantly, the convenience of having a centralized laboratory ensures compliance with Nuclear Regulatory Commission requirements as well as reduces the risk of radiation exposure and contamination of people, equipment and the environment.

Korea Region (KORO) Mobilization Readiness

The Korea Region, established a command post co-located with those of Eighth United States Army and the 19th Theater Support Command pursuant to carrying out its base operations mobilization. This state-of-the-art command post is staffed for 24-hour operations with military and emergency essential civilians from headquarters and liaison elements from four subordinate Area Support Commands during major exercises conducted on the Korean Peninsula. These exercises provide valuable experience on conducting base operations and installation management in support of the senior mission commander's war fighting mission.

IMA Support to Medical Holdover Soldiers

In November 2003, the Vice Chief of Staff directed the Installation Management Agency to provide adequate quarters to and take command and control over the Reserve Component Soldiers who were being placed in Medical Holdover Status at our installations. This action was one of many taken to ensure the Army was providing adequate medical treatment and support to mobilized Soldiers who have needed continued medical care during their mobilization.

The Installation Management Agency's responsibilities to the Medical Holdover population include providing life support (facilities and base support services) and command and control. The Agency invested millions of dollars to upgrade and repair facilities to ensure Medical Holdover Soldiers were afforded housing in accordance with the Secretary of the Army's standards. These minimum standards are:

- No more than four Soldiers to a room
- Internal Latrines
- Climate Control
- Some degree of privacy

When necessary, the Agency contracted for accommodations in hotels or apartments when there was not adequate housing available on a given post. The Installation Management Agency cooperates with the Office of the Surgeon General, U.S. Forces Command, and First and Fifth Armies to ensure all medical holdover Soldiers receive top quality medical treatment and support.

Southeast Region (SERO) Support of the Army Restructure

SERO played a lead support role in the Chief of Staff of the Army's initiative to rapidly restructure the combat force into modular units. The initial restructure actions at Forts Stewart and Campbell presented increasing populations and demands for facilities and services. Through innovative planning, programming and construction efforts, modular facilities that can be made ready quickly were identified, and justified. More than 550,000 square feet of facilities at a cost of \$120 million were programmed, funded and constructed to support standup of two new 4000 Soldier Brigade Combat Teams (BCTs) at these two garrisons. Additional planning is ongoing to support establishment of two future BCTs at Fort Benning and Fort Bragg over the next year.

SERO Modularity Program

Fort Stewart

Scope	Site (Acres)	Buildings (SF)	Schedules	Dates
Barracks	32	221,884	Planning Start	Feb-04
Operations	19	101,884	Construction Award	May-04
Motorsports	39	28,000	Construction Completion	Oct-04
Totals	90	351,768	Costs (Infantry BCT's)	\$73 M

Fort Campbell

Scope	Site (Acres)	Buildings (SF)	Schedules	Dates
1st BCT	9	64,265	Planning Start	Mar-04
2nd BCT	10	68,258	Construction Award	Jul-04
3rd BCT	6	51,698	Construction Completion	Nov-04
4th BCT	6	50,858		
Totals	31	235,079	Costs (Infantry BCT's)	\$38 M

As of: 27 Sep 04

SOUTHEAST REGION, INSTALLATION MANAGEMENT AGENCY

Northeast Region Efficiencies

The Northeast Region installations effected total strength accountability for the IMA assets during the Army-wide Personnel Asset Inventory. The Region also reduced Borrowed Military Manpower utilization by 82 percent, with encouragement and documentation from Region level. Numerous Individual Tasking actions (WIA actions) were evaluated in order to validate assigned strength at various garrisons. In support of the Global War on Terrorism and Iraqi Freedom, the Northeast region documented in personnel systems five Medical Retention Centers under the garrisons to provide command and control of the ambulatory medical hold Soldiers at the Power Projection and Power Support Platforms. Expeditious discharge procedures were emplaced for those released from active duty. Contract employees were obtained to manage the increased workload at selected high-volume sites for these new procedures.

Europe Region Provides Mission Support — JTF LIBERIA

Established and provided a temporary Life Support Area (LSA) on Caserma Ederle from 4 Aug - 9 Oct 2003 for 150 Army, Air Force, Navy and Marine JTF augmentees in support of the JTF Liberia sanctuary operations at Longare. LSA accommodations include air-conditioned facilities, two-person rooms with linen (sheets and pillows), wooden floors with rubber matting in common area walkways, eight computers with NIPR internet access and 10 DSN telephones in two Day Rooms, water coolers in common areas, washers and dryers, vending machines (drinks and snacks) in common areas, extended DFAC hours (and 12 contract cooks to augment the staff), extended Fitness Center hours (24 / 7), extended Club V Sports Bar operating hours, movie showings at Club V nightly (1700 to 2400) and bus transportation between Caserma Ederle and Longare.

DCA planned and organized an outstanding JTF-Liberia “Welcome Back Party” at the Golden Lion on 8 Oct. More than 300



Soldiers undergo combat training at Fort Lewis, Wash. (U.S. Army photo)

community members participated in this event sponsored by MWR, USAA, DECA and AAFES. Entertainment featured performances by “Mariana G,” a Latino Salsa Band on the DOD tour. The theme buffet included a Taco Bar, nachos and many other spicy fares. The event also included prize giveaways/contests, a special “Kids Korner” private play area and a special AFN live broadcast.

On 1 Oct, our DOL supported the redeployment /return of 50 members of JTF Liberia and welcomed them with a hot steak dinner at Aviano prior to their return to Vicenza.

Fort Hood Knows How to Take Care of Soldiers!

Abrams Physical Fitness Center transformed a 63,232 square foot fitness and recreational facility into a deployment site which accommodated up to 1,200 Soldiers concurrently. This transformation included accommodations to quickly process Soldiers for flight manifesting and providing an environment for the Soldiers to relax while awaiting final departure to the airfield for boarding. The facility housed, and more than adequately accommodated, a partnership effort by the Morale Welfare & Recreational (MWR), USO, AAFES, AT&T, American Red Cross, Salvation Army, Family Readiness Group, Tony’s Karaoke, and a host of contributors through the USO. All deploying Soldiers were provided calling cards and had the opportunity to use the 20 bank phone calling center. The automated receiving point used 10 laptop computers that enabled a quick alphabetical roster with weigh-in data for flight manifesting. This automated in-processing center allowed the 3rd Personnel Group staff to process approximately 200 Soldiers in a 20-minute period. The quick processing time permitted deploying Soldiers to immediately take advantage of the transformed facility which included 10 computers dedicated for e-mail, a library area consisting of numerous books and magazines, a reading room, a TV viewing area consisting of four 52-inch TVs, a food court, a seating area to accommodate up to 1,100 patrons, an operations room with fax, phones, e-mail connection and TVs for operations to remain current on the latest news, a video area, a formation area, smoke/break area, a multi-function audio system, and multiple rooms for ID processing, small pox shots, telephone banks, and support areas for the Chaplain, a communion room, USO, Family Readiness Center and Salvation Army, sleeping quarters to accommodate Soldiers who were deploying, secure telephone for VIPs to conduct business, a sauna, and a weight room. Numerous staff and activities viewed this facility as the model for future deployment sites. According to former Secretary of the Army, the Honorable Mr. Thomas White, this is the “Best Deployment Site” he has seen. Numerous Soldiers made positive comments about Abrams as a deploying facility to include such statements as, “this is the best manifesting that I have ever received.” The banners, the free postage stamps, the letter writing materials, the Salvation Army Mail Box, the All-You-Can-Eat free food, drinks and water, and the presence of numerous volunteers assured our Soldiers the community was here for them and their families. The onsite security, parking accommodations for a large volume of buses and on site food preparation were added features that caused Abrams to be recognized as an ideal deployment facility that truly demonstrated Fort Hood MWR knows how to take care of Soldiers.

The Formation of the Emergency Services Branch

A new Emergency Services Branch was formed during the 3rd quarter of FY04 in order to consolidate functions and provide a structure that would be compatible and aligned with the new Directorate of Emergency Services (DES) to be formed under the Standard Garrison Organization (SGO). The branch mission is to plan, coordinate, resource and execute installation BASOPS law enforcement, anti-terrorism, Chemical Biological Radiological Nuclear Explosive (CBRNE) preparedness, physical security, and Fire & Emergency Service (F&ES) missions, functions, and requirements. Eight persons are currently assigned in order to cover this spectrum of functions. This new branch will allow the Director of IMA and other key leaders to quickly focus on key operational issues and activities during periods of high op tempo at our installations/garrisons.

Europe Region Reintegration – 173rd Airborne Brigade (ABN BDE)

The Europe Region earned recognition as the U.S. Army Europe (USAREUR) benchmark of excellence in Operation Iraqi Freedom (OIF) Redeployment, Reintegration and Reconstitution operations.

Safely and efficiently received and reunited 1653 Sky Soldiers with their families, homes and property while simultaneously preparing them for follow-on missions.

Developed the 173rd Airborne Brigade Reintegration Plan with seven stations; unified and integrated supporting commands and agencies; conducted an initial rehearsal using Rear Detachment Soldiers in a two day exercise; conducted follow-on rehearsals with the Brigade ADVON over seven consecutive days; and further refined and improved the TTPs and information tools for Soldiers.

Received 173rd Airborne Brigade Soldiers in 17 increments between 19 Feb and 3 Mar 04 and operated Reintegration Stations 21 consecutive days with outstanding results.

Conducted the Welcome Home Party; fed more than 5000 soldiers, family members and guests; and provided 7 hours of continuous entertainment by Joan Jett, Oleander, Elevation U2 Tribute Band, Hillbilly Soul, nationally known comedians (James McCue and Andres Fernandez), the Washington Redskins Cheerleaders, and Miss Italy.

Key initiatives included:

- Use of questionnaires to identify Soldier needs in Iraq.
- Reunion training and workshops for family members
- Reunion training for service providers, DODDS teachers/administrators, FRGs, and Rear Detachments.
- Family Advocacy Program (FAP) training/briefings for all Rear Detachment Commanders and Senior NCOs
- Seven Reintegration Stations with Soldiers completing one station per day (DOL/PMO/Housing, DCA and Chaplain, Medical, Finance, Personnel, Legal, and Safety)
- Additional support nodes for the CMR, IACS, AAFES, USAA, Geico, POV Registration, USO, Stress Management Assessments, AUSA, VFW and the Credit Union to minimize idle time in lines in reintegration stations.
- DCA/Chaplain Station Take Away Packets
- Courtesy Patrol Vans and NCOs in distinguishable SETAF jackets on duty in social establishments during Reintegration and Block Leave. Mitigated hundreds of potentially serious incidents with HN and TCN patrons (fights and alcohol induced misconduct) in seven bars and nightclubs and safely transported 1,452 soldiers to Caserma Ederle.
- Heartfelt Thanks Family Workshops (31 Jan, 4 Feb, 11 Feb, 23 Feb)

During the first half of the program, the SETAF CG, 22nd ASG Commander, Health Clinic Commander, SETAF FRG Advisor, 173rd Brigade FRG Advisor, 173rd Rear Detachment Commander, Alcohol Substance Abuse Educator, DoDDS Schools Liaison, 22nd ASG Chaplain, and ACS Deployment/Mobilization Program Manager provided informative presentations. Topics included official reintegration information, timelines, safety, health, communications, and reunion /homecoming tips. It also included the Operation Ready video, Army One Source information, and supplemental distribution of USAREUR Reintegration Guides.

The second half of the program included a Chocolate/Dessert Bar and Break-out Sessions — Cooking Demonstrations/Tasting, Stress Management Techniques, and Beauty Tips, and Travel. New Parent Support Program and Family Advocacy representatives were also available for assistance and consultation. AAFES provided a decorative table with a free drawing and the Workshop culminated with a raffle of prizes donated by 12 vendors to include leather, ceramics, gold, MWR coupons, and AAFES coupons.

A total of 150 family members participated and 75 children received free childcare at the Child Development Center. 100% of the evaluation respondents indicated that the program met or exceeded their expectations.

Equal Employment Opportunity (EEO)

To support the command structure and garrison delivery of EEO products and services, IMA has approved funding for the development, deployment and integration of a web-based version of the EEO Self Assessment Tool (EEOSAT). The EEOSAT represents a unique paradigm shift in accountability, responsibility and how EEO programs are evaluated. The EEOSAT will measure a broader area in less time and will assess the effectiveness of garrison EEO products and services by identifying strengths, deficiencies and a course of action to improve and maintain quality program operations. The EEOSAT is an aggressive strategy designed to assist leaders in conducting a quantifiable review of garrison EEO products/services and performances in order to provide better customer service.

The focus is results based, guided by performance rather than by process and is in compliance with new EEOC instructions (MD715) to ensure proactive prevention of discrimination. This tool will enable commanders, directors and the EEO community to use the results of the assessment to make proactive decisions and deliver superior EEO services.

IMA Welcomes a New Garrison

During FY03, the Northwest Region worked in conjunction with AMC and the Rock Island Arsenal to separate the manufacturing mission from the base operations and stand up a new IMA garrison. In September 2004, the AMC agreed to the concept and operational control. Previously, the manufacturing mission and the base operations mission were tied together under an Army Working

Capital Fund business arrangement. The Arsenal currently hosts more than 40 tenants in addition to the factory. This move made a lot of sense for the Army, the manufacturing center is no longer financially tied to non-related tenants, while the newly formed garrison can focus exclusively on installation management.



Fire & Emergency Services (F&ES) Highlights

Highlights of accomplishments in the F&ES arena include the selection of the Fort Bragg F&ES Department as the Department of the Army (DoD) F&ES Department of the Year for 2003. The department is honored for its outstanding performance of duties and major initiatives undertaken in order to improve its operations.

Other major accomplishments included the branch participation in the DoD work group to support the initiative to create a new DoD Fire Station Unified Facility Criteria (UFC). This effort has also directly supported the recently launched initiative to develop Army standards and standard designs for our Consolidated Fire and Police emergency services facilities. Completion of these two initiatives will go far in supporting our planning, design and construction process in the Army, as well as providing for smoother and more effective operations at the garrison level.

During FY04, the Common Levels of Support (CLS) for F&ES, were formulated, refined, and approved by the Director of IMA. The completion of the CLS for this service area, will go far in supporting and promoting effective operations, to include provision of the necessary resourcing to meet the stated requirements, at the garrison level. The branch also directly participated in the rather extensive rewrite/revision of AR 420-90, Fire and Emergency Services, which will include an internal structure reflecting the F&ES CLS, to include the ten Service Support Programs (SSPs) defined there.

Contract Security Guard Program

The FY03 National Defense Authorization Act granted Service Secretaries authority to enter into contracts for increased performance of security guard functions at military installations. This authority was set to expire in December 2005 but has subsequently been extended to September 2006. Based on this act, in FY03 IMA established a multi-phased program and led the way in establishing contracts for security guards at 18 IMA installations throughout the Continental United States (CONUS). This action allowed the Army to replace Soldiers on the gates releasing them to support the global war on terrorism. In March 2004 phase III of the IMA Contract Security Guard Program was completed for an additional 29 IMA installations.

Hiring Contract Security Guards provides the Army with flexibility while enhancing security, relieves military installations of the hiring, training and equipment burdens of a significant size Department of the Army (DA) civilian guard force, creates cost savings and the replacement of 4140 Army National Guardsmen, and if funding or demand decreases, the use of Contract Security Guards avoids a reduction-in-force of government employees.

Antiterrorism Program (AT)

In FY04 there were no terrorist direct attacks against an IMA managed garrison. Highlights of the accomplishments in the AT program include the selection of LTC Lorie Javier, ATO 9th Regional Readiness Command, Honolulu, Hawaii, as the Department of Defense (DoD) Best AT Innovation or Action Individual for 2004. Additionally, Fort Jackson was selected as honorable mention as the DoD Best AT innovation or Action – Installation/Operational Unit for 2004. Other major accomplishments include the publication of the IMA Force Protection Policy letter, which announced the IMA Director as the Force Protection Officer; the policy that Force Protection is the most important IMA priority; and the establishment of the Force Protection executive committee and the Working Group. The AT guidance for both annual training and FY04 funding letter were promulgated.

Northeast Region Continuation of Operations Plan

Fiscal Year 2004 was a productive one beginning with recovery efforts at Region Headquarters and Fort Monroe resulting from “Hurricane Isabel.” This hurdle coupled with participation in the “Strong Defense” Emergency Response Exercise serve as the basis for our Continuation of Operations Plan which provides standardized definitions for accountability and availability and specific guidance regarding casualty identification and notification procedures for our civilian workforce.

Northwest Region “Don’t Walk By” Program

During the past year, the DAIG selected Fort Leonard Wood’s “Don’t Walk By” Safety Campaign as an Army “Best Practice.” “Don’t Walk By” is a pair of simple, yet powerful, posters that encourage leaders and service members to not just “walk by” unsafe acts, conditions, or behaviors, but to take the initiative to stop unsafe acts on the spot, educate personnel about unsafe conditions, and notify the chain of command and recommend corrective measures. These posters, placed strategically throughout an installation and accompanied by timely press releases, form the basis of a low cost, yet effective, safety campaign that can pay untold safety dividends. The NWRO Safety Office reproduced these posters with the IMA logo and made them available to all installations through the “Good Ideas Forum”; they can be easily modified with an installation or unit logo and an appropriate leadership signature block. The posters at Fort Leonard Wood were published with the Command Sergeant Major’s signature and the effectiveness of the “Don’t Walk By” safety campaign undoubtedly played a significant role in establishing the “Army Safety Campaign” awareness level well above the Army average as assessed by the DAIG.

Logistics

Equipment and Maintenance Success

The Installation Management Agency has been instrumental in assisting the Army meet its equipping and maintenance challenges in support of the Global War on Terrorism. IMA has 23 Equipment Demobilization Sites (EDS) (installations) engaged in repair of active and reserve component tactical equipment that has returned from deployment to Afghanistan and Iraq. Over 840 units comprising over 64,000 pieces of equipment are being processed or have completed processing through the EDS and moved onward to their home station.

Korea Region Supports Deployment

The Korea Region provided outstanding logistics support for the first-ever deployment of a 3,500 plus Brigade Combat Team from the Korean peninsula to the Central Command (CENTCOM) Area of Responsibility (AOR) in direct support of Operation Iraqi Freedom. Key actions included ensuring the accurate requisitioning and on-time delivery of thousands of Desert Combat Uniforms, Desert Boots, and ancillary equipment for the deploying unit and the pack out of the Soldiers’ personal property in synchronization with a rigorous deployment timeline to prevent any training disruptions.

Army Food Service Excellence

The Logistics Division, Supply and Services Branch continues to demonstrate the ability to translate program vision into executable plans. IMA’s Strategic Plan first and second goals are to manage installations equitably, effectively and efficiently and enable the well being of the Army’s people. In a recent interview with *Government Food Service Magazine*, the Regional Food Program Managers provided IMA’s goal to provide premier food program operations and dining to Soldiers and authorized customers at Army garrison dining facilities. Our vision is to operate appropriated dining facilities utilizing state-of-the-art automation, preparation, packaging and presentation techniques that are both effective and cost efficient. Additionally, the Department of the Army (DA) evaluation committee has completed evaluation of finalist units IAW AR 30-22, Annual Philip A. Connelly awards program for excellence in Army Food Service. The DA G-4 and the Chairman of the Board, International Food Service Executives Association jointly announced the winners of this year’s competition, and offer heartiest congratulations to the following winners:

- **Small Garrison Winner:** Headquarters And Headquarters Company, Aviation Brigade, 25th Infantry Division (Light), Wheeler Army Airfield, Hawaii
- **Small Garrison Runner-up:** Headquarters, United States Army Europe and 7th Army, “On-Point Diner” Dining Facility, Heidelberg, Germany
- **Large Garrison Winner:** 2d Brigade, 25th Infantry Division (Light), Schofield Barracks, Hawaii
- **Large Garrison Runner-up:** 95th Adjutant General, Battalion (Reception), Fort Sill, Oklahoma.

Managing the Army's Individual Protective Equipment

In partnership with the Army G-4, IMA's Logistics Division has been examining the use of the Air Force's Mobility Inventory Control Accountability System (MICAS) to manage the Army's Individual Protective Equipment (IPE). This initiative will enhance an installation's capability to handle their IPE inventory (receipt, inventory, and issue) and in the process, gain asset visibility for management at both the installation inventory and higher. IPE consists of various decontamination and detection kits, chemical protection gloves and boots, and other related items. Following the fielding of MICAS and the attainment of IPE asset visibility, the Army will implement business process changes that include depot-centered storage of unit IPE. MICAS offers tremendous potential to the Army for managing all contingency and Central Issue Facility stocks, masks, and weapons in addition to IPE.

High Mobility Multipurpose Wheeled Vehicles

In 2004 IMA assumed implementation responsibilities for High Mobility Multipurpose Wheeled Vehicles (HMMWV) from the Army Environmental Center. IMA's HMMWV efforts during FY04 have focused on coordinating program requirements and initiating a definition of Common Levels of Support (CLS) for garrison level centralized hazardous material issuance and distribution operations. Full CLS implementation is currently expected to occur in FY06.

IMA supported the Army's effort to locate High Mobility Multi-Wheeled Vehicles present on the Tables of Distribution and Allowances for a rebuild program led by HQ DA G-8 and Army Materiel Command. The effort will yield vehicles to receive protective armor before they are redistributed to Operation Iraqi Freedom and modularity forces.

Unit Modular Redesign

During FY04, the IMA logistics community at all levels was greatly involved in determining the impact on logistics operations at installations undergoing unit modular redesign as part of the Army Campaign Plan and the Global War on Terrorism. The Directors of Logistics at each of the installations affected in FY04 provided detailed assessments of funding required for additional manpower, equipment, and facilities to adequately support additional Soldiers in newly organized modular Brigade Combat Teams. Assessments covered supply, maintenance, transportation, and logistics automation functional areas. As a result of these detailed assessments, HQDA was able to validate logistics operational requirements and satisfy FY04 funding shortfalls. This same process will be used to address modular redesign efforts at additional installations in FY05.

Sustainment, Renovation, and Modernization (SRM) Study

IMA is working with the Defense Logistics Agency (DLA) Defense Energy Support Center (DESC) to facilitate a sustainment, renovation, and modernization (SRM) study. Started in FY04, the study will produce a comprehensive list of maintenance upgrade requirements at IMA installation Defense Fuel Supply Points at no cost to the installations.

IMA continues to support Soldiers through our ability to maintain asset visibility over our Central Issue Facility stocks and to redistribute them as needed. In FY04, IMA provided 35,000 Personal Army System Ground Troops (PASGT) body armor vests to Training and Doctrine Command training centers and another 100,000 PASGT body armor vests to U.S. Army Reserve Command.

In our first year of providing Non-Tactical Vehicle (NTV) data required for the Federal Automotive Statistical Tool, IMA achieved 100 % information entry from the installations and managerial review / approval rates by the regions. This is an annual requirement of all Federal agencies for the Department of Energy to capture vehicle on-hand quantities, usage data, and fuel consumption information.

In response to the Government Accounting Office findings on Federal fleet management practices, IMA Logistics Division established the Non-Tactical Vehicle (NTV) Task Force, comprised of all seven IMA regions and IMA HQ NTV program managers. Holding semi-annual workshops and teleconferences, the three levels of IMA are represented (HQ, Region, Installation), plus ACSIM, TACOM, and TRADOC participate in some portions to lend outside perspectives on IMA's role regarding NTV support and procedures. Work in progress includes: AR 58-1 (Management of Non-Tactical Vehicles) regulation revision to include IMA responsibilities, common levels of support implementation, fleet management system requirements, accident / damage policy, alternative fuel vehicles / infrastructure increases, vehicle utilization criteria, survey team establishment, and Army license plate registration program refinement.

Prioritization of 267 IMA Fire Fighting Apparatus

IMA completed the prioritization of 267 IMA fire fighting apparatus eligible for replacement into a list for ACSIM and the procurement process. ACSIM asked for expanded criteria for replacement beyond the statutory over-age and over-mileage thresholds. This expanded criteria included monthly and yearly downtime, estimated cost to repair, routine and non-routine maintenance costs, and a narrative explanation for the requirement and the condition of the apparatus. Given the large expansion of information for comparison, ACSIM found it too difficult to prioritize the input and came to IMA Logistics Division Transportation Branch for the focused analysis required. The total requirement submitted to ACSIM was \$92 million for replacement-eligible IMA fire fighting apparatus.

Equipment Assets Captured

In FY04, IMA's Logistics Division established the actual equipment posture inherited when all base operations assets changed from Major Command (MACOM) property books to IMA's responsibility. The resulting charts of IMA's equipment authorizations and on-hand quantities were provided to the Tank Automotive Command (TACOM) Redistribution Conference to fulfill a requirement placed on all Army commands. This was the first time the equipment assets were captured and presented since IMA took over the management of Army installations. It put IMA on a more equal footing with the other MACOMs regarding knowledge of our installation equipment.

Supporting Family Members

As wounded Soldiers have been evacuated to Walter Reed and other Washington D.C. area offices, or to Landstuhl, Germany due to injuries sustained in Operations Enduring Freedom and Iraqi Freedom (OEF/OIF), the Army G1, Casualty Assistance Operation Center (CMAOC) requested IMA's assistance developing a method to support these Soldier's family members either coming to the D.C. area, or transiting through on their way to Germany. Those family members often arrive at area airports with little knowledge of the area and little resources to provide for their own transportation. IMA Logistics Division took the lead in developing an agreement through the local Army Contracting Agency with local transportation companies to provide either Airport-to-Airport service for those family members transiting D.C., or Airport-to-Hospital service for those staying in the D.C. area. For family members traveling overseas, the service will provide dedicated transportation support from the Airport-to-the State Department, if necessary, or to other locations as necessary, and then back to the airport in time to connect for their trans-Atlantic flight. For family members remaining in the D.C. area, a car will pick them up at the airport and drive them to whichever area hospital their injured Soldier has been transferred. There will be no cost incurred by the family members.



IMA Rail Program Management

IMA's Northwest Region (NWRO) is responsible for overseeing IMA's rail program. As part of that mission, NWRO is directly involved in managing IMA's locomotive and rolling stock authorizations, working procurement actions and redistributing/disposing of rail assets. During FY04, increases in authorization documents necessitated the procurement of additional higher-powered locomotives. With procurement support from the Department of Transportation, Transportation Systems Center at Volpe Center, Cambridge, IMA will be getting new hybrid locomotive technology in 2005. The Green Goat Locomotive will be fielded at Fort Lewis, Sierra Army Depot and Fort Irwin (Marine Corps Logistics Base-Barstow). This hybrid locomotive reduces both fuel consumption and emissions 70-90 percent.

Transportation Coordinators Automated Information Management System II (TC-AIMS II)

IMA Logistics, in conjunction with its regions and installations has taken a lead role in establishing the Transportation Coordinators Automated Information Management System II (TC-AIMS II) as the next Army transportation information management system. Working with the Program Manager, as well as TRADOC's Deployment Process Management Office, FORSCOM, and the Army G-4, IMA is aggressively pursuing a policy to support the current fielding schedule. In FY 04, TC-AIMS II was fielded to several

installations to include Fort Bragg and Fort Polk, and in early FY05, to Fort Eustis and Fort Drum. There has been an enormous amount of effort expended by IMA to ensure the system is reactive to the installations needs and requirements, as well as ensuring for efficient unit deployments in the midst of the fielding process. As the system is set to move to enterprise architecture, IMA will be out front in the effort to continue transition from the old Transportation Coordinator's Automated Command and Control Information System to TC-AIMS II.

RESUMIX Grammar for Transportation Positions

IMA has the largest percentage of civilian transporters of any organization in the Department of the Army. As such, it provided a lead effort in a mid-Summer development of RESUMIX Grammar for transportation positions in the Career Field (CF) 24. Through the end of FY04, transportation was exempted from the centrally managed RESUMIX system in selecting its prospective new employees for open positions. Beginning in FY05 however, that exemption ended, and as such there was a requirement to develop a wide range of grammar for this system that would enable the selection of qualified transporters for open transportation positions throughout the Army. In a weeklong process, several members of IMA, representing the HQs, regions, and Installations dissected active CF 24 Position Descriptions, and developed a list of qualifications that would be inputted in the RESUMIX system and ultimately used as the key discriminators in determining eligibility for these positions. As a result of this work, the Army will be better able to match up open positions to qualified candidates, ultimately providing the selection official a robust list of candidates from which to choose.

The Single Army Logistics Enterprise

The Army established a strategic office, the Deputy for Army Logistics Enterprise Integration, to direct the execution of its strategic initiatives to fully integrated business processes at the National and Field level. In addition, the Deputy for Army Logistics Enterprise Integration has been tasked to develop an integrated schedule and is in the process of institutionalizing architectural planning across the logistics domain. The benefit for the Army is that these processes will support an integrated logistics solution — the Single Army Logistics Enterprise architecture. With the establishment of the Installation Management Agency, the relationship between the National and Field level now depends upon the current operations of the Army's numerous standard and unique automated systems that support logistics functions at the installation level. The Single Army Logistics Enterprise will resolve many problems inherent in an undertaking of this magnitude. The Installation Management Agency's role in the Single Army Logistics Enterprise is to clearly define the Army's installation requirements connecting the critical logistics nodes, e.g., tactical warehouses, ammunition supply points, hospitals, distribution hubs, and combat service support automated information systems that allow logisticians to interface equipment with wireless local area network connectivity. The Installation Management Agency is facilitating efforts with the Deputy for the Army Logistics Enterprise Integration to transform the installation logistics automation systems, so they align with the Single Army Logistics Enterprise. Once the alignment with installation logistics functionality has been accomplished within the Single Army Logistics Enterprise, the Installation Management Agency's Soldiers and civilians will be enabled to deliver consistent, reliable, responsive, and flexible installation logistics support to the Army's war fighting commanders using the most effective and efficient processes in complete harmony with the Department of Defense.

Southwest Region (SWRO)— Lead in Logistics Automation Architecture

The SWRO Logistics Division had the Agency-wide lead for planning the installation logistics automation architecture and established an Agency-wide working group to define detailed installation-level logistics automation requirements. Working jointly with the program manager for Logistics Information Systems and the Army Materiel Command, the working group was able to identify long-range funding requirements, initiate projects to provide short-term improvements in current systems and to insure that future systems will be implemented in an Enterprise Resource Planning model, the industry standard for successful business operations.

Proof of Concept Testing

During our first year of being fully established and staffed, the Logistics Division has primarily implemented prototypes for proof of concept testing of our initiatives. Particularly promising is our centralized contract for catered meals initiative. With forty full-service dining facilities on 13 installations serving 14.8 million meals at approximately \$89 million per year. This initiative has the potential for significant savings through economies of scale while ensuring a uniform, high quality service throughout the region. This initiative

has an estimated pro forma savings between \$3.7 million and \$13.3 million. In addition, the Logistics Division's excess equipment redistribution has resulted in the redistribution of significant amounts of property between installations with an overall cost avoidance of \$1,383,900 in FY 04.

Competitive Sourcing

During FY04, 4 competitions were concluded that when fully implemented will result in annual savings of approximately \$26 million dollars. In addition, 13 competitions previously concluded were fully implemented during FY04, resulting in an annual savings of approximately \$38 million dollars.

Environment

Taking Care of the Environment

The Installation Management Agency is an advocate of installation environmental program needs. IMA ensures consistent and effective implementation of the extensive environmental programs managed on installations. To meet the challenges of balancing mission with environmental requirements, the agency is employing Environmental Management Systems (EMS) across its installations. Additionally, in FY04, the agency began the process to integrate sustainability principles (which include sustaining the environment) as a part of the strategic planning process. Responsible environmental stewardship, focused on Army and federal government regulation compliance, as well as proactive management, is a critical aspect of our public responsibility and is crucial to the long-term viability of our installations. As such, effective environmental program management is at the forefront of Installation Management Agency efforts.



As the largest landholder within the Department of Defense, the Army manages millions of acres across the country at posts such as Aberdeen Proving Ground. APG's conservation program has helped bald eagles thrive there. *(Army file photo)*

Southwest Region— Yuma Proving Ground's Energy Efficient House

As you drive by Yuma Proving Ground's new energy efficient house on your way to the Cactus Cafe, one might think it pretty much looks like other houses. What's so great about it? The answer is ... lots!

The 1,734 square foot house is of a courtyard design, with two bedrooms, two bathrooms, living room, dining room, study, kitchen and laundry room, plus shaded areas with numerous trees, a covered front porch, and a two-car garage. The desert landscaping adds a special and appropriate touch to the design of the house. All appliances are energy star (a rating for appliances equipped with energy efficiency packages to conserve energy for the consumer) electric appliances and plumbing fixtures that consume low amounts of water, not to mention solar panels integrated in the roof design to power a 40-gallon water heating system and generate two kilowatts of photovoltaic power to augment the building's conventional electric supply. The structural insulated panels used in construction provide highly efficient insulating properties and energy saving fluorescent lamps are used throughout. Exterior doors are insulated fiberglass providing optimum insulating performance and low maintenance.

Because the solar panels on the house are connected to the electrical grid and, at times, actually feed it, the meter actually moves backwards when panels are feeding the grid. The photovoltaic panels provide over 70 percent of the house's energy needs.

The design and building of the energy efficient house was a multi-year project. Jacobson Construction of Yuma constructed the actual house after a great deal of effort was put into the design.

The White House presented the staff and YPG the “Closing the Circle” award for their leadership in federal energy management. The Closing the Circle awards seek success stories in creating and operating environmental programs that serve as examples for other federal facilities.

The technology used in the design and construction of this demonstration building is readily available to the construction industry and the average homeowner. The demonstration building shows the simplicity of incorporating energy conservation and energy cost saving features into almost any common design.

The unique house is currently being used as Visiting Officers Quarters.

Environmental Planning for Modularity

The Army Campaign Plan directed the Installation Management Agency to ensure that the requirements of the National Environmental Policy Act (NEPA) were integrated into the planning process for temporary stationing of Brigade Combat Team Units of Action (BCT[UA]s). Beginning in March 2004, the agency resourced and provided assistance to the installations responsible for completing the NEPA documentation to support temporary stationing of the first ten BCT(UA)s. The majority of the affected installations prepared environmental assessments (EAs) to assess the impacts of the temporary modularity stationing actions. All EAs resulted in Findings of No Significant Impact.

Environmental Program Requirements Report Review

IMA performed two comprehensive reviews of the Environmental Program Requirements (EPR) Report in conjunction with the fall and spring environmental funding requirements submission. IMA performed the review of all program management and legally-mandated projects by bringing together representatives from the installations, regions, HQ IMA, ACSIM Office of the Director of Environmental Programs (ODEP), and the Army Environmental Center to develop expert media review teams. This approach allowed immediate addressing of issues by ODEP. The reviews included more than 6,000 projects and resulted in approval of approximately \$300 million in fiscal year 2006 requirements. IMA forwarded these and outyear requirements to ODEP for inclusion in the overall Army environmental program budget build. This close environmental requirements analysis continues to lead IMA toward a well articulated, justified, and credible environmental requirements report to forward to Army leadership.

Southwest Region Protects the Environment

In 2004, Fort Irwin instituted a number of important pollution prevention initiatives, which reduced our offsite hazardous waste disposal by 142,000 pounds. Public Works also implemented environmental initiatives that saved the installation \$355,000. Patch-management software was purchased this year eliminating many of the headaches involved with upgrading software on government computers. The final hurdles were also cleared for expanding portions of the 30-mile long road leading from Barstow to Fort Irwin. The road expansion has been much needed and will add significantly to the safety of our personnel traveling to and from Fort Irwin.

Compliance-Related Cleanup

The Army Environmental Cleanup Strategy (AECS) named IMA the program manager for the compliance related cleanup program at both active Army installations and the Reserves. Compliance-related cleanup (CC) includes actions to address the cleanup of contaminated sites not funded under the Defense Environmental Restoration Program (DERP) program and the cleanup of contaminated sites at Army facilities overseas.

In FY04 IMA published a program management plan outlining how the agency intends to implement the compliance cleanup portion of the Army Environmental Cleanup Strategy. One of the targets was the transition of programming financial requirements from the Environmental Program Requirements database to the Army Environmental Data Base for Compliance Cleanup. The agency accomplished this transition in Fall 2004. The compliance cleanup database identifies each individual site and allows the programming of requirements for the entire life cycle of the project.

U.S. Army Reserve

The IMA-Army Reserve Division (IMA-ARD), a hybrid organization, accomplishes functions of an HQ IMA division, a region, and a garrison for select activities, focusing on providing equitable, effective, and efficient management of BASOPS functions worldwide for the Chief of the Army Reserve and its Soldiers, families, and employees. Servicing over 236 thousand Soldiers, IMA-ARD manages over 4,900 buildings in 1,189 separate communities, fulfilling the needs of 13 Regional Readiness Commands (RRC) and 41 separate General Officer commands.

The Army Reserve Office transferred to HQ IMA on 1 October 2002. On 30 September 2004, the last of its employees and services completed the transition from its former offices at the United States Army Reserve Command (USARC) Headquarters in Ft. McPherson, Georgia to the HQ IMA in Arlington, Virginia. Through out this transition, the IMA-ARD continued to carry out its mission in support of Operation Enduring Freedom, Iraqi Freedom, and the Global War on Terrorism (GWOT) by insuring that the same level of quality service was provided without interruption.

During FY 2004, the Army Reserve Division leveraged its longstanding knowledge and expertise to effectively manage a number of Nationally Executed Programs:

“Get The Red Out” Business Process

Developed in 2001 to bring all Army Reserve facilities to an Installation Status Report (ISR) “Green” condition by 2022. After three years, this program has resulted in a marked improvement of Reserve Centers and Facilities supporting the increasing Army Reserve training and mobilization mission. Combined with the Full Facility Restoration (FFR) program, this program has resulted in the restoration of 17 Reserve Center complexes, the contracting for the restoration of four additional complexes in FY04, with 10 more planned for FY05.

Metroplex Planning

An initiative designed to develop Metropolitan Area Future Development Plans for Off-Post Facilities to house Army Reserve units. By creating an integrated national investment strategy, cooperative process with the RRCs, and central procurement and management, this program has reduced cost by \$50K for each plan initiated compared to previous decentralized methods.

Real Estate Acquisition (Land & Leases)

Begun in FY04 to optimize Real Estate acquisition funds. By providing the consistent application of Site Selection Criteria and leveraging centralized expertise, the time to acquire leases was reduced by 90 days, and in many cases allowing for the lease acquisition in as little as 30 days.

Natural and Cultural Resource Programs

Supporting of the Endangered Species Act, Wetlands Act, several Historic, Archaeological, and Indian Affairs acts, these two programs reduced the manpower requirements at the individual RRC-level, allowing them to focus on mission and has resulted in an estimated saving of over \$3 million. Additionally, the very specific and technical knowledge residing within IMA-ARD managing these programs has resulted in no fines or constraints to mission activities resulting from injunctions.

Morale, Welfare & Recreation

During FY04 MWR programs Army-wide continued to meet the challenges arising from the Global War on Terrorism (GWOT). Army garrison MWR managers successfully delivered quality MWR/Family programs in an effort to reduce the negative effects of a turbulent environment.

Financial results of revenue generating programs were outstanding given high levels of deployment and increased restrictions on access to Army garrisons. MWR program managers developed highly creative ways to adjust to changing demand. Though net revenue

declined by \$2.3 million from FY03, net income before depreciation increased for the period increased by \$8.9 million – allowing managers to re-invest additional capital to improve programs and facilities. In addition, MWR managers fully executed available appropriated fund resources maximize support for an Army at war.

Recreation

In support of Operation Iraqi freedom/Operation Enduring Freedom (OIF/OEF) and the Global War on Terrorism (GWOT) – MWR recreation managers positioned \$4.5 million in electronic media and recreation kits at power projection and power support platforms. These supplies and equipment meet the commands' local recreation requirements for mobilizing troops and are issued to deploying units to replace visual media, sports and recreation equipment that is consumed in the theater of operations.

Family Readiness



Installation Unique Support

One of the most important sources of support for families comes from the imaginative ideas of family members working in concert with supportive garrison commanders and their staffs at installations across the Army. The following notes provide snapshot examples of some of these support programs. Formal Army family programs serve complement the real “heroes” – family members stepping forward to make a difference within their communities.

1. At Fort Hood, leaders established the Fort Hood Family Readiness Advisory Team to discuss and make recommendations on issues and concerns effecting support to Soldier families. The team is composed of senior representatives from its Major Subordinate Commands, the Army Community Service Director, Chief of Soldier & Family Readiness Branch, and the ACS Mobilization & Deployment Program Coordinator.
2. At Fort Carson, installation officials partnered with community resources to offer a host of family support programs. One such program, Home Front Cares, involves local businesspersons supporting family members who face transportation, utilities, home repair, or other hardships while their Soldier/spouse is deployed
3. At Fort Stewart and Hunter Army Air Field, ACS sponsored a dynamic Women's Conference to provide a variety of classes designed to meet the unique needs of women who provide significant contributions to the Army community.
4. At Fort Dix, the ACS Family Advocacy Program offers four seminars on Maintaining Family Connections during Deployment. One of the topics covers Sustaining Your Marriage and Parenting from a Distance as part of the effort to prepare the Soldier for the stress that could arise while away from home.
5. At Fort Benning, The ACS Family Advocacy Program formed a partnership with the Chaplains to sponsor seven Marriage Retreats with couples on building a successful marriage, anger control, conflict resolution, and reunification after deployments. The retreats were very successful and will continue as part of the prevention and education of domestic violence.
6. In Europe, the 1st Infantry Division has established Yellow Ribbon Rooms for family members. The rooms are especially important where the ACS Center can't host large groups, or where access to the Internet for communication with deployed loved

ones is limited. IMA-Europe is working to provide four communication platforms at each ACS center with Web cams, high-speed connectivity and a help desk.

7. In Korea the Area 1 Family Assistance Center, managed by ACS, has established a toll-free telephone number to provide assistance to the families of the 2d Brigade Combat Team of the 2d Infantry Division deploying from South Korea to Iraq.

Child & Youth Services

In FY04 a funding by space model was used to determine installations allocation of Child and Youth Services program MDEPS (QCCS and QYDP). The funding by space model is the first “common levels of support” type funding model for MWR programs. Funding for CYS programs is based on the number of child care spaces that each installation determines they can deliver. If funding is decremented, the number of spaces that an installation provides must be reduced accordingly. Additional funding was provided to Army Child and Youth Services programs to support “Global War on Terrorism “ related expenses. Deployment support included extend hours care, round the clock care, respite and reunion care, hourly care for unit functions and family readiness groups, school support services, outreach support services for youth, youth communication with deployed parents, summer camp opportunities for children whose parents were deployed and reduction of child care fees for deployed parents.

Business Programs

During FY04, MWR business managers refined strategies for Category C business programs that had experienced ongoing financial losses. The Category C Performance Improvement Program focuses on some 60 business activities that have lost at least \$35,000 over the previous four quarters. Managers of losing businesses are required to submit performance improvement action plans to Region Directors. To goal is to ensure that losing operations become profitable or that they receive an exception based upon well-defined rules.

Army Lodging

The Army has developed a lodging privatization initiative to overcome a \$1 billion backlog in lodging revitalization programs and to provide for long-term sustainment of lodging facilities. Privatization will enable the Army to benefit from private sector capital and best practices to improve the quality of facilities in CONUS, Alaska and Hawaii. Initial transfer of facilities could occur in early FY06.

Uniform Management and Funding (UFM)

When fully implemented in FY06, UFM will merge Appropriated Funds (AF) and Nonappropriated Funds (NAF) for the purpose of providing all MWR services under NAF rules. UFM will streamline personnel procedures, simplify financial reporting and management and increase the efficiency of procurement procedures for MWR.

Southwest Region Golfing Success

The SWRO Morale, Welfare and Recreation (MWR) contracted with the United States Golf Association (USGA) to perform site visits and assessments at each of the eight installations with golf courses. Upon completion of the assessment, a ranking was developed based on need. Two primary factors were considered; infrastructure and return on investment. SWRO was able to obtain funds for renovation projects at five of the installations. With this innovative project, the first ever of its kind, the Army has adopted this model and is poised to complete an assessment worldwide. The SWRO project is moving forward as planned and construction will begin sometime in the 2nd quarter of FY05.



Sustain • Support • Defend

Northeast Region



Kenneth P. LeGrice
*Director,
Force Protection Directorate
Fort Dix, New Jersey*

Korea Region



Mr. Willian L. Kapaku, Jr.
*Civilian Executive Assistant,
U.S. Army Garrison
Camp Red Cloud, Uijeongbu*

Pacific Region



Mr. John H. Peet
*Executive Officer
Fort Richardson, Alaska*

STALWART AWARD

The IMA Stalwart Award for 2004 recognizes exemplary IMA employees who have made significant contributions to IMA's success. An IMA Stalwart is someone who exemplifies excellence and inspirational team spirit in carrying out the IMA mission, operations, goals, objectives, capabilities, and strategies. This award is IMA's way to highlight how we work as a team to provide outstanding support of our military forces. Award year 2004 included a wide variety of nominations with astounding accomplishments.

The IMA Stalwarts for 2004 represent the highest standard of performance within the Agency. They have promoted the IMA mission, vision, and goals in ways that are worthy of formal recognition. The demographics of the nominees highlight IMA's rich diversity. Winners included both appropriated and non-appropriated fund positions.

The winners of the 2004 IMA Stalwart Award were honored during the annual banquet at the Garrison Commander's Conference in Fort Bliss, Texas.

Southeast Region



CSM Mittle Smith
*Hunter Garrison Command Sergeant Major,
U.S. Army Garrison,
Hunter Army Airfield, Georgia*

IMA Headquarters



Mr. Micheal J. Damico
*Food Program Manager,
European Region Office, Logistics Division,
Heidelberg, Germany*

Southwest Region



Ms. Brenda J. Spencer-Ragland
*Director of Moral, Welfare,
Recreation and
Family Programs,
U.S. Army Garrison,
Fort Sill, Oklahoma*

European Region



Ms. Annette Evans
*Chief,
Family Support Division,
22nd Area Support Group,
Caserma Ederle, Italy*

Northwest Region



Ms. Helen Gough
*Deputy to the
Garrison Commander,
U.S. Army Garrison,
Fort Riley, Kansas*



The NCO and SOLDIER of the Year

Congratulations to the IMA Noncommissioned Officer (NCO) of the Year and the IMA Soldier of the Year!

Staff Sergeant John M. Thompson and Sergeant Kyle G. Deatherage demonstrated superior skills in a series of competitions to include physical fitness tests, written and oral examinations, marksmanship, and other critical warrior tasks.



Staff Sergeant John M. Thompson
IMA Noncommissioned Officer (NCO) of the Year

Staff Sergeant John M. Thompson grew up in Port Lavaca, Texas, and has been in the Army eight years. Frequent deployments seem to go with his job. Thompson has been to Bosnia and Kosovo several times. In fact, the longest stretch he's ever stayed put in one place without a deployment was a year and a half stint served at Fort Polk. That was two assignments before Chievers. He jokingly says, "I tried not to stay in one spot too long." In any case, Thompson's wife and two small children have taken it all in stride. Thompson has been at Chievers for over a year and went to his first selection board just shortly after his arrival. "My motivation was to set the scene for my Soldiers," he said. "I think that the NCO and Soldier of the month, quarter and year competitions are good programs. I did it because I wanted to encourage my Soldiers to compete too and so far it's worked. I had one NCO who won NCO of the month twice and I had another challenge me at the NCO of the Year board." He was NCO of the fourth quarter.



Sergeant Kyle G. Deatherage
IMA Soldier of the Year

Sergeant Kyle G. Deatherage hails from Phoenix, Arizona. He enlisted in the Army in 2002 and is at his first duty station, Fort Wainwright, Alaska. Deatherage works for the Fort Wainwright Fire Department. His duties include firefighting, providing emergency medical services, and hazardous material response. He is certified as a State of Alaska emergency medical technician II, hazardous medical technician, confined space rescuer and as an ice/water rescuer. Deatherage is pursuing his bachelor's degree in accounting with the University of Maryland. He spends free time with his wife who follows a similar busy schedule working and taking college classes. Deatherage explains, "When I first decided to attend my company's Soldier of the month board, I had no idea what I was getting myself into. Going to these boards was a wonderful experience. They required me to study a lot and I learned so much about the Army. At each competition I was amazed at the professionalism shown by the Soldiers who were tasked to run the competition. They worked so hard to make things realistic and challenging and I thank them for doing so. I am very honored to be representing such a great organization as IMA and this experience has been one I will never forget."



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