



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202

IMAH-PLD

JUN 7 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for FY06

1. References:

- a. AR 5-1, Total Army Quality Management, dated 15 March 2002.
- b. Strategic Management and Innovations Branch (SMIB) publication, Army Performance Improvement Criteria (APIC) 2005.
- c. Memorandum, DAIM-ZA, 04 May 2005, Army Communities of Excellence (ACOE) Program Policy for FY06.

2. The ACOE Program seeks to instill continuous improvement efforts in all installation management practices as we strive to optimize a quality environment, excellent facilities and excellent services. The program is a key component of our on-going efforts to improve installation management services. The ACOE Program provides a valuable framework and incentive to guide our garrisons to achieve the strategic goal of managing garrisons equitably, effectively and efficiently. The FY06 ACOE Program structure incorporates a number of new initiatives to give garrisons improved data and analytical capabilities.

3. The FY06 ACOE Program consists of two distinct yet integrated parts, the ACOE Organizational Self-Assessment (ACOE OSA) and the ACOE Award competition. The main source of feedback from the ACOE Program for garrisons has shifted from the ACOE Award competition to the ACOE OSA requirement. The IMA Plans community (HQ and Region Plans Divisions and garrison Plans, Analysis, and Integration Offices) are the lead for all components of the ACOE Program.

- a. The ACOE OSA is mandatory for all Installation Management Agency (IMA) garrisons in FY06. All garrisons are required to complete two full deployments of the ACOE OSA to comply with the Assistant Chief of Staff for Installation Management (ACSIM) ACOE Program Policy for FY06 (enclosure 1).

- b. Participation in the ACOE Award competition is voluntary. Submissions are due electronically from the region ACOE Points of Contact (POC) to HQ IMA NLT 1 August

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2005. Regions may set additional dates prior to this submission requirement date to ensure quality control. The ACOE Award competition is intended to highlight exceptional performance with significant recognition and prize dollars. Garrisons that have sustained systemic improvement efforts are strongly encouraged to submit packets for consideration in the award competition. The ACSIM ACOE Program Policy for FY06 explicitly details garrisons eligible to apply for the ACOE Award competition. Garrisons may not outsource the writing of their narrative packets to outside contractors, although contract administrative support is permissible.

c. ACOE feedback to garrisons based on their performance against the Army Performance Improvement Criteria (APIC) will be given from both the ACOE Award competition and the ACOE OSA. The ACOE OSA will be the main source of feedback for garrisons. The ACOE Award feedback will be written based on the level of maturity of the garrison, which could be category or item level comments.

4. All IMA garrisons must deploy two ACOE Organizational Self-Assessments to comply with the ACSIM ACOE Program Policy for FY06. The ACOE OSA is a web-based survey constructed from the APIC. This mandatory requirement is distinct from the ACOE Award competition.

a. Regions will report completion of their garrisons' first ACOE OSA to HQ IMA NLT 31 March 2006.

b. Regions will report completion of their garrisons' second ACOE OSA to HQ IMA NLT 30 September 2006.

c. The two iterations of the ACOE OSA in FY06 build a baseline for analysis and improvement. Subsequent years will require only one deployment of the ACOE OSA. The ACSIM ACOE Program Policy for FY06 sets a goal of 5% cumulative improvement from 31 March 2006 to 30 September 2006 for IMA garrisons as a whole.

5. The FY06 ACOE Award competition remains voluntary. Participating in the ACOE Award competition is an additional voluntary effort and does not satisfy the ACOE OSA requirement. An APIC-based narrative assessment is the means for submitting to the ACOE Award competition. Instructions for submitting requirements are found in enclosure 4. Garrisons will submit their applications via the regions to HQ IMA for review NLT 1 August 2005.

a. HQ IMA will review and score all narrative packets in the Qualification phase of the boarding process. We will leverage experienced and seasoned Malcolm Baldrige National Quality Award (MBNQA) and APIC Subject Matter Experts (SMEs) to conduct the Qualification phase NLT 31 August 2005. The top contending packets will be forwarded to the Award Board.

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b. The Award Board will be conducted during a nine day period the month of October 2005. Top contending packets, sent from the Qualification phase, will be reviewed and scored by Army volunteer examiners. The Army volunteer examiners will represent a cross section of all Army components.

(1) An ACOE "Call for Examiners" will be issued in June 2005 to identify and select participating examiners. New examiners will attend training conducted 30 August – 2 September 2005. An additional training will be conducted 27-30 September 2005, if needed.

(2) HQ IMA Plans Division will establish a developmental plan for examiners to ensure continuity and growth within the program. The examiner development plan will foster mentoring relationships by pairing experienced and novice examiners. New examiners should expect to serve in a shadow capacity during their first year, where they will be assessed to determine their strengths via a 360-degree feedback program.

c. Top contending garrisons selected for the Award Board may receive site visits based on the Award Board's assessments. The site visits will be concluded in November 2005 with results forwarded to the ACOE Judges Panel.

d. The ACOE Judges Panel will be staffed by MBNQA/APIC SMEs and conducted from 12 -15 December 2005 to recommend top ACOE Award recognition. HQ IMA will staff the recommended ACOE Award winners to ACSIM for approval.

6. HQ IMA will centrally manage and fund ACOE/APIC training for garrisons. Training will be synchronized across all Army components to best use resources and facilities, including ALMC and PEC. ACOE/APIC training will be conducted over the course of the fiscal year for APIC examiners, Region ACOE POCs and APIC/ACOE involved garrison personnel through Mobile Training Teams (MTT).

7. The role of Region ACOE POC will be changed from past practice with new responsibilities focused on communicating and coordinating ACOE/APIC requirements.

a. Region ACOE POCs will identify training needs within their regions/garrisons and forward this information to HQ IMA NLT 31 August 2005. Region ACOE POCs have lead responsibility for all ACOE training conducted in their region.

b. Region ACOE POCs will serve as the first point of contact and subject matter experts for the ACOE OSAs. HQ IMA will conduct training to ensure Region ACOE POCs are equipped with the necessary expertise to field basic questions. Training for Region ACOE POCs will be conducted by the end of FY05.

c. Region ACOE POCs will provide quality assurance/quality control on all submitted packets from their region for the ACOE Award competition, per enclosure 4.

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d. Region ACOE POCs will coordinate command initiatives pertaining to ACOE within the scope of their Performance Management Review (PMR).

8. The ACOE winning applications will be posted on the HQ IMA's website and Army Knowledge Online (AKO) for best practices benchmarking, calibration and historical reference. The winning applications will market and share their success stories at appropriate venues, to include the region MTTs, the Garrison Commanders' Conference, the annual Plans Conference and the Installation Management Institute (IMI).

9. The enclosures contain detailed information on ACOE program structure, packet formatting and submission requirements. Request this MOI be given widest distribution to all IMA garrisons. The HQ IMA ACOE point of contact is Ms. Rosye Faulk, (703) 602-2478, Rosye.Faulk@hqda.army.mil.



STANLEY C. SHELTON
Chief, Plans Division
Installation Management
Agency

5 Encls

1. ACSIM ACOE Policy for FY06
2. ACOE Award Competition
3. ACOE Lifecycle
4. ACOE Award Competition
Submission Guidelines
5. Commander's Endorsement Sample Letter

DISTRIBUTION:

Dir, IMA Southeast Region, 1593 Hardee Ave., Ft. McPherson, GA 30330-1057
Dir, IMA Southwest Region, 1204 Stanley Rd., Ft. Sam Houston, TX 78234-5009
Dir, IMA Northeast Region, 5A North Gate Rd., Ft. Monroe, VA 23651-1048
Dir, IMA Northwest Region, 1 Rock Island Arsenal, Rock Island, IL 61299-6200
Dir, IMA Pacific Region, 104 H Place, Ft. Shafter, HI 96858-5520
Dir, IMA Korea Region, PCS 303 Box 45, APO AP 96205
Dir, IMA Europe Region, Unit 29353, Box 200 APO, AE 09014

CF:

Chief, Army Reserve, 1815 North Fort Meyer Drive, Arlington, VA
Chief, National Guard Bureau, Arlington Hall, 111 South George Mason Drive,
Alexandria, VA 22204-1382
Office of the Assistant Chief of Staff for Installation Management, 600 Army Pentagon,
Washington, DC 20310-0600
US Army Logistics Management College, 2401 Quarters Road, Ft. Lee, VA 23801



DEPARTMENT OF THE ARMY
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT
600 ARMY PENTAGON
WASHINGTON, DC 20310-0600

DAIM-ZA

04 MAY 2005

MEMORANDUM FOR

Director, Installation Management Agency (IMA), ATTN: IMAH-PLD-Q, 2511 Jefferson Davis Highway, Arlington, Virginia 22202-3926

Director, Army National Guard, ATTN: NGB-ARZ, 111 South George Mason Drive, Arlington, Virginia 22204-1382

Director, Installation Management Agency-Army Reserve Office (IMA-ARO), ATTN: IMAH-ARO-PL, 2511 Jefferson Davis Highway, Arlington, Virginia, 22202-3936

SUBJECT: Army Communities of Excellence (ACOE) Program Policy for FY06

1. References:

- a. AR 5-1, Total Army Quality Management, 15 March 2002.
- b. Strategic Management and Innovations Branch (SMIB) publication, Army Performance Improvement Criteria (APIC) 2005.

2. Background. The mission of the ACOE Program is to optimize a quality environment, excellent facilities, and excellent services. Performance and productivity are enhanced within an installation/community that instills pride and imparts a sense of accomplishment and purpose among its people. The ACOE Program seeks to recognize excellence in Installation Management. Installations/Communities both at home and abroad, will have an increasingly critical role in sustaining and launching our forces worldwide. Continuing to strive for greater excellence in customer service and facilities will contribute significantly to the improvement of the Army's Readiness.

3. Program Structure. The FY06 ACOE Policy now incorporates a list detailing the approved installations/communities (enclosure 1) able to compete for the installation/community awards. Army National Guard and Army Reserve activities, focused on installation management, not eligible for installation/community awards may compete for a special category award.

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SUBJECT: Army Communities of Excellence (ACOE) Program Policy for FY06

a. **Recognition/Awards.** There are five awards for the FY06 ACOE program: three awards recognizing installations/communities 1st place, \$2M; 2nd place, \$1M; 3rd place, \$750K); two special category awards one for the Army National Guard Joint Force Headquarters State winner (\$750K); and one for the US Army Reserve Regional Readiness Command winner (\$750K).

b. **Eligibility Requirements.** To compete for the installation/community awards, organizations must be identified in enclosure 1. Submission must:

(1) Focus on installation management business (i.e. facility support, base operations.) All ACOE submissions must be based on Army Performance Improvement Criteria (APIC) as it relates to Installation management business. Any submission not focused on installation management business will not be eligible to compete.

(2) Possess an approved master planner or viable master planning capability and real property planning components maintained IAW AR 210-20.

(3) Address investigation of any "open" environmental Notices of Violation (NOVs).

(4) Have Real Property Management Controls in place consistent with AR 405-45.

(5) Have fully implemented activity based costing (ABC) on the installation/community. For the special category competition only, the Army National Guard and Army Reserve are exempt from the ABC requirement. When competing for the installation/community awards (1st, 2nd, and 3rd places), Army National Guard and Army Reserve must comply with the ABC requirement.

c. **Repeat Winners.** First place winners are not eligible to compete for two (2) subsequent years. Second and third place winners are encouraged to reapply. This rule also applies to the Army National Guard and Army Reserve special category winners. It is the inherent responsibility of winners to share their processes of excellence with others. Winners are encouraged to take advantage of the yearly Assistant Chief of Staff for Installation Management (ACSIM), Installation Management Institute (IMI), and other like venues, in order to share methods for improvement across the Army.

d. **APIC Self-Assessment Requirement.**

(1) Self-assessments are mandatory for all IMA Installations/Communities. For

these self-assessments, IMA HQ will develop implementation procedures via a Memorandum of Instruction (MOI). Results are in two parts. First assessment is due to IMA, HQ 5 Mar 06 and the second assessment is due by the end of 30 Sep 06. The goal is 5% improvement.

(2) All participants (IMA Installations/Communities, and the Army National Guard and Army Reserve Special Categories) competing for an ACOE program award must use the APIC Self-Assessment Criteria. The APIC criterion helps Installations respond to current challenges and addresses all the complexities of delivering today's results while preparing effectively for the future. Guidelines for the criteria can be found at the website <http://www.hqda.army.mil/leadingchange/APIC/>

4. Responsibilities. The FY06 ACOE Program responsibilities are as follows:

a. Evaluation of ACOE Installation/Community Submissions. IMA HQ will be responsible for developing program operation guidelines for the installation/community components of the ACOE Program. IMA HQ will review installation/community submissions to ensure they meet eligibility requirements. IMA HQ (IMAH-PLD-Q) will conduct an equitable, consistent, and objective evaluation process to determine installation/community winners. A list of IMA HQ responsibilities is provided at enclosure 2.

b. Evaluation of Special Categories. Army National Guard and IMA-ARO will be responsible for developing program operation guidelines for the special category component of the ACOE Program. Army National Guard and IMA-ARO will review submissions to ensure they meet eligibility requirements. Army National Guard and Army Reserve will conduct an equitable, consistent, and objective evaluation process to determine special category winners. The evaluation must include a site visit and feedback report for its primary and alternate winners. A list of the responsibilities for Army National Guard is provided in enclosure 3. A list of the responsibilities for IMA-ARO is provided in enclosure 4.

c. Reporting winners of the FY06 ACOE Program.

(1) IMA HQ will report the 1st, 2nd, and 3rd place winners in the FY06 ACOE Program to OACSIM via a Memorandum for Record NLT 10 Feb 06.

(2) The Army National Guard (Director, Army National Guard) will submit its primary and alternate winners to OACSIM for review NLT 28 Oct 05.

(3) The IMA-ARO, on behalf of the Army Reserve, will submit its primary and alternate winners to OACSIM NLT 28 Oct 05.

DAIM-ZA

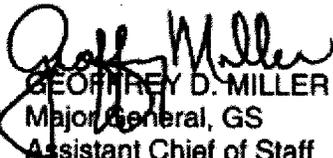
SUBJECT: Army Communities of Excellence (ACOE) Program Policy for FY06

(4) OACSIM will coordinate with the Inspector General (IG) and the Office of the Judge Advocate General (OTJAG) to obtain approval for the recommended winners once the 1st, 2nd, and 3rd place winners have been selected, and the winners from the Army National Guard and Army Reserve have been received. OACSIM will then complete an Action Memorandum for the Director of the Army Staff (DAS) approving the names of all winners.

d. Award Ceremony. The award ceremony is a high profile event. IMA HQ is responsible for planning and executing a ceremony appropriate for HQDA recognition of installation management excellence. IMA HQ is also responsible for working with and supporting the Office of the Secretary of Defense (OSD) Commander-in-Chief (CINC) Award Ceremony, which recognizes the best installation for each service.

5. Ms. Wildanger is the OACSIM program manager for ACOE Policy, (703) 601-2530, email: Yvonne.Wildanger@hqda.army.mil.

Encls


GEOFFREY D. MILLER
Major General, GS
Assistant Chief of Staff
for Installation Management

Encl 1

INSTALLATION/COMMUNITIES

Aberdeen Proving Ground
Anniston Army Depot
Ansbach 235th BSB
Bamberg 279th BSB
Baumholder 222nd BSB
Bethany Beach TS
Blue Grass Army Depot
Bremerhaven
Camp Atterbury
Camp Beauregard
Camp Blanding
Camp Bowie
Camp Butner
Camp Casey
Camp Crower
Camp Custer
Camp Dawson
Camp Dodge
Camp Edwards
Camp Ethan Allen
Camp Fogarty
Camp Grafton
Camp Grayling
Camp Gruber
Camp Guemsey
Camp Henry
Camp Hialeah
Camp Humphreys
Camp Marseillies
Camp McCain
Camp Murray
Camp Navajo
Camp Rapid
Camp Rell
Camp Rilea
Camp Ripley
Camp Roberts/San Luis Obispo
Camp Robinson
Camp Santiago
Camp Shelby
Camp Smith
Camp Stanley
Camp Williams
Camp Zama

Enclosure 1

Encl 1

INSTALLATION/COMMUNITIES

Carlisle Barracks
Caswell/Loring
Centennial
Chievres Belgium 80th ASG
Colorado Other – Nike Site
Concord-CA-0696A
Darmstadt 233rd BSB
Deseret Chemical Depot
Detroit Arsenal
Dugway Proving Ground
Eglin Tng Area
Ethan Allen AFB
Florence
Fort A P Hill
Fort Belvoir
Fort Benning GA
Fort Bliss
Fort Bragg
Fort Buchanan
Fort Campbell
Fort Carson
Fort Chaffee
Fort Detrick
Fort Dix
Fort Drum
Fort Eustis
Fort George G Meade
Fort Gordon
Fort Greely
Fort Hamilton
Fort Harrison
Fort Hood
Fort Huachuca
Fort Jackson
Fort Juan Mona
Fort Knox
Fort Leavenworth
Fort Lee
Fort Leonard Wood
Fort Lewis
Fort McCoy (Army Reserve)
Fort McCoy (NG Tng)
Fort McPherson/Gillem
Fort Monmouth

Enclosure 1

Encl 1

INSTALLATION/COMMUNITIES

Fort Monroe
Fort Myer
Fort Pickett
Fort Polk
Fort Richardson
Fort Riley
Fort Ritchie
Fort Ritchie Site R – MDW
Fort Rucker
Fort Sam Huston
Fort Shafter
Fort Sill
Fort Stewart (IMA Active)
Fort Stewart (NG Tng)
Fort Wainwright
Ft McClellan
Giessen 284th BSB
Gowen Field
Grafenwoehr 409th BSB
Greenlief Tng Site
Hanau 414th BSB
Hawthorne Army Depot
Hiedelberg 411th BSB
Hohenfels 282nd BSB
Holston AAP
Indiantown Gap
Iowa.AAP
Kaiserslautern 415th BSB
Kansas AAP
Kansas RTC
Kekha TS
Lake City AAP
Lauderick
Letterkenny Army Depot
Livorno 22nd ASG
Lone Star AAP
Los Alamos
Louisiana AAP
LUNA
Mannheim 293rd BSB
McAlester AAP
McCragy Tng Ctr
Mickelsen Stanley R SFG MSR
Milan AAP

Enclosure 1

Encl 1

INSTALLATION/COMMUNITIES

Military Ocean TML Sunny Point
Mississippi AAP
Newport Chem Depot
NHNG Tng Ctr
NTC and Fort Irwin, CA
Picatinny Arsenal
Pine Bluff Arsenal
Presidio of Monterey
Pueblo Chemical Depot
Radford AAP
Ravenna AAM Plant
Red River Army Depot
Redstone Arsenal
Riverbank AAP
Rock Island Arsenal
Schinnen the Netherlands 254th BSB
Schofield Bks
Schweinfurt 280th BSB
Scranton AAP
Sea Girt
Sierra Army Depot
Snyrna
Soldier Systems Center/Natick
Stead Tng Site
Stewart River TS
Stuttgart 6th ASG
Tobyhanna Army Depot
Tooele Army Depot
Torii Station
U.S. Army Garrison Michigan (Selfridge)
U.S. Army Garrison-Miami
U.S. Army Joint Sys Mfg Ctr, Lima
U.S. Army Kwajalein Atoll
U.S. Army Research Laboratory Adelphi
Umatilla Chem Depot
Vicenza 412th BSB
Vilseck 409th BSB
Walter Reed AMC Main Post
Watervliet Arsenal
West Coast Garrison
West Point Mil Reservation
Western Kentucky
White Sands Missile Range NM
Wiesbaden 221st BSB

Enclosure 1

Encl 1

INSTALLATION/COMMUNITIES

Wuerzburg 417th BSB
Youngsan Garrison
Yuma Proving Ground

- An installation is an aggregation of contiguous or near contiguous, common mission supporting real property holdings commanded by a centrally selected commander.*
- A site is a physically defined entity which can be supported by a legal cadastral survey.*
- An installation may be made of one or more sites.*

Enclosure 1

Encl 1

ACOE Award Competition

1. ACOE Overview: The Army Communities of Excellence Award competition encompasses five overall processes. They are listed below in order of completion.

a. Individual garrisons conduct a written narrative of an Army Performance Improvement Criteria (APIC) based self-assessment. Garrisons submit their narrative packet to IMA HQ through their respective regional headquarters.

b. IMA HQ conducts a two-phased boarding process, the Qualification Board and the Award Board. The boarding process will review all narrative packets and identify mature garrisons demonstrating excellence in applying the APIC criteria.

(1) IMA HQ conducts the Qualification Board for all submitted and complete narrative packets from 1 August – 31 August 2005. IMA HQ employs Malcolm Baldrige National Quality Award (MBNQA) and APIC Subject Matter Experts (SME) to evaluate narrative packets during the Qualification Board. Top packets are forwarded to the Award Board.

(2) IMA HQ conducts the Award Board during a nine-day period in October 2005. IMA HQ employs volunteer examiners from all Army components to evaluate narrative packets received from the Qualification phase. Examiners will staff teams comprising a mix of seasoned and novice examiners. New examiners will receive APIC training prior to the execution of the Award Board. During the Award Board, new examiners serve in a shadow capacity under the mentorship of seasoned examiners.

c. IMA HQ examiners conduct a site visit to the top garrisons. The results of the site visit are integrated with the boarding process results.

(1) Each of the ACOE Examiner teams will make a four-day site visit to the selected installations from 1 November – 18 November 2005.

(2) The purpose of the site visit is to validate the ACOE packet as submitted to ascertain the effectiveness of the installation relative to the APIC criteria. The site visit team will request an in-brief/out-brief with the installation commander.

(3) It is the responsibility of the host installation to provide information and logistics for the site team visit to include scheduling interviews with required personnel.

(4) Regions are to notify IMA HQ of any security issues that would prohibit the site team in accomplishing their review. Address these requirements under separate cover.

Encl 2

ACOE Award Competition (cont)

(5) All ACOE examiner team personnel will uphold the Army ethical standards.

d. A panel of expert volunteer judges review nomination applications and the site visit reports to recommend first, second and third place ACOE winners. Recommended winners will be forwarded to the Assistant Chief of Staff for Installation Management (ACSIM).

e. The Headquarters, Department of the Army (HQDA) CSA/ACOE winners will be announced after CSA/OSD approval. The Army National Guard and U. S. Army Reserve will forward their top winners from their combined ACOE downselect process to IMA HQ. The top ARNG and USAR winners, along with the top three IMA installation winners, will be recognized at the annual CSA ACOE Award Ceremony. The first place ACOE Award winner will be the Army representative for the Commander in Chief's (CINC) Annual Award for Installation Excellence Ceremony. A feedback report will be sent directly to the installation/community commander after the award ceremony.

2. Winning Applications. The ACOE winning applications will be posted on the IMA HQ's website and Army Knowledge Online (AKO) for best practice benchmarking, calibration and historical reference. The winning applications will market and share their success stories. Additional applications may be posted, if desired by garrisons.

3. Award Dollars.

a. ACOE Award dollars are set by HQDA during the budget process. ACOE dollars are awarded during the fiscal year following the award ceremony and after the budget approval process.

b. The ACOE Award dollars are forwarded from the ASA (FM) to IMA HQ for the installation winner. ARNG and USAR Award dollars are distributed through their respective comptrollers.

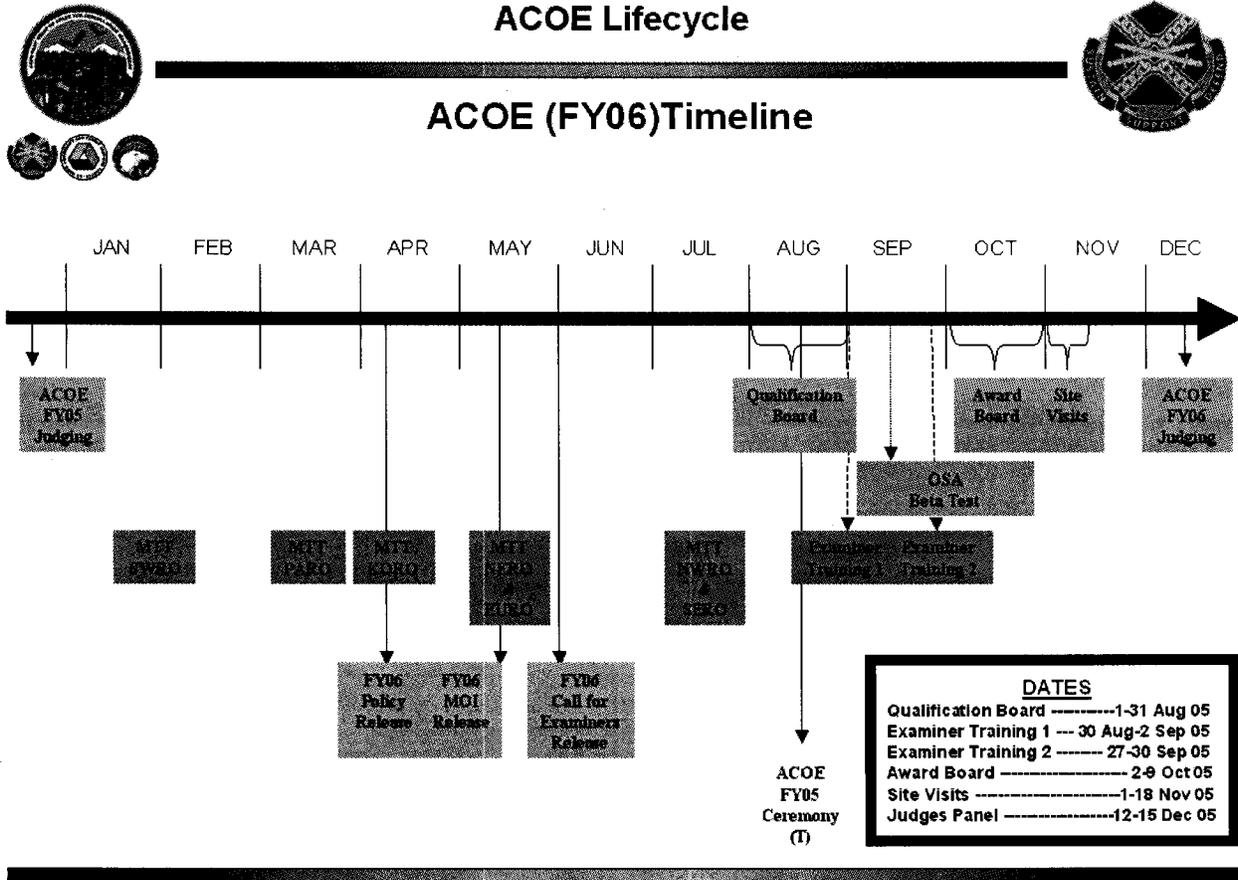
c. The ACOE Award dollars are OMA funds. ACOE dollars are governed by OMA rules and regulations. ACOE Award dollars will not to be used for incentive awards for individuals. ACOE Award dollars are to be used to benefit the entire installation/community.

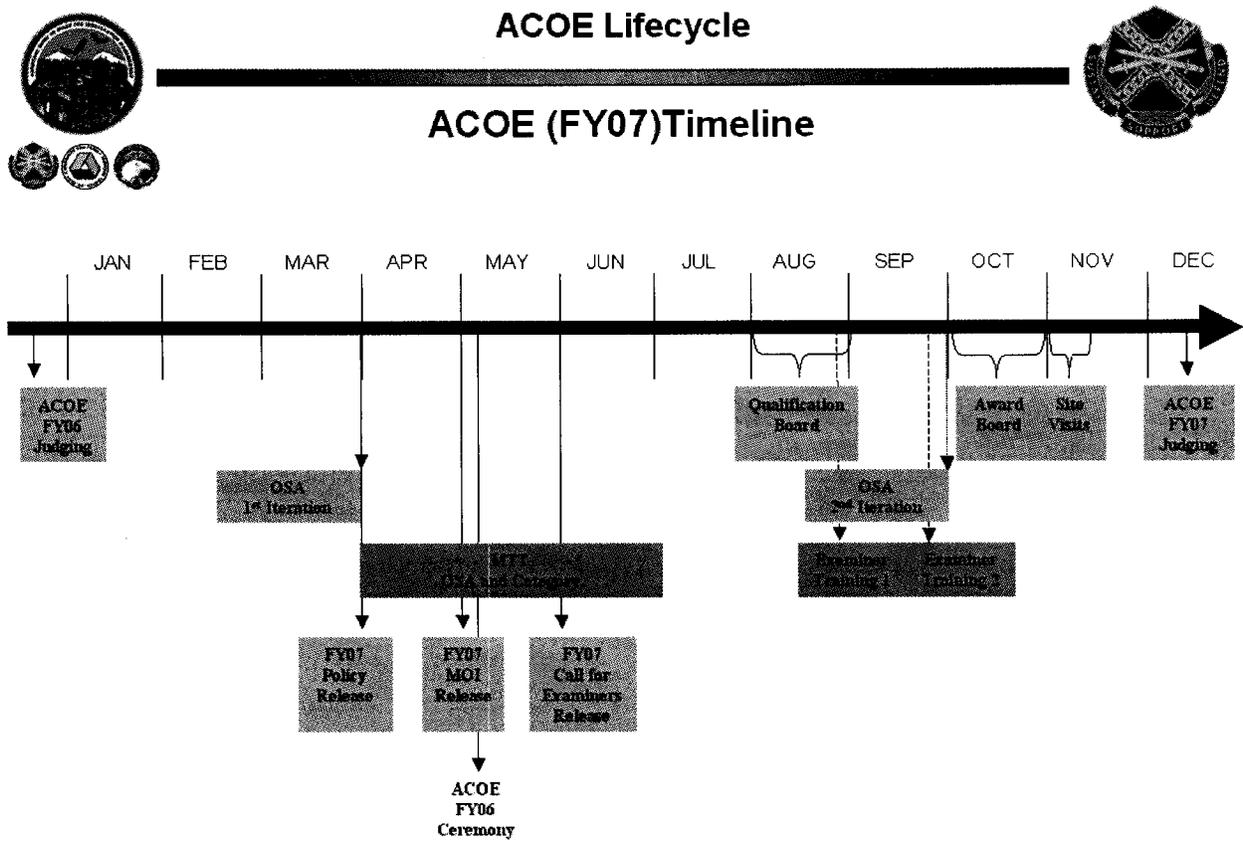
d. HQDA will solicit feedback from installations receiving ACOE Award dollars in order to capture the use of award funds and gage program scope and focus.

e. The award distribution will be 1st place - \$2M, 2nd place - \$1M and 3rd place - \$750K. The top ACOE winner from the ARNG and USAR will each receive \$750K.

Encl 2

ACOE Lifecycle





ACOE Award Competition Submission Guidelines

1. General Directions - The narrative packet is limited to **fifty** (50) pages to include all illustrative attachments (charts, graphs, etc.). The Organizational Profile and Glossary are not counted in the overall page limit. To apply for the Army Communities of Excellence Program, applicants must:

A. Prepare an Organizational Profile. The Organizational Profile is limited to **five** (5) single spaced pages. The Organizational Profile provides a background and description of the key elements most important to the organization's mission and business. Guidance for the Organizational Profile is found in the APIC 2005 (<http://www.hqda.army.mil/leadingchange/APIC/APIC%202005/APIC%202005%20for%20Website.pdf>)

B. Respond to all of the Criteria items in each of the seven categories of the Army Performance Improvement Criteria. Label each Criteria Item sub-element (e.g., 1.1a, 1.2b.) separately before preparing the Item response.

C. The narrative packet must stand on its own by:

- i. Assuming the Examiners reviewing the document have no prior knowledge about the organization;
- ii. Providing concise responses that are quantitative, where possible;
- iii. Supporting response statements with facts and information. Assertions unsupported by plausible data, information, or facts receive no credit during the narrative packet evaluation, and
- iv. Defining terminology specific to the mission and function of the organization. If acronyms are used, define them and provide a Glossary.

2. Narrative Packet Components - The narrative packet must contain the following in the order listed:

A. Front Cover – blank (no text, pictures, or figures)

B. Title Page with the name of the applicant. Applicants also have the option to include their address, pictures, and logo; the date; a statement indicating that this is an application for the FY06 ACOE Award Competition. No further information or text about the applicant may be included on this page.

C. Information Page with the name of the installation, highest-ranking official with command group contact information, and the ACOE official point of contact. At a minimum, the contact information should include mailing address (both APO and street addresses for OCONUS locations), phone/fax numbers, and email addresses.

Encl 4

ACOE Award Competition Submission Guidelines (cont)

D. Labeled Tabs or Divided Pages separating the sections of the narrative packet and containing only the title of the section. No further information or text about the applicant may be included on the tabs or divider pages, or they will count toward the 50-page limit. The following tabs/divider pages must be included:

- i. Cover/Title Page
- ii. Information Page
- iii. Commanders Endorsement Letter
- iv. Table of Contents
- v. Organization Chart
- vi. Organization Profile
- vii. Responses Addressing All Criteria
- viii. Glossary of Terms

E. Table of Contents indicating the page numbers of the following: Commanders Endorsement Letter, the organization chart(s), the Glossary of Terms and Abbreviations, the Organizational Profile, and each Category and Item.

3. Format Requirements - Narrative packets must meet the page limit, typing, and format requirements indicated below:

F. Page Limits and Exclusions

i. The Organizational Profile for the narrative packet is limited to five (5) single-sided pages. If the Organizational Profile exceeds the five-page limit, the excess pages will be counted as part of the page count for the Responses Addressing All Criteria Items.

ii. In the narrative packet, the Responses Addressing All Criteria Items are limited to 50 single-sided pages, which must include all pictures, graphs, figures, tables, and appendices. The responses must contain the same Category and Item numerical designations as the 2005 APIC Criteria. Applicants should denote the Areas to Address with letters a, b, c, and so forth, corresponding to each Area, such as 4.2a. Responses for multiple Areas may be grouped, e.g., 4.2 a,b.

iii. Examiners must base their evaluations solely on information contained within the application packet. Please do not add links to information or intranet or Web sites.

iv. The covers and divider pages/tab separators, which should contain only the title of the specified subject (i.e., title pages, table of contents, organization chart(s), and glossary of terms and abbreviations), will not be counted as part of the page limit. However, if these pages contain any additional material, such as text, quotes, graphs, figures, data tables, or pictures, they will be considered part of the 50 pages of the Response Addressing All Criteria Items.

Encl 4

ACOE Award Competition Submission Guidelines (cont)

v. If the Responses Addressing All Criteria Items exceed the 50-page limit, the packet will be returned to the installation's regional headquarters without action.

G. Paper size - Standard 8-1/2 by 11 inches.

H. Font Size – fixed pitch font of 12 or fewer characters per inch.

I. Line Spacing - Equivalent of two points of lead between lines. One point of lead equals 1/72, or 0.0138 inch.

J. Font Style – Any 12-pitch font style used for official correspondence is authorized. Type used in picture captions, graphs, figures, data tables, and appendices must also meet the requirements for font size and line spacing. If the table or graph is reduced from its original size for inclusion, the font requirements apply to the reduced chart or graph.

K. The number of lines per page must not exceed 60, including the page heading and page number. A blank line separating paragraphs is counted as a line.

L. A margin of at least 3/4 inch on the side of the page that would be bound or fastened in a hard-copy and at least 1/2 inch on the opposite side of the page is preferred.

M. Pages set up in a two-column format are preferred. Pages may be printed on both sides. (The total number of pages is limited to the equivalent of 50 single-sided pages for the Responses Addressing All Criteria Items and five single-sided pages for the Organizational Profile.)

N. Text pages should have portrait orientation. Graphs, figures, and data tables may have either portrait or landscape orientation.

O. The pages of the application report must be numbered consecutively from start to finish (e.g., 1 thru 50).

Commander's Sample Endorsement Letter

Office Code

MEMORANDUM FOR Installation Management Agency (IMAH-PLD-Q/Ms. Rosye Faulk), 2511 Jefferson Davis Highway, Arlington, VA 22202-3962

SUBJECT: Army Communities of Excellence (ACOE) Award Competition
Commander's Endorsement

1. Reference Memorandum, IMAH-PLD-Q, Army Communities of Excellence (ACOE) Memorandum of Instruction (MOI) for FY06.
2. The referenced memorandum requires garrisons submitting an ACOE narrative packet for consideration in the ACOE Award Competition to comply with four special prerequisites. Ft. XXXX has met these prerequisites as stated below:
 - a. Our submission is focused on installation management business.
 - b. We have a viable master planning capability, an approved master planner, and real property planning components maintained in accordance with AR 210-20, Master Planning for Army Installations, 30 July 1993.
 - c. Ft. XXXX is in compliance with environmental Notices of Violation under investigation for corrective action.
 - d. Real property management controls are in place consistent with AR 405-45, Real Property Inventory Management.
 - e. Ft. XXXX has fully implemented Activity Based Costing (ABC) in accordance with IMA guidance.
3. I verify that Ft. XXXX's submitted narrative packet accurately reflects a valid assessment of the garrison. The submitted narrative packet was original work created without unauthorized outside contractor support.

Garrison Commander's
Signature Block

SAMPLE

Encl 5