By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army
07314

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INSTALLATION MANAGEMENT

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Preface

The National Military Strategy, embracing principles of-Deterrence, Forward Presence, Crisis Response, and Reconstitution, requires a revisioning for Army installations, Central to this new installation role is the capacity to respond rapidly from the CONUS base with overwhelming force in response to regional crises, to enhance deterrence, and to perform peacetime missions. This strategy marks the dawn of a new era for Army installation management and philosophy.

Installations of the twenty-first century must have the capability to train, mobilize, deploy, sustain, support, recover, and reconstitute assigned and mobilized operating forces, The traditional boundary between tactical and sustaining base activities will disappear as the installation power projection platform assumes an active role in the welfare of deployed operating forces.

The installation / garrison commander has enormous responsibilities as he guides the installation to support the National Strategy and the movement of our installations to power projection platforms. To execute this successfully, the commander must understand the core installation management functions and understand the responsibilities of an installation commander.

FM 100-22 provides guidance for readiness, business practices, and quality of life as it pertains to military installation management. This publication provides the processes for the core installation management functions.

The proponent of this publication is HQ TRADOC. Send comments and recommendations on DA Form 2028 directly to Commandant, USALMC, ATTN: ATSZ-LSI, Fort Lee, Virginia 23801-6050.

Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

PART ONE

FUNDAMENTALS FOR THE FUTURE

CHAPTER 1

The Imperatives and Installation Management Goals

Commanders exercise installation management when they plan, organize, staff, direct, and control activities to accomplish the installation's mission. This defines the role of the installation in the achievement of the overarching goals of the Army and the military strategy. The commander's mission is to build installations of excellence. This is done by maintaining readiness requirements, executing sound business practices, and enhancing the quality of life of the military community. This links the mission to the overarching goals of the national military strategy. The mission supports the role the Army and each installation plays within that strategy. Commanders face this challenge regardless of the role of the installation they command. It could be the home of a deploying force, an ammunition plant, a major training center, or other supporting activity.

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INSTALLATION DEFINED

An installation is an aggregation of contiguous or near continguous common mission-supporting real property holdings under the jurisdiction of the Department of Defense controlled by and at which an Army unit or activity is permanently assigned. The Army organizes installations using tables of organization and equipment, tables of distribution and allowance, and personnel resource documents. Installations, are designed to support America's Army. Activities on the installation receive installation support in accomplishing their missions. Examples of these are schools, hospitals, reserve component elements, and Army divisions. An installation can be compared to a civilian community or a city where people work, train, live, and play.

NATIONAL SECURITY STRATEGY

The National Security Strategy of containment, which served the nation through the cold war, has evolved into a strategy of enlargement — expanding the world community of free-market democracies. In support of that National Security Strategy, the Armed Forces are pursuing a strategy of engagement. Engagement is the United States remaining involved as a world leader. The fundamental tenets of our engagement strategy are Deterrence, Warfighting and Operations Other Than War. The Army's role in this strategy is to continue providing well-led, well-trained and well-equipped forces to combatant commanders.

As we move into the twenty-first century, the Army will be smaller, CONUS-based, power projection, regionally focused force required to maintain a 360 degree view of the world. The Army's power projection force emphasizes versatility and adaptability within units, joint and combined capabilities, enhanced lethality, global sustainability, and rapid deployability. Our installations have a direct role in the marshaling, training, and deploying of these forces. Army installations in both CONUS and forward presence locations will serve as launching and recovery pads. These projection platforms will sustain and recover deployed forces.

Installations will be essential to the process of sustaining the deployed force by caring for families and personal property. This role significantly contributes to the success of our power projection force.

Commanders must see installations as crucial management nodes within a system geared to support the national military objectives. Installations are key elements of the Army sustaining base. They are the sites where the capability to achieve national military objective is born, interwoven, and matured.

THE ARMY STRATEGIC ISSUES

Before the breakup of the Soviet Union, the Army strategy directed its resources to deter an East-West conflict between the superpowers. Now, the Army can no longer concentrate on a clearly definable enemy. Today, the Army must be able to respond to a threat to the United States' national interests. This could be anywhere in the world. The decline of communism has not ushered in a peaceful world free of turmoil and uncertainties.

The strategy of deterrence, which served the nation well for nearly 50 years, will yield to one of assurance. Assurance means that the United States, as the only remaining superpower, will act as a stabilizing influence around the world. To be credible, the United States must maintain an Army in which our allies and other nations can have confidence. To accomplish this task, the Army must address four strategic issues. These issues and how they impact at the installation level are discussed below.

MAINTAINING THE EDGE

Maintaining the edge requires a well-trained and ready force. A trained and ready force needs an installation that has a fully effective capability to train, launch, sustain, recover, and reconstitute the force. The installation requires training and support facilities to deploy and recondition returning forces rapidly and to maintain the edge between contingency missions. It means providing the facilities and services that make the installation a home to the force.

RESHAPING THE FORCE

Reshaping the force includes the Army's sustaining base infrastructure as well as the active and reserve component mission elements. Reshaping means changing the operating support infrastructure. The goal is to make it quantitatively and qualitatively more productive. Reshaping has two components: organizational and behavioral. Organizationally, the Army will lease underutilized facilities to other DOD and non-DOD agencies, streamline remaining installations, and combine duplicative activities. Behaviorally, the Army will change its management processes and approaches. It will make the best use of declining resources and take advantage of proven information technology.

RESOURCING THE FORCE

The challenge facing leaders is to be more efficient and effective in getting the most out of reduced resources. To attain these results, the Army must empower its commanders to take a more entrepreneurial approach in managing their installations. The Army must create an environment in which commanders are free of unnecessary restriction. Additionally, commanders must know the cost of doing business and balance costs with requirements. Proper prioritization of installation requirements within available resources is key to an installation commander's success. The goal is to make installations more productive so they can better serve soldiers, civilians, and family members. This may result in closing unneeded installations, streamlining remaining installations, or participating in regionalization initiatives with local governments. Installation commanders should consult with their staff judge advocates and directors of resource management regarding those specific instances in which they can charge for services and retain funds received at the installation.

INTEGRATING THE FORCE

The Army must base its force integration strategy on the America's Army concept. The strategy must support achieving continual readiness. Active forces must develop ways to work more closely with installation augmentation reserve component units. This will ease the change needed to meet surge requirements related to mobilization and contingency missions. Active and reserve component units must coordinate their activities with the supporting installations. This will enable the Army to respond to contingencies rapidly. Integrating the force also means that commanders must view their role as a force

integrator. This is at the most basic level of the Army structure – the installation. It takes a well-executed plan at the installation level to convert the integration plan into reality.

THE INSTALLATION COMMANDER AS A FORCE INTEGRATOR

Force integration is the systematic management of change. It includes the introduction, incorporation, and sustainment of doctrine, organizations, and equipment to improve the effectiveness of the Army to accomplish assigned missions. Force integration is the management process used by commanders to field capable forces. Many organizations throughout the defense establishment contribute to the creation of an integrated force. Force integration comes together most often at the installation level. Effective installation management creates installations of excellence. Installations of excellence launch ready forces to destinations all over the world in defense of the nation's national interests and within the United States to provide domestic support.

Installations provide more than simply a training area for the military community. Installations field, house, sustain, nurture, and care for the America's Army. They also provide for the interaction between force readiness, training, sustaining, and maintaining. Installation commanders must balance these requirements continuously to achieve the ultimate readiness of the force.

Installations also serve as the home for both the people and the families in the force. They provide the environment for the creation and maintenance of camaraderie and esprit de corps in the Army. They are essential to the Army socialization process because the instilling of Army traditions and values occurs at installations. Values such as commitment, honor, and courage prepare the Total Army force to cope with the sacrifices required from the Total Army family during times of crisis. Installations of excellence provide an environment that fosters the successful execution of missions. This is through the human dimensions of living, working, playing, and increasing individual potential.

All installation activities are key ingredients to the development of a well tuned and motivated fighting force. Examples of these activities are facilities engineering, housing, environmental, health support, recreation, community activities, and logistics operations. Unfortunately, the Army's installation management history shows that commanders treated many of these activities independently. Commanders must understand that all activities performed at an installation are interdependent.

To balance and harmonize installations, community and family activities are continual requirements for installation management. Commanders can synchronize and harmonize the activities when they enjoy total and simultaneous visibility of everything done at the installation.

THE ARMY IMPERATIVES

The Army has identified six imperatives that lay out core competencies that are essential to the continued success of the America's Army. These imperatives are quality, doctrine, force mix, training, modernization, and leader development. The Army established installation management goals to aid in the development of a new installation management paradigm. The paradigm requires that installations of the future be power projection platforms. They also must provide a home to the force and be equipped as a productive work and training site. Installation commanders can aid in the development of a warfighting edge. They must develop management strategies that balance the Army imperatives with the installation goals. The six Army imperatives are discussed below.

QUALITY

Quality entails attracting and retaining high-quality soldiers and civilians. Even more, it means that quality must be in everything the Army sets out to do. Beyond quality people, it means quality facilities, quality service, and quality products. Continual quality improvements at installation level are required. This is essential if Army installations are to contribute to the transformation of the next-generation fighting force. Embracing the Total Army Quality (TAQ) Program is the commander's best tool to achieve continual quality improvement.

DOCTRINE

The Army is engaging in an unprecedented revision of its basic doctrine. For example, this manual provides

the Army's sustaining base leaders, to include installation commanders, with the same understanding and singleness of purpose that the revised FM 1OO-5 provides for operating forces. Installation commanders, in their role as force integrators, must understand and harmonize power projection and installation management responsibilities.

FORCE MIX

Force mix includes developing a balance between peacetime management and a planned surge capability to expand installation operations rapidly. Force mix must include consideration of day-to-day active component and civilian staffing requirements. It also must include the need for reserve component and civilian augmentation during times of crisis.

TRAINING

Contingency mission training is essential to achieve a sustainable and recurring ability to project the force based at the installation, including the reserve components. This training also must provide for the development of a capability to recover and reconstitute returning forces. Training must incorporate assets of the entire installation to include the soldiers, civilians, and family members who must maintain quality services during deployments. Power projection will only be as effective as the installation's ability to execute force projection. This includes rapid deployment of forces, reconstitution, and resocialization of returning forces.

MODERNIZATION

Modernization of the installation infrastructure is as basic to the overall mission capability as is the modernization of the operating forces. As the power projection concept becomes a reality, the installation involvement will increase. It must maintain the edge in providing world-class facilities that are critical to the credibility of this concept.

LEADER DEVELOPMENT

As installation management undergoes a change, the Army will push more responsibility and authority to lower levels. This will require junior leaders and civilian managers to learn and practice leadership and management skills before associated with mid- and high-level leaders. The development of these new skills for professional career progression in installation management will be the focus of our leader development instruction. This instruction must focus on the application of modern market economy and business management techniques and on the development of entrepreneurial programs. It also must focus on the nurturing of leaders who are willing and able to be innovative to achieve a different way of conducting the Army's daily business. As the Army develops these installation management experts, more empowerment aimed at first-line supervisors will result.

INSTALLATION MANAGEMENT GOALS

As the home for the Army forces, installations must provide world-class support. This support includes training, readiness, force projection, sustainment, recovery, and reconstitution. Further, installations must continue to provide living and working environments where soldiers, civilians, and families can excel. Basic changes must occur in how the Army manages its installations to achieve this world-class support. Installation management goals provide the guidance, focus, and drive to attain these installations of the future.

RESHAPE FOR POWER PROJECTION

The Army will meet this goal when installations develop the plans necessary to expand existing capabilities, when directed, in order to provide staffs, facilities, and infrastructure to train, mobilize, deploy, support, sustain, and reconstitute mission and follow-on forces. This includes in-house reserve components, community, and contractors support. This is no easy task since the Army of the future will be primarily a CONUS-based contingency force. This force is a tailorable and sustainable force focused on responding to short-notice, regional crises.

All installations in America's Army are members of the power projection team and have corresponding responsibilities. For example, responsibilities may extend from training, provisioning, and deploying a tactical unit, to acting as a CONUS support base.

A support base provides and ships individuals, materiel, intelligence, and services to execute an assigned mission. Commanders must organize their installations to support their power projection responsibilities through several inherent phases. These are training, deployment, support, follow-on, and reconstitution.

IMPROVE SOLDIER AND CIVILIAN QUALITY OF LIFE (QOL)

The Army, as an institution is made up of soldiers, civilians, and families. The Army provides equitable services – fairness to all soldiers, single and married.

Quality of life, as defined in the criteria contained in DA Pamphlet 600-45, must be in the forefront of the installation commander's list of priorities. It is through the attainment of the Army Communities of Excellence objectives that the Army attracts and retains the best soldiers and civilians.

USAREUR QOL is guided by CINCUSAREUR approved standards. These standards are designed to support USAREUR readiness, morale, and retention by providing acceptable levels of service. Standards are expressed in terms of accessibility, availability, and service quality.

ACHIEVE ENVIRONMENTAL STEWARDSHIP

Commanders will help the Army in meeting this goal. They must move their installations environmental posture beyond compliance and restoration to preservation and conservation of the environment. Full integration occurs when everyone on the installation automatically includes environmental impact considerations when planning and executing activities. Awareness to the environment needs to equate to the awareness the Army places on safety.

REVITALIZE INSTALLATION INFRASTRUCTURE

The principal goal of this strategy is two-fold: satisfy Army mission requirements and contain the level of facility deterioration. The facility investment priorities are those having the greatest impact on unit readiness and quality of life. It also must be a stable platform to support the projection of forces. Master planning expressed as a long-term commitment, is key to the attainment of this goal. Commanders also must take steps to support and update the master plan of preceding commanders.

MACOMs can aid installations in achieving this goal by integrating all efforts into a long-range plan based on The Army Plan (TAP). This plan must contain a capital investment strategy that identifies installation requirements and projects a path toward their achievement.

REVITALIZE INSTALLATION FUNCTIONAL PROCESSES

Base support funding and manpower levels must compete for limited resources. Installation commanders must redesign their management practices and systems where necessary to achieve an overall improvement in productivity.

The Army strategy to achieve this goal focuses on TAQ management techniques. TAQ techniques help commanders identify missions, functions, organizations, and processes no longer required. The commander should concentrate his efforts on enhancing core functions to become more efficient. The commander, using TAQ, can continually improve his processes. This ensures that each function performed at the installation will provide excellent customer service, improve productivity, and focus the entire installation on quality.

ESTABLISH PARTNERSHIPS — COMMUNITY, INTERSERVICE

The intent of this goal is to break the mold of self-sufficient outposts. Its intent is to streamline installation management through regionalizing, consolidating services, and contracting where desirable, cost-effective, and militarily possible. Under existing concepts, commanders may achieve the proper infrastructure by combining or sharing capabilities with other installations. Infrastructure within this goal means those support activities, support services, and real property normally provided by the installation to its customers. Commanders should investigate establishing synergistic relationships with state, county, or local community governments to satisfy specific installation services and infrastructure requirements while providing for those government needs also.

RESOURCE FLEXIBILITY

Installation operational expenses must be directly linked with specific tenant support requirements and output. The achievement of this goal will cause tenants to recognize the daily cost of doing business and enable the commander to operate efficiently. The commander is the on-site business manager with the trust and authority to manage and control resources in the most effective and efficient manner. To accomplish this, the Army must identify and eliminate unnecessary policy, procedural, and system restrictions which hamper the garrison commanders flexibility to manage in an effective and efficient manner. Likewise, the Army must identify and import successful private sector practices and procedures to improve the efficiency and effectiveness of similar appropriated fund and nonappropriated fund operations and activities.

TRAIN THE INSTALLATION TEAM OF THE FUTURE

This goal entails transforming the Army's human resource programs to build a participative and committed installation management team. This team must be capable of meeting the uncertainties and technological complexities of a constantly changing environment. To accomplish this, the Army must invest in and expand policies and programs. The programs must support the professional and personal development in installation management of soldiers, civilians, and families. Commanders must view these investment programs as essential to the enhancement of the Army's competitiveness to attract, train, and keep a proficient military and civilian work force. This is a necessity if installations are to continue to benefit from thousands of hours of volunteer work family members provide. This will make excellent installations even better in the future.

PRINCIPLES FOR ACHIEVING MANAGEMENT GOALS

The underlying principles that support achievement of installation management goals are:

- Installations to support the Army imperatives.
- Leaders devoted to the achievement of the goals.
- A proactive public affairs program.
- The Army education system teaches leaders to be entrepreneurs and to employ TAQ to achieve continuous improvement.
- MACOMs and installations, using TAP, adapt the goals and objectives to their specific situations and develop specific execution plans in support of their installations.
- Installations include the necessary actions into their installation master plans.
- Leaders and functional managers at every level must include resource requirements into their PPBES submission to begin funding streams for implementing actions.

CHAPTER 2

Organizational Concepts

When organizing installations to attain the required capabilities, commanders must analyze the functions, operations, missions, and work load of the installations they command. Then they must apply the Army's management policies. Commanders must differentiate between the terms installation commander, garrison commander, area support group commander, and the installation support activity commander.

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INSTALLATION COMMANDER

The installation commander is usually the senior commander on the installation. The installation commander has responsibility for the real estate, facilities, operations, activities, and personnel on the installation. Commanders of depots, arsenals, proving grounds, and Army divisions and corps are good examples of installation commanders. They also may opt to perform this command function themselves. Commanders of divisions or corps must consider that in most cases they will deploy with the force. Therefore, garrison or installation support activity commanders provide the continuity of the installation command when the installation commander deploys.

GARRISON COMMANDER AND INSTALLATION SUPPORT ACTIVITY COMMANDER

Garrison commanders are centrally selected for command. The garrison and installation support activity commanders are responsible for day-to-day operations. They are responsible for the comprehensive planning necessary to achieve and maintain excellent living and working conditions for all personnel on an installation. They also are responsible for supporting local mobilization plans. During deployments they remain at the installation to receive follow-on reserve components. They also care for the families and civilians left behind and sustain other critical post missions such as research and testing. The installation commander may assign other missions for the garrison and installation support activity commander to accomplish, as required.

AREA SUPPORT GROUP (ASG) COMMANDER

The Army uses the area support group to manage multiple, geographically dispersed installations in locations other; than the US or its territories. In some cases, this is in addition to the ASG's normal mission of providing combat service support. Central selection boards select the commanders for these groups. These officers are usually colonels or lieutenant colonels (promotable). Area support group commanders execute the day-to-day management of installations under their control in much the same way garrison and installation support activity commanders perform within CONUS.

Flexibility is the key to the selected organization. OCONUS MACOMs should establish an installation management role for senior mission commanders. They also may have the area support group commanders report directly to the MACOM.

BASE SUPPORT BATTALION (BSB) COMMANDER

The Army may use the base support battalion to manage garrisons OCONUS. Usually these base support battalion commanders operate under the command of an ASG. They perform their functions in much the same way garrison and installation support activity commanders do at a CONUS subinstallation. Their primary focus is the delivery of services with policy and management oversight provided by the ASG.

OCONUS ASG and BSBs use the concept of Area Support Teams to manage subinstallations. These are small activities of service providers who operate under the command and control of either the ASG or BSB.

INSTALLATION ORGANIZATIONAL RELATIONSHIPS

Army installations are assigned to and operate under commanders of MACOMs or MSCs where applicable, such as in the US Army Materiel Command (AMC), and the US Army Reserve Command (USARC). Installations consume, provide, maintain, and otherwise control significant resources while executing DOD, DA, and MACOM mandated programs. These programs are reviewed, analyzed, and resourced at DA level. The coordination required between all involved elements is accomplished more effectively when there is a basic organizational framework that is familiar throughout the Army. Such a framework is essential for linking resource management support systems, such as automated information systems and training development programs, to organizational elements. To understand such a framework, you must identify the type organizations and their functional grouping that are found within an installation. Regardless of the organizational and functional grouping, it is important to understand that every activity and individual are part of the installation team. All have a responsibility to make their installation a great place to live and work.

TYPES OF ORGANIZATIONS

DEPLOYABLE ORGANIZATIONS

TOES usually describe deployable organizations, The TOE prescribes the combat mission capabilities and organizational structure. It also identifies minimum essential personnel and equipment required for the unit to perform under conditions of sustained combat. The TOE is the basis used by the Army to develop authorization documents called MTOEs. MACOMs develop MTOEs to tailor the organization to particular requirements or to describe authorized levels of organization for peacetime force structure within resource constraints.

NONDEPLOYABLE ORGANIZATIONS

TDAs usually describe nondeployable organizations. Soldiers and civilians man these organizations. Under the force projection concept, the Army may designate some TDA organizations as deployable. The Army classifies TDA organizations as standard or one-of-a-kind.

The Army uses standard TDAs to describe two or more organizations that perform the same mission. There are two approaches to standardizing TDAs. The Army uses horizontal standardization for TDAs that apply to more than one MACOM. It uses vertical standardization for TDAs that apply to more than one organization but only within a single MACOM. One-of-a-kind TDAs describe unique organizations such as the US Military Academy.

FUNCTIONAL GROUPINGS OF ORGANIZATION

THE MISSION ELEMENT

The mission element is the primary organization(s) of the installation. It is the installation's reason for being. An example of a mission element would be III Corps Headquarters at Fort Hood, Texas or the US Army Field Artillery School at Fort Sill, Oklahoma.

There is no single mission element at installations established solely to support tenants.

NONSUPPORTING TENANTS

Nonsupporting tenants are present at most, but not all, Army installations. These are organizations that contribute to neither the primary mission nor specific support function of the installation. An example is the Military Traffic Management Command (MTMC), Transportation Engineering Agency, located near Fort Eustis, Virginia. This status does not relieve the organization of its responsibilities to support the installation in making it a community of excellence.

SUPPORTING TENANTS

There is a comparable standard group of supporting tenants at most Army installations. These are organizations assigned to MACOMs other than the installation's MACOM. The supporting tenants' MACOMs locate their subordinate organizations at the installation to provide a particular service. Examples are health services, criminal investigations, exchange and commissary services, and dependent schools in OCONUS locations.

INSTALLATION OPERATING RELATIONSHIPS

MTOE AND TDA ORGANIZATIONS

As a general operational concept, the MTOE units deploy from installations to participate in contingencies. At the same concept level, the Army identifies TDA organizations that provide installation base support, remaining in place after the force deploys. At many installations the situation is more complex. Some MTOE units work with and add to the capabilities of TDA organizations. Also in the future, the Army may designate some TDA elements as deployable. These TDAs are predominantly comprised of deployable civilians. Examples are those assigned to AMC that provide logistics support in the theater of operations.

OCONUS, the MACOM often augments the TOE-based area support groups and base support battalions with a TDA organization to provide installation support. When this mix of TDA, MTOE, and the Personnel Resource Document (PRD) resources exists, commanders must define the operating relationships using wartime operations as the overriding consideration.

The complexity of the MTOE and TDA relationships at installation level presents an operational challenge to commanders. In some instances they may lose some base support resources as these assets deploy with the force. For this reason, installation commanders must carefully plan for these eventualities. The use of split operations may provide relief until the situation stabilizes. Installation commanders must plan to leave an organization at the installation to provide support to new mission elements or tenants or to recover the returning force.

NONSUPPORTING TENANTS AND THE INSTALLATION ORGANIZATION

The installation organization provides services to nonsupporting tenants. Usually, these organizations organize under the TDA method. Should the nonsupporting tenant have a wartime mission, the installation must include its requirements in the support plans. These organizations, in turn, must provide their fair share to the overall well-being and support of the entire community.

SUPPORTING TENANTS AND THE INSTALLATION ORGANIZATION

Supporting tenants are organizations assigned to MACOMs other than the installations ''parent" MACOM. MACOMs place these organizations on installations to provide specific required services. Some examples of supporting tenants are the US Army Health Services Command (HSC) for health care services, the US Army Information Systems Command (AISC) for information services, the US Army Corps of Engineer (USACE) for construction, real estate, engineering and environmental support, and AAFES for exchange services. Commanders will consider the commanders or directors of these organizations as part of the installation management team. These tenants work closely with the commander and staffs to provide quality goods and services to the entire community.

SUBINSTALLATIONS AND SUBCOMMUNITIES

The Army also uses a concept of subinstallations and subcommunities to enhance the effectiveness of operations. For example, in CONUS the Army uses this concept where multiple installations are assigned to a given

MACOM located in or near the same geographical location. The Army also uses the concept OCONUS to enhance the effectiveness of operations where a given mission element is stationed at multiple locations. The MACOM or Major Support Command (MSC) should use the guidance contained in paragraph 1-7, AR 5-3, to establish the subinstallation or subcommunity relationships between the appointed garrison commander and their staff.

STRUCTURAL CONSIDERATIONS

The primary consideration in setting up an installation structure is the logical alignment of functions and work centers to achieve the most productivity. When organizing the installation, commanders must blend the mission, resources, and all operational factors particular to their installations. In particular, commanders must tailor and clarify the relationship between the installation and garrison commander. In certain instances, they are one in the same.

Commanders should strive to create and sustain management programs that emphasize delegation and economic use of resources. This includes establishing quantifiable goals, eliminating nonessential positions, and recognizing the work force. Paragraph 3-4 of AR 570-4 contains additional guidance in organizational structure considerations. It also contains position management policies.

ARMY ORGANIZATION FOR INSTALLATION MANAGEMENT

DEPARTMENT OF THE ARMY LEVEL

The Assistant Chief of Staff for Installation Management is organized as an Army Staff agency within headquarters, Department of the Army. Its installation management missions and functions were derived from functions transferred from other agencies. Specifically they are the Director of Management, the Chief of Engineers, the Deputy Chief of Staff for Personnel, and the Deputy Chief of Staff for Logistics. The ACSIM has ARSTAF responsibility for the formulation, management, and evaluation of installation doctrine. The ACSIM is the policy proponent for MWR and family support programs and is additionally responsible for policies, management, and oversight of all Army nonappropriated fund instrumentalities assets and support systems. ACSIM also is responsible for training, facilities, housing, construction, real property, natural resources, and environmental plans, programs, and technical policy for DA.

MACOM LEVEL

MACOMs are the bridge between the resources required at installation level and the insertion of these requirements, properly prioritized, into The Army Plan (TAP). TAP, published biennially, provides the MACOMs with the basis for the development of specific programs and policies. The Army develops these programs by setting priorities for the allocation of both dollar and manpower resources. It also establishes procurement and distribution priorities using the Army force packaging methodology (FPM).

FPM is a detailed statement of priorities based upon decisions of the SA and the CSA. The FPM is based on the premise that forces are most critical in the early stages of a conflict. These forces receive a higher resource priority than later deploying forces. FPM permits decision makers at all levels to compare alternatives against common criteria.

The Army links TAP and Planning, Programming, Budgeting and Execution System (PPBES), within resource limitations, to best meet the demands of national military strategy. MACOMs should seek installation participation in developing TAP and prioritizing installation requirements. Some examples of MACOM and installation involvement are real property maintenance and repair, minor construction, facilities use, and base operations.

Installation management at the MACOM level is usually associated with the TRADOC and FORSCOM. The US Army Reserve also manages selected installations. They use different organizational structures to manage their installations. FORSCOM uses the Deputy Chief of Staff for Personnel and Installation Management (DCSPIM), while TRADOC uses the Deputy Chief of Staff for Base Operations (DCSBOS) to manage their installations. Both concepts combine most base operations under a single directorate. USARC manages base operations (BASOPS) through multiple functional directorates. These MACOMs manage their installations using similar programs based on TAR AMC installations are typically depots, proving grounds, arsenals, laboratories, and ammunition plants. The industrial nature of these installations differs from the troop or community environment found in TRADOC and FORSCOM. AMC installations are managed as a

business, and BASOPS is an integral part of the total operation. It is this mission difference that accounts for the basic organizational variations in installation management.

Installation support costs of depots, arsenals, ammunition plants, and proving grounds are generally funded through the Defense Business Operations Fund (DBOF), procurement, or Research, Development, Test and Evaluation (RDTE) funds. Operations and Maintenance, Army (OMA) funds, support FORSCOM and TRADOC installation activities. Operations and Maintenance, Army Reserve (OMAR) funds support USARC installations effective FY95. Under the DBOF concept, customers order services or products from AMC installations. DBOF provides the working capital to produce the services or products ordered. AMC bills the customer for the costs of the services (including a portion of the installation overhead). The customer, when making payment, repays the DBOF. MTMC also operates its installations using a portion of the DBOF.

INSTALLATION MANAGEMENT ORGANIZATION

The management focus at installation level is the directorate staff. This staff supports the commander in garrison operations much as a G-staff supports a commander for tactical operations. In a directorate organization, directors are the key management officials. This is because of the significant responsibility and authority delegated to them, commensurate with assigned duties. Their delegated authority may vary from full operational control of functions, supervision of offices that have some autonomy, to providing little more than administrative support. Based on guidance received from higher headquarters and the installation or garrison commander, directors are responsible for programs and budgets. They are responsible to assure operational effectiveness and efficient use of all resources.

The Army has developed a standard structural template. This template accommodates the differences between installations and provides a required degree of organizational flexibility.

Leading, managing, and synchronizing installation resources are complex tasks. Commanders must seek to maintain an overview of the entire organization. They must seek to perceive their own role in the context of a comprehensive understanding of the organization. They need the patience to learn how their organization works and the diligence, intelligence, and analytical skills to solve complex organizational problems. They must chart promising new directions for the organization. The commanders must have the courage to carry their decision making and planning to the proper ends. To aid in this process, commanders need sound knowledge in the operational intricacies of the base operations functions.

INSTALLATION SPECIAL AND PERSONAL STAFF

The commander appoints and specifies the duties of the installation special and personal staff. The staff size and composition will vary by installation based on its mission and the impact of ongoing consolidation and regionalization efforts.

Inspector General (IG)

The Inspector General advises the commander on the state of economy, efficiency, discipline, morale, and esprit de corps. He also advises on the quality of command, management of readiness resources, and leadership of the organization. Other areas of support are inspections, problem analysis and evaluation, investigations and inquiries, assistance, teaching, and training.

Staff Judge Advocate (SJA)

The Staff Judge Advocate provides legal services to commanders, staffs, soldiers, and other authorized personnel in the following seven functional areas:

- Administrative law (including contract law, environmental law, water law, and standards of conduct.)
- Civil law (including labor and employment law and civilian personnel law.)
- Claims.
- Criminal law.
- International law (status of forces, host-nation sup port, war reserves and international agreements).
- Legal assistance.
- Operational law (including review of OPLAN/OPORD, rules of engagement, law of war, and contingency issues).

SJAs also provide the annual ethics briefing mandated by the Office of Government Ethics.

The US Army Trial Defense Service provides defense counsel to represent soldiers at courts-martial and other proceedings as law or regulation provides.

The US Army Trial Judiciary provides military judges for general and special courts-martial.

Internal Review and Audit Compliance (IRAC)

The IRAC function is a tool to assist the commander in evaluating installation operations. An IRAC office reporting directly to the Commander or Deputy Commander/Chief of Staff will be comprised of professional auditors and provide the following basic capability:

- Conduct internal audits of functions or organizational entities within the command which have known or suspected problems, determine the nature and cause of the problem, and develop recommendations to solve them.
- Provide troubleshooting capabilities, which consist of quick reaction efforts, are normally unprogrammed, and geared to prevent serious problems from developing.
- Provide an audit compliance function by serving as the command point of contact with external audit groups. In addition, IRAC will facilitate the external audit reply and response process and conduct follow-up audits as mandated by DA and DOD policies.

Because IRAC is capable of auditing at all levels within the Army, some installation commanders may find the IRAC office aligned directly under the division or corps commanders rather than the local installation commander. In such instances, the installation commander should submit installation audit requirements to IRAC for prioritization by the division or corps commander when the Annual IRAC Plan is prepared.

Command Historian

The command historian develops and publishes the mission element's history and directs the installation's historical programs and activities. His functional responsibtities include the annual command history, historical perspective to planning and decision-making processes, and historical monographs and studies.

Public Affairs Officer (PAO)

The installation public affairs officer supports the installation commander by assisting him in fulfilling his obligation to keep installation personnel, the local community and the American people informed and helping him to establish the conditions which lead to confidence in the excellence of the installation and its execution of operations in peacetime, conflict, and war. This is critical to building teams, bridging boundaries, and creating a community atmosphere characterized by inclusion, concern, support, and consensus. The public affairs officer and his staff accomplish this by:

- Identifying the perceptions, attitudes, and information expectations and requirements of internal and external audiences.
- Evaluating the potential impact of information on internal and external audiences.
- Developing information communication strategies as a fully integrated part of the planning and decision-making process.
- Assessing the effectiveness of the information communication strategy.
- Serving as the interface between the media and the military.
- Educating training and counseling soldiers, family members, and civilian employees on their public affairs responsibilities, rights, and roles.
- Establishing and maintaining media relations which contribute to balanced, fair, and accurate coverage by expediting the flow of complete and timely information and supporting open and independent reporting and access to installation organizations and personnel.
- Communicating the installation and Army perspective and commitment to excellence.

Installation Chaplain

The installation chaplain provides support and advice to the commander and to all installation agencies on all matters of religion, morals, and morale as affected by religion.

The installation chaplain has staff responsibility for the following:

- A comprehensive religious support training strategy and program for soldiers and their families, active and reserve components.
- Worship services, religious activities, religious education, and pastoral support for soldiers and their families.
- Chaplain Family Life Centers which provide comprehensive family programs such as marriage and family counseling family enrichment programs, and family ministry training for Unit Ministry Team members.
- Administration and management of the installation nonappropriated chaplains' fund.

- Supervision of the use of chapels and religious facilities.
- Planning for continuity of religious support in the event of mobilization.
- Administrative functions in the areas of planning, programming force structure actions, and budget input.

INSTALLATION SUPPORT ACTIVITY STAFF

Directorate of Plans, Training, and Mobilization (DPTM)

The DPTM encompasses normal G3/S3 functions for the installation. Typical functions are plans, operations, training, unit readiness objectives and levels, mobilization planning, and force integration. It also includes range operations, museums, aviation, NBC activities, training aid support, security and counterterrorism, and setting command priorities. The training functions involve coordinating installation support of resident units and activities and managing training facilities. It also includes training activities of garrison force units, small units, deployable civilians and personnel who are not in trainee or student status. The DPTM also provides RC support and ROTC support for summer training. They coordinate use of training areas, supply, maintenance, other logistics support, and budgeting. Visual Information (VI) activities assigned to Training Support Center (TSC) may at the discretion of the MACOM/FOA commander remain as an organizational subelement of the TSC.

Mobilization responsibilities include-

- Planning for mobilization, unit readiness, and deployment of units assigned to or stationed on the installation.
- Planning for administrative, logistical, and movement support of RC units during the alert, home station, and movement phases of mobilization.
- Planning for the reception at, administrative processing through, and logistical support for assigned aerial and surface ports of embarkation.
- Planning for the support or employment of forces assigned for CONUS contingencies, according to instructions in specific plans.

Directorate of Counterintelligence and Security (DCINT/SEC)

This section describes traditional Army security countermeasures (SCM), counterintelligence (CI), and SCM/CI planning programs that are provided by US Army garrisons and installations. Garrisons and installations which provide any or all of these programs, services and functions will have a DCINT/SEC and will align these programs, services, and functions under the DCINT/SEC (except as noted under Commanders Options in AR 5-3).

This directorate does not include physical security of material and facilities that are normally provost marshal functions. In every case, the DCINT/SEC is organized to accommodate the mission, priorities, and policies dictated by the commander. To efficiently and effectively carry out its missions, the DCINT/SEC must have access to the commander for all CI and security measures issues for which the commander has sole responsibility.

Typically, the DCINT/SEC functions include, but are not limited to:

- Close and continuing coordination with the provost marshal for physical security, force protection, combating terrorism programs, and preparing annual threat statements.
- Close and continuing coordination with the Directorate of Information Management for information systems security (ISS) programs.
- Implementation of the Personnel Security program which includes close and continuing coordination with civilian and military personnel offices and the Alcohol/Drug Abuse Prevention and Control Program offices; personnel security investigations and continuing evaluation; and management of the security clearance program.
- Develop and execute security programs for the protection of national security information, to include Information Security, Industrial (contractor) Security, Personnel Security, Information Systems Security Security Awareness, Education, and Training.
- Conduct security inspections.
- Develop and execute programs for the security of COMSEC materials and threats of espionage, sabotage, and subversion.
- Provide security awareness, education, and training for all supported organization personnel, including training for security managers.
- Coordinate the Intelligence Oversight Program.

- Provide all intelligence and security countermeasures support necessary to meet mobilization missions.
- Command operations security (OPSEC) support.
- Perform combating terrorism and threat (CBT/T) intelligence responsibilities.
- Develop and execute the Subversion and Espionage Directed Against the Army (SAEDA) awareness and reporting programs in accordance with AR 381-12.
- Current intelligence reporting.
- Foreign disclosure, technology transfer and foreign visit approvals.

Part III of this manual covers the remainder of the base support operations required at an installation by functional area. These operations are covered by functional area; for example, Chapter 9 covers Engineer Management and Chapter 10 addresses Contract Management.

CONSOLIDATION AND REGIONALIZATION

Some installation functions can be combined or regionalized so that economies of scale can be realized by one installation providing a service to two or more installations. Alternate service providers include other MACOMs, DOD, all Services, local-state governments, industry, local businesses, and academia. For example, regionalization efforts are ongoing for the functions of the Civilian Personnel Office (CPO), communication-electronic repair, and contracting at various installations.

In some instances, support is provided to or from other Services under the Defense Regional Interservice Support Program. Examples are the Defense Commissary Agency (DeCA), the Defense Finance and Accounting Service (DFAS), and Defense Printing. This applies when installations of different Services are located in the same geographical area. Printing services were consolidated under the Navy at DOD level to gain a cost saving, as explained in Defense Management Review Decision 998.

SUPPORT AGREEMENTS AND TENANT UNITS

As consolidation and regionalization take place, support agreements will take on greater importance. Such agreements may be established with other Army activities, DOD, or with other government agencies. In overseas commands, such relationships can be established and documented in host-nation support agreements.

An agreement will document the services provided and the cost of that service to the tenant units. These agreements are coordinated with all customers to ensure that the priority of service meets and supports their mission requirements. In overseas commands, relationships with foreign governments can be established and documented in host-nation support agreements. Because the force projection mission is the highest priority for some installations, all tenants must plan for the impact of mobilization on their normal levels of support.

The basis for installation area support is to provide customers with access to support and services on a geographical basis. All installations have responsibilities for providing off-post intraservice support. As a result, some installations become focal points for receiving requests and coordinating support with other installations.

A coordinating installation (CI) is responsible for ensuring proper support through communication and negotiation. The coordination will ensure the most economical support available, maximum use of government in-house capability, and support from the nearest installation having the capability. A CI, when appropriate, may use its own existing functional and administrative capabilities to provide support to Army off-post customers. When this is the case, the CI also becomes the supporting installation (SI). An SI is responsible for providing reliable and timely support as negotiated with the CI and the Army customer.

Mobilization support comes from the peacetime coordinating installation and supporting installation until the mobilized entity arrives at its mobilization station. Mobilized Army National Guard units are supported at home stations through movement to assigned mobilization station. This support is provided by the state Adjutant General (AG) of the home state,

the State Area Command, and appropriate US property and fiscal officers.

Coordination and support policies, in accordance with AR 5-9, require that support be provided regardless of existing boundary lines. This support is to be equal to support provided to the installation and tenant activities and requires that formal support agreements be established.

NEW DIRECTIONS

The focus for the future is to break the mold of the past. We must create an installation environment that supports all tenants from a business perspective. Change is necessary to operate in a force projection strategy that places the installation in the role of a force projection platform.

As the installation missions evolve, some new programs are emerging that are designed to enhance the quality of life and improve customer services. These programs are resource multipliers and will continue to be implemented as resources are decreased and the total force is downsized.

CHAPTER 3

Installation Management Programs

Installation management requires the use of many programs available to a commander to enhance the capabilities of his installation. Regardless of the methods used or the techniques selected to direct specific programs, the establishment of an overall vision is essential for proper direction. This vision must consider the involvement of programs that will result in success.

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ELEMENTS OF SUCCESS

To increase performance and productivity, DOD and the Army have established programs designed to assist installation commanders in their task of aiming resources at a common goal of readiness. These programs incorporate five elements for success. These elements are the customer, the organization, the leader, the work force, and the standard of service:

- The customer, both internal and external who is the recipient of the services or product, must feel that there is a caring commitment on the part of the Army to excellent service with excellent facilities in a quality environment.
- The organization consists of the entire installation. There must be a feeling of teamwork. All tenants who receive services and reside in, or use, the facilities must feel they are a part of the installation. Organizations do this not only through the receipt of services but by making sure they totally support the installation in making it a great place to live and work.
- The leadership must commit to the philosophy of developing excellence in everything they do and continuous improvement.
- The soldiers, families, tenant unit members, retirees, and civilian employees must trust the leadership to support their individual and collective efforts in striving for excellence. A committed, caring community inspires people to feel better about themselves, the community, and the Army.
- The standard of service execution is the measurement of success to the leadership and the community.

A proactive installation public affairs effort is critical to the successful implementation of these programs. Open, honest, accurate, complete, and timely communication of the leadership's perspective and commitment helps build morale, esprit, trust, confidence, and dedication. It enhances discipline and mission accomplishment. It leads to a more committed, caring community dedicated to being a good neighbor, providing service, and achieving excellence in all respects. Management controls are the rules, devices, and procedures designed to ensure what is planned in all of the various functional processes does in fact happen. Management controls are found in every function and program in the Army. Ensuring that these controls are in place and operating as intended is an inherent management responsibility. By emphasizing the importance of strong management controls, commanders reduce the risk that their scarce resources will be wasted. It ensures that these resources are directed toward mission accomplishment.

TOTAL ARMY QUALITY (TAQ)

TAQ management is not a program but a way of life. It is a highly structured management approach and disciplined leadership philosophy defined in AR 5-1 directed at continuously improving the overall performance of an organization. Its most important feature is the empowerment of individuals to build on the aggregate capabilities of the quality Army. This guiding

principle supports the foundation of TAQ in achieving continuous improvement of all products and services.

Regardless of the level of the organization, TAQ implementation involves:

- Leadership's personal commitment.
- Willingness to accept "learning curve" mistakes in the implementation process.
- Establishment of a tailored infrastructure.
- A meaningful assessment process.
- Universal education and training.
- Meaningful recognition.
- Development of a customer-focused organization.
- Achieving planned results.
- Customer feedback.

ARMY COMMUNITIES OF EXCELLENCE (ACOE) PROGRAM

ACOE is a program that combines overall planning of community facilities and services to achieve the mission of taking care of people. ACOE complements and provides depth to everything the Army does on the installation. At its best, the ACOE program is a commander's program that consists of-

- Service excellence.
- Facilities excellence.
- Environmental excellence.
- Excellence awards based on evaluation.
- An excellence plan for each community.
- Excellence awareness and education.
- Services and facilities guidelines.

The fundamental approach to ACOE centers on the S-E-R principle. Commanders can *set* high standards, evaluate progress against those standards, and then reward those who achieve excellence. The concept of excellent service encompasses a friendly helpful attitude and a concern for fulfilling the customers' needs. Prompt and better service can be achieved by requesting customer feedback and applying quality improvement techniques.

A facilities improvement program starts with an installation design. This design acts as a guide that sets standards and contains a long-range and stable plan. Achieving these standards begins with a customer-oriented self-help program. This program should give people access to materials, tools, and expert advice. DA Pamphlet 600-45 contains the standards and guidelines for a successful program. Awareness, education, and a good awards program sustain the encouragement of people.

INSTALLATION OF EXCELLENCE

The key to achieving Installations of Excellence is developing a comprehensive and achievable plan which responds to military mission requirements as well as addresses the military and the surrounding local community's general needs. The garrison commander must also deal with the continuing dynamics of a changing Army. He needs to establish managerial strategies founded on the TAQ concept which compliment the Installation Management Action Plan (IMAP) and also accept nothing less than quality. These stategies should address issues such as-

- Who should be involved in the installation planning and goal setting process.
- What basis should be used to make planning decisions.
- How can these decisions be enforced.
- How should funds be allocated for facilities and services within the community.
- What will be the reaction to these decisions, and how can they best be communicated to internal and external audiences?

When implementing strategies, the commander must clearly articulate the mission of the installation. He then provides a vision that clearly shows the direction and objectives of the installation for the out-years. The commander develops this vision through a comprehensive analysis of the entire installation with the cooperation of all affected groups. These groups include family members, soldiers, trainers, civilian personnel, retirees, and neighboring community officials. Above all, the vision must clearly delineate a path that prioritizes the expenditure of resources. Chapter 10 discusses the use of the Installation Advance Acquisition Plan (IAAP) as the process by which the efforts of all personnel responsible

for an acquisition are coordinated and integrated through a comprehensive plan.

The commander may use many approaches to implement a management strategy that targets the realization of the vision. The following tenets show commonality with the most successful approaches currently used by civilian and military communities.

ACTIVE CITIZEN INVOLVEMENT

Regardless of the method used, active citizen involvement is an essential part of the community goal setting and planning process. Methods for involvement may be as varied as public meetings, workshops, retreats, newspaper articles, television presentations, and community surveys. The citizen involvement process can produce strong community commitment for a plan and provide support for future planning decisions based on that plan.

ACCURATE DATABASE

Communities must begin their goal setting and planning process by obtaining an accurate picture of the current conditions. Local planning staffs develop these pictures, often called "environmental scans." These planning staffs act in an advisory capacity to broader based planning groups. The scans should use the installation mission as a prism. A scan should contain information such as population trends, land use, economic conditions, housing, and transportation capabilities. The development of the scans is vital to the development of the commander's vision. A well-developed scan can be used to compare community realities in order to arrive at achievable action plans.

ESTABLISHMENT OF A STEERING AND MANAGEMENT GROUP

The commander may establish a management group or matrix task force to guide the goal setting process and ensure that it remains "on track." The group should remain in place after the goal setting is achieved to ensure that goal implementation strategies are actually enforced. Group members may include a mixture of staff representatives and community volunteers.

ESTABLISHMENT OF ACCEPTED STANDARDS

The commander must consider the establishment of specific operational standards in order to achieve the goals. The standards can also be used to guide and evaluate future design and planning decisions. The standards to be effective must actually regulate and not simply be examples.

COMMUNICATION OF THE STANDARDS

Once established, the standards must be communicated to the installation's internal and external audiences. Internal and external information expectations, potential reactions, communication channels accessible, and resources and time available must be assessed. An integrated information communication strategy to reach and educate all audiences must be planned. Messages have to be developed for different audiences and different media. Spokespersons must be identified, media products must be provided, and supporting communication opportunities must be coordinated. The effectiveness of the information communication strategy must be evaluated. Responses to the messages and programs must be assessed and adjustments to the strategy or programs made to strengthen understanding and confidence.

ENFORCEMENT OF THE STANDARDS

To be effective, standards must be enforced. The commander may decide to empower a group to review plans and designs. This group will determine whether or not those plans and designs conform to established standards.

BUSINESS PRACTICES OF EXCELLENCE

Business practices and procedures are applicable to installation management operations in the same way they apply to commercial firms. Economic analysis conterns the basic problem of economic choice (value received for value sacrificed) and, as such, has been applied informally by individuals whenever they make a decision in the market place. Economic analysis concepts and methods provide techniques that can be used for more formal and effective decision making.

Installation goals can be achieved by enhancing the decision-making process through the use of cost-benefit or cost-effectiveness analysis. The key elements of an economic analysis are establishing and defining the goal or objective desired. This is followed by formulating appropriate assumptions and evaluating alternatives for accomplishing each objective. Next determine the cost (inputs) and benefits (outputs) of each alternative and compare costs and benefits of all alternatives. Then rank

the alternatives and test the sensitivity of major uncertainties on the outcome analysis.

The goal is to maximize the benefits for a given cost or to achieve a given performance objective at a minimum cost. The application of economic analysis in all core functions (fiscal, personnel, services, logistics, information, and engineering) will provide a structure for managers to make sound economic decisions.

ARMY IDEAS FOR EXCELLENCE PROGRAM (AIEP)

The AIEP challenges soldiers and civilians to submit ideas that increase the efficiency and productivity of the Army. AIEP proposals enable commanders and staffs to find new ways to operate activities. These ideas can also contribute to the elimination of barriers to sound management.

COMMERCIAL ACTIVITIES (CA) PROGRAM

The objective of the CA program is to improve performance and management of Army resources. This improvement is accomplished through the systematic examination of Army commercial activities and contracts. This will determine if goods and services are being provided in the most cost effective and efficient manner.

The CA program is not applicable overseas.

DOD COMPUTER-ELECTRONIC ACCOMMODATIONS PROGRAM (CAP)

The DOD CAP provides accommodations for disabled persons to enter or reenter the workplace. It is the DOD program to set the example in meeting the requirements of the Americans with Disabilities Act. Funds are available for hardware, software, training, and other assistance to the disabled worker.

FACILITIES REDUCTION PROGRAM

The purpose of the facilities reduction program is to reduce the CONUS-based facilities inventory, including Alaska and Hawaii. This program includes three elements:

- Improved utilization of permanent facilities.
- Consolidation into the best facilities.
- Disposal of the worst facilities.

To implement the program, annual reduction targets were developed for each of the MACOMs with major CONUS landholdings. The reduction program also includes the requirement to dispose of 1 square-foot of temporary facilities for each square-foot of new construction. Disposal in the footprint of new construction may be funded from MILCON dollars. Other disposal is subject to availability of OMA, RDTE, and DBOF dollars.

REVIEW AND ANALYSIS PROCEDURES

Review and analysis procedures can take different forms, but each represents a significant aspect of control. In the broad sense, these are monthly and quarterly comparisons of actual results with budgeted goals and objectives. More specifically, monthly performance reports can be developed to show variations between actual performance and the budget. Significant variations should be studied, with emphasis on determining the underlying causes rather than giving undue concern to the results.

There are many types of review and analysis formats in existence. With slight modification, any of them can provide the manager with the key elements he needs to achieve, maintain, and improve services and product excellence.

CUSTOMER SURVEYS AND QUESTIONNAIRES

Customer surveys and questionnaires provide valuable information on satisfaction or dissatisfaction with a particular service or product. Information on satisfaction of hours of operation or the desire or need to increase, decrease, or change quality or quantity is required for change to occur. Common opinions will surface rapidly and need consideration in relationship to the entire customer population.

HUMAN RESOURCE DEVELOPMENT TRAINING

The need for a continuous training process and the necessity to fully develop basic business-and customer-service-oriented skills in the work force are absolutely essential. For instance, customer relations training has already been implemented in conjunction with the ACOE program.

Some generalizations can be made about meeting developmental needs of the installation staff. Identification of the skills and knowledge needs is the first step.

To meet these needs, training can be from in-house sources such as courses, seminars, and on-the-job coaching. Professional training is available through CPO channels, commercial firms, associations, local colleges, and universities.

Training and development programs and services must be designed and conducted in such a way as to contribute to the goals of the organization. A major goal is to achieve and sustain a competitive attitude in the work force. By directing programs and activities toward the improvement of the organization and its people, training and development can make substantive contributions to the attainment of the goals.

In more specific terms, individual training and development programs are management tools that can help improve productivity and product quality, increase sales, and reduce employee turnover. These benefits, in turn, will lead to higher profits or an increased return on investment. From an employee's point of view, training and development programs can result in improved job skills and better opportunities for promotion and career development. These programs provide increased job satisfaction and improved quality of work life.

INSTALLATION STATUS REPORT (ISR)

The ISR is a decision support system currently under development, designed to assist installation commanders with installation management. It will also provide Army leadership a better means of justifying and prioritizing the allocation of scarce installation resources. Upon completion, it will be comprised of three parts: infrastructure, environment, and services. The report is designed to measure these areas based on assigned C-ratings, using Armywide standards. The ISR has great potential as a management tool for redefining installation management processes of the future. Characteristics of the ISR follow–

- The ISR will enable the installation commander to articulate the environmental conditions and status of program management as well as identify shortfalls.
- The ISR will assess the condition of installation facilities and the status of facilities requirements. This will allow the installation commander to more effectively articulate his infrastructure needs and resource requirements.
- The installation ISR will combine the installation infrastructure status with the resource requirements to sustain and improve the installation.

PART TWO

CRISIS MANAGEMENT

CHAPTER 4

Readiness

Installation and garrison commanders and their staffs must assess and manage installation readiness. Installation readiness assessment and management efforts must he directed toward improved overall force readiness. Each installation will measure different readiness elements because of size, mission, location, and capability. Installation mission differences also can alter the critical areas to be measured. It is these differences in installation readiness elements that must he articulated to agencies outside the installation. This will identify the requirements for resources to meet the established readiness standards.

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MISSION READINESS

Effective and efficient readiness begins with people. People are the principal readiness component. A caring, nurturing, supportive installation environment that enhances human potential is a direct readiness and total force morale multiplier. This central caring theme is crucial for readiness decisions, and it applies to families when deployments occur. It requires command involvement to be successful. Installation TDAs should be tailored to mission accomplishment and to best support mobilization, deployment, sustainment, redeployment, and demobilization of the forces.

A perspective on how to think about installation readiness is from a capability analysis that relates to mission-essential tasks. Installation readiness is the ability to deliver to the force the support for which it was designed and resourced. Measurement of installation readiness capabilities is an emerging discipline. Current thinking relates installation capabilities to the installation's mission. These capabilities are the basis for readiness measurement. There are many readiness indicators, but the current formal analytical measurements are geared to America's Army readiness. Even with multiple and diverse Army installation missions, it is possible to identify core readiness components. This will ensure that people, equipment, supplies, training, and supporting technologies can provide sustainment support. Army installations, whether arsenals, depots, laboratories, or designated contingency platforms with a large concentration of forces, are support bases. This is where force projection tasks are accomplished. Therefore, Army installations contribute directly to America's Army readiness. The readiness mission can be accomplished by the implementing eight generic readiness tasks.

READINESS DEFINITIONS

Unit readiness is the ability of a unit to accomplish the mission for which it was designed.

Installation readiness is the ability to deliver to the force the missions for which it was designed.

Army force readiness is the ability within its established structure to station and command and control forces. It also must man, equip, replenish, modernize, and train forces in peacetime. Concurrently, it involves planning to prepare, mobilize, deploy, employ, and sustain them in war to accomplish assigned missions, redeploy, and demobilize the forces.

INSTALLATION READINESS TASKS

Installation readiness tasks vary based upon the type of installation-FORSCOM, TRADOC, AMC, MTMC or OCONUS. Generally for installations which support deployable units there are eight installation readiness tasks. These are-

- Ensure that the installation work force, supply support, services, and facilities are sized, trained, and available for sustainment, deployment, reception and training support.
- Evaluate and adjust the installation force structure for technical, business, and customer-oriented efficiencies.
- Determine the personnel and industrial mobilization requirements necessary to support safely sustainment, deployment, redeployment, and demobilization strategies.
- Determine the logistics nodes for sustainment support.
- Define transportation augmentation requirements for deployment and redeployment.
- Define the installation capability to safely receive, process, and support mobilized and deploying forces.
- Force protection and security.
- Define the installation's capability to support anticipated increases in media interest, presence, and inquiries.

Readiness tasks for other types of installations will focus on their primary mission. An AMC installation, for example, will focus on moving supplies to troop locations. The readiness tasks follow:

- Mobilization of production resources.
- Issue and ship munitions.
- Issue and ship spare parts.
- Provide other supplies required by deployed forces.

Procedures for development of capability plans for installations with a mobilization mission are essential for installations that must focus on time-constrained deployments and near-and long-term sustainment operations. Installation readiness is directly linked to the capability of deploying units with accompanying and follow-on sustainment supplies.

Installation capabilities transcend Army functions of-

- Personnel.
- Strength accountability.
- Religious support.
- Fiscal management.
- Human resources.
- Property.
- Environment.
- Safety.
- Services.
- Engineer.
- Housing.
- Information (both mission area and public affairs).
- Morale, recreation, and welfare.

The synergistic effect of these functions achieves installation capability readiness. These functions can be simplified and prioritized for execution and resourcing at installation level. The development of an installation mission essential task list (METL) is a method. The METL can act as a focus for qualitative assessment and a yardstick for quantitative readiness measurement. The procedures to develop a METL are in FM 25-100.

The national strategy principles of power projection and sustainment require installation commanders to measure, understand, and articulate installation readiness. Installation readiness competes for resources with other Army capability components. Some of these components are force structure, modernization, sustainability, and combat readiness. Installation resources also must be prioritized and distributed according to mission requirements. Prioritization of resource requirements for the repair of facilities and the support of soldiers and their families must become the norm for installation commanders. Funding levels to support the priority must be stable and consistent with available resources. The flexibility to use them wisely must be inherent in installation and garrison commands.

CHAPTER 5

Mobilization, Deployment, Redeployment, and Demobilization (MDRD)

This chapter provides a broad framework for a general understanding of mobilization, deployment, sustainment, redeployment, and demobilization functions at the installation. FM 100-17 contains detailed information on MDRD.

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MDRD ORGANIZATION

Many civil and military organizations share the responsibilities for conducting MDRD operations. Beginning with the Commander-in-Chief, and concluding with the commanders of individual military units, the MDRD process is a complex undertaking that requires coordination among the executing and supporting commands.

Within the MDRD organizational structure, installations may be assigned additional duties as mobilization stations (MS), CONUS Replacement Centers (CRC), coordinating installations (CI), supporting installations (SI), demobilization stations (DMS), or any combination of these duties. The primary responsibility of a MS/DMS is to receive, accession, house, command, support, train, redistribute resources and validate units for deployment. They also prepare for and support deployment of the active component (AC) and mobilizing units and individuals.

CIs are designated points of contact for off-post units and activities seeking to obtain necessary support. CIs must also identify where this support comes from. SIs provide the actual support to off-post units and activities. DMS and CDCs complete the outprocessing of units and individuals being separated or released from active duty and returning to reserve status.

Force projection operations will be conducted from CONUS or forward-presence locations in response to directions from the National Command Authorities. The massing of Army combat power will rely on the Army's ability to mobilize, deploy, and sustain a crisis response force and reinforcing forces, if required.

In order for the Army to meet its force projection mission, the installation must be prepared to serve as the force projection platform. Therefore, the installation must have the capability to:

- Safely mobilize, receive, house, process, validate, deploy, and sustain remaining forces, follow on units and family support groups.
- Assist in reception in CONUS as the force shifts MRC priority and redeployment of forces.
- Maintain installation support requirements for the remaining military community after deployment.

When serving as a force projection platform, the installation must be prepared to support the increased information communication requirements that will occur. Installations will face a flood of news media representatives and a surge in queries for information from the press and the public. A broad spectrum of internal information requirements will arise. This increased information communication mission will start at the alert phase and continue through the end of demobilization. Installation commanders must be prepared to provide maximum information with minimum delay within the bounds of OPSEC. They must ensure that public affairs considerations are incorporated in all MDRD planning and activity.

MOBILIZATION PHASES

The national military strategy places an enormous premium on the capability of the United States to generate forces. For the US Army, mobilization is the process by which it provides the supported combatant commander with three basic components required for mission accomplishment:

- Force (units).
- Manpower (individuals).
- Logistics support.

Mobilization is a phased process designed to develop sequentially but upon execution may occur concurrently and continuously. It is designed to rapidly expand and enhance the response capability of the Army in support of a crisis or natural disaster. Mobilization affects both the active component and reserve component structures.

There are five phases of mobilization:

- Planning.
- Alert.
- Home station.
- MS.
- Port of embarkation. For AC Phase III and IV are the same as home station (HS) is their full time location. See Figure 5-1. The installation is involved in all phases.

PHASE I: PLANNING

This phase concerns all AC and RC efforts *at all levels* during peacetime to plan and train for assigned wartime tasks. The commander of each Army installation or activity should ensure that the installation mobilization plan addresses civilian support for the wartime mission of the installation and serviced tenant activities. The commander must review and update the MOBTDA annually. This ensures that the MOBTDA accurately reflects the civilian manpower, work load, and skill requirements necessary to accomplish the mobilization mission. To ensure adequate staffing is available to perform the mobilization mission, appropriate positions on the MOBTDA must be designated as key, emergency essential and cadre. Commanders must also conduct an annual screening of civilian employees to identify reservists and military retirees. Responsibility of this phase includes-

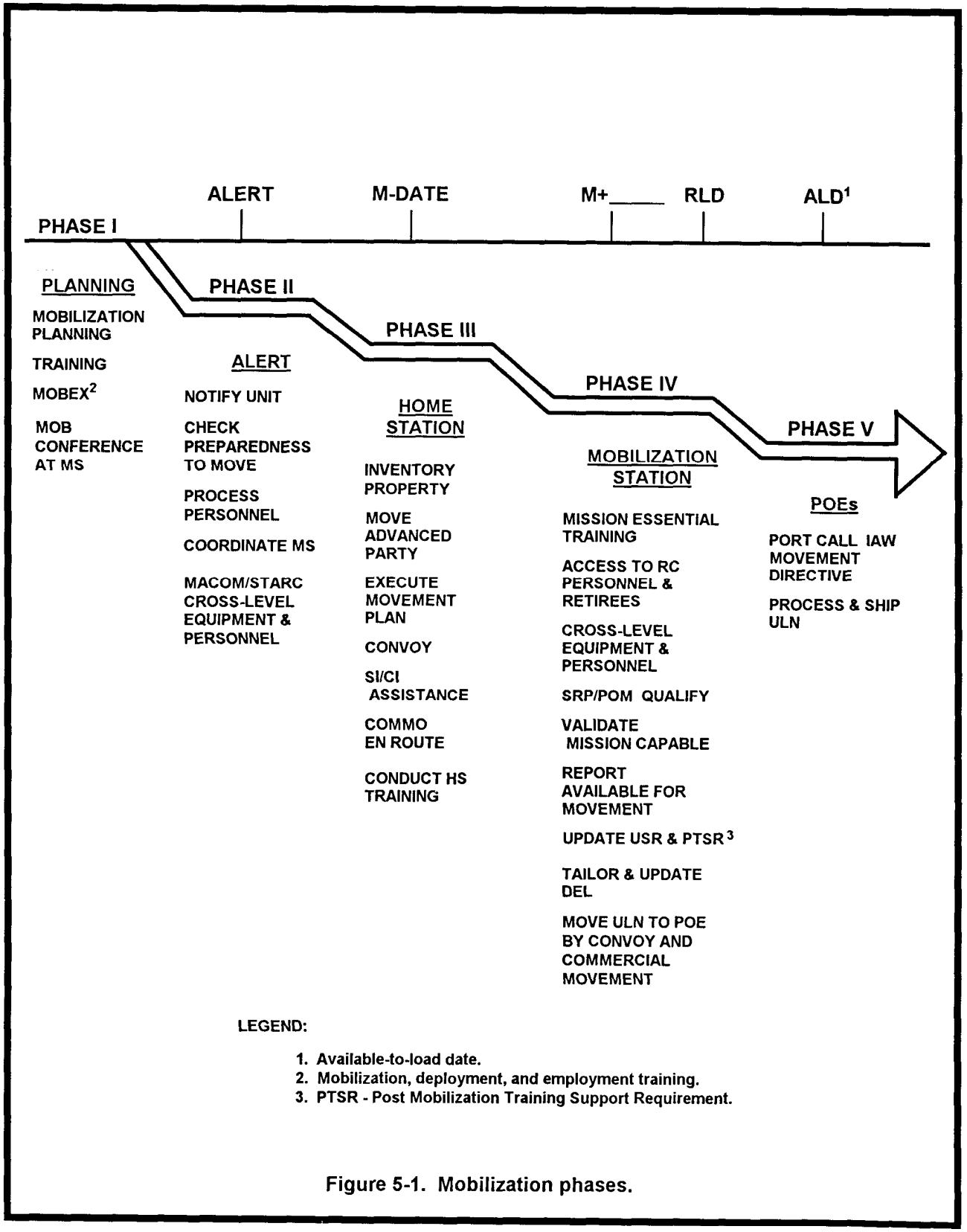
- Maintaining and improving combat readiness posture.
- Preparing for operational missions to include deployment plans for AC.
- Preparing mobilization plans and files as directed by higher headquarters for RC.
- Providing required data to the RC.
- Ensuring unit movement data accuracy.
- Conducting mobilization and deployment training for RC.
- Conducting deployment training for AC.

Support planning for mobilization of units must consider the-

- Available resources.
- Operational requirements in concert with national strategy and regional contingencies.
- Training requirements as influenced by CAPSTONE and Directed Training Association (DTA).
- Equipment status.
- Reported readiness condition of the units to be mobilized.
- Impact of mobilization on the installation and deployable civilians.
- Impact of mobilization on soldiers.
- Impact of mobilization on families.
- Impact of mobilization on the community around and servicing the installation.

Units will experience different levels of readiness due to organizational changes, personnel posture, equipment transition, and training status. Reserve Component units may have some untrained soldiers awaiting initial entry training, split-option trainees, and other nonmilitary occupational specialty qualified soldiers. Planning includes replacements for nondeployables whose condition cannot be corrected before unit deployment. Commanders also must have a plan for replacing and determining the disposition of nondeployable soldiers.

Logistically, units may lack all authorized equipment and supplies and may be deficient in prescribed load lists (PLL) or have equipment serviceability deficiencies for which the installation must have a plan to resource.



LEGEND:

1. Available-to-load date.
2. Mobilization, deployment, and employment training.
3. PTSR - Post Mobilization Training Support Requirement.

Figure 5-1. Mobilization phases.

Installations must plan for equipment transition and training and the additional resources required to conduct training. MACOM directives should detail all administrative, logistics, and training actions required to manage units in peacetime and to transition RC units to active duty. Installations should plan to effectively use nondeployables in CONUS sustaining positions. Effective planning and preparation will ensure rapid mobilization and subsequent rapid deployment.

During the planning phase, each unit completes as many administrative and personnel processing actions as peacetime regulations permit before being ordered to active duty. For example, the unit should complete as many medical, dental, financial, and legal requirements as possible. For RC units, plans for follow-on phases must include-

- Completing administrative actions necessary to access reserve units into the active Army.
- Conducting unit movement planning to MS.
- Determining the status of units and how to improve them.

Garrison commander planning for mobilization must include the following issues: split base operations, family support groups support, and command relationships with the reserve units backfilling the installation. A critical component in planning for mobilization is the requirement to provide family support activities. Installation and unit commanders should implement and reevaluate family care plans. This will ensure adequate care for dependent family members of single parents, dual military service couples, and deployable mission-essential civilians. Continued family support is required not only for families of soldiers assigned to the installation, but also for families of RC soldiers, DA civilians, and other Service members. Active installations or family assistance centers established by other commands may assist these families.

Detailed guidance for planning the use and management of civilian personnel in support of military contingency operations is contained in AR 690-11. As an integral part of the mobilization planning process, commanders of Army installations and activities will:

- Ensure that mobilization planning adequately addresses civilian support of the wartime mission of the installation and serviced tenant activities. Particular emphasis should be placed on planning for the support issues relating to those Army civilians who will be required to deploy in support of military operations.
- Ensure that managers and CPOs have the resources needed to carry out their mobilization responsibilities.
- Review and update annually the MOBTDA to ensure that it accurately reflects the civilian manpower, work load, and skill requirements necessary to accomplish the mobilization mission (AR 310-49); and annually provide an update copy of the MOBTDA to the supporting CPO.
- Evaluate periodically the effectiveness of installation mobilization planning in addressing civilian issues, including those of serviced tenant activities.
- Organize and actively participate in periodic Recruiting Area Staffing Committee (RASC) meetings if the installation is within commuting distance of at least one other DOD installation.

PHASE II: ALERT

This phase begins when an AC or RC unit receives notice of a pending order. During this phase, State Area Commands (STARCs) and Army Reserve Commands continue to cross-level individuals within their state or region to bring alerted units to deployable status. When these commands initiate cross-leveling, they must notify the appropriate chain of command of the new unit status.

Actions to complete the administrative and personnel processing actions are continued during the alert phase. This phase ends with the effective date of mobilization at home station. DA, through the Personnel Command and the Army Reserve Personnel Center, will plan to fill individual requirements from the Individual Ready Reserve and Retired Reserve when the level of mobilization authorizes.

PHASE III: HOME STATION

This phase begins with the RC unit's entry on active federal duty or the AC's preparation for deployment. Inventory of unit property, dispatch of an advance party to the MS, and loading out – either on organic equipment or on designated movement vehicles which are provided through coordination with the STARC defense movement coordinator (DMC), unit movement coordinator (UMC), Installation Transportation Officer (ITO), and MTMC.

During this phase, units take actions to speed transition to active duty status. In CONUS, units required to

convoy to the MS request convoy approval from the state movement control center. It provides an approved convoy movement order using mobilization movement control. This phase ends when the RC unit arrives at the MS or the AC at the Point of Embarkation (POE) as a direct deployer.

PHASE IV: MOBILIZATION STATION

This phase begins when the RC unit arrives at the MS or mobilization site. For a deploying unit, it encompasses all actions required to meet deployment unit validation criteria, resulting in assurance of the unit's mission capability. Nondeploying units may not move through a fully established MS. They do not require validation and will be accessioned to active duty by an SI.

In CONUS, upon arrival of an RC unit, command of the unit passes, except in Army Special Operating Forces (ARSOF) units, from the CONUSA to the installation or MS commander. Actions include processing personnel and equipment. Necessary individual and collective training are conducted and may vary as evaluations and circumstances dictate. To ensure sufficient time to accomplish all tasks, MS commanders should verify any training and processing completed at the HS to prevent repeating it at the MS. The goal of the unit during this phase is to achieve mission capability in the shortest possible time.

All units must conduct and continually update soldier readiness processing (SRP) and processing for overseas movement (POM) activities. Unit preparation includes using the Transportation Coordinator Automated Command and Control Information System (TC ACCIS) to maintain and update unit movement data bases. This is for equipment and personnel deployment preparation activities.

This phase ends when the unit arrives at the POE.

PHASE V: PORT OF EMBARKATION

This phase begins with the arrival of the unit at the POE. Actions at the surface POE or air POE include preparing and loading equipment as well as manifesting and loading personnel. Designated MS commanders plan and operate marshaling areas for the POEs. This phase ends with the departure of personnel and equipment from the POE and command passes to the gaining CINC in the theater in accordance with the OPLAN in execution.

SUSTAINING BASE SUPPORT-FORCE PROJECTION PLATFORMS

The Army installations that support MDRD must be seen as force projection platforms. To sustain the force projection platform, the planner must consider personnel services administration and support, logistics support, unit training, and unit validation.

PERSONNEL SERVICE ADMINISTRATION AND SUPPORT

Requirements for soldier and DA civilian support vary considerably, depending on the nature and scope of the operation or conflict. Installation support requirements will include the functions of-

- Soldier and deployable civilian readiness.
- Medical support.
- Dental support.
- Postal support.
- Morale, welfare, and recreation support.
- Safety and risk assessment support.
- Legal support.
- Family assistance support.
- Finance support.

LOGISTICS SUPPORT

Installation logistical requirements include all those requirements for materiel, supplies, services, and soldier support activities to accomplish the mobilization process. The requirement for logistical support extends across the operational continuum.

Army units will maintain Automated Unit Equipment-Lists (AUEL) containing mobilization/deployment movement requirements data according to appropriate command guidance. Both AC and RC units will maintain accurate unit movement data at all times during planning to reflect HS to MS to POE movement requirements. Units will update data as significant transportation changes occur to the unit's AUEL.

The TC ACCIS supports the collection of detailed movement data. It allows for electronic submission of the information to US Transportation Command (USTRANSCOM) for scheduling strategic transportation and to MACOMs for planning force movements.

Commanders and planners at all levels must ensure that requirements are accurately stated and documented. Priority of support is given to early deploying units. This support includes immediate repair or replacement of equipment and provision of basic loads, other accompanying supplies, and individual equipment.

Because RC units and individuals are mobilized with existing authorization levels, the use of project codes may be authorized. Mass cancellation of open requisitions is required for RC units. RC units rerequisition using higher priority and appropriate project codes AC units simply upgrade the priority and change the delivery location. Commanders must ensure that equipment is available and operationally ready and that basic loads of all classes of supply are available for issue. MSs should be prepared to modify equipment as determined by materiel developers and materiel change regulatory guidance. Installations need to be aware of types of equipment needed to be modified so that required parts are available when the unit arrives. Deploying units are required to turn-in excess supplies and equipment to the DOL.

UNIT TRAINING

Unit training at the MS will be restricted by the time, equipment, facilities, and personnel available. The unit commander, in conjunction with the mobilization assistance team (MAT), determines unit training priorities. This is based on such factors as TOE mission, CAPSTONE guidance, unit status report (USR) risk assessment, recommendations of the MAT, and SRP/POM requirements.

UNIT VALIDATION

The MS commander is responsible for validating deploying RC units. Unit validation is the final check to ensure deploying units have reached required levels of readiness and are mission capable. It includes assessing the readiness areas of personnel, equipment on hand, equipment status, and training. Generally, the validation standard is a C level as stated in AR 220-1 with a minimum criteria established by Headquarters, DA. The commander completes unit validation according to FORMDEPS and other appropriate guidance. The MS commander will validate all RC units less GO commands validated by the CONUSA commander. This is based on recommendations and concurrence of the validation team. Representatives of the US Army Special Operations Command will aid in validation of ARSOF units.

The AC Division Commander, unless deployed, will validate Roundout or Roundup Brigades. If the AC division has deployed, the CONUSA commander will validate all general officer commands for deployment.

FACILITIES REQUIREMENTS

Facilities requirements for mobilization include all those requirements for existing facilities, space management, and expansion of the installation. These requirements may include the use of off-post facilities to support installation requirements, new construction, and inactivation or disposal of facilities in peacetime to support MDRD.

These facilities include training, maintenance, supply, administration, billeting, transportation, and supporting utilities of water, sanitary sewers, electricity, heating and cooling, and solid waste disposal. Examples of these facilities are-

- Family Assistance Centers (FACs) to provide one-stop location for delivery of soldier and family support services.
- Airfields, roads, railroads, and railheads.
- Warehousing to support basic loads and additional requirements at staging areas.
- Facilities to support actual deployments or as arrival and departure airfield control group operations, ammunition holding areas, marshaling areas, and port facilities to support installation Seaport of Embarkation (SPOE) missions.

EXISTING FACILITIES

The installation commander must plan for surge capacity during mobilization and must plan to use all available assets and facilities to accommodate the mobilized units.

EXPANSION OF FACILITIES ON THE INSTALLATION

Expansion of facilities on the installation is available through the use of preengineered building systems or other rapidly erectable light mobilization structures. Another means of expansion is to lease buildings identified through the nonindustrial facilities program.

DEPLOYMENT PHASES

Deployment is the planning, preparation, and movement of forces and their support base from any location to an area of operations in response to a military need or crisis. Deployments are conducted in five phases:

- Predeployment activities.
- Movement to the POE.
- Strategic lift.
- Theater reception.
- Theater onward movement.

Installations are involved only in the predeployment activities and movement to the POE.

PHASE I: PREDEPLOYMENT ACTIVITIES

The installation will assist commanders, soldiers, emergency essential civilian employees, and their families in preparing for deployment. Activities include provision of:

- Predeployment briefings to assist soldiers, deploying Army civilians, and their families in putting their personal affairs in order, and to inform them of available support services in the community.
- Support and assistance to commanders in establishing and training Family Support Groups (FSGs).
- Identifying families with major problems requiring special assistance and support.

Other activities are provided in AR 608-1, Chapter 2, Section II.

During normal peacetime operations, the installation prepares AC units for crisis action and force projection missions. It prepares to be a MS for RC units. Installations assigned a mobilization mission must have a complete plan for conduct of this phase and movement to POE.

To support rail movements and staging requirements, installations will maintain existing tracks, ramps, facilities, and staging areas for their deployment missions. Installation and deploying commanders must precoordinate the procurement, use, control, and return or recycling of blocking, bracing, and tie-down equipment throughout the deployment. Installations must ensure that deploying units maximize airlift and sealift capabilities by preparing unitized loads of ammunition, supplies, and equipment to the maximum extent possible.

The installation must coordinate with the support commander. The support combatant commander establishes milestones for safe loading and transporting units and accompanying supplies to the POE. This includes embarking them aboard strategic lift and transiting them to the POD. The supported commander's required date to have forces at the destinations is the end goal from which all common-user transportation must be planned. Phase I ends when the MS validates the unit for deployment.

Installations will maintain the required amount of strategic 20 foot containers to deploy AC and RC unit equipment with units rolling stock. Deploying commanders must ensure all 20 foot containers are reported on units AUEL and report all critical containers through the chain of command, FORSCOM. Deploying commanders will coordinate for the movement of 20 foot containers through the installation transportation office.

PHASE II: MOVEMENT TO PORT OF EMBARKATION

Units complete SRP and are validated after completing the mobilization process and predeployment activities. Units update AUELs to deployment equipment lists and submit them to the appropriate authority. Equipment is loaded with emphasis on maximum use of troop and cargo space. This ensures full utilization of costly, limited strategic lift.

The installation ensures that units deploying get to APOEs or SPOEs by appropriate means. Installations that are tasked to provide marshaling areas to surface ports and departure airfield groups to airfields must sustain units until they are loaded on air or sea transportation. Phase II concludes with the departure of the strategic lift at POE:

- Wheels up for aircraft.
- Passage of the last buoy marking the channel to the SPOE for vessels.
- Transfer of authority to the gaining CINC occurs in accordance with the OPLAN in execution.

REDEPLOYMENT PHASES

Redeployment is the preparation for and movement of forces, manpower, and materiel from an AO to follow-on designated CONUS or OCONUS bases. This is after the combatant commander has achieved conditions favorable to US interests or as directed by the National Command Authority (NCA). It is the CINC in

the AO who plans and implements redeployment. Redeployment should not be considered as retrograde movement but a new deployment. Redeployment must involve force integrity so units may be diverted anywhere, ready to fight.

Redeployment must be planned and executed in a manner that facilitates the use of redeploying forces and sustainment equipment and supplies to meet new crises. Movement is usually nontactical. It returns an AC force to its home station and mobilized reserve forces and individuals through DMS back to their home stations.

Redeployment is conducted in six phases. These phases are-

- Reconstitution for strategic movement.
- Movement to redeployment assembly.
- Movement to POE.
- Strategic lift.
- Reception at POD.
- Onward movement from POD.

The installations are involved only with reception at POD and onward movement to the next in CONUS POE.

PHASE V: RECEPTION AT PORT OF DEBARKATION

This phase begins with the arrival of forces and their sustainment equipment and supplies at the POD. It ends with the departure of the forces and their sustainment equipment and supplies from the POD. This is after receiving Department of Agriculture and US Customs clearance.

The installation receiving the forces and sustainment equipment and supplies develops a reception and reconstitution or onward movement plan. This is for all arriving forces and sustainment equipment and supplies. This includes providing the necessary port support structure to manage the effort.

When possible, commanders send advance parties to coordinate the orderly processing of redeployment forces. One of the primary requirements during this phase is coordinating the onward movement of deploying forces to their follow-on destinations. This coordination requires personnel who know the unit, its organic personnel, its movement configurations, and its ultimate destination. These personnel work with MTMC representatives, supporting ITOs, or Theater Army Movement Control Agency (TAMCA) in completing the required documents for moving the forces and sustainment equipment and supplies to the final destinations. FORSCOM designates a liaison officer to assist the port commander, the MTMC representative, and the returning unit in resolving conflicts. The preferred methods for onward movement mirror those prescribed for deployment. AC equipment will be redeployable to the unit's installation. RC equipment may return to a home station demobilization site or equipment storage site based on reconstitution plans.

PHASE VI: ONWARD MOVEMENT FROM PORT OF DEBARKATION

This phase begins with the reconfiguration of forces and sustainment equipment and supplies at a designated marshaling area outside the processing area. It concludes with their arrival at their destination. FORSCOM representatives conduct a visual inspection of convoying equipment while it is in the marshaling area. The FORSCOM representative will divert equipment not meeting movement or maintenance standards to a designated location for repair before onward movement to destination.

The supporting installation commander is responsible for the health, welfare, and support of arriving forces. He is responsible for assisting with their onward movement. In this capacity, he sustains the forces and individuals until they arrive at their prescribed destination. This may require assisting them in obtaining intratheater airlift, commercial and military highway transportation, military convoy, rail, or other modes for moving forces and individuals to their destinations.

DEMOBILIZATION PHASES

Demobilization is a critical factor in the Army's strategic reconstitution. Demobilization must be planned with the same degree of energy and detail as mobilization. Effective demobilization enhances readiness and soldier morale. Installation support agencies (chaplains, ACS) will provide reunion support to soldiers and families to ease the transition from mobilization/deployment to demobilization/redeployment. This includes counseling and workshops.

Demobilization of some units may occur at the same time other units are being mobilized, deployed, or redeployed. Demobilization is conducted in five phases.

The installation is heavily involved in all phases except Phase II.

PHASE I: DEMOBILIZATION PLANNING ACTIONS

Demobilization planning starts concurrently with mobilization planning. It ends with the decision to release RC units and individuals from active duty. Demobilization planning encompasses an analysis of the work load required to efficiently complete the demobilization process over time. This planning may include-

- Relocating units and individuals.
- Incorporating annual training for nonmobilized RC units to support demobilization.
- Temporarily hiring civilian personnel.
- Using individual volunteers (via temporary tours of active duty) to support critical missions within the demobilization process.
- Mobilizing additional RC units. (Last resort)

PHASE II: AREA OF OPERATIONS DEMOBILIZATION ACTIONS

This phase starts with reconstitution actions in theater and ends when the units and individual soldiers report to the POE for onward movement. The installation has no actions in this phase.

PHASE III: PORT OF EMBARKATION TO DEMOBILIZATION STATION

This phase overlaps with redeployment phases to move soldiers to the DMS. An example of a demobilization process that may occur during this stage is a welcome ceremony for returning soldiers at the CONUS POD before arrival at the DMS.

PHASE IV: DEMOBILIZATION STATION

This phase starts with arrival at the DMS and ends with the RC unit's or individual's departure to HS or home of record. Installations must house, feed, and provide on-site transportation to units and individuals during this stage.

Installation commanders ensure that all medical and dental actions, finance records, legal and entitlement briefings, personnel records updates, and logistics files are current before a soldier is released. Completion of required medical examinations, line-of-duty determinations, and finance actions to complete final pay are completed before issuing DD Forms 214.

Installations must be prepared for expanded family support and media coverage of welcoming ceremonies during this stage. Welcome and departure ceremonies are vital components of the demobilization process that installations must plan and execute. Soldiers will remember the effort made to welcome them home. Installations should include families of soldiers as part of the ceremonies. Ceremonies should be brief but meaningful.

Prior to releasing units, the installation will assist the units in the planning for restoring equipment and supplies to a prescribed level of readiness. Further actions include-

- Coordinating PLL and ASL accounts.
- Shipping equipment to HSs, equipment concentration sites, and mobilization and training equipment sites, as determined by the CONUSA in coordination with the NGB and USARC.
- Preparing movement orders for unit members to return to their HS and individuals to their home of record.

PHASE V. HOME STATION OR HOME OF RECORD

This phase begins with departure from the DMS and ends with release of units at their HS and individuals at their home of record. The unit reverts to RC status based on a date and time established by CONUSA orders, except ARSOF units that are released by US Army Special Operations Command (USASOC).

Unit members are not always released at the same time. Transition leave, medical hold, rear detachments, and trail party personnel require different release dates. The specific release date for unit members is noted on their movement orders from the installation. The unit flag is demobilized based on criteria established by FORSCOM. Individuals are released from active duty on their return to their home of record. The end of this stage rolls into Phase I of mobilization planning.

During a conflict, RC units may lose their pure RC composition through extended cross-leveling, redistribution, and replacement actions. Mobilized RC units may contain USAR, ARNG, and AC personnel. Equipment may often be mixed from active or RC sources.

Once demobilization is initiated, FORSCOM identifies the DMS for all units. Units are then directed to return to the installation from which they originated or

an alternate location. Active duty personnel are reassigned according to the DA reconstitution plan. Reserve units (flags) are released and soldiers assigned to the unit may be released or transferred to RC status as individuals. Strategic reconstitution of the total force is initiated as part of the mobilization planning phase.

CHAPTER 6

Domestic Support Operations

The Department of Defense responds to domestic disasters and/or emergencies in accordance with a variety of plans with different federal agencies in the lead. The most prominent of these plans is the Federal Response Plan (FRP) which is coordinated by the Federal Emergency Management Agency (FEMA). The DOD is constrained as to the services it can perform in support of civil authorities by the provisions of the Robert T. Stafford Disaster Relief Act, 42 USC 5121 et seq. Under 42 USC 5170b, however, the President may authorize the Secretary of Defense to use DOD resources for performing on public and private lands any emergency work that is made necessary by an incident that may ultimately qualify for assistance, which is essential for the preservation of life and property. The period of the emergency work cannot exceed 10 days. Also, under DOD Directive 3025.1, commanders may provide this assistance when time does not permit prior approval from higher headquarters. In addition, US Corps of Engineers has civil authorities, responsibilities, capabilities, and funding under 33 USC 701n which are unique within the Department of Defense. As a consequence, USACE is involved in disaster response more frequently than the rest of the DOD.

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RESPONSIBILITIES

Primacy for responding to disasters and emergencies rests with state and local authorities. When a disaster threatens or occurs, local authorities take immediate steps to warn and evacuate citizens, alleviate suffering, and protect life and property. If additional help is needed, the governor may direct execution of the state's emergency plan, use state police or national guardsmen, or commit other state resources as the situation demands.

PRESIDENTIAL DECLARATION

When the response and/or recovery requirements are beyond the capabilities of local and state forces and assistance programs, the governor may request that the President declare a "major disaster" or an "emergency." The Stafford Act provides the President authority to use federal resources to supplement state and local efforts.

FEMA

By Executive Order 12148, the President delegated to the director of FEMA the authority to establish policies for and coordinate all civil defense and civil emergency planning, management, mitigation, and assistance functions of federal executive agencies. After a Presidential declaration, the associate director of FEMA appoints a federal coordinating officer (FCO) who is responsible for coordinating all federal disaster relief assistance programs to ensure the maximum effectiveness of federal assistance.

SECRETARY OF THE ARMY

Under the provisions of DOD Directives 3025.1 and 3025.12, the Secretary of the Army is the DOD executive agent for military support to civil authorities. His operating agent is the Director of Military Support (DOMS).

DOMS

The DOMS is the DOD primary contact for all federal departments and agencies during periods of domestic civil emergencies or disaster response. After coordination with the chairman of the Joint Chiefs of Staff, the DOMS designates a supported CINC as the operating agent. This could be CINCUSACOM for a disaster in the continental United States or Puerto Rico or the US Virgin Islands; or USCINCPACOM for Alaska, Hawaii, and the Pacific area.

CINC

The supported CINC designates a component command, a headquarters to execute the disaster relief operation. This headquarters will designate and deploy

a Defense Coordinating Officer (DCO) and, based on the severity of the situation, may deploy a Joint Task Force. Within the continental United States, the CONUSAs of FORSCOM can provide the JTF headquarters. The CONUSAs are Army regionally oriented commands with geographic boundaries. These headquarters interact on a daily basis with state and local authorities, the FEMA regions, and other federal agencies on a variety of issues that provide the foundation for rapid and smooth transition to support operations during periods of disaster response.

DCO

The DCO is the DOD interface with FEMA, other federal providers, and the state coordinating officer representative located in the disaster field office (DFO). The DCO is responsible for validating and coordinating mission assignments from the FCO.

BASE SUPPORT INSTALLATIONS (BSI)

The CINC may designate an installation of any Service or Defense Agency to provide the DCO specified, integrated resource support to the DOD Military Support to Civil Authorities (MSCA) response effort. This installation is normally located outside of, but within relative proximity to, the disaster area.

Resources provided by BSIs may include, but are not limited to, technically qualified personnel to assist in disaster response, minimal essential equipment, and procurement support. A BSI may also serve as a marshaling or staging or mobilization area for MSCA support.

The DCO is vested by the CINC with the authority to task the BSI for support to the DCE. This authority is published in the DCO activation order and in the order designating abase support installation.

Unless otherwise directed by the Secretary of Defense, survival of the DOD personnel and resources, recovery of military capabilities, force reconstitution, and continuity of military operations have priority over MSCA. Resources available from the BSI may be limited due to the effects of the disaster or attack, and further restricted based on a realignment of military priorities. Support will be temporary in nature, using resources not required for preparation or conduct of military operations.

FEDERAL RESPONSE PLAN (FRP)

The FRP is the umbrella plan that guides the federal government support to state and local governments. The FRP outlines federal, including DOD, responsibilities and provides the framework for coordinating civil-military requirements between the DCO and the other Emergency Support Functions (ESF). Along with the DOD, 26 other federal departments and agencies provide support under the full implementation of this plan. The plan groups the types of assistance needed during a disaster or civil emergency into 12 functional areas called Emergency Support Functions. The responsibility for each ESF is assigned to a primary agency. Several support agencies may be assigned for each ESF. The DOD is assigned as the primary federal agency for Emergency Support Function 3- Public Works and Engineering and as a support agency for the other 11 functions. USACE has been designated the DOD lead agency responsible for planning and response for ESF 3. The federal government provides assistance under the overall direction of the federal coordinating officer appointed on behalf of the President by the director of FEMA.

IMMEDIATE RESPONSE

Immediate response is that action authorized to be taken by a military commander or by responsible officials of other DOD agencies to provide support to civil authorities to prevent human suffering, save lives, or mitigate great property damage. Under the provisions of DOD Directive 3025.1, any commander or DOD official acting under “immediate response” authority shall advise the DOMS through command channels by the most expeditious means available and shall seek approval or additional authorization as needed.

In the event of imminent serious conditions resulting from any civil emergency or attack, all military commanders are authorized to respond to requests from the civil sector to save lives, prevent human suffering, or limit property damage. This immediate assistance by commanders will not take precedence

over their combat and combat support missions, nor over the survival of their units. Military commanders will notify the DOD executive agent through their senior commander by the most expeditious means and seek guidance for continuing assistance whenever DOD resources are committed under immediate response circumstances.

Commanders may use immediate response authority to assist in the rescue, evacuation and the emergency medical treatment of casualties, the maintenance or restoration of emergency medical capabilities, and the safeguarding of public health. Commanders may also assist the emergency restoration of essential public services and utilities. This may include fire fighting, communications, transportation, power and fuel. They may also consider providing immediate assistance to assist public officials in emergency clearance of debris, rubble, and explosive ordnance from public facilities and other areas to permit rescue or movement of people and restoration of essential services. However, commanders should recognize that this is not a blanket provision to provide assistance. Such requests are time-sensitive and should be received from local government officials within 24 hours following completion of a damage assessment. Commanders will always consider the impact that providing immediate response would have on their military mission requirements and not jeopardize them.

Although immediate assistance will be given with the understanding that its costs will be reimbursed, it should not be delayed or denied when the requester is unable or unwilling to make a commitment to reimburse.

LEGAL CONSIDERATIONS AND CONSTRAINTS

In conducting Military Support to Civil Authorities (MSCA), DOD components must comply with applicable legal requirements. These requirements are outlined in federal statutes, executive orders, regulations promulgated by other federal agencies, a DOD directive, and a memorandum of agreement with other federal agencies and relief organizations. Before committing DOD resources, the servicing judge advocate must determine what legal authority forms the basis for MSCA. In most situations, MSCA is preceded by a request from competent civil authority (usually FEMA) for support which the civil authorities cannot provide. In rare instances where prior communication with higher headquarters is not possible, local commanders are authorized to provide MSCA to save lives, prevent human suffering, or mitigate large property damage when imminently serious conditions result from either a civil emergency or attack. Military operations will always have precedence over MSCA, unless otherwise directed by the Secretary of Defense.

FUNDING

The Economy Act 31 USC 1535 permits federal agencies to provide goods and services to other federal agencies on a reimbursable basis. The Stafford Disaster Relief Act requires reimbursement to the DOD for the incremental costs of providing support. Approval authority and reporting requirements vary depending upon the duration and type of support requested.

The cost of Army assistance in a major disaster or emergency must be documented. The request for reimbursement is submitted through the CONUS commander to the FEMA regional director initiating the assistance request. Military expenses qualifying for reimbursement include expenses and pay of civilian personnel and travel and per diem for all Army personnel. It also covers replacement costs for consumable supplies, transportation costs, repair and replacement cost of supplies and equipment, repair parts, cost of petroleum products, and aircraft flight hours. If commanders perform disaster assistance missions not tasked by FEMA, the Army may not be reimbursed for the cost.

SUMMARY

The Army may be called upon to assist in various domestic support operations. Commanders should scrutinize each request for aid, whether it be for equipment or training, to ensure that it conforms with statutory requirements. The bottom line for commanders is that they should discuss plans, policies, programs, exercises, funding, and operations with their legal advisors.

PART THREE

BASE SUPPORT OPERATIONS

The next twelve chapters provide an introduction to BASOPS functions. These functions form the core of installation management and are essential for the overall daily sustainment of all post operations. These functions contribute to quality of life for all tenants and impact directly on the readiness status of the installation as a force projection platform. BASOPS includes supply operations, maintenance of materiel, personnel support, public affairs operations, financial, contracting, environmental, and safety. Base services include transportation and electronic (signal) communications, operation of utilities, maintenance and repair of real property, minor construction, and other engineering support. It also includes security and administrative services (including ADP support) provided by or through activities of the supporting installation.

CHAPTER 7

Training Support

The Army must train continually to develop and maintain combat-ready soldiers and units that can perform mission essential tasks to specific standards. Training builds self-confidence, promotes teamwork and esprit de corps, and develops professionalism in leaders. At the installation level, it is the functional responsibility of the Directorate of Plans, Training, and Mobilization to ensure that the installation is capable of providing efficient, effective, and realistic training support for the units training on the installation as well as responsibilities assigned by AR 5-9. The installation should coordinate training support requirements for the training schedule of Reserve Component personnel with the USAR/TAG.

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INSTALLATION SERVICES AND SUPPORT MATERIALS

The DPTM supervises the training programs of assigned units and ensures that military training requirements and quotas are being met. The installation must be able to assist active and reserve units in conducting their Individual Training and Evaluation Programs and the Army Training and Evaluation Programs.

In addition to services, the installation must also have adequate support materials available to train the force. Ranges and training aids, simulators, devices, and simulations need to be available to the units that train on the installation. These support materials and services must be produced to support both training realism and training standards. Training support materials and services, both in quality and quantity, are essential for the installation's training support effort.

The challenge is to continue to train individuals and units to the required standards. TRADOC will identify training support needs of the Army. It is each commander's responsibility to identify individual and unit training support needs. These needs are passed to the installation planners. These planners purge and validate requirements and forward them to the installation training support center (TSC). In turn, the TSC will forward any requirements beyond its capability to support its MACOM.

TRAINING LAND AND RANGES

The Army Ranges and Training Land Program (RTLP) is under the direction of the DA DCSOPS. The RTLP provides central management and prioritization for planning, programming, designing, and construction of new live fire ranges and the inventory, use, and acquisition of training lands.

A large number of installations will be necessary to support total mobilization. Thus, it may not be possible

to provide all areas with the training land and ranges that ideally are needed. New ranges that are constructed should be multipurpose and adaptable for at least low-level collective training. Maximum use should also be made of existing ranges and training areas. Low-cost upgrading or adaptation of ranges and training areas may be necessary to maximize training options.

The following are considerations that installation and community commanders must take into account when managing and administering the RTLP:

- Determine the number and type of ranges needed to accomplish individual and collective training to support METL developed in accordance with FM 25-100, and integrate requirements into the installation's master plan, RDP, and Five-Year MCA Plan.
- Comply with range availability, scheduled and actual usage objectives prior to initiating and attempting to justify new range and training land requirements.
- Identify live fire and maneuver training land requirements in accordance with TC 25-8 and AR 405-10. Update and forward installation Land Use Requirement Study (LURS).
- Submit the installation RDP to the MACOM for integration into the MACOM RDP. Five-Year Plans will be processed in accordance with AR 415-15, as appropriate.
- Develop procurement, operations, maintenance, and construction resource requirements to support RTLP projects for inclusion in POM submissions in accordance with AR 1-1 and forward to the respective MACOM.
- Identify centrally managed targetry and device requirements to support RTLP projects and forward to appropriate MACOM.
- Review and validate installation Ranges and Training Facilities Reports (Appendix C, AR 210-21) and submit revalidated information to the respective MACOM NLT upon request.
- Establish procedures for the safe conduct of operations on all firing ranges within the installation area of responsibility, including recreational ranges. Ensure that commanders of using units and subordinate organizations and activities designate, train, and certify individuals to perform the duties of range officer-in-charge and range safety officer during tiring periods.
- Identify potential environmental and natural resource impacts early during the planning process in accordance with ARs 200-1, 420-46 and 420-74. Prepare National Environmental Policy Act (NEPA) documentation in accordance with AR 200-2.
- Forward all major safety issues and concerns that have potential Armywide impact to training operations and facilities through the MACOM safety office to TRADOC Communicative Skills Offices (CSO) for Headquarters, DA review, include accurate description of and mitigative action taken pending DA resolution.
- Coordinate with the installation medical activity to ensure that all reasonable measures to prevent adverse health effects are incorporated into range regulations and standard operating procedures. Two examples of adverse health effects are hearing loss and lead poisoning.

TRAINING SUPPORT CENTER (TSC)

Many installation TSCs with their graphic arts, photo, and television production capabilities, in concert with in-house printing plants, will produce lesson plans, lesson materials, graphic training aids, and video tapes for shipment where needed. The TSC training aids fabrication capability will also be used to build many items such as subcaliber devices, targets, simulator games, map-reading aids, and marksmanship aids. The use of outside contractors is encouraged for as many of the following tasks as possible, particularly during full and total mobilization.

Training devices and simulators are used recurringly by units training on the installation. Plans need to be established assuring the availability of their repair parts and the train-the-trainer packages. These plans will be of significant value in the event of mobilization.

At installation level, installation planners identify training support materials and locally produced training devices and mock-ups to the servicing TSC. The TSCs at training centers and service schools will:

- Produce training support material locally where production is possible but cannot be resourced.
- Plan for the production of locally produced devices and mock-ups by having plans and specifications on file.
- Ensure that needed Class IX items will be available.

- Identify all mobilization training support material that is beyond local production capability.

For full and total mobilization, outside contractors will be used for as many of the below tasks as possible. Forethought should be given to the requirements of these contracts in order that adequate statements of work or specifications may be developed rapidly upon mobilization.

- Provide instruction in those military tasks and skills with civilian counterparts, especially in high technology, low-density MOSs.
- Develop and manage devices, simulations, and simulators.
- Manage ADP capability to support the training base in its expanded mobilization responsibilities.
- Conduct new equipment and new organization training.

Key considerations that address how to overcome equipment and facility shortages are described below. While these considerations will be specifically aimed at Initial Entry Training (IET), they can apply to all training on an installation.

Equipment Shortage

- Make maximum use of training aids, devices, and simulators.
- Use equipment pooling and collocation of temporary equipment pools at high-density training sites.
- Use commercial substitute equipment.
- Use obsolete equipment compatible with training portions or all of current tasks.
- Use double-shifting.

Weapons Shortage

- Make use of pooling to enhance scheduling flexibility.
- Use facsimiles for all training not requiring functional weapons.
- Use the Multiple Integrated Laser Engagement System (MILES).

Range Shortage

- Use double-shifting of ranges, and make use of expedient range facilities.
- Use hasty ranges in lieu of normal range facilities.
- Use multipurpose ranges. Constructing a 25-meter line on applicable ranges allows for zone firing with immediate transition to follow-on instruction.

Training Ammunition

- Cease all nonessential firing demonstrations, that is, firepower demonstrations.
- Establish tight controls covering ammunition turn-in procedures to ensure that unused ammunition is available for immediate reissue.
- Use subcaliber ammunition, where feasible.
- Use training aids and devices, that is, Rimfire adaptors, Weaponeer, MILES.

Vehicle Shortage

- Lease or rent nontactical vehicles.
- Use the 10 mile (one-way) walk or ride rule in computing vehicle transportation requirements. This distance may be reduced to 5 miles where lost training time becomes a degraded factor.
- Establish mobile maintenance teams to perform on-site repairs.
- Reduce drivers training by 25 percent, and conduct training concurrently with other training activities.

Facilities Shortage

- Use austere, temporary facilities, such as foam domes and hutments, until support facilities can be set up to mobilization requirements. The Engineer Annex to the Installation Mobilization Plan will provide a more detailed plan.
- Lease or rent civilian facilities.
- Use spartan training facilities, including outdoor facilities, weather permitting.
- Schedule training facilities to achieve maximum use. Schedule classrooms or laboratories on a 24-hour multishift basis, as necessary. Schedule outdoor facilities on a first-to-last basis.
- Make round-robin use of training sites.

INDIVIDUAL TRAINING AND EVALUATION (ITEP) PROGRAM

The DPTM needs to ensure that concern is placed on the testing and evaluating of soldiers on their installations. Two specific locations that come to mind are the installations training centers or the Army Continuing Education System facility. The specific mission of the ITEP is to provide testing support to all eligible soldiers.

There are two areas of service that need to be made available to the installation soldiers. In the area of self-development the installation needs to be concerned with self-development testing (SDT), soldiers SDT notices, and common task tests and administration manuals. In the area of Army personnel testing, installations need to be able to provide for armed forces classification testing, the defense language aptitude battery, the defense language proficiency test, and the officer selection battery.

Installations outlined in Map B-12 of AR 5-9 will ensure coordination of provision of training and audio visual support services for Active Army, ROTC, ARNG, and USAR personnel within their designated geographic area.

THE INTEGRATED TRAINING AREA MANAGEMENT (ITAM) PROGRAM

Environmental considerations, resource conservation, and the need to maintain realistic training areas have become crucial land management issues for most Army installations. The Army must maintain an effective level of combat readiness and at the same time promote good stewardship of the land on which it trains.

The Integrated Training Area Management Program is an automated program being developed by the US Army Construction Engineering Research Laboratory to mitigate land management problems.

THE TECHNOLOGY

ITAM includes six major elements that are integrated to provide US Army land managers with a comprehensive approach to land management. The elements include:

- A comprehensive, multimedia environmental awareness program.
- Standardized long-term land condition-trend analysis (LCTA) program to inventory and monitor Army land.
- Rehabilitation and revegetation technologies.
- Physical erosion control technologies for soil containment and runoff control under training conditions.
- Computerized decision support systems that can include analytical and color graphics capabilities for planning, scheduling, and land maintenance.
- Integration of the training mission with natural resource requirements.

The long-term gains for the installation using ITAM system center on:

- More realistic training experiences which, in turn, enhance Army readiness and fighting capabilities.
- Reduction in the cost of land management and training.
- Increased potential to acquire or lease new lands due to a good land management reputation.
- Also see environmental management.

MOBILIZATION CONSIDERATIONS

To meet training requirements and to assist the training base in its mobilization role, installation planners must assure that USAR training divisions and separate training brigades sustain their proficiency in conducting MOB POI. These units must train periodically at the installation where they will mobilize. Therefore, close and continuous planning with installation planners is necessary.

USAR forces schools must sustain their proficiency for validated mobilization missions in accordance with alignments in the TRADOC Mobilization and Operations Planning System.

TRADOC service schools must consider using qualified civilian instructors in their training support effort, either as members of their staffs or under contract.

Although the mission of TRADOC is individual and collective training, some individual training, due to the work load, will have to be conducted when a soldier gets to his unit. A decision to expand the training base initial entry training capacity by using units within the operating forces in an institutional training role will be made at Headquarters, DA. Detailed strategies and planning assumptions for expanding the training base are contained in the Training and Mobilization and Planning System (TMOPS).

The MOB POI and MOB Army Program for Individual Training (ARPRINT) are key documents for

the installation mobilization planner. The MOB POI serves as a resource document, while the installation's MOB ARPRINT load determines the number of courses. Together they allow the installation planner to build a picture of the total resource requirements for conducting IET. At this point and with all other installation missions in mind, the installation planner will apply training strategies to stretch the known resources as far as possible.

Training support materials and services will be the key alternative means of overcoming many of the time and resource constraints. Mobilization plans throughout the training base will identify and document the training support needed to meet the surge in training requirements. Where mobilization training materials can aid the peacetime training base, procurement action will be taken. However, if peacetime budget constraints make procurement impossible, requisition details will be completed and pre-positioned at installation TSCs.

CHAPTER 8

Personnel and Community Activities

This chapter includes aspects of people programs that include human resources management, education, community, and family support programs. The Army has entered into a partnership with its soldiers and families to make available programs and services needed. These are to provide a quality of life that is equal to that of their fellow Americans.

Personnel and community activities reach all components of the America's Army family. These activities cover abroad spectrum of programs and services. They extend from the management of civilian and military personnel to issues related to family programs. Child and youth services, child abuse or neglect and spouse abuse, exceptional family members, and relocation and transition assistance are often emotional and routinely demand command attention. The garrison commander appoints the nonappropriated fund (NAF) contracting officer and ensures NAF funds are properly used via the NAF contracting process. The dual funding, such as using appropriated and nonappropriated funds to support the three categories of morale, welfare, and recreation (MWR) activities, poses unique challenges. Title 10, United States Code, Section 2490a contains the fiduciary responsibility for NAFs. See AR 215-1 for the situations in which appropriated fund support can be provided to nonappropriated fund instrumentalities (NAFIs).

The programs directly impact morale, organizational esprit, and personal development. It is critical that installation and garrison commanders provide effective leadership in guiding these programs. As the Army becomes a smaller force, it fosters even greater expectations for continued Quality of Life (QOL) programs. The focus on these programs will place commanders and their staffs in the forefront of all QOL issues.

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CIVILIAN PERSONNEL MANAGEMENT

The goal of the National Performance Review (NPR) is to create a "government that works better and costs less." The Army fully supports the initiatives stemming from the NPR to build streamlined organizations that are characterized by greater decentralization, delegation of authority and empowerment of employees. Many of these initiatives will have long-term impacts on civilian personnel management practices in the future. Some basics will not change, however. The most important being that authority, responsibility, accountability for leading and caring for civilians are delegated through the chain of command to commanders, and in turn, to subordinate managers and supervisors. Civilian personnel offices' main purpose is to assist commanders and line management in acquiring, developing, and retaining a civilian work force of the right numbers and with the right skills to carry out the Army's various missions.

To understand civilian personnel management, it is helpful to understand the different types of employees and the rules that govern them.

APPROPRIATED FUND EMPLOYEES

Employees are paid from funds appropriated by Congress of the United States. The majority of these employees are US citizens who are governed by the federal civil service laws, government-wide policies and regulations issued by the Office of Personnel Management (OPM), policies established by the Office Secretary of Defense and the Department of the Army, and local labor agreements.

NONAPPROPRIATED FUND EMPLOYEES

The funds generated through the sale of goods and services pay NAF employees. AR 215-3 and local labor agreements contain policies and procedures for

administering the total personnel program for DA NAP employees. These policies maintain uniform and fair employment practices in keeping with the Army's traditional concept of being a good employer.

LOCAL NATIONALS

The Army also employs local nationals in overseas areas. Federal law, DOD policy, and the requirements of the applicable host-nation agreements or Status of Forces Agreements (SOFAS) form the framework of personnel management and administration of these employees. Within this framework, administration is to be consistent with host-nation practices. Generally a single set of policies and procedures apply to local national employees within each country, regardless of whether they are paid from NAF or appropriated funds.

COMMANDERS' RESPONSIBILITIES

Installation commanders are responsible for leading and caring for their civilian employees and are accountable through the chain of command. Commanders are also responsible for the effective implementation and evaluation of civilian personnel policies and programs within their organizations. They develop and effectively use subordinate supervisors, managers, and the CPO staff to establish and maintain a positive work environment.

Specific commander responsibilities include:

- Ensuring the availability of civilian personnel services necessary to recruit, compensate, develop, use, and retain an effective work force.
- Guaranteeing equality of opportunity in all organizations.
- Developing and maintaining a local civilian personnel program according to policies, programs, and legal and regulatory requirements.
- Fostering a positive labor-management relationship at the installation. This requires an understanding of the rights and responsibilities of management, employees, and labor organizations under the Federal Service Labor-Management Relations Statute.
- Providing leadership and guidance to supervisors to achieve the most effective use of civilians.
- Funding and paying all civilian/injury illness costs sustained as a result of federal government employment; reemploying employees who sustain disabling injuries or occupational diseases as a result of their employment.

SUPERVISORS RESPONSIBILITIES

Commanders delegate authority to supervisors for leading and managing subordinate civilian employees. The supervisor is responsible for-

- Managing work assignments and position structure.
- Selecting and assigning employees.
- Coordinating with the Civilian Personnel Officer and the installation labor counselor in regard to labor relations issues, and prior to implementing changes in the working conditions of civilian employees who are members of collective bargaining units.
- Evaluating employee performance.
- Training and developing employees.
- Using incentives.
- Maintaining management-employee communications.
- Administering constructive discipline.
- Maintaining a positive labor-management relations program.

CIVILIAN PERSONNEL OFFICERS' RESPONSIBILITIES

Civilian Personnel Officers and their staffs are responsible for providing commanders and line officials authoritative advice and services needed to carry out their leadership and personnel management responsibilities. The CPO, often structures as a separate office reporting directly to the commander, provides these services and supports to the commander, managers and employees in areas such as training and development; labor relations; position management and classification; recruitment and placement; performance management; pay; benefits and entitlements; discipline; incentive awards; work force reduction, and adverse actions. The CPO assists the commander to ensure that management actions affecting civilian employees support the Army's mission as well as the commanders' specific programs and objectives and likewise enhance the Army's reputation as a good and fair employer; ensures employee productivity supports EEO; and maintains effective community relations.

The CPO is the designee of the installation or activity commander responsible for administering the civilian personnel management program. As such, the CPO processes personnel actions; maintains hard copy and automated personnel records; prepares reports; provides

information services; provides interpretations on policies and guidance pertaining to civilian personnel management; and serves as the local administrator for the Army civilan career programs.

LABOR-MANAGEMENT RELATIONS

With the conclusion of the National Performance Review and the issuance of the Vice-President's report to the President in September 1993, the environment of labor-management relations has begun to shift from adversarial to collaborative. In focusing on principles private corporations use to achieve high-performance status, the report notes the necessity of empowering employees to get results. It was further recognized that in order to effectively empower employees, agencies and unions must work cooperatively. In response to the report, the President issued Executive Order (EO) 12871, Labor-Management Partnerships.

The intent of the EO 12871 is to stimulate a shift to a nonadversarial culture where both labor and management identify organizational problems and address common interests and goals as partners. Installations operating in partnership with exclusively recognized unions realize the existence of common objectives such as mission accomplishment, improved customer service, reduction of costs, and set out to devise joint solutions for problems in these areas.

To assist agencies in the culture change, the EO expands the scope of bargaining and requires labor-management partnership councils be established, where appropriate. Commanders are responsible for training employees, both labor and management, in methods of dispute resolution such as alternative dispute resolution techniques and interest-based bargaining approaches. Successful labor-management relations requires commanders to encourage empowerment of employees through their elected labor representatives and foster a positive labor-management relationship at the installation.

CIVILIAN TRAINING AND DEVELOPMENT

While the size of the civilian component continues to decrease, the need for civilian leader development and training is increasing. A need for a smaller multiskilled civilian work force is rapidly expanding. To meet these needs, many initiatives have been developed and implemented.

Civilian leader development training provides confident, competent, innovative leaders. It is a three-stage common core training plan consisting of intern, supervisory, and managerial training. The Civilian Leader Development Action Plan provides a blueprint and a strategy to prepare civilians for leadership assignments throughout the Army.

A recent career management initiative is the Army Civilian Training, Education, and Development System. This system blends progressive and sequential work assignments and formal training for Army's civilian employees as they progress from entry to senior level positions. It provides a structured approach to technical, professional, and leadership training, similar to that now used by the military.

CIVILIAN ILLNESS AND INJURY COMPENSATION (CIIC) PROGRAM

The Federal Employees' Compensation Act (FECA) was enacted in 1916 to provide monetary compensation, medical care and assistance, vocational rehabilitation and retention rights to Federal employees who sustain disabling injuries, including occupational diseases, as a result of their employment with the federal government. The Act also provides for the payment of funeral expenses and compensation benefits to qualified survivors of a federal employee who dies as the result of his or her employment. The Act is funded by the Employees' Compensation Fund (funds appropriated by Congress) and reimbursed by the various federal agencies through the annual chargeback system two years after employees are paid.

Headquarters, Department of the Army recognized the rising costs of injury compensation in 1988 and created the Civilian Resource Conservation Program (CRCP) to control it. To reverse escalating costs trends, goals were established to reduce costs by 2 percent per year during FY 89-93 in these areas: FECA chargeback costs, long-term disability rolls, lost time injury rate, and continuation of paydays. The CRCP has been extended through FY 96 with reduction goals of 5 percent based on FY 93 baseline experience. The Army requires installations to fund and pay all civilian injury/illness costs including tenant activities. The Assistant Secretary of the Army (Financial Management) allocated dollars based on FY 91 compensation bill payable in FY 93 plus the standard rate of inflation approved by OSD. Headquarters, DA will not consider unfinanced requirement requests for any portion of your CIIC payment. Funding shortfalls must be absorbed. The proper accounting codes for the payment are MDEP VINJ and EOR 12RB, and both should be used.

Beginning FY 94 the Civilian Personnel Management Services (CPMS), Department of Defense (DOD), will provide administrative services to Defense Components on FECA issues. Components will retain responsibility for claims management at the installation level. Advisory services will be available from 12 regional liaison offices. A uniform chargeback verification and tracking system will be available at each installation which will be accessible by the liaisons and CPMS headquarters. Guidance on which functions should be performed at the installation level are covered in a DOD Civilian Personnel Manual chapter on injury compensation.

CIVILIAN MOBILIZATION

Historically, civilians have played an important role in the conduct of US military operations. More recently, Army civilians have established themselves as an integral and vital part of America's Army team. With distinction, they perform critical duties in virtually every functional facet of combat support and combat service support, both at home and abroad. Based on these historical contributions of Army civilians, the rapidly advancing technology and highly sophisticated weapon systems, and the overall reduction of the Army size, it is anticipated that increased reliance will be placed on their skills and services. Army doctrine is evolving which will increase the reliance on civilians to provide the "tethered support" of military operations crossing the spectrum from home installation to deployed sites anywhere in the world. In addition civilians assigned to logistics support and certain other organizations will be involved in "split operations" as the modularity concept is built into units to make them more readily deployable and able to support operations of varying sizes. Serving beside deployed soldiers, Army civilians will provide the critical skills necessary to assure the availabilitity of essential combat systems and weaponry; thereby maximizing the fighting capability of the combat soldier and the Army wartime mission success.

Plans for military readiness must also include full consideration and well-developed plans for civilian readiness. It is essential that Army planners at all levels fully integrate the identification, use and management of Army civilians into the mobilization and contingency planning process. AR 690-11 provides the basic guidance for the use and management of Army civilians in support of contingency operations.

Commanders and managers should develop and maintain appropriate emergency plans and procedures based on their unique local organizational and staffing arrangements which will facilitate the effective and efficient deployment of Army civilians in support of a variety of military contingency operations.

EQUAL EMPLOYMENT OPPORTUNITY

This civilian EEO program is separate from the Military Equal Opportunity Program. The EEO program is concerned with providing equal opportunities in employment issues for all Army civilians and job applicants. Major components of the program are development and implementation of affirmative employment programs, special emphasis programs, administrative processing of discrimination complaints, and providing EEO training to include prevention of sexual harassment training. The EEO officer reports directly to the commander and is the commander's principal advisor on all matters pertaining to civilian equal employment opportunity. The EEO officer also serves as the POC for management, the work force, community groups and other organizations and agencies. The EEO staff provides the following services for the commander: staff assistance and consultation, advice to managers, supervisors, employees, and job applicants.

To ensure that management officials are involved and committed to the Army EEO program, strong command support and clearly stated EEO policy are required for providing equal opportunity for a culturally diverse civilian work force. ARs 690-12 and 690-600 provide the guidelines for the Army's civilian EEO programs.

MILITARY PERSONNEL MANAGEMENT

Military personnel managers support all TDA garrison soldiers and MTOE nondivisional soldiers. Normally, the corps and division G l/Adjutant General perform these functions for divisional soldiers on FORSCOM and OCONUS installations. These functions include officer and enlisted management, replacement operations, enlisted and officer promotions, evaluations, military awards and decorations, and casualty management. Also included are military personnel and data base management, identitivation cards, retention, reassignment, enlisted and officer transfers and discharges, personnel inprocessing/outprocessing, retiree interface, and postal operations. Operational procedures for military personnel management procedures are found in AR 600-8.

COMMUNITY AND FAMILY ACTIVITIES

TRANSITION ASSISTANCE

The Army Career and Alumni Program (ACAP) serves as the commander's primary agency for developing, coordinating and delivering transition employment services. It supports eligible soldiers, DA civilians, and their families. The ACAP consists of a transition assistance office (TAO) and a job assistance center. The TAO must be the first step in the transition process. TAO provides individual transition plans, integrates installation services, and provides TQM to the transition process. The job assistance center (JAC) is the contracted installation service provider delivering job search skills and access to a national and local job resource database, and career counseling. Through the services of ACAP, the Army shows that it does take care of its own. ACAP provides assistance to individuals leaving active duty as well as DA civilian employees who are also transitioning to the work force as private citizens. The ACS program provides these services on installations that do not have ACAP offices.

EQUAL OPPORTUNITY

The military EO and affirmative action program manager is the commander's principal assistant for the supervision of the installation EO program. The program consists of affirmative action plans, complaint processing, and training. The EO manager is normally a special staff officer reporting directly to the commander.

EDUCATION

The Army Continuing Education System (ACES) provides educational programs and services to support the professional and personal development of soldiers, adult family members, and DA civilians. ACES programs help to improve the combat readiness of the America's Army by expanding soldier skills, knowledge, and aptitudes to produce confident, competent leaders. Education programs and services support the enlistment, retention, and transition of soldiers. ACES instills the organizational value of education within the Army. It promotes the professional and personal value of education to the individual soldier. Education centers provide support for all military, civilian, and family members through local community colleges and universities.

ALCOHOL AND DRUG ABUSE PROGRAM

The Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) is a comprehensive command program. ADAPCP is to conserve manpower and to ensure individual readiness through preventing and controlling the abuse of alcohol and other drugs. The ADAPCP manager is usually a special staff officer reporting to the DPCA.

ADAPCP is responsible for all aspects of a drug-free workplace. The alcohol and drug control officer (ADCO) manages the DOD, DA, and Health and Human Services guidelines for biochemical testing. The ADCO, as the program manager, will provide comprehensive drug and alcohol program services. This covers identification and referral, prevention and education, treatment and rehabilitation, and biochemical testing.

COMMUNITY AND FAMILY PROGRAMS MANAGEMENT PRINCIPLES

MANAGEMENT PRINCIPLES

The guiding management principles are to determine installation and patron needs, set priorities, and manage the operations and finances in a business-like manner. Program managers must develop strategies to increase efficiency. This involves optimizing benefits to soldiers, civilians, and their families from all operations and services provided while reducing costs, identifying operations which may be eliminated, consolidated or modified to best meet demand and fiscal requirements. Capital expenditure is based on a detailed long-range plan that will provide the necessary construction to provide excellent facilities for the population of the installation. Nonappropriated fund (NAF) expenditures are based on NAF cash flow requirements, program needs, assessment of return on investment (ROI), and potential for NAF construction supporting the MWR program.

A series of initiatives developed by MACOMs and DA identified MWR and other CFS management tasks. The installation MWR fund operates within the parameters determined by the Army four-Star board of directors (BOD). The board provides strategic direction, and

reviews major policy issues. At the local level, managers must develop local strategies and a long-range plan for replacement of the physical plant. They also determine and prioritize installation program requirements in the annual review of the installation five-year MWR plan. They must-

- Operate from a profit and loss perspective.
- Generate earnings that are sufficient to fund the installation capital purchase and minor construction program.
- Make installation contributions to NAF major construction program.
- Set aside funds for long-term requirements.

MWR FIVE-YEAR PLAN

The development of community and MWR-related facilities, personnel and financial requirements, their prioritization, and funding is a demanding responsibility. The basis for the management and improvement of MWR and community programs is the five-year MWR plan. This plan integrates the MWR BOD strategies for facilities construction and maintenance.

The purpose of the plan is to -

- Provide a balanced program of MWR activities, programs, services, and facilities.
- Assure integration of MWR activities with the installation's overall community and family support program.
- Support and improve the living standards, morale, and physical and mental fitness of soldiers, families, and other eligible community personnel.
- Rank programs according to the significance of their contribution to readiness and retention.
- Identify and satisfy future MWR program needs, based on needs assessments and market analysis.

ONE FUND OR SINGLE NAFI CONCEPT

An installation MWR fund (IMWRF), frequently called the "one fund" or "single fund" is a NAFI established to receive, disburse, and program MWR NAFs. On most installations, a single NAFI performs these administrative functions; however, some exceptions include NAFIs such as Chaplain fund Billeting, Fischer House, USMA and Disciplinary Barracks NAFIs, which are administered and accounted for separately from the "one fund." IMWRF revenues are a result of income from resale activities and fees charged for various activities. The DPCA operates the "one fund NAFI and is responsible for integrating APF and NAF programming, planning, and execution to support the MWR program. In this complex program, managers enter an entrepreneurial role. This requires them to focus on total cash management. Regulatory and fiscal guidance is in ARs 215-1 and 215-5.

MWR ACTIVITIES

The administration of MWR activities is especially challenging in the resource management area. They are resourced with both APFs and NAFs. NAFs are generated from the sale of products, services, **and** user fees paid by MWR patrons. They are also generated from external sources such as AAFES dividends, Army recreation machines. and contracts. These activities operate using a mixture of APF and NAF support the way local communities use fees and tax dollars. The overall MWR program consists of three DOD categories – mission sustaining, basic community support, and revenue-generating business activities – which are the basis for APF support authorized:

- Category A – Mission sustaining activities - fitness and athletic facilities, gymnasiums, libraries, unit activities, sports, and recreation centers funded with appropriated (or taxpayer) dollars.
- Category B – Community support activities - child development services, arts and crafts, auto crafts, outdoor recreation, information, ticketing, and registration, youth services and entertainment (music and theater), funded by a mixture of APFs (taxpayer) and NAFs.
- Category C – Revenue generating business activities - golf courses, clubs, bowling centers, Army recreation machines, Armed Forces recreation centers, and guest houses funded with NAF.

These activities provide a broad scope of self-education and skill development, physical fitness, and leisure-time activities that appeal to all segments of the military community. The necessary interrelationship between installation and neighboring civilian communities has improved over the years, allowing us to realize that some of these services are more efficiently provided in cooperation and coordination with civilian communities. This is especially important when assessing an installation's needs and developing the five-year plan. In this regard, the military and civilian communities can complement each other.

YOUTH SERVICES (YS)

YS provides leisure and social recreation services, youth fitness and sport, and youth development services in three program areas:

- Leisure and social recreation.
- Physical fitness and sports.
- Youth leadership and development.

The Leisure and Social Recreation program provides a wide variety of developmental activities which promote social interaction, personal growth, and teach lifelong leisure and coping skills. Components of this program include before and after school programs, summer day camps, dances, cultural activities, the arts crafts and music, dance lessons, and performances), as well as family and community activities (Easter Egg Hunts, fourth of July carnival, "Breakfast with Santa").

The Physical Fitness and Sports program provides challenging opportunities for youth of all ages to participate in a variety of team and individual sports such as T-ball, softball, basketball, and football. The program philosophy emphasizes fun, learning the fundamentals of games and sportsmanship, maximum participation and physical conditioning for all youth, rather than "winning at all costs." For those youth more interested in individual sports, personal physical fitness and outdoor adventure, there are programs to meet those needs as well.

The leadership and development program emphasizes social responsibility, community involvement, and intellectual stimulation. Program components include youth-to-youth sponsorship, teen and preteen advisory groups, community service projects career explorations, job skills training, teen centers, satellite outreach services, individual development plans, and support groups.

CHILD DEVELOPMENT SERVICES (CDS)

Army Child Development Services programs provide developmental child care for children ages 4 weeks to 12 years using three comprehensive systems:

- Child Development Centers (CDCs).
- Family Child Care (FCC) homes.
- Supplemental Program and Services (SPS).

Child care is available to reduce the conflict between parental responsibilities and unit mission requirements.

CDC programs offer full-day, part-day, and hourly care in a centralized setting for military and civilian families assigned to the installation. Most centers are open 60 to 75 hours per week, 10 to 20 hours longer than civilian operations. The operating hours in Army CDCs are determined by the installation commander and are generally based on patron surveys, documented use, and center feasibility studies. Center sizes usually range in capacity from 60 children to as much as 300 at any one time. CDC programs are required to seek national accreditation through an impartial body, using standardized program guidance materials.

The Family Child Care (FCC) system offers care provided by military spouses operating as independent contractors who reside in government owned or leased quarters. FCC is a cost effective, flexible child care delivery system which provides full-day, part-day, specialized services such as extended hour or sick child care. In addition to increasing the availability of care, the FCC program is a major source of family member employment.

SPS offers additional child care options to increase child care capabilities both on and off-post. Major SPS programs include short-term alternative child care hourly care for organized group functions; SPS homes operated off-post by Army providers and licensed by the state; school-age and latch key programs located in schools, youth centers or chapels; and SPS resource and referral which centrally register children and places them in on-post programs, refers parents to off-post care options, and maintains the waiting list for patrons needing CDS care.

MWR SUPPORT MOBILIZATION, CONTINGENCY, AND WARTIME OPERATIONS

MWR activities are necessary for reducing combat stress. This is done by temporarily diverting the soldiers' focus from their combat situation. Emphasis on MWR programs during contingency operations will vary with the tactical situation. The program adapts to suit the situation. The soldier must have some degree of certainty that family members left behind in safe havens are receiving necessary services.

Commanders will ensure successful and continuing recreation programs by providing MWR staffing and logistical support. Each unit is responsible for procuring,

assembling, and shipping its own athletic and recreation kits. It is also responsible for operating athletic activities, recreation programs, unit lounges, and AAFES Imprest Fund Activities.

MWR and A&R kit equipment tailored to unit needs are obtained and maintained locally. Installation MWR libraries will provide all deploying units a 30-day supply of book kits for leisure reading. Units are responsible for distribution and transportation.

Commanders of deployable units and installation commanders will jointly determine deployable civilian MWR personnel. This is based on the number of personnel available, local requirements after units deploy, and the needs of the deployable unit. Volunteers recruited by the US Army Community and Family Support Center (USACFSC) from the Army MWR community provide additional civilian personnel. Designated individuals will continue to perform installation, community, MACOM and Army MWR duties during peacetime.

Upon assignment, unit MWR coordinators will receive training by brigade recreation specialists. Local AAFES managers will furnish AIFA materials and training for coordinators and specialists.

Installations of deployed units will continue to offer basic MWR activities as long as possible during all levels of mobilization. Program restructure through reallocating resources, detailing personnel, and redirecting on-going programs may be necessary.

MACOMs may approve requests from installations to suspend user fees at any reasonable or appropriate point during contingency operations and mobilization. The installation sends a copy of any fee suspension to USACFSC to document future request for reimbursement. APFs are used to the fullest extent authorized as IMWRF must absorb NAF losses resulting from any loss of revenue. MACOMs have the flexibility to transfer NAF to help those installations experiencing negative cash flow.

ARMY COMMUNITY SERVICE (ACS)

ACS centers are the hub for social service programs designed to meet the needs of the Americans Army family. The ACS mission is to assist commanders in maintaining readiness of individuals, families, and communities within the America's Army family. They do this by developing, coordinating, and delivering services. These services promote self-reliance, resiliency, and stability during war and peace. ACS programs are increasingly prevention oriented, with an emphasis on working more closely with commanders. Federal law, executive order, and DOD policy mandate many of the programs provided by ACS. The following ACS programs exist at Army installations worldwide.

MOBILIZATION AND DEPLOYMENT ASSISTANCE

Soldiers must be assured that family members left behind are receiving support and assistance as needed. ACS is the commanders principal advisor on family support during mobilization. A major function of ACS is to assist commanders by providing programs and support activities. The support is to help America's Army family members successfully manage the challenges of mobilization and deployments. ACS provides predeployment briefings, services to waiting families, reunion assistance, sponsorship assistance, and crisis intervention. Support and training for unit family support groups and establishment of family assistance centers are critical support elements of the ACS program.

INFORMATION, REFERRAL, AND FOLLOW-UP PROGRAM

This program links members of the America's Army family with appropriate military and civilian resources capable of addressing their needs. Information and referral includes answering questions, simple and complex referrals, and client and case advocacy. Examples of subject areas in the comprehensive information and referral database include social services, schools, child care, elder care, volunteerism, and community resources. In addition, the Leaders' Guide to Human Services is provided for unit leader's reference in referring soldiers.

RELOCATION ASSISTANCE PROGRAM (RAP)

RAP provides support, information, preparation, counseling, and education for managing the demands of the mobile military lifestyle. This program provides continued support throughout the assignment process. Essential program components include briefings, workshops, sponsorship, pre-and post-move counseling, and emergency services. All ACS centers provide automated relocation assistance information on all installations through the Standard Installation Topic Exchange Service, Welcome Packets,

Lending Closet, and counseling services. Objectives of ACS RAP are to provide a focal point for the coordination and provision of comprehensive relocation assistance to members of the Army family.

CONSUMER AFFAIRS AND FINANCIAL ASSISTANCE PROGRAM (CAFAP)

CAFAP helps members of the Army family achieve and maintain a sound financial posture, present financial difficulties, and become knowledgeable consumers. The program provides education and guidance on basic financial skills; budget development, credit, checkbook maintenance, debt liquidation and personal financial readiness. In addition, information and classes are provided on sound consumer practices, such as major purchases, life insurance, and investments.

FAMILY MEMBER EMPLOYMENT ASSISTANCE PROGRAM (FMEAP)

The primary purpose of the ACS FMEAP is to assist family members interested in employment by providing timely information on jobs available in the area and other supportive services necessary to minimize the employment problems associated with frequent moves. A major focus of the FMEAP is teaching effective job search skills, resume preparation, career goal setting and providing employment skill-building training to give Army family members the competitive edge needed to secure employment. In addition, FMEAP works with local employers to develop job resources for family members. While the ACAP primarily focuses on transitioning soldiers, FMEAP's principal customers are young spouses. However, the FMEAP also assists youth, active duty, retirees and others with various aspects of employment.

EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

The EFMP coordinates the installation's comprehensive and integrated network of agencies to assist Army family members with special social, medical, or educational needs. The program's database provides assignment managers with information on local resources to consider assignments or reassignments. Child/Family Fund activities publicize EFMP to identify eligible family members. Special activities such as day camps and adapted aquatics may be coordinated with Youth Services.

FAMILY ADVOCACY PROGRAM (FAP)

The ACS FAP addresses child abuse or neglect and spouse abuse. The program is designed to identify, prevent, report, and treat soldiers and families involved in spouse and child abuse. FAP provides comprehensive services to help commanders end family violence and promote family wellness. ACS FM services include community education on identification and reporting procedures and prevention programs supporting good parenting family communications, and stress reduction. Foster care and respite care services are also coordinated through the ACS FAP. Prevention is emphasized by working with high risk families before and after the birth of a child.

PRE/POST MOBILIZATION SUPPORT

ACS provides training for Family Support Group Leaders. Predeployment briefings alert soldiers and family members to issues that need attention and sources of support while the soldier is away. As directed by the commander, ACS will operate the Family Assistance Center.

ARMY FAMILY TEAM BUILDING (AFTB) (Proposed Program)

The AFTB is to provide sequential and progressive training to all members of the America's Army on information and skills needed for individuals and families to function at optimum levels with the least amount of external support, during peacetime and deployment. Training classes will target three levels: those new to the Army, emerging leaders, and senior spouses. Course topics appropriate to each level have been developed. AFTB enhances Army readiness through training that encourages self-sufficiency and self-reliance resulting in personal and family readiness. Attendance by spouses and other family members at training classes is optional.

VOLUNTEERS

The installation volunteer coordinator helps program managers recruit, keep, and recognize volunteers for family support programs. This position is often not part of the ACS staff. It reports directly to the chief, family support division, or to the DPCA.

Volunteers represent a significant resource for ACS. They improve program planning provide a capacity to mobilize community support, expand the efforts of military and civilian staff, and extend family support services. The program includes a careful matching of interests to opportunities. It provides structuring of daily duties of each volunteer to ensure a sense of purpose and contribution.

FAMILY SUPPORT GROUP (FSG) PROGRAM

The FSG program helps the commanders and unit FSG leaders in the effective use and operation of a FSG.

The program provides resource information and training and advice concerning awards for the FSG volunteers. It highlights the contributions of the FSG's to the welfare of the families and the Army. The FSG program provides resources to FSG leaders allowing them to manage effectively the FSG. The FSG is a vital part of unit readiness and mission success.

ARMY FAMILY ACTION PLAN PROGRAM (AFAP)

The AFAP is a management tool for commanders to promote positive change at installation, major Army command, and Headquarters, Department of the Army. Through an annual installation symposium, active duty and reserve component soldiers, retirees, DA civilians, and family members identify and prioritize quality of life concerns to installation leadership. The AFAP process requires that issues are staffed and worked by installation staff elements and that progress or resolution is reported to installation leadership. The resolution of installation issues results in increased operational efficiency, improved customer service, and stronger local programs. The AFAP, as a Total Army Quality process, allows commanders to forward issues that require resolution at a higher level. Delegates at an annual DA AFAP conference elevate many of these issues to the Army Staff for resolution.

CHAPTER 9

Engineering Management

The engineering management operations at the installations are diverse and complex. Directorate of Public Works (DPW) requires a work force with skills in professional engineering, management, contract administration, and the crafts and trades. The organization must be able to cope with varying requirements. A sound management system is essential for increasing productivity and attaining maximum return for resources expended to accomplish the mission. The management system must provide the engineer with the tools to make efficient and effective decisions. Information is needed to deal with both complex and routine engineering problems, and the ability to expedite simple repairs. The engineering management system will use available automated management information systems to facilitate all requirements. The engineering management system must receive support from the installation commander to be successful. This support may he best demonstrated by requiring work to be accomplished according to planned and approved priorities in accordance with the Real Property Master Plan.

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THE ENGINEERING MANAGEMENT STRUCTURE

The Office of the Assistant Secretary of the Army (Installations, Logistics and Environment) (OASA (I, L&E)) provides the overall policy and program direction for engineering on the Army installation. The facilities and housing directorate, ACSIM, has Army staff responsibility. It provides guidance for the formulation, management, and evaluation of facilities, construction and real property management. The installation management support activity, ACSIM, provides assistance and technical guidance to MACOMs and installations with efforts to create Army communities of excellence for soldiers and their families. The US Army Center for Public Works (USACPW) provides technical support to DPWs at installations and assists the ACSIM and OASA (I, L&E) in implementing DPW policy and programs.

The MACOM commanders provide command supervision of facilities engineering at the installation through their staff engineers, or engineering functions in the Deputy Chief of Staff for base operations support. The MACOM engineer provides oversight, technical guidance, and validation for maintenance and repair (M&R) projects. He also prioritizes M&R projects exceeding the installation commanders approval authority. He also ensures that internal controls are in place and executed as required.

Responsibilities of installation commanders are to-

- Establish and maintain a Real Property Master Plan in accordance with AR 210-20.
- Establish an efficient and effective facilities engineering organization in accordance with ARs 5-3 and 420-10.
- Approve the resource management plan to include the annual work plan and programs for facilities engineering ensuring all investments are in accordance with the installation Real Property Master Plan.
- Establish procedures to identify and manage facilities in accordance with AR 420-16 to include maintaining an accurate Real Property inventory and management system.
- Apply internal control review procedures and identify deficiencies to the MACOM for assistance and resolution.
- Approve procedures for the DPW to request assistance from the Corps of Engineers direct support district or division or US Army Center for Public Works. Also request assistance from the

US Army Environmental Center for work which cannot be accomplished with existing DPW resources and capabilities.

- Assure that a Fire Emergency Services plan is operating throughout the installation. This includes all aspects of firefighting, including 1st Responder Hazardous Materials (HAZMAT) and Emergency Medical Services, fire prevention, and active and passive measures in facilities design. This is normally performed by the DPW.

OUTYEAR MANAGEMENT SYSTEMS

To provide the facilities and services required to meet the needs of the units, soldiers, workers, and families, the installation must find more efficient ways of doing business. The following paragraphs will discuss some of the management policies, practices, and changes that will affect engineering management at the installation.

AUTOMATED ENGINEERING MANAGEMENT SYSTEMS

The Integrated Facilities System-Mini/Micro (IFS-M) is the system of record for management of real property assets. All new facilities engineer automation requirements and all non-DPW related interface must be compatible with IFS-M at the data element level. Any new system should be coordinated through USACPW.

INTEGRATED FACILITIES SYSTEM-MINI/MACRO (IFS-M)

IFS-M is the newest generation of automated systems to support the DPW Real Property Maintenance Activity (RPMA). It also supports the Army family housing missions that pertain to work order management. Its main advantages are interactive processing with anon-line update, query capability, and report flexibility. IFS-M provides information on most of the DPW activities. IFS-M also is the single-source database for facility-related and budget-supportive information.

DESKTOP RESOURCE FOR REAL PROPERTY (DR-REAL)

DR-REAL is a personal computer based software package. It automates the task of real property inventory management for installations that are not scheduled to receive IFS-M. It also is specifically designed to aid installations in updating, reporting, and querying their real property databases. DR-REAL helps prepare the Army military real property inventory and the building information schedule reports. It is a counterpart to the real property module of IFS-M, providing similar reports. DR-REAL has been fielded to support active Army, RC, and NG installations. It also is being fielded to support the Corps of Engineers.

KEY POLICIES

The following paragraphs describe key policies that establish installation engineering management direction.

RESOURCE MANAGEMENT PLAN (RMP)

The RMP provides the DPW manager with a critical tool for planning the effective accomplishment of the DPW mission. It serves as the hub plan around which all DPW short-and long-range plans are coordinated and developed. The RMP is a consolidation of all DPW developed plans into a single integrated plan. This plan reflects all major requirements, initiatives, actions, and objectives up to six years into the future. In addition, the plan contains supplementary management information pertinent to the DPW operation. When properly developed, the RMP serves as the basis for unconstrained requirements report and command budget estimate preparation. In short, the RMP depicts an installation's complete DPW program and the strategy to accomplish it. The plan is flexible in format, content, and amount of detail. The content of RMP consists of four major sections:

- Long-range goals and objectives.
- DPW programs.
- Annual work plan.
- Management information.

The first three sections closely parallel the planning and programming processes as reflected in the PPBES. The fourth consolidates basic information essential to day-to-day management.

ANNUAL WORK PLAN (AWP)

The AWP is vital to the efficient and effective accomplishment of the engineering mission. The AWP is a component of the RMP. It provides all major requirements for accomplishment in the upcoming fiscal year. Feeder reports into the plan include the installation hazard abatement plan. The plan should describe and estimate the cost of as many significant projects, tasks, expenditures, initiatives, and capabilities as possible. For the recurring and predictable costs, such as utilities and summer overhauls, reasonable estimates can be included in the AWP for the entire year. Other requirements, such as minor construction and travel, are less predictable, and the level of detail in the AWP will be less for the later quarters of the fiscal year. Preparation of the workload portion of the AWP usually begins in the second quarter of the fiscal year preceding the plan year in order to coincide with development of the Command Budget Estimate (CBE).

ENVIRONMENTAL STRATEGY FOR THE ENGINEER

Installation responsibility for overall direction of the environmental and natural resources management program may be integrated with the DPW. It also may be organized as a special staff under the installation commander. The DPW remains responsible for incorporating environmental considerations into all aspects of facility and housing management. Such considerations include-

- Impacts of repair, maintenance and construction.
- Energy and water consumption.
- Wetlands.
- Noise.
- Ground cover and soil stability.
- Wildlife.
- Storm water runoff.
- Cultural resources.
- Water demand and supply.
- Hazardous waste management.

The DPW must integrate and incorporate these considerations early in the planning process and throughout the implementation process. These actions are imperative to achieving environmental stewardship. The US Army Center for Public Works provides an automated tool for installations to conduct water supply and management. This system is named the Installation Water Resource Analysis and Planning System.

In foreign nations, political implications have much more direct impact on defense readiness and construction programs than in CONUS. The similarity between commercial manufacturing challenges in the areas of air, water, and waste pollution and those faced by the Army is apparent. Additional issues involve noise, cultural resource preservation, endangered species, and other nonpollution subjects. The size of most military reservations cause environmental problems to become major and costly considerations. Activities involving environmental considerations include helicopter flight routes, isolated maneuver areas, and weapons range firing. Less obvious areas of concern are the environmental impacts of proposed base closures or of new land acquisition.

The DPW reviews and approves staff consideration of the environmental consequences of proposed programs. He coordinates preparation of the formal environmental documentation. He subsequently supervises the installation progress toward operations to accomplish missions without damaging the environment. Each staff element or unit has the responsibility to assess the environmental consequences of its operations. Hazardous waste management plans for the installation are a significant DPW responsibility, especially where industrial operations are performed, typically in AMC. This may be a major customer-requested DPW workload that involves many other organizations on the installation. A key facet of environment programs is maintenance of ranges under intense training demands using state-of-the-art natural resource technology to ensure training realism and safety.

RESOURCE MANAGEMENT ESSENTIALS

Financial management is the set of actions needed to identify, obtain, manage, and account for funds required to accomplish mission objectives. Out-year planning usually needs more emphasis to enable DPW to compete for diminishing fund sources. Financial management data are important aids to managers for planning, for directing day-to-day operations, for identifying deviations from plans, and for developing optimum solutions. The DPW financial accounting and reporting system should meet the following financial management needs:

- Adequate financial data for effective management.

- Effective control and accountability of all funds, property, and other assets for which the DPW is responsible.
- Reliable information to serve as the basis of submissions supporting the DOD's Planning, Programming and Budget System (PPBS) and the Army's PPBES.
- Full disclosure of the financial results of DPW activities.

The current financial system supporting the DPW is the Standard Finance System (STANFINS). Until the system is updated by the Defense Finance and Accounting Service, the DPW will be increasingly dependent upon IFS-M data to assist in resource management.

The DPW RPMA budget consumes over 50 percent of an average installation's base operating budget. It is vital that the DPW stay involved in the financial management of the DPW organization and the installation. Financial management is one of the most effective ways to keep track of an organization's "health." It also can detect early warnings of potential problems.

PROJECT APPROVAL AND WORK LIMITATIONS

A minor construction project includes all work necessary to produce a complete and usable facility or a complete and usable improvement to an existing facility. Construction projects with a funded cost of $300,000 or less shall normally be financed from other than MCA appropriation. These are Army O&M, or RPM,D (RPM,D funds are available only until 30 September 1994 unless otherwise extended by Congress).

An installation commander has approval authority to use the Real Property Maintenance, Defense Account as a source of funding for minor construction or repairs costing between $15,000 and $300,000. All delegations and redelegations of approval must be in writing. The approval authority for maintenance and repair projects is outlined in AR 420-10.

The following constitute a statutory violation:

- Planned acquisition or improvement of real property facilities through a series of minor construction projects.
- Subdivision of a construction project to reduce costs to a level that meets a statutory limitation or the splitting or incrementing of costs of a project to reduce costs below an approval threshold.
- Development of a minor construction project solely to reduce the cost of a military construction project below the level at which Congress would be informed of the cost variation.
- The misclassification of minor construction work between construction, maintenance, and repair.

REAL PROPERTY MANAGEMENT AND PLANNING

The real property master plan (RPMP) is the installation commander's instrument for unifying planning and programming for installation real property management and development. It is based on assigned installation missions and guidance contained in a variety of plans and other documents. These plans and documents govern the RPMP. They include the Army long-range planning guidance, the Army long-range facilities plan, the Army plan the POM, PBG, the Army stationing and installation plan, and Army force structure documents. Real property master planning is an interactive process. This includes integrating the planning guidance and other plans, recording the planning process, and providing the framework for decision making.

The RPMP consists of four components-

- Long-range component (LRC).
- Capital investment strategy (CIS).
- Short-range component (SRC).
- Mobilization component (MC).

The RPMP lays out the management and development of the installation as it transitions from its existing conditions, through the short term, to support long-range peacetime and mobilization missions. The LRC establishes the basic framework and specific operations by documenting the installation capabilities, constraints, and opportunities. It describes the environmental baseline showing significant environment or installation development. An element of the LRC is the installation design guide. It provides specific guidance on the exterior and interior design parameters toward achieving aesthetically pleasing working and living environments. The CIS establishes how unrestrained facilities requirements and planning goals will be met over time within realistic resource constraints. It is a bridge between long-range and short-range planning, connects with programming, and maps a strategy of revitalizing and developing real property and infrastructure. It plans interim actions to meet requirements on a short-term basis. It also provides a means of assuring that real property resources are being applied in the best way to meet mission objectives. The

SRC integrates real property master planning into the six-year POM. This identifies and justifies specific real property projects, integrating all projects regardless of fund source and reflecting real property planning and management. The mobilization component provides a systematic time-phased evaluation of an installation's ability to meet mobilization requirements through facilities, utilities, housing, and engineering services. It develops the expansion capability analyses for the LRC into specific plans to allocate existing facilities and acquires needed additional facilities to support mobilization missions, functions, and tasks.

Real Property Planning Board (RPPB) supports the installation commander in his responsibility to manage and develop the installation. The RPPB guide-

- Develops and maintains all components of the RPMFP.
- Coordinates with nearby installations, DOD and federal agencies, and local governments.
- Ensures that the RPMP address all real property requirements for missions and community needs.
- Determines architectural and design themes.
- Ensures that plans are in harmony to protect and enhance the environment.
- Formulates construction and major repair program.
- Oversees space utilization management.

The installation commander should ensure that a copy of the Real Property Master Plan is provided to the Directorate of Contracting and considered in advance acquisition planning.

CHAPTER 10

Contract Management

This chapter provides an overview of the overall acquisition process and its underlying principles, tools, and techniques. The installation is responsible for the coordination of a vast amount of resources to ensure that the units, organizations, and residents it supports are well cared for. The Army budgets billions of dollars for operations and maintenance. It spends large amounts of these funds through its installation contracting offices. The primary activity for obligation of these funds is the installation directorate of contracting (DOC).

Contracting is one of the several functions involved in the Army's acquisition process. It is the DOC's function to obtain the Army's equipment, supplies, or services of the proper quality and sufficient quantity at a fair and reasonable price.

Army managers face the challenge of coping with this high volume of contracting actions. The manager's acquisitions are scrutinized by contractors, auditors, the General Accounting Office (GAO), Congress, and the news media and must be accomplished in a manner that is above reproach. Therefore, the governing policy and legal guidance are both detailed and voluminous and can be quite rigid to protect the integrity of the process. For these reasons every appropriated fund (APF) Army acquisition must be accomplished in accordance with the Federal Acquisition Regulation (FAR), the Defense FAR supplement (DFARS), the Army FAR supplement (AFAR), the Federal Information Resource Management Regulation (FIRMR) and any MACOM guidance.

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THE ACQUISITION PROCESS

Each contracting action at the installation has as its origin a need for a service or product. The requirement's identification and funding sets into motion an acquisition cycle, beginning with acquisition planning and ending with contract administration and close-out after the delivery and acceptance of services or products.

While the acquisition process includes all of the actions that must be taken in obtaining the required goods or services, it must be emphasized that there is no single set of actions for each step in the process. Variables such as type of goods and services required; the size, type, complexity, and urgency of the requirement; and the applicable laws and regulations all influence the actions taken.

The term acquisition covers the entire cycle from need identification and funding through contract administration and close-out. The term contracting covers the portion of the acquisition cycle starting with the purchase request (as a culmination of the planning step) through contract close-out.

SCOPE AND MAGNITUDE OF INSTALLATION ACQUISITION

BASE SUPPORT

The maintenance and operation of installations and bases requires a multiplicity of housekeeping materials and services. Most of these requirements are met by the installations. Some items in common use throughout the DOD are centrally controlled and managed by

agencies such as the DLA or the General Services Administration (GSA).

AREA SUPPORT

Contracting operations in support of installations in a geographic region or area provide on an economic basis, consolidation of buying and related professional services that can meet the needs of many customer activities in the area served. This is accomplished through Blanket Purchase Agreements and Requirements-type contracts which specifically designate multiple locations.

INDUSTRIAL SUPPORT

The arsenals, munitions plants, and overhaul facilities of the Army are major industrial enterprises similar in many respects to their counterparts in private industry. The support of these installations demands a high degree of coordination among research, engineering, production, and acquisition staffs. This will ensure that proper materials and equipment are available to meet manufacturing and production schedules.

TRANSPORTATION SERVICES

The normal volume of personnel and materiel movement to include personal property shipment and storage, personnel movements, and unit movement support services is in excess of what can be provided by DOD. The acquisition of considerable air and sealift as well as land transportation is, therefore, required. This is a specialized field of contracting where particular laws, regulations, and industry practices substantially affect the techniques and manner of doing business.

CONSTRUCTION

Much of the maintenance, repair, and minor construction of existing facilities are performed in-house or by installation contracts. Certain design, engineering, and construction of major new facilities along with environmental and installation support services are acquired from private industry by the USACE. The field of military engineering contracting requires extensive education and experience in architectural, engineering, environmental, and construction disiplines. This field is subject to specific laws, techniques, and trade practices.

There are long-term consequences from installation acquisitions that have a profound impact on the local economy. Acquisition programs influence business decisions of local companies in such areas as expansion, inventory levels, and modernization of equipment, and jobs. When an acquisition is well managed, costs are decreased and installation and local business relationships are improved. At the same time, the capability to support the installation during emergency/mobilization periods can be greatly enhanced.

Installation contracts provide significant leverage for the implementation of national, social, and economic policies that have been established by congressional legislation and executive orders. These policies create contractual obligations related to economic and social areas, such as-

- Preference for small and small disadvantaged business and economically distressed areas.
- Preference for Federal Prison Industries, Inc., UNICOR, and workshops for the blind and other severely handicapped.
- Domestic suppliers.
- Requirement for safe and sanitary working conditions and for the payment of minimum wages.
- Provisions for equal employment opportunity, employment of veterans, and the employment of blind and other handicapped individuals.

LAWS AND REGULATIONS

Federal directives govern the scope and authority of the Army in contracting actions. DOD and other agency regulations establish the functions and authority of the departments, agencies, and courts. These authorities establish procedures for the conduct and regulation of acquisition activities, as well as the form and general content of contractual instruments.

The FAR is the primary document that covers the acquisition process for the DOD and the FAR is supplemented by the DFARS. For the Army, the AFARS further supplements each of these regulations. Although deviations from these directives are possible, specific authority must be obtained by the requesting agency. Ample justification outlining the unique circumstances supporting either a local or class deviation is necessary.

It is essential that the legal advisor review procurement files for legal sufficiency and sound business judgment. If legal questions arise anytime before or after

the award of a contract, the legal office should be consuited as soon as possible. Appeals of contract claims and protests should be coordinated immediately with the legal advisor.

AUTHORITY AND RESPONSIBILITY

The President, as Commander-in-Chief, has the authority for ultimate direction of the DOD and its military departments — including all logistical functions. The President's authority to set broad defense policy derives from the US Constitution and acts of Congress.

Congress, however, exercises control over military acquisitions by approving defense programs and related funding through the annual DOD Authorization and Appropriation Acts. Although executive departments, including the Army, are not dependent on Congress for legal authority to contract, the services are bound by the fiscal restrictions imposed by Congress in passage of the attendant funding.

The authority to contract flows through the OSD and OSA to the MACOMs. The commander of each Army command is the head of contracting activity (HCA) for that command. The HCA is responsible for the management and conduct of acquisitions to accomplish the assigned mission. The HCA has the authority to acquire supplies, equipment, and services by contract for that activity. The HCA appoints a principal assistant responsible for contracting (PARC). The PARC accomplishes those delegable responsibilities of the HCA described in the AFARS, or as directed by DOD or DA. Contracting authority is further delegated by the PARC in selecting and appointing contracting officers who have authority to enter into, administer, or terminate contracts.

Every organization, whether corporate, municipal, state, or federal, must have agents who act as its representatives in making contracts. The general and statutory powers of the government to contract are exercised through delegation to specified agencies. These agencies, in turn, empower agents to perform the contracting functions. The contracting officer's authority to bind the United States is restricted. The limitations are specified in the appointment warrant, directives of that department, the FAR and its supplements, federal statutes, and interpretative decisions of the Comptroller General and courts or boards.

INSTALLATION CONTRACTING PROCESS

Installation contracting requires the interaction of numerous players and the expertise of many offices to effectively contract for services and supplies in support of the installation and many offices. Installation DOC offices acquire a wider range of commodities and use more contractual instruments to complete their mission than any other contracting organization in the Army. Approximately one-third of the acquisition dollars obligated, and over 95 percent of the individual actions, are accomplished through small purchase procedures. The balance is accomplished through formal contracting processes. Typical items bought by an installation contracting office are shown in Table 10-1.

Contract types are grouped into two broad categories: fixed-price and cost reimbursement contracts. The contract types range from firm-fixed price, in which the contractor has full responsibility for the performance costs and the resulting profit or loss to a variety of cost reimbursement types. The cost-plus-fixed fee contract requires minimal contractor responsibility for the performance costs and the negotiated fee (profit) are freed. Whereas, the cost reimbursement incentive type contract tailors the fee (profit) to the uncertainties involved in contract performance and the contractor's ability to control performance costs plus his quality of performance determines the fee (profit) entitlement.

The process of contracting at an installation consists of eight phases shown in Figure 10-1.

Preaward planning consists of establishing a need and planning ahead for the proposed acquisition. At the installation, this should consist of an installation advance acquisition plan (IAAP) approved by the commander. The IAAP is the process by which the efforts of all personnel responsible for an acquisition are coordinated and integrated through a comprehensive plan. Studies have shown that commitment to the IAAP process results in better work load management. Good planning results in the most efficient and timely acquisition of installation requirements and permits consolidation of requirements to ensure maximum cost effectiveness. The IAAP board consists of the principal staffs and customers. The board

Table 10-1. Purchases by installation contracting office.

SUPPLIES	SERVICES	CONSTRUCTION
Lumber	Laundry	Road Repair
ADP Equipment*	Full Food Service	Painting
ADP Supplies	Custodial	Building Maintenance and Repair
Office Furniture	Field Latrines	Minor Construction
Construction Materiel	ADP Repair	Housing Maintenance and Repair
Office Equipment	Office Machine Repair	
Hospital Supplies	Aircraft Repair	
Pharmaceuticals	Ship Dry-Docking	
Vehicle Leases	Vehicle Maintenance	
Large Equipment Leases	Refuse Disposal	
Telecommunications	Range Maintenance	
Appliances	Guard Services	
Commercial Equipment	Mortuary Services	
Copy Machines	Ambulance Services	
Nonstandard Supplies	Educational Services	
	Flight Training	
*Some MACOMs (e.g. TRADOC) require ADP to be purchased by one centralized contracting office.	Transportation	
	Snow Removal	
	Grounds Maintenance	
	Sewage Treatment	
	Demolition	
	Hazardous Waste Removal	

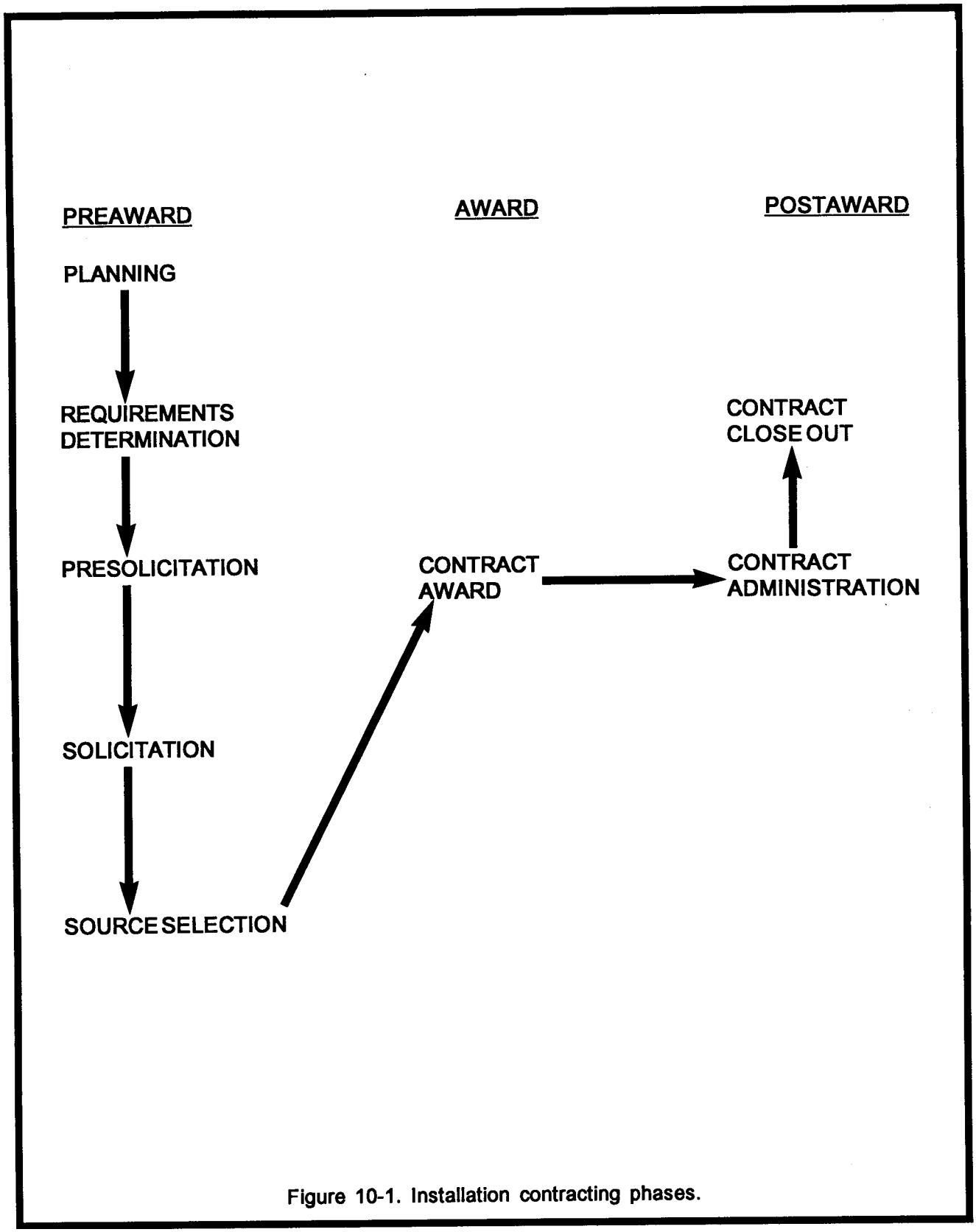


Figure 10-1. Installation contracting phases.

should meet at least quarterly to examine the plan, discuss milestones, and adjust priorities as necessary.

Ideally, 30 percent of the funds should be obligated in each of the. first two quarters with not less than 80 percent of all funds obligated by the end of the third quarter. However, the financial management process often does not allow this obligation rate, and DOC staff must plan and execute year-end rushes. Installation commanders committed to the IAAP process generally have directorates with good working relationships. The IAAP provides the commander a system to adjust priorities and track the status of installations programs.

Requirements determination consists of those actions a customer takes to identify what needs to be done by contract. While the DOC will often assist the customer, it is the customer's responsibility to adequately describe the product, service, or construction requirements and any special details needed for the DOC to acquire the item or service. As soon as a requirement is identified, someone should be assigned as the acquisition manager to be responsible for assembling all required contract documentation. The acquisition manager should form a team of experts early in the process. This team will help accomplish all the tasks associated with the purchase of the needed goods or services.

The presolicitation phase is the period when the DOC in coordination with the functional proponent determines the method of procurement and plans for contract administration. The DOC must process all the necessary paperwork provided by the requiring activity for restrictive requirements. Also, the DOC ensures all the laws and regulations are met prior to solicitation. This is the most important phase. Continual coordination between the requiring activity and the DOC is required to assure the Statement of World Performance Work Statement (SOW/PWS) and related documents clearly and concisely reflect the government's needs. Any error or omission will result in delays and improper awards and costly contract modifications.

Solicitation is the phase in which the requirement is advertised to prospective contractors.

The solicitation is the agency's invitation to submit bids or offers on the requirement – described in detail by the statement of work. There are two basic acquisition methods represented by a solicitation:

- Sealed bidding.
- Negotiated competitive proposals.

Source selection consists of the review and evaluation by the government of bids and proposals received from offerors to determine the relative advantages and disadvantages of proposals, their compliance with contract terms, and a comparison of the proposals with the evaluation factors that will be used in making the award in negotiated procurements. Unless another official is designated, the contracting officer will select the company to receive the award. The contracting officer will also determine each offerors's responsibility prior to making award.

The Army is emphasizing a "best value" approach to contract award rather than what is commonly known as award to "the lowest bidder." While this may ultimately be a compliance technical issue, basically the term "best value" means the best technical solution and/or services with price as only one of the factors for evaluation of contractor proposals/offers. In the case of CA type contract awards, the installations must make a personnel commitment to contract administration for the life of the contract at the time it decides to contract out.

Contract award consists of those actions necessary to formally announce the winning contractor and ensures all legal requirements have been met. In most cases, award is followed by the performance period described in the contract, together with administration by the government representatives assigned to monitor the work.

However, the law also allows for unsuccessful offerors to interrupt this process by filing of bid protests in an effort to either delay the award, cancel the procurement, or have the award reassigned to themselves. The legal procedure for the processing of bid protests is described in detail by agency regulation. Depending on the type of contract affected, a bid protest may be decided in one of several different agency forums or federal courts. Most protests of federal contracts are first reviewed by either the affected agency or by the US General Accounting Office. However, the General Services Board of Contract Appeals is the appropriate forum for ADPE protests.

Contract administration is a time and resource consuming phase in which the government manages the performance requirements of the contract. Contract administration ends upon delivery, payment, and close out. Services and construction contracts, in particular, require extensive monitoring to ensure the government is receiving everything included in the contract. Resources, procedures, and personnel should

be identified for training prior to contract solicitation to ensure that quality levels are monitored properly and performed in accordance with the terms of the contract. The Commercial Activities Program, service, and construction contracting require a considerable amount of planning and manpower to ensure proper execution of a contract. Close-out is the final acceptance of and payment for the contracted services or items and the deobligation of any remaining funds. Most contract files are held for a specified number of years and then transferred to records holding for disposition.

The DOC team concept must be used in the contracting process. All talents and expertise must be used. When an acceptable, funded procurement package is submitted, the DOC becomes the manager of the contracting process. Delegated authority to contracting officer representatives (COR) is under the authority of, coordination with, and decision of the contracting officer. Functional managers are key players on the contracting team.

COMPETITION IN CONTRACTING

When the decision has been made to satisfy a requirement with contractor support, there are several valid means to accomplish this goal.

The most preferred method is full and open competition. Competition is mandated by law and generally results in lower costs and higher quality. A sole source may be possible if there is only one responsible source capable of satisfying the requirements. Technical and requirements personnel are responsible for providing all necessary data to support their recommendation to exclude a particular source. It may also be possible to limit competition in certain emergency situations. Public law requires acquisitions to be planned far enough in advance to allow adequate time for full and open competition. The law requires the approval of a written justification and approval (J&A) document whenever the contracting officer determines that full and open competition is not appropriate for the procurement. The J&As are closely examined by the legal advisors and higher headquarters to ensure all requirements are met.

The Competition in Contracting Act of 1984 requires contracting officers promote and provide for full and open competition to the maximum extent practicable in soliciting offers and awarding contracts. The competition advocate in the contracting activity reviews functional activity requirements. He takes appropriate action to ensure competition is obtained. To obtain maximum open competition, requirements over the specified threshold will be published in the *Commerce Business Daily*. This is the public notification media used by US government agencies to identify proposed contract actions and awards. Prescribed waiting periods for responses from potential offerors will be adhered to so all responsible sources will have the opportunity to compete.

Under limited circumstances, contracting without providing for full and open competition is authorized subject to detailed justification and approvals. These seven circumstances are identified below:

- Only one responsible source and no other supplies or services will satisfy agency requirements.
- Unusual and compelling urgency.
- Industrial mobilization; or engineering, developmental, or research capability.
- International agreement.
- Authorized or required by statute.
- National security.
- Public interest (requires prior congressional notification).

The lack of or delay in receipt of funding, last minute planning, or “the boss wants it” are not authorized exceptions to the congressional mandate for competition.

SMALL BUSINESS CONSIDERATIONS

Government policy is to place a fair proportion of its contracts with small businesses. These businesses are independently owned, not dominant in the field, and meet the criteria size standards set by the Small Business Administration. Small disadvantaged business concerns are at least 51 percent owned by individuals who are socially and economically disadvantaged. The primary purposes of increased small business contracting are to broaden the industrial base for mobilization and enhance competition. To ensure small business and small disadvantaged business participation, a method known as a set-aside is used. When requirements for supplies and services are determined to be susceptible to performance

by small or small disadvantaged business, they maybe set-aside for exclusive participation by these firms. Section 8(a) of the Small Business Act also establishes a program that authorizes the Small Business Administration to enter into all types of contracts with other agencies. It also awards subcontracts to small and disadvantaged business firms eligible for program participation. These awards can be either sole source or competitive within the 8(a) program.

OFFLOADING

Offloading is used by a requiring activity to obtain contracting support from other than its assigned contracting office. Although there is no prohibition against contract offloading, the practice can significantly heighten the potential for waste and abuse; loss of management control over Army appropriated funds and the acquisition process; and Anti-Deficiency Act Violations. This is especially true when requirements are offloaded for convenience or expediency to non-DOD agencies, which maybe generally unaware of limitations and special requirements placed on DOD acquisitions bylaw or DOD and DA regulations. Of particular concern in this regard are:

- Surcharges and administration fees levied by the acquiring activity are an added expense.
- Contracting, legal, resource management, and ADP rules and regulations are frequently circumvented when offload occurs.
- Property accountability procedures are bypassed and property generated as a result of offloads does not get into the Army's inventory.

If an activity requires contracting support from other than its assigned servicing contracting office(s), it shall coordinate requests for such support with the assigned servicing contracting office. These actions should be completely documented, containing the same information that would be required in a procurement request package to the assigned contracting office. The chief of the appropriate assigned contracting office must conduct a review in order to determine whether offloading will be more economical or otherwise more beneficial to the Army than having the contracting support provided by that contracting office. Certain offloading requests must be approved by general officers.

CONTRACT ADMINISTRATION

Contract administration is an important part of Army installation operations. However, the degree to which savings are achieved and an acceptable level of quality is maintained depends on the motivation and managerial skills of the contractor and assigned government personnel. For that reason, the purpose of contract administration is to assure the contract is performed as specified. It also assures that any significant failures (contractor or government) are acted upon in a timely manner.

Contract administration is a multidisciplinary process. Its success depends on communication and cooperation. The leader of the contract administration team is the contracting officer, who will determine the composition of the team. The FAR and the statutes provide the contracting officer with authority. The authority of the team members is determined by the contracting officer. The number of personnel and skills needed should be commensurate with the technical complexity of the contract. Personnel may increase or decrease depending upon the quality of the contractor's actual performance. It is critical that the functional manager for the particular product or service have continuous, significant involvement during phases of contract administration.

CONTRACTING OFFICER'S REPRESENTATIVE

A contracting officer may select and designate any government employee, military or civilian, to act as his authorized representative in administering a contract. This is for contracts not assigned to Defense Contract Management Command (DCMC) for administration subject to the authority and limitation set forth by regulation. In selecting an individual for designation as his authorized representative, the contracting officer ensures that the individual possesses qualifications and experience commensurate with the authorities with which he is to be empowered. If an individual is to be designated as a Contracting Officer's Representative (COR), the contracting officer should assure that training is received.

Each designation of a COR will be in writing. It should clearly define the scope and limitations of his authority and shall include the statement that the authority is not redelegable. The COR has no authority to modify or waive provisions of the contract. The COR keeps the contracting officer informed of potential problems at all times.

US GOVERNMENT BANKCARD

The US Government Bankcard is authorized for use in making over-the-counter or telephone purchases of supplies or nonpersonal services when a single delivery and payment will be made. Items purchased over-the-counter must be available immediately, and no back ordering is allowed. Those purchased during telephone transactions must be part of a single delivery and must be delivered within 30 days or within the billing cycle. The credit card purchase program is designed to minimize cost and administration burden and reduce procurement lead-time. The card may not be the most efficient and economical means of acquiring supplies and services for all activities or for each purchase. Prior to requesting a credit card, each activity must meet with the DOC. This meeting will determine if the credit card is the most efficient method of acquiring supplies and services. Small organizations with infrequent purchases may not realize the benefits and increased efficiencies that are possible through use of the bankcard.

The delegation of authority provided to each cardholder sets the individual limit up to $2,500 for noncontracting activities. Warranted contracting officers within the DOC on any single purchase have a limit of not more than $25,000. The delegation may also set specific restrictions by the commander on the use of the card. Each time a cardholder makes a purchase with a bankcard, the bank authorization will deny the purchase should the amount exceed the single purchase limit. These limits are established to ensure that procurement laws, as implemented by the FAR, DFARS, and AFARS are followed. Limits also minimize the potential for abuse. Each cardholder will be assigned a monthly purchase dollar limit. Cardholders under each approving official will be assigned a cumulative monthly office dollar limit.

Cardholders must ensure that the following elements are present prior to making any purchases:

- Have authorization to purchase.
- Have a request to purchase.
- Have available funds.
- Have authority for local procurement.

CONTACTS WITH INDUSTRY REPRSENTATIVES

Installation managers will probably have contacts with industry representatives outside the scope of the formal acquisition process. These contacts are constrained by numerous laws and regulations. Nevertheless, such contacts are very often helpful in accomplishing the installation mission. To avoid problems, commanders and managers should routinely seek the advice of their SJA (particularly the ethics counselors and contract attorneys). Following that advice, commanders should generally be able to engage in meaningful dialogue with industry representatives. Some situations which may arise and related general rules are outlined as follows:

- Avoid any perception of favoritism to any one source, particularly when dealing with former DA or DOD officials. There are special issues when dealing with industry representatives who are former government employees. Personnel who meet with or brief industry representatives must be cognizant of the need to avoid furnishing information if an unfair competitive advantage is the likely result. Contracting officers are the best people to talk with the contractors to avoid the possibility of unauthorized commitments.
- Only contracting officers are authorized to commit the government with respect to award of a contract or the obligation of dollars. Commanders must ensure that no one makes any commitments, encourages, or instructs a contractor to perform work in anticipation that a contract will eventually be awarded.
- The government may not request a contractor to provide goods or services at no charge to the government. It is acceptable practice for a contractor to provide a briefing on his capabilities or to demonstrate a product. However, before any demonstrations are conducted, a written vendor demonstration agreement must be executed. Legal and contracting advisors should be consulted prior to such a request to ensure propriety of the request.
- If the proposed subject of a discussion with a contractor is a matter that could constitute contractor assistance, it should not be discussed with

industry representatives until, or unless, the contracting officer has made disclosure of the proposed subject to all potential sources.

Again, to be on the safe side, consult the ethics counselor or your contracting officer before talking with any contractor.

RECEIVING UNSOLICITED PROPOSALS

A unsolicited proposal is a written offer to perform a task or effort involving unique or innovative methods or approaches that have originated or developed outside the government. This proposal is initiated and submitted to the government by a prospective contractor in anticipation of obtaining a future contract. It is the DOD policy to foster and encourage the submission of unsolicited proposals. These proposals can be made available to government agencies for potential use in the accomplishment of their missions. All unsolicited proposals received should be forwarded to the contracting office without delay. The contracting office must formally evaluate all valid proposals.

CONTRACTING SUPPORT FOR DEPLOYING UNITS

The DOC must be prepared to support deploying forces. The DOC should ensure that –

- Mobilization plans are in place to support deploying forces.
- There are on-call procedures for obtaining contracting support in emergencies.
- Contractors are identified to provide emergency logistical support to our forces.

CHAPTER 11

Logistics Management

This chapter describes logistics activities at the installation. It shows how the installation as the lowest echelon within the Army provides logistics support to troop units, training centers, and other designated customers. The installation logistics operations are responsible for arming, fueling, fixing, moving, and sustaining the force.

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INSTALLATION LOGISTICS RESPONSIBILITIES

Normally, the Director of Logistics (DOL) is the designated installation logistician. The DOL directs the provisioning of support to units and staff activities located at the installation. The DOL also supports Reserve Component units and activities satellite to the installation, ROTC elements at designated universities, applicable recruiting stations, and other Army elements in the assigned geographical area in accordance with AR 5-9. In addition, the DOL is responsible for providing support to other Services or government agencies as agreed upon through Memorandums of Understanding (MOUs) or interservice support agreements. The DOL must interface with many outside activities and agencies in order to provide logistics support to the installation (see Figure 11-1). Providing the support usually includes the acquisition and allocation of all resources needed to accomplish the mission.

ARMING

Arming is the supplying of Army units and other supported activities with weapon systems and ammunition. At the installation level this is the responsibility of the Installation Supply Activity (ISA). The supply activity executes this mission by requisitioning from the appropriate National Inventory Control Point (NICP). The arming function will vary from installation to installation. It will depend on the mission of the units assigned and the weapon systems authorized in the MTOE. Generally, the ISA will store the tenants' basic loads of ammunition.

AMMUNITION BASIC LOAD

Installations store training ammunition and some of the basic load of ammunition for the units supported by the installation. The remaining basic load is maintained in the supply system. During deployments the basic load, to include the one stored at the installation, may accompany the unit or maybe shipped separately to meet the unit at the port of debarkation. Additionally, the installation must coordinate with AMC to synchronize the ammunition shipments that originate from their depots. Decisions on the method of shipment depend on the deployment mission. The decision on the method of shipment of ammunition should be made early during the deployment phase of the operation and must be coordinated with the MTMC.

OPERATIONAL READINESS FLOAT

Normally the ISA will not stock weapon systems or major end items, except for the ORF which is accounted for on the installation's supply stock record account and hand receipted to the Installation Maintenance Activity (IMA) for day-to-day management. Coordination between the IMA and the ISA is required when an ORF weapon system is to be issued to a unit to fill a shortage or replace an item in maintenance which cannot be repaired within a specified time period.

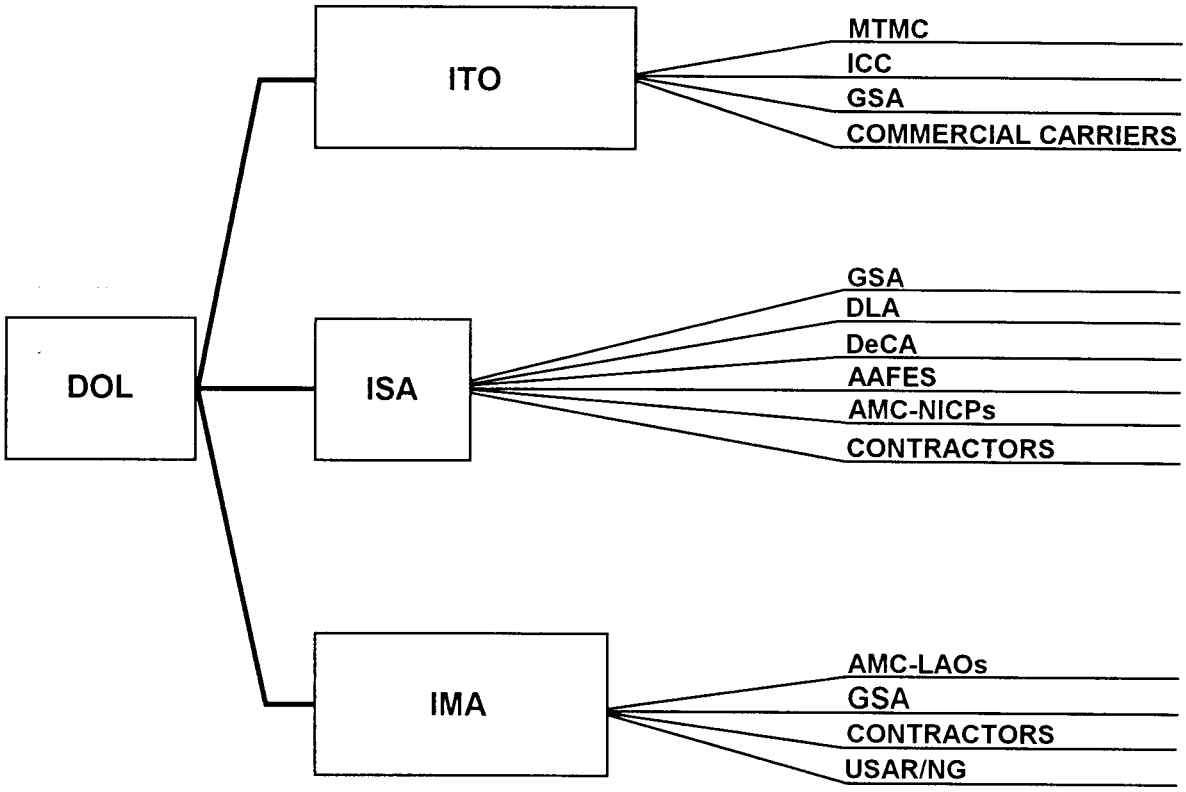


Figure 11-1. Logistics interfaces.

FUELING

At the installation level the responsibility for fueling the force falls under the DOL. Petroleum, Oils and Lubricants (POL), also known as Class III supplies, falls into two categories: bulk and packaged. Bulk POL is stored in containers larger than 55-gallon drums and it consists of motor gasolines, diesel fuel, and aviation turbine. Packaged POL is stored in 55-gallon drums or smaller containers, and it consists of lubricants, antifreeze, and hydraulic fluids. Packaged POL may also include fuels.

BULK FUEL

Bulk fuel at an installation can be dispensed directly to TOE and TDA units for further distribution to their subordinate units. Organizations will also receive their fuel through the use of a gas pump operation, which is usually located at the POL point. The requirements of the vehicle mission determine how the fuel is dispensed. The fuels dispensed at the gas pump are charged to the proper installation activity through an automated credit card system or other accounting system. Packaged products are handled through the same supply channels as Class II and IV supplies.

The procedure to obtain bulk fuels begins with a forecast prepared by the TOE and non-TOE organizations. The forecasts are based on previous usage, projected needs, and scheduled events such as exercises. These forecasts are sent to the ISA where they are consolidated and submitted to the Army Petroleum Center which consolidates Army requirements and forwards them to the Defense Fuel Supply Center, a subordinate element of the Defense Logistics Agency (DLA). Defense Fuel Supply Center (DFSC) awards contracts for the fuel and a contractor delivers to the installation.

PACKAGED OIL AND LUBRICANTS

In installations that house a division, the packaged POL requisition is sent to the MMC. If the package product is on hand above the requisitioning objective, the ISA may issue to the requesting unit. Requisitions which have passed through the corps MMC will bypass the ISA and go direct to Defense Automatic Addressing System (DAAS) for transmission to the supply system.

FIXING

Each installation in the Army provides maintenance support to its tenants and other satellite elements through an IMA. The IMAs generally provide DS and GS maintenance and are tailored to fit the particular requirements of the installation. For example, on installations with units that have an organic TOE DS or GS maintenance capability, the IMA may provide backup support or may, through agreements, provide the DS or GS on some selected items of equipment. To eliminate duplication, IMAs maybe organized to work alongside TOE DS or GS maintenance units. On installations with no organic TOE DS or GS maintenance capability, the IMAs perform all DS and GS maintenance. The key to organizing for maintenance at each installation is the achievement of a flexible system that provides the best use of the resources available. The organizational decision is made by the installation commander in consultation with the DOL.

INSTALLATION MAINTENANCE OPERATIONS

However when an installation commander organizes the IMA, it has the responsibility for scheduling and performing maintenance operations, including those that support organizations outside the installation. Except for organizations with organic DS/GS maintenance capability, IMA is responsible for the DS and GS maintenance support for-

- Tactical and support vehicles.
- General support equipment.
- Special purpose equipment.
- Aircraft.
- Combat vehicles.
- Weapons and fire control equipment.
- Communication and electronic equipment.
- Instructional and range devices.
- Tactical Communication Security (COMSEC) equipment.
- Furniture.
- Clothing and textiles.
- Nontactical vehicles.
- Floating equipment.
- Office equipment.
- Small arms.

The IMA is not responsible for providing DS and GS maintenance support for medical equipment and equipment installed in buildings. Generally, the directorate for health services is responsible for medical equipment and the DPW is responsible for equipment installed in buildings. Also the IMA is not responsible for fixed-base COMSEC equipment. The Director of Information Management (DOIM) has the responsibility for the DS/GS maintenance of fixed-base COMSEC equipment. The IMA, through ISA, may perform the DS/GS maintenance of fixed based COMSEC equipment for the DOIM.

Other responsibilities of the IMA involve the management of the maintenance assistance and instruction team where this function is resourced, and the Army oil analysis program. The IMA also manages the Army warranty and Modification Work Order (MWO) programs and coordinates the test, measurement, and diagnostic equipment calibration system which is operated under the control of AMC.

Another maintenance element that may be found in some installations is the AMC Logistics Assistance Office (LAO). The IMA maintains close coordination with the LAO to assure the proper management of the AMC support available.

CONTRACTOR OPERATED PARTS STORE (COPARS)

Along with the maintenance of TMP vehicles the ISA may administer a COPARS. This store provides over-the-counter sales of selected repair parts. Since COPARS cannot compete with the Army supply system or the GSA contract maintenance, its use is limited to Army-owned nonstandard equipment.

MOVING

Most military shipments begin and end at an installation. This makes the installation transportation officer (ITO) one of the most essential links in the Army system to move the force except at installations where a joint personal property shipping office is located. Sustainment of day-to-day installation operations and movement of the force involves the provision of passenger, freight and personal property movement services, management of leased GSA vehicles program, and the operation of a TMP. The TO is also responsible for providing rail and watercraft services, when required, and for movement of 20 foot containers. During exercises and contingency deployments, the ITO is responsible for coordinating the unit moves. This includes the coordination of convoy clearances required for the units to gain access to ports of embarkation with the state movement control center operated by the STARC.

It is advisable to collocate the passenger and personal property movement services within an established ACS complex on the installation. The passenger movement services branch should be located near the commercial travel office. The freight elements may be located near the receiving and shipping branches of the ISA. The motor pool is located where it provides easy access to main installation arteries. Also, the motor pool may be contractor operated in its entirety.

The ITO must ensure it is in compliance with the laws, tariffs, and regulations governing the shipment of personnel and material via commercial carriers. The ITO must also assure compliance with all laws and regulations when shipping or handling sensitive or hazardous materials. Many of the regulations are promulgated by governmental agencies such as the Department of Transportation, state movement control centers, the Interstate Commerce Commission, and the US Coast Guard. OCONUS ITOs must also ensure compliance with host-nation regulations. To assure compliance, the ITO must maintain constant daily coordination with the MTMC. This coordination involves the proper use of the automated systems, such as the TC ACCIS and the Transportation Operation Personal Property System (TOPPS). The JTR Volumes 1 and 2, DOD Regulations 4000.25 and 4500.34-R, ARs 55-46, 55-71, 55-355, and 58-1 contain procedures for the conduct of installation transportation operations.

SUSTAINING

There are five elements tied to the task of sustaining soldiers at the installation level. These are personnel, health, services, quality of life, and general supply support. Personnel, health, and quality of life issues are addressed in other chapters of this manual. The DOL is responsible for the provision of services and general supply support. Services consist of food services, clothing exchange, mortuary affairs, and laundry. General supply support consists of the provision of all other categories of supplies.

FOOD PROGRAM

The installation food service advisor is the staff officer responsible for the Army food program. The program is operated under the auspices of AR 30-1. All or portions of this program may be operated under a contract at some installations. In this case, the food service advisor may act as the contracting officers representative (COR) and implement quality assurance in accordance with the terms, conditions, and specifications of the contract. The contracting officer may appoint any individual as the COR.

The food program includes the issue of Class I to dining facilities, field training and support to the RC for IDT. At the installation level the Troop Issue Subsistence Activity (TISA) issues all the subsistence or establishes contracts for direct vendor deliveries to the dining facilities. The TISA is operated under the provision of AR 30-18.

The Defense Commissary Agency (DeCA) is tasked to operate a commissary system for resale of groceries and household supplies to authorized customers. DeCA may under certain conditions (no TISA available at the service installations) also be charged with the responsibility of providing supplemental troop issue subsistence support through the TISA to military dining facilities. The DOL at the installation is usually assigned as the installation's POC for commissary matters and hosts the commissary advisory council. The council acts as a forum for the commander's representatives to discuss quality of service and to make recommendations for improvements. Recommendations may cover all aspects of the operation, those controlled by the local DeCA commissary officer and those under the purview of the installation commander. The council meets on a quarterly basis, or as required.

CLOTHING AND EQUIPMENT

Organizational clothing and individual equipment is handled at the installation through the Central Issue Facility (CIF). This activity operates under the ISA and stocks, issues, recovers and exchanges organizational clothing-individual equipment (OCIE), while maintaining accountabtity. The CIF at an installation provides support within its appointed geographical jurisdiction. In USAREUR, CIFs have been centralized. Annexes exist at each BSB or AST located more than 30 minutes from a main CIF.

Military clothing is also stocked in Army Military Clothing Sales Stores (AMCSS), which are operated by the Army and Air Force Exchange Service (AAFES) under AR 700-84. AMCSS can sell or exchange those items authorized under the conditions stipulated by DA. The installation DOL provides logistics support, staff advice, and policy definition and guidance to the AMCSS.

LAUNDRY SERVICE

Most installations also provide laundry and drycleaning support to the soldiers. On some installations, the DOL operates a full-service laundry and drycleaning facility, while on others this function is operated under contract. Also, installations may choose to provide this service through Interservice Support Agreements (ISSAS) with other governmental agencies, as appropriate.

GENERAL SUPPLY SUPPORT

The ISA is responsible for providing general supply support to the soldiers. It accomplishes this mission by overseeing the functions of materiel management, customer assistance, storage, and distribution.

General supplies in the categories of Class II, III (P) IV, VII, and IX are provided to authorized tenants, to include USAR and ROTC units satellite on the installation. The overall supply management for all classes of supply is provided through the use of the Standard Army Intermediate Level Supply System (SAILS). This system accomplishes the supply control and financial functions. The ISA is responsible for the management of reparable and returned items. The ISA may manage an installation reparable exchange activity (RXA). The RXA provides the installation with high usage Class IX items that are reparable at the installation level by the IMA.

The ISA operates a self-service supply center (SSSC) at most installations and a clothing initial issue point at some installations and training centers. The SSSC is a store that provides low-dollar expendable and durable items which are used on a daily basis by units and activities. Office supplies, housekeeping items, handtools, and dining facility items are examples of supplies kept on hand. The Clothing Initial Issue Point (CIIP) normally operates at any installation which has a training center to issue clothing to newly arrived soldiers. A temporary CIIP may be established to issue individual clothing and equipment when there is a large volume of new arrivals at the installation.

DOL RESPONSIBILITIES

Major functions are the preparation of logistics support plans for mobilization, training base support, emergencies, and disaster relief.

The DOL also must plan for the establishment of split operations. Split operations may be necessary when the requirement exists to operate from both intheater locations and from the installation from which a unit deploys.

The DOL is the primary logistician for assigned activities, not tenant organizations. The DOL provides coordinated logistics support to tenant unit force modernization efforts. He also plans and supervises, in coordination with the DPTM, all logistical training.

The DOL, appointed as the installation command supply discipline monitor, administers the command supply discipline program. The DOL reviews the supply operations for the installation commander assuring that regulatory compliance is followed by on-post and supported activities. The DOL also provides guidance and policy support on matters of logistics for the installation to include the monitoring of all reports of survey and inventory adjustment reports. At most installations, the DOL also administers the Defense Regional Interservice Support (DRIS) program. Some installations have the DRIS coordinator located in the Directorate of Resource Management. Other responsibilities include the management of the energy management program in accordance with AR 11-27, Supply Management Army Retail, DBOF Fund, financial management for Logistics Base Operations accounts, ammunition surveillance operations, and the operation of the central **point** for the receipt of hazardous materials entering the installation. The DOL tracks the hazardous materials from the time

they enter the installations to the time they leave or are consumed. The DOL provides property book accountability for installation property furnished units and activities, and it submits CBS-X and serial number reporting on installation reportable equipment. The ISA serves as the installation mortuary officer, responsible for inspection and disposition of remains. He is also responsible for the upkeep of and determining the eligibility for the use of the installation cemetery. The DOL maintains historical data pertaining to each death and interment and reports this information to higher headquarters. The DOL is also responsible for systems analyst functions for automated logistics systems.

LOGISTICS SUPPORT IN AMC

Logistics support within the AMC installation community reflects the AMC mission focus on research and development, test and evaluation, and industrial operations. AMC logistics directors are organized to support installation mission personnel and equipment. In doing so, AMC DOLs perform many of the same functions as their other MACOM counterparts. They perform additional functions such as the management of equipment authorizations, as well as the management of equipment utilization and maintenance. These functions are usually consolidated into an Equipment Management Division (EMD). The EMD is subdivided into branches managing equipment authorizations and property book accountabtity, dispatching and control of all mobile equipment (including firefighting and utility rail equipment), equipment maintenance, and other equipment pools. This organization ensures that any installation equipment-related support issue or problem can be readily addressed and quickly resolved.

OTHER LOGISTICS SUPPORT

Logistics support is provided to the installation by several non-Army agencies. The GSA has a direct impact on the installation. GSA is responsible for providing goods and services needed for day-to-day operations. Through its federal supply services, GSA supplies the Army with those classes of supplies and items which it manages. These items are normally identified as items which are available in the commercial market and are not weapons related or peculiar to a single Service. Many installations also lease nontactical vehicles from GSA.

The DLA is another organization that has an irnpact at installation level. This organization provides logistical services and support to the Army in the following areas:

- Supply support.
- Technical logistics services (property disposal).
- Contract administration.
- Bulk fuels supply and storage.

AMC offers support during periods of natural disaster, such as Hurricane Andrew, through the use of the Mobile Logistics Support Element.

CHAPTER 12

Housing Management

This chapter provides an overview of housing management responsibilities for: Army Family Housing (AFH), Unaccompanied Personnel Housing (UPH), Transient Housing (TH), and Community Homefinding, Relocation, and Referral Services (CHRRS). Discussions follow on: Automation, Financing with Appropriated Funds (AF) and Nonappropriated Funds (NAF), Repair and Maintenance (R&M), and Furnishings.

Excellent housing strengthens military readiness. It frees soldiers from day-to-day concerns and worries on this aspect of their quality of life and enables them to concentrate on performance of duty and improving themselves militarily. Quality housing instills pride and furthers the Army's pursuit of excellence. It is a vital link and part of the concept for military communities of excellence.

Housing managers are responsible for monitoring the AFH appropriation in accordance with congressional limitations contained within the "Act," and OMB, DOD and Army circulars, directives and technical notes.

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INSTALLATION FAMILY HOUSING

FAMILY HOUSING MANAGEMENT

All family housing facilities, services, and programs will be operated in support of soldiers and their families in accordance with an approved plan. The installation commander will operate and manage the housing programs according to AR 210-50.

The installation housing manager is responsible for the centralized management and administration of all housing functions, including-

- Efficient use of all family housing resources.
- Proper and timely coordination of all family housing matters and related activities with supporting agencies.
- Determination of family housing requirements.
- Development of programs for construction improvement, leases, operations, and maintenance in coordination with appropriate staff elements.
- In OCONUS, the Government Rental Housing Program (GRHP). GRHP is a special lease between the US government and the host-nation landlord. Rental fees, including utilities cannot exceed the soldiers housing allowance.

Congressional and OSD policy requires that, if needed, additional family housing is to be obtained in the following priority from-

- Available off-post civilian housing.
- Off-post assets developed through housing urban development programs (where applicable).
- Acquisition of additional governmental-owned or leased housing.

The Army's goal for each installation is a net vacancy rate of 1 percent for adequate dwelling unit (DU), while the maximum acceptable rate is 2 percent (net). No vacancy rate is set for dwelling units which have been identified as substandard in accordance with 10 USC 2830.

Installations with vacancy rates above 5 percent are required to determine if excess family housing exists on the installation. Failure to meet vacancy rate goals results in an unprogrammed requirement for military pay appropriation housing allowances and retention of excess quarters requires unnecessary expenditure of limited operations and maintenance funds.

Adequate housing will be assigned to soldiers from voluntary waiting lists. No unit will be kept vacant when ready for occupancy. The installation commander determines if exceptions are required for key and essential personnel, trainees, and students. Following are tips to improve use and occupancy:

- Review all housing management options in the assignment and termination process. Do not hold units vacant for key and essential personnel.
- Develop a continuous short- and long-range housing turnover plan.
- Establish a self-help program to perform basic minor maintenance and repair and improve the housing quality.
- Maintain voluntary waiting lists by grade and number of bedrooms needed.
- Project availability dates of units and notify applicants.
- Allow sufficient time for applicants to vacate private-sector housing and to make arrangements for transportation and delivery of household goods.
- Organize work force (in-house or contract) to perform all work between occupancy with one team.
- Ensure maintenance and repair (M&R) contract terms meet the desired between occupancy M&R goals.
- Redesignate quarters as necessary to assure maximum occupancy and equitable waiting times for all types of housing.

HOUSING OPERATION MANAGEMENT SYSTEM (HOMES)

HOMES improves the quality and range of housing services to soldiers and their families. This automation system adds to quality of Army life by helping retain valuable Army personnel. HOMES assists housing management personnel in providing services quickly, efficiently, and in generating substantial costs savings. It is an intergral part of the installation support modules for in and out processing and for the Army improved military pay incentive. HOMES also ensures that-

- Incoming soldiers do not have long waits in housing offices to process applications.
- Incoming unaccompanied personnel are not issued statements of nonavailability and funds for off-post housing when unaccompanied personnel housing is available on post.
- Housing personnel can track the availability of family housing units quickly and accurately, reducing unnecessary quarters downtime, and better serve soldiers and their families.
- Customers may receive off-post and on-post housing information at the time of application.

COMMUNITY HOMEFINDING RELOCATION REFERRAL SERVICES

CHRRS ensures that military personnel and their families receive counseling and professional advice for obtaining adequate housing in the local community. These services include-

- Establishing contacts with local government and private housing authorities, actively soliciting the position of community housing to meet military demand.
- Obtaining and maintaining lists of adequate rental and sales units reflecting the full ranges of price, sizes, and locations of housing assets.
- Counseling all applicants concerning the Equal Opportunity in Off-Post Housing program. Counseling personnel regarding standards of conduct, the rights and responsibilities of landlords and tenants, and the availability of assistance from CHRRS office in resolving disputes, Providing information on the community and the support services available.
- Providing information on housing under restrictive sanction and housing not to be rented by military.
- Counseling on homefinding, buying, selling, and renting.
- Resolving complaints concerning off-post housing problems in accordance with AR 210-50, Chapter 6.
- Providing individual assistance to departing soldiers concerning housing at new duty station.

- Ensuring that only nondiscriminatory advertisements of rental or sales housing units appear in DOD facilities or publications.

FAMILY HOUSING REVITALIZATION

The Army Family Housing Whole Neighborhood Revitalization Program is a comprehensive effort of whole house and whole neighborhood revitalization. This provides a systematic approach for improving housing up to current construction standards while simultaneously eliminating Deferred Maintenance and Repair (DMAR). Revitalization considers safety, habitability, adequacy, durability, functional requirements, correction of environmental hazards, and energy efficiency. The goal is to extend the useful life of housing by 25 years. If revitalization is not the most cost effective alternative, then replacement housing will be accomplished. To establish a comprehensive method of determining funding requirements, the Army has furnished a housing assessment guide for use in preparing project submissions.

The revitalization program uses assessment procedures described in the guide. The results are used to initiate detailed studies of housing areas and project submissions. The installation and MACOM input plans will identify, estimate, validate, and prioritize this extensive program. These documents provide an inventory of quarters requiring revitalization and give preliminary funding estimates. In accordance with the Army family housing guide, the DD Form 1391, and project documentation must be prepared accurately.

FAMILY HOUSING CONGRESSIONAL REPORTING THRESHOLDS

Exceeding cited funding thresholds require congressional notification and approval. The funding threshold contained in regulations (ARs 210-13 and 210-50) has been established by the congressional committees. This will provide congressional program oversight and control in critical management areas.

Family Housing Improvement Threshold (Statutory)

The statutory limit (10 USC 2825) for improvements, including concurrent maintenance and repair, is $50,000 per military family housing unit multiplied by the area construction cost index (ACCI) as developed by the Department of Defense for the location concerned at the time of contract award. The statutory limit is $60,000 per DU, as adjusted by the ACCI, for improvements to make a unit suitable for habitation by a handicapped person. The Secretary of the Army may waive these limitations in accordance with the provisions of 10 USC 2825.

Improvements to Overseas Family Housing Units (Administrative)

The House appropriations committee's threshold on improvements to overseas units is $35,000 (absolute limit; not subject to ACCI adjustment). If improvements for a specific DU exceed the $35,000 limitation over a three-year period, then funds should be requested in the first year of the three-year period. The justification to Congress must identify all improvements and major maintenance and repair expenditures that occurred during the three-year period prior to the submittal. It should also include all work planned for the following three years. Normal notification is through the budget submission to Congress. Out-of-cycle requests require congressional notification through OASA (I,L&E) and a 21-day waiting period prior to contract award.

General and Flag Officer Quarters (GFOQ) Maintenance and Repairs (Administrative)

Obligations for all maintenance and repairs (excluding operations) for each GFOQ per fiscal year (FY) are limited to $25,000, unless the quarters have been included in the budget justification material. Out-of-cycle requests are limited to one submission each year for the total Army. In addition to the $25,000 M&R limitation, total O&M per quarters/FY exceeding $50,000 (M&R < 25,000) requires prior approval by ASA(IL&E). Incidental improvements are limited to $3,000 per unit/FY.

Maintenance and Repair Projects, Non-GFOQ (Administrative)

A limitation of $15,000 per DU applies to all major maintenance and repairs (including incidental improvements) for non-GFOQs per fiscal year. Prior approval from Congress is required to exceed this limitation. Normal notification is through budget submission. Out-of-cycle requests require congressional notification through OASA (I,L&E) and a 21-day waiting period.

UNACCOMPANIED PERSONNEL HOUSING MANAGEMENT

Unaccompanied Personnel Housing-

- Includes unaccompanied personnel housing, officer, and enlisted quarters.
- Also includes barracks and transient UPH.
- May include government-leased UPH.

The following areas of UPH management are critical and require leadership interest or involvement:

- Close coordination with troop commanders to ensure-
  - Meeting the Army goal for a utilization rate of 95 percent for adequate housing for each installation.
  - Adequate maintenance and repair of UPH facilities with current programs for recurring maintenance and repair.
  - Geographic bachelors are only housed on a space available basis when it will not result in issuance of certificates of nonavailability to bonafide UPH soldiers.
  - Furnishings (furniture and equipment) in sufficient quantities and good condition, with replacement programs budgeted in the H account.
  - Real property utilization program to limit the availability of barracks to commanders who do not meet occupancy goals.
- Maintenance of accurate and current UPH real property records.
- Documentation of UPH conversion and diversion actions (95 percent).
- Adequate funding of the UPH H account in the OMA budget.
- Programs for UPH new construction and modernization are sound, supported by valid requirements, and realistic.

TRANSIENT HOUSING MANAGEMENT

Transient housing provides short-term accommodations for visitors and other personnel temporarily without permanent housing due to TDY, PCS, or other travel. Transient housing includes both temporary lodging for personnel on TDY and guest housing. The ACSIM is the functional proponent for both TDY lodging and guest housing.

Facilities, furnishings, services, and other amenities should be comparable to moderately priced commercial hotel and motel accommodations. The following guidance should be applied:

- Assignment and other operations procedures should be defined and implemented to maximize use of facilities. Full advantage should be taken of the capabilities of automated systems such as HOMES and other management improvements at all levels. An automated Central Reservation Center provides a toll-free number 24 hours/day, 7 days/week for making reservations and assisting all types of travelers in arranging Army lodging worldwide.
- Service charges should cover reasonable operation, maintenance and improvement costs when appropriated fund support is not authorized or available. Service charges should be established by the type of facility on a per person basis at a level sufficient to meet immediate and short- and long-range obligations. UPH service charges must be minimized in accordance with AR 210-50, Chapter 2, and supplemental budget guidance. Service charges cannot be set to support the IMWRF or other less profitable NAFIs on the installation. Service charges should not be inflated or used for nonbilleting purposes.
- Internal control systems to ensure adequate safeguards against fraud, waste, mismanagement, and misappropriation shall be implemented.
- Prompt, efficient, and courteous customer service should be emphasized.

GENERAL OFFICER QUARTERS MANAGEMENT

AR 210-13 prescribes policies, procedures, and management responsibilities for furnishing, operating, maintaining, repairing, and improving quarters for general officers. The regulation addresses effective

stewardship of these highly visible quarters. It emphasizes the occupants' special needs. The regulation also mandates a long-range maintenance plan for each unit.

Congressional interest continues to focus on the management of GFOQs. Congressional oversight has increased awareness of the cost of doing business. They encourage application of the prudent landlord concept. Careful management is becoming increasingly important. Many of the GFOQs are historic buildings that represent a part of our national heritage. They should be maintained and preserved for future generations. Careful planning will ensure that maintenance and repair are done when needed.

The following tips should be used to improve GFOQ management:

- Schedule a briefing for newly arrived general officers. This briefing should cover reporting requirements, congressional funding limitations, programmed work, and long-range plans for the quarters.
- Encourage occupant involvement in the management of GFOQs in order to minimize costs and limit changes as a result of personal preference.
- Remember that good record keeping is a key to timely and prudent programming of major component replacements, as well as cyclic maintenance.

HISTORIC FAMILY HOUSING MANAGEMENT

Family housing units that are listed on the national or state register of historic places are contributing structures often within a historic district. Units determined eligible or those that are potentially eligible for listing must be maintained in accordance with the stated policy. Stewardship of historically significant facilities imparts a special responsibility to the managing installation and to the occupants. Decisions on use, operations, and maintenance must consider those characteristics that contribute to the quarters' historic significance.

Work that may affect historically significant housing must be coordinated with the applicable state historic preservation office starting with the planning phase. This office is the jurisdictional extension of the advisory council on historic preservation for federal projects. The state office and council review focus on the effect of rehabilitation on a historic resource.

Rehabilitation plans are measured against the Secretary of Interior's standards for rehabilitation. The plans are categorized as having impact, adverse impact, or no impact. Impact items are evaluated individually. They may be inherently undesirable but, because of circumstances, are unavoidable. Minimizing impact of any kind is the goal. Adverse impact items are serious items that breach the historic fabric. No impact items are of interest, but only peripherally, to the historic fabric.

FISHER HOUSES

Fisher Houses, associated with Army Medical Treatment Facilities (MTFs), are provided as gifts to the Army by the Zachary and Elizabeth M. Fisher Armed Forces Foundation. Their stated purpose is to provide low-cost housing for Servicemembers or their families to be near patients undergoing long-term serious medical treatment at the Army MTF on the installation.

Policies regarding the operation of an installation Fisher House are being developed. The Office of the Surgeon General is the proponent for Fisher Houses.

FURNISHINGS MANAGEMENT

Types of furnishing authorized and their basis of issue are identified in common table of allowances (CTA) 50-909 or 50-970. Authorizations are limited to those contained in the CTA. Nonstandard items and exceptions must be approved by DA. Table 12-1 shows the types of furnishing generally authorized.

The provision of housing furnishings and equipment varies widely between CONUS and OCONUS. In CONUS, the Army does not authorize family housing furnishings or household equipment items except for kitchen appliances (ranges and refrigerators).

Table 12-1. Furnishings.

FURNITURE	HOUSEHOLD EQUIPMENT
Moveable items (less appliances)	Moveable kitchen appliances
Rugs, mattresses, and soft good items	Moveable laundry room appliances (OCONUS)
Wall-to-wall carpeting installed as equipment-in-place (EIP)	
Special allowances	

In OCONUS, family housing furniture support varies from full furniture support to limited support. This depends whether the area is authorized full or limited Joint Federal Travel Regulation (JFTR) or on economic feasibility for the provision of furnishings for the particular area. Through limited support, soldiers receive household appliances, washers, dryers, wardrobes, kitchen cabinets and various furniture items. Furnishings are also loaned to soldiers pending receipt of their household goods. Authorizations provided in CONUS also apply in OCONUS. The Army authorizes furniture support in private housing to unaccompanied soldiers in the grade of E7 or above. Other unaccompanied soldiers may receive furniture support if government-controlled facilities are not available.

DEFERRED MAINTENANCE AND REPAIR

DMAR are projects included in the annual work plan, which could not be executed because of a lack of funds. These projects are reported as deferred at the end of the fiscal year. The deferred projects are added to the DMAR list. The total estimated cost of the projects on this list is referred to as DMAR.

Unfinanced requirements of maintenance and repair will be recorded as DMAR only if the following conditions are met:

- It is a valid requirement and has been included in the AWP.
- It remains unfinanced in the reported FY.
- Projects are prioritized by MACOM-developed criteria.
- Higher headquarters validates installation DMAR. Validation is made when DMAR is equal to or greater than 20 percent of its annual maintenance and repair requirements.

FAMILY HOUSING FACILITIES MANAGEMENT INITIATIVES

In addition to the whole neighborhood revitalization program, the Army staff is developing guidance and methods to assist the installation to modernize and make energy efficient kitchens, to increase the energy efficiency of the whole house, to establish criteria for measuring the cost effectiveness of the operations and maintenance program, and to develop an installation family housing community plan. Conservation of scarce resources is the primary purpose of these programs.

BARRACKS INITIATIVES

The Whole Barracks Renewal Program (WBRP) is a DA initiative to provide funding for barracks new construction and modernization projects. The program incorporates interior and exterior improvements. It also includes DA centrally procured initial issue furnishings. The goal of the program is to provide single soldiers with accommodations they can proudly call home. The philosophy of the program is a holistic appreach to bring barracks up to the new Army standard as a total renovation rather than piecemeal maintenance and repair projects.

The standard design and construction is a two-person 220 NSF room with one bath per private room for UPH facilities constructed or upgraded in FY94 and beyond Soldiers with a rank of private through specialist will be housed two to a room. Sergeant through sergeant major will be housed in a private room.

TRANSIENT HOUSING INITIATIVES

The ACSIM is implementing a number of initiatives and programs to assist installation billeting and guest housing offices to provide efficient, effective, and comprehensive transient housing services to soldiers, civilians and their families:

- Central Reservations Center.
- Lodging Success Program.
- Lodging Operation of the Year.
- Best Buy Program for lodging furnishings and amenities.
- Training with Industry Program.
- Professional Development Workshops.

OUTLOOK

As the Army draws down, less movement and longer tours will become common. This will contribute to less demand for on-post facilities because more soldiers may elect to buy a home. Funding for upkeep of government owned and controlled facilities continues to be more and more constrained. DMAR and BMAR growth is escalating. Fewer dollars are being spent on the existing inventory to control deterioration. This practice and the increasing desire of soldiers to own their own homes are making on-post facilities less desirable. With the grim outlook on the funding posture, the existing inventory reduction is a growing consideration and in some cases an absolute necessity. Installation commanders must analyze their military mission and make a determination of the minimum essential housing on-post needed to meet that mission. The arguments for retaining the minimum essential housing must use compelling military readiness rationale. Housing was not listed in the Desert Shield/Desert Storm after action report as a problem area during mobilization and deployment. CHRRS to meet off-post housing demand needs to be strengthened. As senior soldiers who can afford to buy homes opt to do so, the existing government inventory should be made available to junior soldiers who cannot afford to buy or rent off-post.

Chapter 13

Information Management

This chapter describes the Army Information Mission Area (IMA) principles and disciplines. Current programs and initiatives for modernization and sustainment of IMA within the installation infrastructure are presented for each IMA discipline.

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PRINCIPLES OF INFORMATION MANAGEMENT

Essential guiding principles that provide a basis for the information mission area as it develops for the year 2000 and beyond are contained in the Army Enterprise Strategy Vision document:

- Provide the Warfighter systems that meet validated needs.
- Provide the Warfighter C41 systems that interoperate in Joint and Combined operations.
- Provide the Warfighter assured access to mission-essential military and commercial space-based systems that support the Force Projection Army across the entire operational continuum.
- Provide the Warfighter an integrated digital information network that supports warfighting systems and assures C2 decision-cycle superiority.
- Provide the Warfighter a modern power projection platform to support peacetime operations, training, mobilization, force projection, split-base operations, and redeployment. See Figure 13-1.
- Provide the Warfighter more efficient information support for combat and peacetime operations.
- Provide the Warfighter the ability to access and exchange information at needed levels of classification using a single C41 system.
- Provide the Warfighter electromagnetic spectrum supremacy in order to maximize the benefits of maneuver and tempo in conjunction with firepower.
- Provide the Warfighter synchronized C41 capabilities that leverage commercial technology.
- Provide the Warfighter with cost effective training, testing, and rapid prototyping through state-of-the-art modeling and simulation.

INFORMATION MANAGEMENT STRUCTURE

IMA functions include all activities and resources employed in collecting, processing, managing, and providing data. IMA also focuses management's attention on specific commander's responsibilities and established procedures that feed the PPBES, and identifies people to accomplish the management tasks. The installation commander's role in IMA has changed dramatically in recent years. Formerly, IMA consisted of three distinct operational environments strategic, theater and tactical, and sustaining base. Changes in information systems technology have blurred these boundaries, and the goal of the Enterprise Strategy is to implement a seamless operational environment from the CONUS installation to the foxhole. Within this goal, the installation commander leads the power projection platform from which split-base

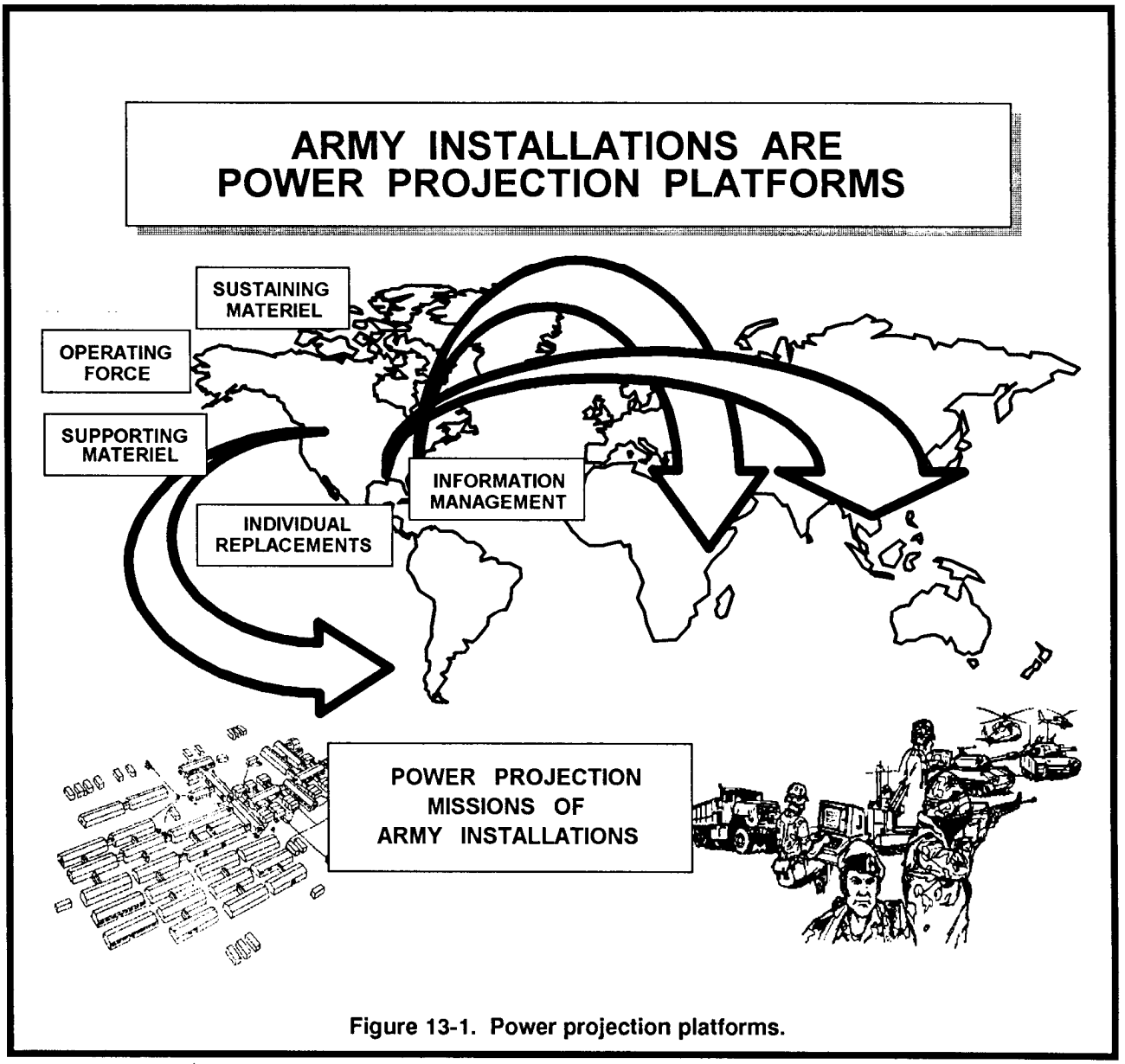


Figure 13-1. Power projection platforms.

operations are conducted through the use of the seamless information network.

The Army Information Resources Management Program (AIRMP)(AR 25-1) defines policies, responsibilities, and the process to identify information resources, validates information requirements, and establishes a systematic approach for satisfying those requirements. Information resources include data or information, information systems, associated equipment, support facilities, software, and personnel. The Army Information Architecture (AIA) defines relationships among Army elements in a hierarchy of documents. This set of documents starts with a capstone AIA developed by the Director of Information Systems for Command, Control, Communications, and Computers (DISC4). Subordinate organizations (Headquarters, DA staff proponents and MACOMS) add detail to the capstone AIA consistent with their missions. Developing the AIA is a top down process based on the guidance from DISC4 that specifies Armywide standards essential for data sharing and interoperability.

Key players in the Army information policy, direction, and guidance include DA, TRADOC, AMC, and US Army Information Systems Command (USAISC).

At DA, the DISC4 implements Army policy and reviews, validates, and approves the AIA. Headquarters, DA functional proponents, in coordination with DOD, develop standard systems for executing the Army's Title X responsibilities. TRADOC formulates information management and information systems management concepts and doctrine for the theater and tactical and strategic environments. PEO communications and PEO command and control are the materiel developers for information systems for the theater and tactical and strategic environments, less the Army portion of the Defense Information System. USAISC is the materiel developer for the Army's portion of the Defense Information System in the strategic environment. It provides Echelon Above Corps support in theater and tactical environment and provides sustaining base information services to include telecommunications. The Program Executive Officer for Standard Army Management Information System (PEO STAMIS) is the materiel developer for automated information systems, both tactical and sustaining base systems.

Sustaining base information management takes place at MACOMs and installations. The MACOMs provide staff supervision, coordination, and resourcing while the installation provides support directly to the users. Installation commanders are required to establish an installation information management support council to assist the commander/DOIM in coordinating and prioritizing IMA services for most installation activities.

The DOIM is responsible for the full range of information services for a specific geographic area. The support provided includes mobilization planning assistance for information services and, upon mobilization, information services support to federalized State Area Command Reserve Components (STARCs).

Information management encompasses all disciplines of the IMA:

- Telecommunications.
- Automation.
- Records management.
- Publishing and printing.
- Library management.
- Visual information.

Library management and visual information are IMA disciplines but may not be under the DOIM's control.

In USAREUR, information management is provided by the 5th Signal Command. Separate installation assets do not perform IM functions. 5th Signal is the DOIM support at each Area Support Group (ASG).

INFORMATION MANAGEMENT PROCEDURES AND PROCESSES

The DOIM manages the Army's information services at the installation level. The DOIM is an installation staff activity supporting all tenant organizations.

The DOIM develops and maintains the AIRMP and directly manages and supervises the information management staff and operational activities in the six IMA disciplines. Library management and visual information may report to different staff elements depending on the commander's prerogative. Through the administration of the AIRMP, the DOIM develops and maintains the installation's information architecture. The MACOM develops its architecture using structured methods, such as the Information Requirements Study (IRS). The result is a document that identifies information requirements and relationships and provides an organization with a macroview of its information needs, information deficiencies, and priorities. It maps high level information needs to the processes that create and use the information in support of the organization's mission and goals.

By comparing the information needs in the MACOM IRS model as shown in Figure 13-2 with the current capabilities, documented in DOD, Headquarters, DA, and MACOM plans, commanders can identify deficiencies and initiate requirements documents to correct the deficiencies. The IMA requirements or tenant activities are identified to the DOIM in terms of the IMA capability that is needed. Before proceeding, the DOIM will verify the nature of the IMA requirement, common-user versus unique IMA support; new start versus upgrade of existing IMA services/resources; capital investment versus expense type funds that will be needed, the availability of funding support, whether the IMA requirement is within the approval threshold of the installation, urgent out-of-cycle requirement versus in-cycle requirement. Unique, noncommon user IMA requirements must first be submitted by the tenant activity for verification/approval via command/functional proponent channels, before further processing by the DOIM. Additionally, if the requirement is beyond the

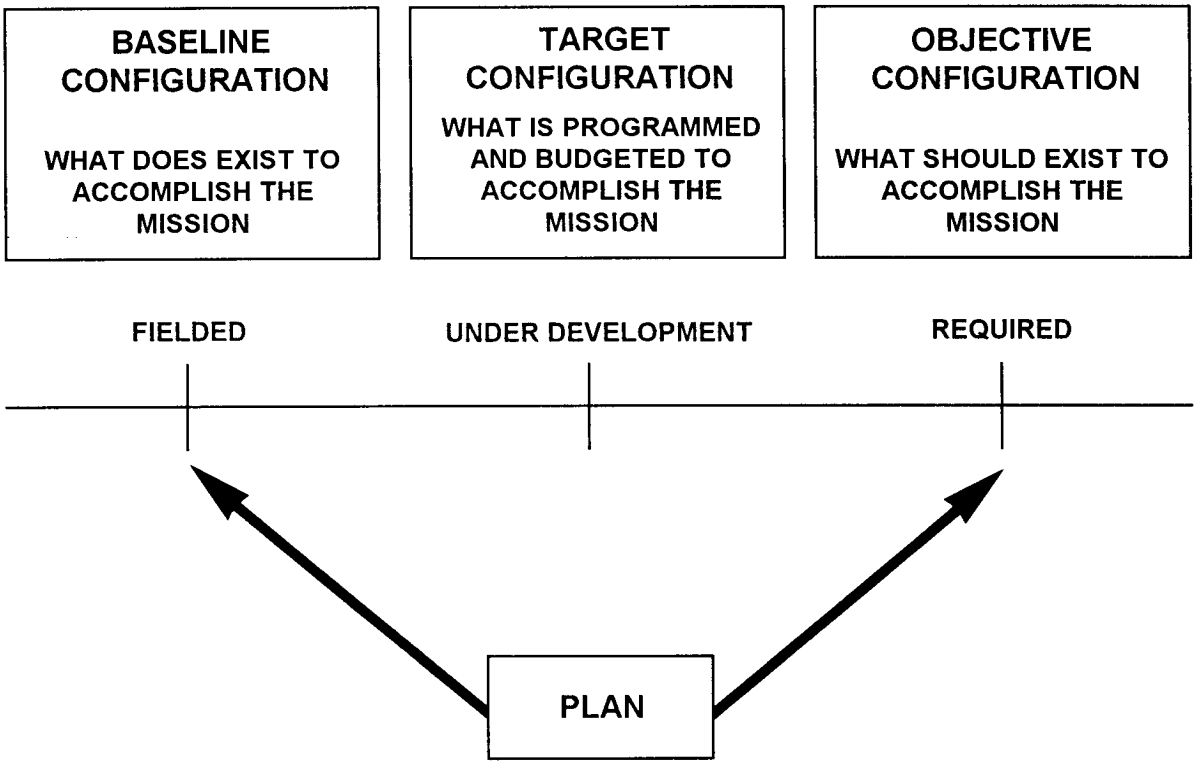


Figure 13-2. Information architecture components.

approval threshold of the installation, it must be submitted under IMA MOD Plan procedures for approval. The appropriate approval(s) of the IMA requirement serves as the basis for budgeting/programming of funds. Assuming the appropriate funding support is available, the DOIM proceeds with developing the most cost effective/efficient technical solutions to structure a proposed IMA project for approval by the DOIM or the installation commander via the Installation's Information Management Steering Committee. The same holds true for those IMA requirements that have been validated via command/functional proponent channels and/or approved via requirement statement submission by the tenant activity to its MACOM or by the DOIM to its MACOM, as appropriate, provided the submitting installation has been designated to develop and implement supporting IMA projects. The Information Management Support Council (IMSC) ensures that the priorities follow DA guidance and support all customers in a specific geographic area.

Requirement Statements (RS) are developed for those new information requirements that are not satisfied by the baseline and objective configuration. Installation commanders will validate and forward unmet requirements which exceed local authority to the next higher level for action. DISC4 integrates and DCSOPS prioritizes these requirements and publishes the RS Status Report for the Army, which authorizes these requirements to compete for funds in the next PPBES cycle. DISC4 also appoints/specifies materiel developer responsibilities.

Funding may be provided through the PPBES cycle and identified in OMA, RDTE, and OPA programs.

APPROVAL THRESHOLDS	
ESTIMATED REQUIREMENT	APPROVAL LEVEL
Under $2.5 million	MACOM approval
Between $2.5 and $10 million	HQDA Review
Over $10 million	HQDA MAISRC

Figure 13-3. Approval thresholds for IMA acquisitions.

OPA funds programmed by the materiel developer via the **Long** Range Research-Development and Acquisition Plan (LRRDAP) are required for hardware requirements costing more than the expense/investment threshold, currently $25,000. Approval thresholds for IMA acquisitions are described in Figure 13-3.

Mobilization information services support planning must be considered during the operational readiness improvement phase for Reserve Component forces while at the Mobilization Station. Essential services include all the basic services as outlined in Annex K of the Army Mobilization and Operations Planning and Execution System. Appointed DOIM offices have a supporting installation responsibility to provide mobilization information services planning assistance. Upon mobilization, the federalized STARCs also receive their support on a geographical basis.

MANAGEMENT ESSENTIAL

Information management is a valuable asset that can provide integrated information systems to all users. As requirements are developed, validation is a key process to ensure that interoperable systems are developed consistent with the principles of information management. The validation process must be accomplished via command channels. The prime function of validation is to ensure information requirements are essential to mission support. An integrated information management organization can improve installation productivity and enable more effective delivery of BASOPS services.

INFORMATION MANAGEMENT'S NEW DIRECTION

The end of the cold war and the subsequent reevaluation of our nation's Armed Forces structure has resulted in many significant changes to the Army. As the Army is downsizing to reflect new national policy realities and budget constraints, the Army is changing its strategy for fighting as well. During the past 100 years the Army strategy has evolved to one of forward deployed forces to respond to worldwide threats. This strategy is changing, as our overseas forces are downsized and reconsolidated in CONUS, to a new strategy of "Power Projection." The new strategy has been documented in the new FM 100-5, "Operation," in terms of split-based operations, at the strategic level. The impact upon installations is potentially dramatic, as they transition from peacetime training locations to warfighting enclaves as the Power Projection Base for future overseas task force deployments. Installation oriented projects that are gaining increased importance to enable the projection of IMA power at the Army's Power Projection installations will be summarized for several IMA disciplines.

TELECOMMUNICATIONS

Power Projection C4 Infrastructure (PPC41) is a Headquarters, DA initiative to upgrade the telecommunications infrastructure at Army installations to ensure it supports power projection. Planning for PPC41 began in FY92 and represents a major upgrade of telecommunications infrastructure for many CONUS installations in the past 40 years. Infrastructure upgrades are required to support the data transmission of many Army and joint service programs - Sustaining Base Information Services (SBIS), Defense Message System (DMS) that will be fielded in the next decade. PPC41 is not a separate program, but rather an initiative that combines four existing programs. The components of the telecommunications infrastructure are:

- The telephone switch.
- The outside cable plant.
- The backbone data network.
- The gateway to external networks, such as the Defense Data Network (DDN).

PPC41 supports the deployed commander by upgrading capacity and reliability of the infrastructure to which the deployed forces will connect for access to support agencies and information in all functional areas. PPC41 will synchronize the upgrade of all four infrastructure components to reduce the cost and disruption at each installation, and to prepare for the arrival of software programs whose data transmissions will require the enhanced capability. PPC41 fielding will be in accordance with an approved Installation Sequence List (ISL) corresponding to the DCSOPS and FORSCOM Force Package priorities, to ensure highest priority sites are completed first. At this time, the ISL focuses only on US CONUS installations (to include Alaska and Hawaii); however, future plans may include Reserve Component and OCONUS installations. Any installation telecommunications modernization and sustainment is managed through USAISC through ISEC-CONUS and the program manager for Switched Systems.

AUTOMATION

The SBIS program begins the process of transitioning the sustaining base to an open systems environment (OSE) by providing a centralized infrastructure acquisition and coordinating the transition of sustaining base applications software. Migration to OSE will promote competition, lower acquisition costs, reduce dependence on vendor unique systems, increase system interoperability, promote data sharing, and reduce operations and maintenance costs. The infrastructure will provide commercial off-the-shelf (COTS) hardware and system software, associated communications, and other common user items. The scope of the program addresses the initial modernization of validated and prioritized functional applications software and associated infrastructure. Support will be provided for selected Headquarters, DA systems, MACOM Internal Support Modules (MISM), Installation Support Modules (ISM), and required unique applications. The Army will continue to support, in parallel, existing applications and infrastructure until they are redesigned, converted, or replaced by systems operating in an OSE.

ISMs will provide commanders and tenant activities with integrated data and the ability to manage daily operations and functions more effectively. The ISM database will allow the installation user to extract common data and share information across installation organizations.

The ACSIM is the functional proponent for ISM. This standardization effort is to replace the many ad hoc systems now in operation. The DOD corporate information management has dictated that no new automated systems will be developed without a review of the business methodology of the functional area. The financial management community has already agreed to examine and restructure current business practices to standardize these functions.

There are 27 initial functional requirement documents identified and under development by the ISM project manager. The first group includes personnel, logistics, and financial management functions. Future ISM will undergo a rigorous development and testing cycle before fielding. These ISM will represent reengineered functions that will enable better service to the customer and respond to reductions in manpower, dollars, and time. The ISM provide single point data entry, standardization, elimination of manual processes, and reduction of redundant and duplicative systems.

Examples of ISM applications include the real property management tool (RMAT) and the directorate of

information management management information system (DOIMMIS).

RMAT will identify installation facility requirements, will develop and evaluate strategies to satisfy them, and will support decision making. RMAT will use spatial data systems technology (geographic information system) to allow dynamic querying of installation data bases and presentation of results in graphic or tabular format. This system will draw on and integrate several existing automated systems.

DOIMMIS focuses on managing the automation and communications assets available at the installation level with the DISN management philosophy and Integrated Systems Management Control Center (SBIS solution) structure; developing and controlling all capabilities and infrastructure needed to support those assets; and supporting military power projection concepts and Army C4I for the Warrior requirements. It introduces state-of-the-art technology for engineering, planning, and operations through the use of database driven graphics (spatial data technology (RMAT)) and statistical information to portray an event or situation.

Major Command Internal Support Modules (MISM) perform the same function at the MACOM level. The MISM, unlike the ISM, which are primarily transaction oriented systems, are more like Decision Support Systems, Report Generators, and Executive Information Systems. MISM are being developed and are also under the review of the Corporate Information Management and the financial community. MISM and associated ISM efforts could well change all aspects of our business procedures in the very near future.

RECORDS MANAGEMENT, PUBLISHING& PRINTING, AND LIBRARY MANAGEMENT

An initiative proposed as an ISM and currently being reviewed by Headquarters, DA is the Mass Mailing System. It will reduce postage and administration costs for repetitive mailing lists by automating the mass mailing tasks.

OFFICIAL MAIL AND DISTRIBUTION

The Army official mail program is operated on a pay-as-you-go basis. Payment for all United States Postal Service (USPS) support is by check, money order, or Advanced Deposit Trust Account (ADTA). Implementing guidance for the Army Official Mail and Distribution Program is found in AR 25-51. The DOIM is responsible for providing guidance and support for the program, which addresses the use of postage meters, mailing permits, special mail services, and postage stamps; procedures for prepaid postage; and correspondence distribution management. Instructions have been issued for implementation of Zip+ 4 at Army installations.

FIELD PRINTING

Every effort must be made to requisition field printing requirements from the Defense Printing Service (DPS). The DOIM is responsible for managing and providing guidance to customers on acquiring printing support needed for mission accomplishment. In the event of and during mobilization, authority is granted to the field to produce any departmental publication, including blank forms, necessary to support mission requirements.

VISUAL INFORMATION

Combat Camera (COMCAM) is visual information documentation (VIDOC) supporting the full range of Army operations including Joint, Combined, and Interagency Operations. Digital still imagery and motion imagery provide all levels of commanders and staffs with visual images of conditions and events before, during, and immediately after operations. Visual imagery assists commanders in making informed decisions during operations.

Training and Visual Information Support System (TRAVISS) provides Installation Training / Visual Information Support Centers with an automated application that will enhance operations and productivity while significantly improving management capabilities through real-time data availability. Its strength lies in its ability to provide on-line real-time management data to include supply balances, personnel time and performance data, work order activity, and equipment maintenance schedules. Customers will gain easy access

to support services such as color laser printing manuscript layout and review, still photography, local purchase support, graphics, and business preparations. TRAVISS will combine the best features of the automated systems currently in use across the Army, namely TRADOC's Work Order Management System/Audio Visual Library System (WOMS/AVLS) and FORSCOM's Training Support Automated Management System (TSAMS).

The Electronic Multimedia Imaging Center (EMIC) Plan provides for a centralized electronic capability at the installation level for creation, storage, and manipulation of visual images. This plan will guide MACOMs in the transition from wet chemistry processes to electronic processes in providing visual information products and services. Electronic imaging technology will encompass more than 350 visual information activities ArmyWide; these activities will change their names from VI centers to EMICs and be equipped with several different types of systems that provide graphics, photo, transmission, and self-help capabilities.

In the future installation-level information management products and services will enable operations personnel to seamlessly exchange information among BASOPS organizations, tenant activities, and higher headquarters. Distinctions among the various IMA disciplines will blur and then disappear. Using commercial technology, a small highly trained IMA work force will enable commanders to achieve high productivity gains and rapid support for decision making. New systems will be developed in strict conformance with standards to achieve interoperability and integration of systems throughout DOD, while dramatically reducing sustainment costs. DOD will exercise tight control over new development to ensure maximum reuse of DOD and joint systems.

CHAPTER 14

Financial Management

This chapter includes resourcing the base operations (BASOPS) requirements needed to operate a community of excellence. Areas addressed are existing structure, appropriations, revolving fund concepts, installation operation and structure, the implementation of the Defense Business Operations Fund (DBOF) and a variety of other initiatives, nonappropriated funds, and finance and accounting operations.

To assist commanders in managing more effectively with reduced resources, commanders are given greater financial flexibility. Actions are ongoing to eliminate money fences and to change laws and other governmental policies. This will support the initiative of providing greater financial flexibility to installation commanders.

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DEFINITION

Financial management is a process of acquiring, assigning priorities, allocating and using resources (people, money, material, facilities, information, and time) in an effective and efficient manner.

FINANCIAL MANAGEMENT STRUCTURE

DOD uses the Planning, Programming, and Budgeting System (PPBS) as its primary system for managing its military functions. PPBS is the parent system of the Army Planning Programming, Budgeting, and Execution System (PPBES). PPBES is a major decision-making process that interfaces with OSD and Joint planning and links directly to OSD planning and Budgeting.

PLANNING, PROGRAMMING, AND BUDGETING SYSTEM

The PPBS is a cyclic biennial process used to develop a plan, a program, and a budget for the DOD. PPBS is a logical process of identifying needs, determining resource requirements, and allocating the resources. The result of the PPBS cycle is a package of programs to be carried out over a period of six years which is called the Future Year Defense Program (FYDP).

FUTURE YEARS DEFENSE PROGRAM

The FYDP is the data base developed from the Defense Program (DP). It is managed by the OSD Comptroller. It also contains the resources associated with all programs of the Services and other DOD agencies. The FYDP contains 11 major defense programs. Each of these programs is subdivided into program elements that represent integrated subprograms combining personnel, equipment, and facilities. Together, these elements constitute an identifiable military capability.

PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION SYSTEM

The PPBES is the Army's primary financial management system. Planning is recognizing the threat to our national security and developing a strategy to meet that threat. The major product of the planning phase is the Defense Planning Guidance and US Army guidance in the form of The Army Plan and Army Program Guidance.

Programming translates planning guidance into a comprehensive and detailed allocation of forces, manpower and dollars. The installation provides input to the MACOMs via the Army Modernization Information Memorandum (AMIM), Modernization Resource Information Submission (MRIS), the Program Objective Memorandum (POM), and the Long Range Research, Development and Acquisition Plan (LRRDAP). In the AMIM and MRIS, installations provide information on what new equipment will be fielded. In the POM, installations provide information on new initiatives. The POM lists the Army's proposed use of dollars projected for the next six years. This is in terms of forces, manpower, training, research and development, procurement, construction, logistics, and all other requirements to sustain the force. When the POM is approved by OSD, it is called a POM Defense Program. The OSD decision is published in the Program Decision Memorandum (PDM), which tells the Army what parts of the POM are approved. The PDM also tells what has to be changed. The POM is the end of the programming phase. The funding for Research, Development, Test and Evaluation (RDTE) and Government Owned Contractor Operated (GOCO) installations is managed by the Secretary of the Army for Research, Development and Acquisition (SARDA), and the LRRDAP is used for planning and programming.

Budgeting expresses the resource requirements of the POM and LRRDAP in terms of manpower and dollars, categorized by congressional appropriation. It includes explaining and obtaining the resources from Congress.

Execution is the last phase of the Army PPBES. It begins when financial authorization documents are received at the installation. Execution is made up of many functions. These include fund control, commitment and obligation management, reimbursable activity, and cash and debt management. It requires extensive accountant involvement in processing financial data. This includes generating accounting reports, analyzing execution results, and advising resource managers of current and potential trends and problems.

ARMY APPROPRIATIONS

Army appropriations consist of five basic functional areas that are common to all Services:

- Military personnel.
- Operation and maintenance.
- Research, development, test and evaluation.
- Military construction.
- Procurement.

MILITARY PERSONNEL, ARMY (MPA)

MPA provides pay and allowances for active Army soldiers. These costs include retired pay accrual, individual clothing, subsistence, disability benefits, death gratuities, servicemen's group life insurance (SGLI) and permanent change of station (PCS) travel. MPA is centrally managed at DA. MPA is an annual appropriation, available for obligation for one fiscal year only.

RESERVE PERSONNEL, ARMY (RPA)

RPA provides pay and allowances for Army Reserve soldiers performing duty in an active duty or an inactive duty status. These costs include retired pay accrual, individual clothing, subsistence, incentives, disability benefits, death gratuities, SGLI, PCS costs, travel and

per diem. RPA is an annual appropriation, available for obligation for one fiscal year only.

NATIONAL GUARD PERSONNEL, ARMY(NGPA)

NGPA provides pay and allowances for Army National Guard soldiers performing duty in an active duty or an inactive duty status. These costs include retired pay accrual, individual clothing, subsistence, incentives, disability benefits, death gratuities, SGLI, PCS costs, travel and per diem. NGPA is an annual appropriation, available for obligation for one fiscal year only.

OPERATION AND MAINTENANCE, ARMY (OMA)

OMA provides for operation and maintenance of the Army not otherwise provided for by any other appropriations. For example, these expenses include purchasing equipment and supplies, production of audiovisual instructional material and training aids. OMA funds civilian pay and allowances, operation and maintenance of active component units, installations, and equipment which does not have to be purchased from a procurement appropriation, purchase of supplies and repair parts, TDY costs, and recruiting and retention. OMA is an annual appropriation, normally available for obligation in one fiscal year.

OPERATION AND MAINTENANCE, ARMY NATIONAL GUARD (OMNG)

OMNG is for expenses not otherwise provided for in other appropriations necessary for training, organizing, and administering the Army National Guard. These expenses may include training of units, procurement of organizational equipment, supplies, repair parts, services, and maintenance. OMNG funds civilian pay and allowances; training, operation and maintenance of National Guard units, facilities, installations, and equipment; purchase of supplies, repair parts and services; recruiting and retention. OMNG is an annual appropriation, normally available for obligation in one fiscal year.

OPERATION AND MAINTENANCE, ARMY RESERVE (OMAR)

OMAR is for expenses not otherwise provided for in other appropriations for training, organizing, and administering the Army Reserve. The expenses may include repair of facilities, installations, and equipment; purchase of supplies and repair parts and services; recruiting and retention. OMAR is an annual appropriation, normally available for obligation in one fiscal year.

RESEARCH, DEVELOPMENT, TEST, AND EVALUATION, ARMY (RDTE)

RDTE includes procurement of end items, weapons, equipment, components, materials, and services required for development of equipment, material, or computer applications software; its developmental test and evaluation, its initial operational test and evaluation the operation of research and development installations/activities, including direct and indirect efforts, expense and investment costs; acquisition or construction of industrial facilities costing less than $300,000 at government-owned, government-operated facilities; and acquisition and construction at contractor-owned, contractor-operated government facilities.

MILITARY CONSTRUCTION, ARMY (MCA)

MCA provides funds for acquisition, construction, installation and equipment of temporary or permanent public works, military installations, and facilities for the active Army. MCA is a multiple-year appropriation available for obligation for five years. Although the MCA appropriation is for five years, the authorization is good for only three years unless specifically extended by Congress. Without an extension, an initial obligation of funds must be made within three years to save the authorization.

MILITARY CONSTRUCTION, ARMY RESERVE (MCAR)

MCAR provides for planning and design, construction, acquisition, expansion, rehabilitation, and conversion of facilities for the training and administration of the USAR. MCAR is a multiple-year appropriation available for obligation for five years.

MILITARY CONSTRUCTION, ARMY NATIONAL GUARD (MCNG)

MCNG provides for planning and design, construction, acquisition, expansion, rehabilitation, and conversion of facilities for the training and administration of the National Guard. MCNG is a multiple-year appropriation available for obligation for five years.

MILITARY CONSTRUCTION, ARMY FAMILY HOUSING (AFH-C)

AFH-C funds planning, design, construction, improvement and acquisition of military family dwelling units and related facilities including the cost of the

property and all associated real estate costs. AFH-C is a multiple-year appropriation available for obligation for five years.

OPERATION AND MAINTENANCE ARMY FAMILY HOUSING

AFH-O provides funds for the full life cycle of military family dwelling units. Annual funds provide for the leasing of family housing on the economy and for payment of mortgage principal and interest on specific privately financed housing projects. AFH-O is a one-year appropriation, available for obligation for one fiscal year only.

PROCUREMENT, ARMY (PA)

The procurement appropriation provides funds for Army aircraft, missiles, weapons and tracked combat vehicles, ammunition, equipment and ADPE equipment that cannot be purchased with operations and maintenance appropriations, and other procurement. Procurement appropriations are three-year appropriations. The Army justifies the annual budget requests for the obligation authority for procurement of each item contained in the long-range materiel requirements plan. BASOPS at GOCO installations is funded by the PA appropriation. Construction at these installations is also funded by PA, not MCA.

AUTHORIZATION AND APPROPRIATION

Authorization of funds is recommended by the Armed Services Committees for new programs or continuance of existing programs. They also recommend funding limits on these programs. Authorization acts do not grant actual funds, but provide the legal authority to obligate funds. An appropriations act provides funds to DOD and permits DOD to incur obligations and to make payments out of the US Treasury for specified purposes.

COMMITMENT AND OBLIGATION

A commitment of funds is an informal or administrative reservation of funds for a specific purchase. An obligation is the action taken to establish a liability against the US government that will ultimately result in a disbursement from the US Treasury. The dollar amount established by Congress for a particular appropriation limits the amount of total obligations that may be incurred.

CONTINUING RESOLUTION AUTHORITY

When a defense funding bill is not passed and signed into law by 1 October each year, a temporary funding instrument called a Continuing Resolution Authority (CRA) is passed by Congress. The CRA specifies the maximum rate at which funds can be spent. This rate is normally based on the spending rate of the prior fiscal year. Under a CRA, no new programs may be started. This delay restricts the time available to obligate funds when they are appropriated for the next fiscal year.

WORKING CAPITAL FUNDS

Congress authorized the Secretary of Defense to establish working capital funds (also known as revolving funds) to finance inventories of stores, supplies, equipment, and certain services. Costs are financed by the fund from the time materiel is requisitioned and acquired until it is issued for use or consumption. A working capital fund or revolving fund is intended to emulate the business premise that the final product must absorb all costs that have been incurred to produce it.

Initial capital financing is provided by Congress to start operations by a one-time appropriation. Once an activity is capitalized it recovers the costs incurred by selling inventory or services to its customers. Prior to Fiscal Year 1992, the Army Stock Fund (ASF) and the Army Industrial Fund (AIF) were included in this category of working capital or revolving funds.

DEFENSE BUSINESS OPERATIONS FUND

On 1 October 1991, DOD combined all existing revolving funds, including the former Army Stock Fund (ASF) and Army Industrial Fund (AIF) into DBOF. The DBOF was to operate under the policies then in place for stock and industrial funds as modified by changes issued by OSD from time to time. The major changes from the former Service-managed funds included:

- Transfer of all assets and liabilities from the Services to DOD.
- The addition of all costs in the prices of products (including depreciation of facilities and equipment; pay of military personnel; management headquarters costs).
- Initiation of the capital purchases program.

The DBOF is a revolving fund for financing DOD business. DBOF provides a business management structure where customers (mission forces) and providers (support activities) can be made aware of the total cost of goods and services. Cost visibility enables customers to seek the lowest price. It also encourages the providers to offer services at the lowest cost to remain competitive and viable. The Army-managed business areas included in DBOF are Supply Management, (formerly ASF); Depot Maintenance – Other and Depot Maintenance – Ordnance (both formerly a part of the AIF).

UNIT COST

Unit cost is a management tool for monitoring costs and making resource allocations based on cost and output. The unit cost of a business activity is calculated by totaling the operational costs of the activity and dividing those costs by its work load indicators or output. The result is the cost required to produce a single item, which is its unit cost.

Unit costing techniques are now focused on supply depot operations, inventory control points, and stock funding activities of depot level reparable. Business areas now under active unit cost development are product engineering, major end items, contract administration services, and RDTE. Unit cost and output measurements have not been firmly established in all areas, but additional outputs continue to be investigated.

SUPPLY MANAGEMENT, ARMY (SMA)

SMA business area is the most prominent DBOF-funded activity at the installation. It was originally chartered by OSD as the ASF to finance the supply of repair parts and minor items of equipment. It also has the ability to purchase common use consumable supply items in support of installation activities. The fund initially finances items such as tank tracks, carburetors, gun tubes, and other consumable items. (It excludes financing major end items such as tanks, trucks, and artillery.) When repair parts are issued to a using unit, the unit pays SMA for the total cost.

SMA (as well as all other DBOF-funded activities) is self-sustaining (or revolving). The fund inventories are paid for when ordered by or issued to the consuming activity. The proceeds are deposited in the DBOF treasury account and become available to buy more inventory. This cycle continues for the life of the fund.

SMA contains a wholesale division and retail divisions. AMC as a wholesaler is responsible for purchasing from private industry and selling to the retail divisions, which are located in each MACOM. The retail divisions (which also buy locally and from the Defense Logistics Agency (DLA) and General Services Administration) sell to consumers, who are financed by various appropriations (OMA; Procurement of Ammunition, Army (PAA); DBOF).

SMA prices its products to recover the acquisition cost of the individual item plus a surcharge to recover operating costs. The surcharge categories are transportation, inventory expenses and maintenance, costs of operations, and price stabilization.

Obligation authority is an annual limit placed on procurement actions of the fund. This limit also acts as a control for procurements. It allows the DBOF to purchase only enough inventory to cover customer demands and maintain the desired level of safety stock. It limits operating costs and credits to customers.

SMA business managers must be concerned with an inventory turnover rate that will satisfy customer demands and require a minimum dollar investment. If inventories increase and sales decrease, more of the fund capital is tied up in inventory. This reduces the operating cash available for acquisition of new supplies.

DEPOT MAINTENANCE – OTHER AND DEPOT MAINTENANCE – ORDNANCE

The depot maintenance business areas are DBOF-funded activities which were formerly funded through the AIF. They provide industrial and commercial type services within DOD. Army depot maintenance includes two businesses:

- Depot Maintenance — Other (formerly managed by Depot Systems Command). This business area sustains fighting forces worldwide with depot-level supply and maintenance of designated materiel through a logistically-ready industrial base. Integrated supply and maintenance operations provide for the receipt, storage, maintenance, and shipment of major end items and ammunition to worldwide units and customers. (DLA is responsible for secondary items distribution.)
- Depot Maintenance — Ordnance (formerly managed by Armament, Munitions and Chemical Command). This business area procures artillery, small arms, and munitions, end items and major components for all Services. It also performs engineering, repair, manufacturing, renovation, demilitarization, and product assurance in support of this materiel.

In February 1994, the Industrial Operations Command (IOC) was activated by merging management elements of both of the depot maintenance business areas as well as management elements of other non-DBOF related functions. The IOC is the single management command for both businesses effective 10 October 1994.

As for the other revolving fund activities, the Depot Maintenance Army business area uses working capital to finance the initial cost of providing goods and services requested by its customers. Customers reimburse the business area. Work load at industrial-type activities is generated by customer orders. Customer orders are obligations of the ordering activity and create a contractual-type relationship between the industrial fund activity and the customer.

There are three basic types of work orders-project, service, and commanders. The project order is a specific order for the manufacture of materials, supplies, equipment, and other work or services. Service orders are for routine, recurring, or other services that cannot be authorized by issuing project orders. Commander's orders are used when it is necessary to commence work of an emergency nature prior to the receipt of an order.

Customer rates are established on a fiscal year basis. These rates are established at levels intended to recover costs plus an applicable surcharge. This is necessary to provide working capital to ensure continued operation of the fund. This stabilized rate policy serves to protect appropriated fund customers from unforeseen inflationary pressures as well as other cost uncertainies.

The Depot Maintenance Army operates on a break even basis. The operating activities under this concept promote a businesslike approach to accomplish complex and necessary defense efforts, resulting in a flexible system which maximizes the use of financial, manpower, and other resources required to respond to fluctuations in work load. This concept permits customers to budget for end products or services required rather than the component parts or efforts necessary to achieve those end products or services.

The Depot Maintenance Army cost center is an organization composed of people, funds, facilities, equipment, and materiel required to perform a specific function. Cost centers collect, distribute, and control costs. There are two basic types of cost centers-direct and indirect. Direct cost centers are engaged in and associated with the performance of actual productive work. Sometimes these cost centers are called productive cost centers. Although direct costs centers may incur indirect costs, most of their effort is related to customers or identifiable products. These costs are chargeable to the customer's order.

Indirect cost centers do not directly contribute to the product. There are two types of indirect cost centers-production support and general and administrative. Production support cost centers are overhead to a particular mission but are not considered base operations and are not identifiable to a job. Examples are scheduling, engineering, quality control, and inventory management. General and administrative cost centers are considered base operations and equally benefit all installation activities. Examples are personnel functions, accounting, security, maintenance and housekeeping, and management. These costs cannot be reasonably associated with any particular outputs and are allocated over all production.

NONAPPROPRIATED FUNDS (NAF)

The financial management of NAF is an important element in operating any installation. While funds are not appropriated by the Congress, NAF is an integral part of an installation's total fund availability. Some Nonappropriated Fund Instrumentalities (NAFIs) are businesslike activities where profits and losses are important indicators of performance. Income from NAF operations remains at the generating installation for support of the NAFI programs and capital purchases in support of NAFIs.

BUDGETING PROCESSES

NAF budgets provide operating managers with resource data to be used in command management decision making. The budgetary process identifies anticipated appropriated and nonappropriated fund resources.

Four types of budgets are prepared for NAFIs. The annual operating budget projects income and expenses and permits the comparison and analysis of programmed data with actual data. Capital project and minor construction budgets show projections for working capital acquisition renovation, expansion, and replacement of fixed assets and indicate sources of funding.

Cash flow budgets show existing cash resources and anticipated cash receipts and disbursements, and forecast cash balances on specified dates. The cash flow budget should be reconciled with the operating and capital expenditure budgets. The NAF and appropriated funds (APF) support budget is prepared annually. This budget identifies the sources of appropriated and nonappropriated funds that will be applied to projected activity requirements.

Actual and programmed performance by these budgets will be compared monthly to identify and correct significant variances. Commanders must ensure that local generation of income is maximized. The commander's statement required at the end of the budgeting process, states where the funds to support the programs were generated.

ACCOUNTING SYSTEM

Appropriated fund and nonappropriated fund accounting systems will furnish reports as required. All direct, readily identifiable expenses incurred in support of NAF activities must be accumulated in the accounting system at the activity level.

Nonappropriated fund accounting support will be provided by the consolidated Central Accounting Office (CAO) at Red River Army Depot. CAOs are designed to provide the installation with professional and standardized accounting and reporting functions for nonappropriated fund activities. The CAO is an organizational entity of the Defense Accounting Office. The CAOs provide analytical interpretation of financial statements and provide recommendations for financial improvement of all NAF operations.

Significant inroads have been made in the automation of NAF accounting, reporting and payroll functions under the auspices of the Nonappropriated Fund Information Standard System (NAFISS). NAFISS has been implemented to provide standard automated accounting and to improve managerial decision making. The system can also provide a payroll function where all CONUS NAF employees are paid from a central processing site. This precludes each installation from doing its own payroll function.

NAF RESPONSIBILITIES

Installation commanders are responsible for checking the morale support programs to ensure maximum and fair benefits are provided to military personnel. They also ensure that NAF budget guidance is followed. This responsibility includes achieving the required income objectives and evaluating actual performance against budget projections.

The US Army Community and Family Support Center (USACFSC) is the program manager who is responsible for managing NAF resources and identifying resource requirements. It also provides budget guidance development and budget preparation, interprets financial reports, and evaluates management reporting needs. The Defense Finance and Accounting Service (DFAS)-Indianapolis Center is responsible for accounting and reporting for NAFIs. DFAS develops accounting policy, procedures, and direction, and conducts quality assurance reviews. The USACFSC and DFAS have the responsibility to ensure the adequacy and cost effectiveness of accounting and reporting services.

The Assistant Secretary of the Army for Financial Management (ASA(FM)) is responsible for oversight of NAF. This responsibility is executed through analysis of NAF cash flow, investment results, and financial plans. In addition, the ASA(FM) chairs the

Finance Committee of the Morale, Welfare, and Recreation (MWR) Board of Directors and the Principal Deputy Assistant Secretary of the Army (Financial Management) co-chairs the Audit Committee of the board.

Fiduciary responsibility for decisions affecting the use of NAP resides with the commanders and ultimately with the members of the MWR Board of Directors as mentioned in Chapter 8. Board membership consists of the four-star MACOM commanders and the USARPAC commander. Through the various committees, the board develops or approves future policy, financial plans, audit reviews, and NAF major construction projects. For commander's responsibilities, regarding control of chaplain funds, refer to AR 165-1.

INSTALLATION FINANCIAL MANAGEMENT ORGANIZATION

The Director of Resource Management (DRM) is the staff director responsible for implementing the resource management program of the command. The DRM coordinates recommends and provides professional management analysis, advice, and assistance on use of financial and manpower resources. This includes-

- Program and budget analysis and formulation, execution and control.
- Synchronization of appropriated and nonappropriated budgets.
- Managerial accounting.
- Development, management, and coordination of manpower, equipment, and documentation programs.
- Management analysis includes but is not limited to management improvement programs, principles and practices; professional management assistants; efficiency and functional analyses; the Management Control Program; organization and functions manual; installation productivity improvement programs; cost and economic analyses; review and analysis program, Army Ideas for Excellence Program (AIEP); and commercial activities.

PROGRAM BUDGET ADVISORY COMMITTEE (PBAC)

The PBAC generally includes the directorate staff of the installation and is not charged formally with being a decision-making body. However, its deliberations and recommendations are sent to the installation commander and are a major factor in final decision. PBAC membership also should include any tenants who provide significant reimbursement for operating the installation. The significance of this body can be best described through the accomplishment of its principal functions, which are-

- Interpret the budget and manpower guidance received from higher authority and integrate this with the commander's guidance.
- Develop a plan for preparing a budget that will efficiently accomplish the command's mission.
- Apply methods and standards of performance data and other experience factors to specific programs and budget areas.
- Achieve reasonable balance and coordination between proposed missions, activities, and resources assigned to subordinate commands and agencies.
- Present a staff coordinated proposed budget to the commander.
- Ensure budget execution is accomplished with real-time audit to achieve desired cost-effectiveness.

Financial management is a commander's responsibility and cannot be delegated to the DRM. To aid the commander in carrying out this responsibility, PBAC assists in determining the priority for use of funds. This group is also vital in the critical function of reviewing actual use of funds versus programmed use and recommending adjustments.

The PBAC provides a sound system for control and use of resources. However, it requires understanding command direction, and timely review of the actual versus the programmed status of funds by the commander and his principal staff officers.

FINANCIAL TOOLS

Accounting systems are used to collect both financial and managerial information to report the use of resources. Accounting systems serve as a control mechanism as well as a tool for the administration of programs and planning.

The Congressional Chief of Financial Officers Act of 1990 mandates financial management reform. The responsibility for compliance and ensuring accuracy of reports and reporting deficiencies rests with the chain of command. Commanders should:

- Certify the integrity of data in financial accounting systems which interface with the Finance and Accounting/Defense Finance Accounting Systems or the Standard General Ledger.
- Notify MACOM when DA/DOD systems do not provide accurate information or operate as designed.
- Ensure integration of functional and financial systems to provide reliable, accurate, and timely information to decision makers.
- Establish and maintain internal management controls program.
- Report and track material weaknesses in the reporting of financial accounting systems.
- Ensure reconciliation of financial system general ledger balances with the installation facilities system and property book balances.

Resource management requires that both financial and managerial accounting information be gathered in a single integrated accounting system. This ensures consistency of information in both the managerial and financial sense. Accounting data can be used for comparing the actual performance against an established standard or plan.

FINANCIAL AND PROGRAM PERFORMANCE INITIATIVES

There are a number of ongoing government-wide initiatives that are intended to improve financial and program management within federal agencies. Two of the most important are legislative initiatives that will have significant impact on installation management — the Chief Financial Officers Act of 1990 and the Government Performance and Results Act of 1993. Taken together, these initiatives point to the inevitable transition to results-oriented program management and performance budgeting.

THE CHIEF FINANCIAL OFFICERS (CFO) ACT

The passage of the CFO Act of 1990 (Public Law 101-576) is creating a profound effect on Army management. The purpose of the CFO Act is to improve accountability and financial reporting by federal agencies. Its main objective is to provide accurate and timely financial information for decision-making purposes. Its scope encompasses all operations, to include mission training, division operations, logistics, and all facets of installation management (real property or base operations). Installation commanders must emphasize operational discipline, compliance, and effective management control across their areas of responsibility.

The goal of full implementation is financial execution information for all operational functions that is integrated with programmatic/budgetary information for full disclosure decision making, performance measurement, and accountability at all levels of management and leadership. The Act has the potential to break down the "stovepipes" that currently exist between functional and financial processes. This change from a vertical to horizontal management approach increases the ability for the installation commander to make optimal decisions.

THE GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA)

The Government Performance and Results Act of 1993 (Public Law 103-62) builds on the framework of the CFO Act. Its purpose is to improve the effectiveness and accountability of federal programs by setting program goals, measuring performance against those goals, and reporting publicly on the results. The GPRA requires all federal agencies to submit strategic plans (beginning FY 97 for FY 98 and beyond), annual performance plans for every activity in the agency budget (beginning FY 99), and annual reports of actual performance (beginning March 2000). Pilot projects begin in FY 94.

Implementation of the GPRA requires developing performance measures that will link resources requested (in the annual budget and performance plan) to anticipated levels of outputs and outcomes. It is expected that the annual financial reports required by the CFO Act and the annual performance reports required by the GPRA will be consolidated into single annual reports that explain the actual utilization of resources (compared with what was planned) and the corresponding results achieved.

REVIEW AND ANALYSIS

Review and analysis (R&A) is the critical examination of all facts concerning a mission, operation, or activity. It explains and interprets deviations, deficiencies, trends, and forms the basis for command decision making. R&A is defined as the management process of systematically comparing and evaluating actual performance against established goals. R&A is a basic element of a management control system. Recommend that updates be left to the discretion of the commander.

MANPOWER MANAGEMENT

Manpower management focuses on human resource requirements and the organization and position structure in which they are best used. This includes an accurate determination of requirements in terms of both quantity and quality to perform specific tasks and units of work and upon the organization and position structure in which they will be most efficiently and economically used. Specific manpower management functions include requirements determination; planning, programming and budgeting; documentation, allocation; utilization; and analysis and evaluation.

FINANCE AND ACCOUNTING OPERATIONS

THE DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)

Installation commanders will go to DFAS-Indianapolis for the intraservice pay, disbursing and accounting support furnished under the responsibilities of AR 5-9.

The Defense Finance and Accounting Service began capitalizing the Service component finance and accounting (F&A) resources in October 1992. Defense Accounting Offices now provide F&A support on a reimbursable basis to all but the following: tactical organizations, Corps of Engineers, National Guard Bureau, classified activities, TRADOC nonappropriated funds activities, and OCONUS locations. Although there are current plans to capitalize OCONUS operations in the Pacific and Panama, Europe is excluded at this time. The Army remains responsible for F&A support to Europe.

ARMY TOE FINANCE UNITS

Army TOE finance units provide finance support to TOE commanders, units and soldiers only. They do not provide the AR 5-9 installation area support.

RESERVE PAY INPUT

All Reserve Component pay functions are to be supervised by the US Army Reserve Command (USARC). USARC will tell commanders what activity is to provide the Reserve pay functions.

MOBILIZATION OF RESERVE COMPONENTS

Forces Command will coordinate directly with the National Guard Bureau and the DFAS relative to procedures to be implemented for the mobilization of the Reserve Components.

RESOURCE RECOVERY AND RECYCLING PROGRAM (RRRP)

RRRP is one avenue for installation Qualified Recycling Program (QRP) to generate revenues through the sale of recyclable materials. Defense Reutilization and Marketing Service (DRMS), through local Defense Reutilization and Marketing Offices, is the primary activity within DOD responsible for the sale of recyclable materials purchased with appropriated funds. Another option available to the QRP is direct marketing of recyclable materials to potential buyers when authorized by DRMS. Installation QRPs may also market directly to potential buyers when materials were not purchased with appropriated funds. Recyclable materials consist of items that have been or will be discarded but may be used after undergoing some type of physical or chemical processing. Examples are-

- Rubber.
- Aluminum.
- Copper wire.
- Metal and wood scraps.

- Expended brass.
- Paper.
- Glass.

As stated in Title 10, USC 2577, all sales proceeds will be credited to funds available for operation and maintenance at the installation in amounts sufficient to cover costs for processing recyclable materials at the installation. Up to half of the proceeds, after operating costs are covered, can be used for pollution abatement, energy conservation, or occupational safety and health activities. With greater command emphasis, this program can increase revenue.

Avoidance of current year landfill charges is another benefit of RRRP participation. Landfill charges are significant. These charges are increasing greatly as a result of new and more stringent environmental regulations. They also increase with declines in aggregate landfill sites and capacity. In addition to added revenues that recycling provides to the installation, the program also provides lasting benefits to the environment.

In USAREUR, host-nation requirements hinder the potential for revenue. Recyclable, by law, cannot be disposed of in landfills or incinerator plants. Rather than saving money, disposing of recyclable material overseas costs money. Required by law, and benefiting the environment, recycling will not be a source of revenue.

CHAPTER 15

Environmental Management

This chapter outlines installation management philosophy goals, policies, and programs designed to protect the environment and conserve our natural and cultural resource heritage. In recent years, concern for the environment has increased. Both the Army and the public have increased their expectations concerning environmental stewardship. Army budgets commit a large portion of our scarce resources to environmental programs. The National Environmental Policy Act requires commanders at all levels to evaluate environmental impacts of activities before making decisions. At overseas locations, this guidance is supplemented by Executive Orders 12088, 12114, and DOD Directive 6050.16.

The Army recognizes the growing environmental challenges as it enters the next century. The environmental vision is clear. The Army will be a national leader in environmental and natural resource stewardship. A sound strategy of proper management, leadership, and commitment will achieve this vision.

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POLICY

The Army recognizes the commitment to protecting the environment and accepts the role of environmental stewardship. The Army has developed a strategy to achieve this policy.

The concept of environmental stewardship is designed to inspire, direct, and empower Army personnel at all levels. The basic commitments reflected in the policy are demonstrating leadership, being good environmental stewards, and protecting the environment.

The US Army Environmental Strategy into the twenty-first century is a comprehensive program that provides the direction for achieving the goal of environmental stewardship. The strategy consists of specific goals, objectives, and an action plan. It harnesses the strengths of the Army – command leadership, organization, and commitment to purpose – to achieve environmental stewardship by wisely using and managing resources.

The strategy consists of four environmental program areas-compliance, restoration, prevention, and conservation. These four areas are environmental pillars because they support the vision of environmental stewardship. Each pillar has an associated goal. They are-

- Give immediate priority to sustained compliance with all environmental laws.
- Continue to restore contaminated sites as quickly as funds permit.
- Focus efforts on pollution prevention to reduce or stop pollution at the source.
- Conserve and preserve natural and cultural resources so they will be available for present and future generations.

COMPLIANCE PILLAR

The compliance pillar goal requires the Army to follow all environmental laws. Compliance assures the operations at Army installations meet federal state, local and applicable host-nation environmental requirements and Army regulations. The Army's challenge is to comply with all the applicable requirements of these laws.

In the 1970's and 1980's our nation produced many new environmental laws designed to protect the environment, to include laws and regulations in the areas of waste water discharge, threatened and endangered species, noise abatement, wetlands, air quality attainment, historic sites, and solid and hazardous waste management. In October 1992, the Federal Facility Compliance Act became effective. This law subjects our installation solid and hazardous waste operations to the same penalties for noncompliance imposed upon civilian firms. In other words, the government gave up sovereign immunity.

Under the law, fines can be as high as $25,000 per day per violation.

The Army has not met its goal to be free of citations for noncompliance. It continues to receive violation notices for facilities that do not meet requirements of federal and state laws.

Commanders must emphasize the importance of following laws designed to protect the environment. They must ensure organizations are properly staffed to meet the challenge and establish positive working relationships with communities and regulators. The National Environmental Policy Act (NEPA) requires commanders at all levels to evaluate environmental impacts of activities before making decisions. NEPA must be institutionalized within the decision-making processes with particular emphasis in the operational area.

The Army Environmental Compliance Assessment System was established to help installation commanders identify compliance deficiencies. It helps them develop corrective actions, identify resource requirements and track the corrective actions. If the installation determines that it is out of compliance, the commander notifies the MACOM and energizes the installation environmental team. Team members must negotiate with regulatory agencies to set compliance requirements and timetables and develop a corrective action plan. They also prepare and submit a 1383 Report. This becomes the justification for the budget request. Action is then taken to implement the corrective action plan and to seek help from support agencies.

RESTORATION PILLAR

Restoration includes all activities necessary to clean up installations contaminated by past practices. The restoration goal is to protect human health and environment through rapid clean up of contaminated sites.

The Army has identified over 10,500 potentially contaminated sites and has studied most sites determining contamination limits and composition. Study results will be used in site cleanup with installation commanders actively participating in management of the cleanup on site.

Even though some cleanup may take decades to complete, the Army is committed to starting cleanup on 12 percent of the sites yearly and have all identified sites started by the beginning of the twenty-first century.

PREVENTION PILLAR

The prevention goal is to adopt and implement integrated management approaches, procedures, and operations to reduce all environmental contamination and pollution. The pollution prevention pillar strategy focuses efforts on preventing or reducing pollution before it is released. Pollution prevention is accomplished through reducing or eliminating wastes and conserving resources. It also includes using raw materials and energy more efficiently and reducing the emission of toxic materials.

The Army has achieved success in reducing the production of hazardous waste. Reducing hazardous waste avoids the high cost of disposal and reduces potential environmental contamination. The prevention goal is to reduce hazardous waste production in five years by 50 percent.

Commanders can prevent pollution by instilling the pollution prevention ethic in all mission areas throughout the Army community.

CONSERVATION PILLAR

The conservation goal is to conserve, protect, and enhance environmental and natural and cultural resources. Commanders must use all practical means consistent with Army missions so present and future generations may use and enjoy them. Conservation is the protection, improvement, and use of natural and cultural resources. This is done according to principles consistent with good stewardship and the maintenance of training lands.

The Army has a major role in managing the nation's natural resource base. In its national defense and civil works missions, the Army is entrusted with the stewardship of more than 20 million acres of land, including America's unique natural and cultural resources. Sixty-three Army installations are home to at least one federally listed threatened or endangered species. Army installations have more than 10,000 historic buildings assembled in over 80 separate historic districts. The National Register of Historic Places lists these and more than 100,000 archaeological sites.

The protection, care, and wise management of natural and cultural resources are critical to ensuring the Army can perform its national defense mission. The Army must continue to move toward integrating our training and industrial missions with the conservation of these limited, precious resources. The Army must institutionalize a strong stewardship ethic and bond it firmly with our goal to maintain a trained and ready force.

CRITICAL ELEMENTS FOR SUCCESS

The Army environmental strategy provides the critical elements to hold the structure together. The six policy elements listed below are critical to the strategy's fulfillment and must have the full commitment of the Army's top leadership:

- Commit the chain of command — Leadership direction and support are needed to implement improvements in all facets of Army activities and operations. Environmental directives are communicated through the chain of command and Army leaders must ensure their implementation.
- Organize for success — To meet future environmental challenges, the Army must continue to build high quality, multidisciplined organizations. They must have access to top management on environmental issues.
- Spread the environmental ethic — Ethical stewardship is a natural outgrowth of the Army's role as a protector of US national and economic security. In everything the Army community does, it must show concern for the environment.
- Train and educate the force – As good training is instrumental in winning wars, proper education and awareness play a crucial role in implementing changes within the Army to promote environmental stewardship.
- Prioritize Army resources – The cost of environmental protection is part of the costs of maintaining a ready, well-equipped, and well-trained Army. Emphasis must be on innovative and cost-effective approaches to environmental concerns.
- Harness market forces – Considering environmental costs in Army acquisition decisions can spur suppliers to develop more environmentally benign products. Working with the private sector to share innovations, technologies, and ideas will help preserve and enhance the environment. It will increase the Army's influence through its purchasing power. It is Army policy to minimize the purchase of hazardous material (HAZMAT). Through the logistics community the Army can bring its considerable purchasing power to bear causing environmentally benign materials to be bought whenever possible.

ENVIRONMENTAL PROGRAMS

The following environmental programs provide the basic structure to support the Army's environmental objectives. Successful program implementation requires proactive senior leadership involvement, adequate resources, communication, and organization. Program policies are stated in AR 200-1. Each program has an associated strategy action plan designed with specific actions needed to achieve stated program objectives. The goals and related Army policies for environmental programs are outlined below.

NOTICE OF VIOLATION (NOV) CONTROL AND MANAGEMENT PROGRAM

The goals are to demonstrate leadership in environmental protection and improvement and to comply with all applicable federal, state, regional, and local environmental quality goals.

Installation managers should monitor compliance with applicable federal, state, regional, and local environmental quality requirements. Unit, activity, or installation commanders who receive any notices of noncompliance should immediately coordinate the NOV with their legal office and must report the event to their MACOM. MACOMs must, within 48 hours, report receipt of NOVs, consent orders, or compliance orders to the Army Environmental Center.

All personnel will ensure that all instances of noncompliance with environmental laws and permits are identified and corrected immediately. This begins with written requests and reports through the chain of command. Installation managers will identify funding requirements and deadlines for implementation. They also identify areas where correction is dependent on major construction, budget submission, or other long-range programming and execution requirement.

ENVIRONMENTAL COMPLIANCE ASSESSMENT SYSTEM (ECAS)

The goals are to assist commanders in attaining and sustaining compliance with environmental laws and regulations. Policies state that each installation will authorize an external assessment at least once every four years. Installations will develop corrective actions to address the deficiencies identified in the external assessment. Each installation will conduct an internal self-assessment at the midpoint of the assessment cycle.

Assessments are conducted using the standard Army ECAS protocol. Assessments in OCONUS commands are implemented to ensure compliance with the substantive standards of applicable host-nation environmental laws, regulations, international agreements, and final governing standards. This is all according to DOD Directive 6050.16.

Installations or facility managers prepare the previsit ECAS questionnaire during the ECAS scoping phase. They take an active role during the on-site assessment to include in-briefs and exit briefs. They also help in the development of corrective actions, choose the final corrective actions, and implement corrective actions. Active involvement of the installation environmental quality control committee is strongly encouraged throughout the ECAS process.

OVERSEAS ENVIRONMENTAL COMPLIANCE PROGRAM

The goals are to develop, implement, and comply with standards and regulations which adequately protect human health and the environment at overseas Army installations. DOD Directive 6050.16 and the Overseas Environmental Baseline Guidance Document (OEBGD) lay out procedures and criteria for environmental compliance at DOD installations OCONUS. DOD executive agents are appointed to identify host nation and SOFA environmental standards. They also evaluate whether these or the baseline guidance is the governing standard for particular programs in specific countries. The agents also issue final governing standards (FGS) and periodically revalidate standards.

Unless inconsistent with applicable host-nation law, base rights, status of forces (SOFA) agreements, or other international agreements, the baseline guidance applies when host-nation environmental standards do not exist, are not applicable, or provide less protection to human health and the natural environment than the baseline guidance.

NATIONAL ENVIRONMENTAL POLICY ACT

The goals of the National Environmental Policy Act of 1969 are to provide efforts to eliminate damage to the environment and to achieve a better understanding of ecological systems and natural resources. An additional goal is to integrate public involvement in federal decision making. Following NEPA will fulfill the social, economic, and other requirements of present and future generations of Americans.

NEPA requires commanders at all levels to evaluate environmental impacts of activities before making decisions. The Army must institutionalize NEPA within our decision-making process with particular emphasis in the operational area. In making decisions, Army leaders weigh such factors as mission requirements, technical issues, schedules, and costs. NEPA adds one more factor to the decision-making matrix—environmental impact.

Installation managers need to ensure the wise use of natural resources on Army lands. This is done by matching military mission activities with the ecological compatibility of the land and natural resources. Commanders must-

- Integrate environmental considerations into the decision process in accordance with AR 200-2.
- Avoid mission delays by identifying and planning for environmental requirements that will apply to mission activities.
- Comply with all laws requiring approval of regulatory agencies before taking actions that may have environmental consequences.
- Monitor proposed actions and ensure that appropriate environmental documentation is prepared. Once a decision is made, monitor to ensure compliance with mitigation and monitoring commitments made in NEPA documentation.
- Coordinate environmental documents and public affairs initiatives with MACOMs. Help in the review of environmental documents prepared by DOD and other Army or federal agencies.
- Ensure the public is involved in and informed about the environmental analysis during the decision-making process.

AIR QUALITY MANAGEMENT PROGRAM

The goals are to control the emissions to the atmosphere to protect human health, protect the environment, and comply with all applicable federal, state, and local air quality control regulations. Installation managers need to-

- Identify sources of air emissions; determine the type and amount of pollutants being emitted.
- Ensure that all activities conform with applicable state and federal implementation plans and conduct conformity determinations as required.
- Monitor sources of regulated pollutants to ensure compliance with applicable standards.

- Obtain required permits for the construction and operation of regulated sources.
- Procure commercial equipment that meets applicable standards.
- Cooperate with federal, state, and local authorities in achieving the goals of implementation plans.
- Obtain training or certification for operators of air pollution sources in order to meet regulatory requirements and minimize emissions from these sources. Specific guidance to meet these objectives is in DA Pamphlet 200-1, Chapter 4, and page 4-1 of Draft AR 200-1, Chapter 4, paragraph 4-1b(1) to (6).

RADON REDUCTION PROGRAM

The RADON goal is to reduce the risk of lung cancer to soldiers, their families, and civilian personnel by minimizing exposures to radon. The policy requires identification of structures owned and leased by the Army that have indoor radon levels greater than four picocuries per liter (Pci/L) of air. Commanders must modify all Army-owned structures having radon levels greater than four Pci/L and reduce levels to four Pci/L or less. Commanders must report all instances of noncompliance; notify occupants of the result of random monitoring and what actions are necessary and maintain an archival database compatible with the Army system for storing all measurement data.

ASBESTOS MANAGEMENT PROGRAM

The goals are to manage asbestos (including all asbestos-containing materials, friable and nonfriable), and to minimize environmental release and subsequent occupational and incidental exposure. The policy is to–

- Exclude asbestos from all DA procurement where an asbestos-free substitute exist.
- Handle, store, transport, and dispose of asbestos in accordance with federal, state, local, and applicable overseas requirements.
- Establish multidisciplinary installation asbestos management teams.
- Develop and execute installation wide asbestos operation and management programs designed to minimize exposure of individuals to asbestos, until abatement is accomplished for areas known to have asbestos.
- Perform installation wide surveys to establish and maintain an inventory of all DA controlled structures containing asbestos.
- Assess all areas known or suspected to have asbestos.
- Meet the notice requirements in demolishing any building, with or without asbestos-containing materials, and in conducting renovation work that involves the stripping and removal of asbestos containing material.
- Evaluate the potential exposure sources.
- Promptly take remedial action on identified health hazards.
- Prevent the occupational exposure to asbestos in accordance with applicable legal and medical standards.
- Report all instances of noncompliance.

DRINKING WATER MANAGEMENT PROGRAM

The goals are to conserve water resources, protect them from contamination and ensure their availability for legitimate use. It also ensures compliance with all applicable regulation. The policies are to-

- Preserve rights to and conserve all water resources.
- Provide drinking water that satisfies the most stringent regulations and standards set by Environmental Protection Agency (EPA) and applicable state and local agencies.
- Provide drinking water that satisfies Army standards developed for field environments and other military-unique situations.
- Report all instances of noncompliance.

Relationships and responsibilities are described in the water supply regulation AR 420-46.

WASTE WATER MANAGEMENT PROGRAM

The goals are to protect our water resources from contamination and to ensure that all installations comply with their permits. The policies are to-

- Control or eliminate all sources of pollutants to surface or ground waters by conventional treatment systems or by employing alternative or innovative processes.
- Demonstrate leadership to attain the national goals of zero discharge of water pollutants.
- Cooperate with federal state, regional and local authorities in forming and carrying out water pollution control plans.
- Report all instances of noncompliance.

ENVIRONMENTAL NOISE ABATEMENT PROGRAM

The noise goal is to protect present and future installation missions and protect the health and welfare of military personnel, family members, and civilian

employees. The goal also includes protecting the public, and reducing community annoyance from environmental noise where feasible. The policy is to-

- Reduce harmful or objectionable noise impacts to the greatest practical extent.
- Comply with applicable laws respecting the control and abatement of environmental noise.
- Maintain an active program to protect the present and future operational capabilities of installations and facilities.

HAZARDOUS WASTE MANAGEMENT PROGRAM

The hazardous waste management goal is to manage hazardous waste to promote the protection of public health and the environment. The policy is to-

- Substitute nontoxic, nonhazardous materials for toxic/hazardous ones.
- Ensure compliance with local, state, and federal hazardous waste requirements.
- Ensure waste management practices that include generation, treatment, storage, disposal, and transportation are managed to protect public health and the environment.
- Reduce the need for corrective action through controlled management of solid and hazardous waste.
- Report all instances of noncompliance.
- Track hazardous material and waste from initial detection to final resolution.
- Minimize purchase of hazardous material.

SOLID WASTE MANAGEMENT PROGRAM

The goal is to manage the generation, collection, storage, processing treatment, and disposal of solid wastes in compliance with federal, state, and local environmental laws and regulations, by using an integrated management approach to arrive at the most cost-effective and environmentally safe procedures. Army installations will minimize the generation and disposal of solid wastes by actively encouraging and participating in source reduction, reuse, recycling and comporting programs. Installations will develop and maintain Affirmative Procurement Programs for acquiring recyclable and recycled content products.

UNDERGROUND STORAGE TANK PROGRAM

The goal is to ensure compliance with federal, state, and local environmental laws and regulations. The policy is that underground storage tanks will not be used to store hazardous waste. All new and replacement underground storage tanks will use double wall construction with an interstitial space. The exclusion given to heating oil tanks under Resource, Conservation and Recovery Act (RCRA) Subtitle I is not recognized by Army policy. In all cases abandoned underground storage tanks are to be removed from the ground.

INSTALLATION RESTORATION PROGRAM

The goal is to clean up previously contaminated lands on active Army installations as quickly as funds permit to protect human health and the environment. The policy states that the Army will-

- Protect the health and safety of installation personnel and the public.
- Protect the quality of the environment by identifying and addressing the threats posed by uncontrolled hazardous materials.
- Comply with state, regional, and local requirements applicable to the cleanup of hazardous materials contamination to include site safety.
- Promote establishing a comprehensive public affairs program.
- Solicit public comments on proposed actions and consider public comment in decision making.
- Keep the EPA and state regulators informed of IRP activities and request their comments on Army plans and reports.

INSTALLATION POLLUTION PREVENTION PROGRAM

The goals are to adopt and implement integrated management approaches, procedures, and operations in all Army mission areas. This is to conserve and reduce the consumption of resources. The goals also minimize the environmental contamination and pollution resulting from water usage and solid waste generation. The policy is to-

- Conserve water and other natural resources.
- Minimize or eliminate sources of pollutants to the air, land, and surface or ground water due to water usage and solid waste generation.
- Demonstrate leadership to attain national goals set for controlling water pollutants.
- Conserve and recover resources.
- Reuse or recycle materials that normally enter the solid or liquid waste stream.

- Cooperate with federal, state, regional, and local authorities in the formation of water resources, solid waste, and waste water management plans.
- Report all instances of noncompliance and implement actions to achieve compliance.

CULTURAL RESOURCE MANAGEMENT PROGRAM

The goal is to ensure that the Army manages the cultural resources under its control in compliance with the public laws. It also must support a spirit of stewardship of America's historic and cultural heritage. The policy is to-

- Establish policies and processes for timely and efficient compliance with all public laws and regulations.
- Identify properties that meet eligibility criteria for inclusion on the National Register of Historic Places and other cultural resources requiring consideration under the law.
- Develop installation cultural resources management plans as part of the installation master plan.
- Use historic buildings, structures, and places in a manner consistent with the mission. Ensure that the historic integrity of the property is not damaged.
- Protect the research integrity of archaeological sites and honor places and traditions of value to the military personnel and others.
- Consult with groups and individuals associated with cultural resources on installations about their protection, access, and use.
- Provide the necessary natural and cultural resources training to all Army personnel.

NATURAL RESOURCES MANAGEMENT PROGRAM

The goal is to integrate wise use of natural resources existing on Army lands with installation training and/or testing mission operations while adhering to applicable legal requirements. Commanders should-

- Develop and implement training and/or testing mission compatible, progressive programs for land management and use while maintaining a healthy ecology and the long-term capability of the land to sustain the installation training and/or testing mission.
- Plan land use to avoid or reduce adverse effects on the environmental quality and the installation training and/or testing mission..
- Prepare and implement an Integrated Natural Resources Management Plan (INRMP) for the installation in coordination with all installation mission functional elements and appropriate federal and state agencies.
- Ensure that natural resources issues receive the attention of and are considered by the installation's Environmental Quality Control Committee.

FISH AND WILDLIFE AND ENDANGERED SPECIES MANAGEMENT PROGRAM

The goal is to maintain a trained and ready Army while meeting its environmental compliance and stewardship responsibilities. These policies are listed in the Endangered Species Act and related environmental statutes. The policies designed to accomplish the program goals are for DA personnel at all levels to-

- Ensure they carry out mission requirements in harmony with the requirements of the Endangered Species Act (ESA).
- Work in harmony with trainers or land users and with the federal agencies charged with enforcement of the ESA.
- Engender proactive attitudes within the installation in managing the conservation of endangered species while meeting the imperative of maintaining a trained and ready Army.
- Establish cooperative and mutually beneficial working relationships with all installation elements, other DOD and federal agencies, state, and public interest organizations on endangered species matters.
- Identify and locate endangered, threatened, and candidate species on installations.
- Prepare installation Endangered Species Management Plans (ESMPs) for all endangered and threatened species.
- Annually monitor compliance with and the effectiveness of ESMPs.
- Consult with the US Fish and Wildlife Service or National Marine Fisheries Service on any activity that may affect an endangered or threatened species.

TRAINING LAND MANAGEMENT PROGRAM

The goals are to preserve and protect natural and cultural resources and implement land management programs that determine and monitor land use carrying capacities. It also must balance uses with Capabilities, protect sensitive biological and cultural resources, and repair and restore damaged land.

Installation managers should-

- Monitor the condition and trends of training lands using the Integrated Training Area Management (ITAM) methods.
- Use ITAM data for land use planning, documenting long-term cumulative damage, and maintenance programming.
- Site military missions according to the capabilities of lands to sustain such uses.
- Implement training procedures to reduce long-term cumulative damage to training lands and improve environmental quality.
- Enforce training restrictions that protect training lands and environmental quality.
- Renovate damaged training lands to the point where they maintain environmental quality and provide realistic training opportunities.
- Minimize long-term cumulative damage to training lands using such techniques as training area rotation and scheduling to avoid critical areas or critical times of the year.
- Educate military personnel in the philosophies and regulations about management of training lands and environmental protection.
- Ensure that water supplies and water rights are available to support fish and wildlife programs.

ENVIRONMENTAL TRAINING PROGRAM

The goals are to develop highly competent environmental staff at all levels and develop an environmentally aware and knowledgeable Army community and work force. The goal also includes developing quality environmental training and awareness products that support the overall environmental program.

The policy is to institutionalize the ethic of environmental stewardship on the installations by providing environmental awareness training to units and the community and developing a high quality environmental staff at the installation level.

PUBLIC AFFAIRS PROGRAM

The importance of public involvement as an integral part of the installation environment program requires constant emphasis. The goal of the public affairs program is to promote the ethic of environmental stewardship.

Policies are to promote active public affairs involvement in every aspect of environmental programs implementation and disseminate policy on all activities affecting the environment throughout the installation and community. Public involvement is a planned effort to reduce citizen conflict through mutual two-way communication. The public affairs officer must have a detailed plan to keep the public and the work force environmentally aware of issues and programs. It is also important to build a cooperative and trusting relationship with the environmental regulatory community.

1383 REPORTING SYSTEM

The primary purpose of the RCS 1383 Report and supporting 1383 data base is to identify all Army environmental program requirements. These requirements are tracked from the time they are first identified until they are executed. The data reported in the 1383 Report is used to forecast costs of new program requirements. The data is also used in policies under development or proposed for promulgation by the Congress and EPA. It is used to prepare budget guidance, build the POM, develop budget estimates, and validate budget requests. It helps in assessing the execution of the Army environmental program. This includes the objectives of the eight-year Army strategic action plan at all levels. It is also used to prioritize and distribute funds in times of shortfall. The 1383 Report, produced from the 1383 database, is required by executive order. The report is submitted semiannually through the MACOM and the Army Environmental Center to DA for final review and approval. The report is then sent to EPA and to OMB, who use the information in preparing the President's budget for submission to Congress. The 1383 system has become the centerpiece for programming and planning resources needed to execute the Army's environmental program.

INSTALLATION TEAM FOR ENVIRONMENTAL MANAGEMENT

The commander is responsible for the installation environmental program and can best achieve success through strong command involvement and the efficient use of the installation staff. This is primarily done by using the Environmental Coordinator and Environmental Quality Control Committee (EQCC).

Each installation must have an EQCC. The EQCC acts on the broad range of environmental programs

outlined in this chapter. The EQCC advises the installation commander on environmental priorities, policies, strategies, and programs. The EQCC will normally meet monthly and include as a minimum, the following members:

- The environmental coordinator, who is key in developing the action plans and monitoring compliance of all programs.
- The DPW, who may have the responsibility for the overall direction of the environmental protection program.
- The safety officer, who manages and monitors compliance with Occupational Safety and Health Administration (OSHA) requirements in environmental management. Statutory and regulatory safety requirements are included in compliance and restoration issues. Safety is also involved in training, inspections, reviews of SOPS and site plans, and serves as advisor to the commander and environmental personnel on OSHA and safe management of hazardous materials.
- The environmental law specialist, who should be involved in planning, executing, and monitoring the environmental programs. Environmental permits and negotiation of compliance agreements are areas of special concern.

Army Medical Department Preventive Medicine personnel, through training, oversight and direct support, who assist the installation environmental staff and operational units meet their responsibilities related to compliance, restoration, prevention, and conservation. They are involved with interpretation and implementation of health-based environmental standards. They should be involved with the health aspects of pollution prevention and conservation efforts. They can provide occupational healthcare and industrial hygiene services necessary to maintain compliance during restoration work. Examples of typical restoration support includes: reviewing health and safety plans prior to work; identifying and evaluating work related health problems; and providing recommendations to control or eliminate any health hazards identified.

CHAPTER 16

Installation Safety Program

The installation commander faces an enormous challenge balancing operational requirements with managing risks. Safety risk assessment and risk management provide the commander with a systematic process for addressing this challenge through the day-to-day decision making at all Army installations.

Army safety activities are organized to protect the force and enhance warfighting capabilities. This is done through a systematic and proactive process of hazard identification and risk management. These activities support the commander by early identification of safety problems which could potentially degrade readiness or mission accomplishment. Actions to address these safety problems are in turn initiated and implemented through command channels.

To assist commanders in achieving their goals, these activities are organized into a cohesive Army Safety Program. The Army Safety Program is a source of technical support to commanders. The program embodies safety policies, procedures, criteria, information, and personnel assets throughout the Army and its supporting agencies and contractors. The Army Safety Program supports commanders and leaders at all levels of the Army. The primary aim of this program is to satisfy the safety support needs of leaders at the MACOM and installation level.

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ARMY SAFETY VISION

The Army Safety Program is the model throughout the world for maximizing the mission effectiveness of systems, organizations, and operations. Army initiatives are the guiding force behind joint staff safety planning. Safety needs and criteria are completely integrated into Army command and decision processes as to be transparent to a casual observer looking for a separate safety program. The safety program is implemented by commanders. The safety structure is organized and positioned to provide them technical support. The same safety processes used in wartime will be used in training and garrison environments. The goal is to provide Army soldiers and civilian employees with the most risk-free workplace of any federal or industrial setting. They will understand and feel a personal involvement in Army processes to continuously improve upon those successes. They apply risk management techniques intuitively in all daily activities, on and off duty. Soldiers and their families are provided with a living environment free from unnecessary hazards. They are also educated in reduction of risk in their personal lives. Unnecessary expenditures of Army fiscal and manpower resources to correct safety deficiencies are eliminated by incorporating risk management criteria. This is done duringg the original planning and design of Army training, operations, facilities, and systems.

Force protection, the fourth element of combat power, which includes maneuver, firepower, and leadership, conserves the fighting potential of a force so commanders can apply it at the decisive time and place as explained in FM 100-5. Safety is a major component of force protection in all Army operations in both the garrison setting and on the battlefield. Safety must be integrated into the unit METL. Safety, through the sound application of risk assessment and risk management, must be included in every step of the planning process. It is crucial to the successful conduct of operations and the preservation of combat power as defined in FM 101-5.

The Army Safety Program is leader implemented and soldier and employee focused. Guidance and information are exchanged between commanders and leaders and their respective safety offices.

ORGANIZATIONAL RELATIONSHIPS

Armywide safety activities are characterized by centralized policies and decentralized execution. The centralized policies are built around systematic processes to be implemented at all levels of command (the unit, installation, corps, MACOM, and DA).

At the DA level, the Director of Army Safety works directly for the CSA and is also the Commander, US Army Safety Center. At the MACOM level command, safety officers work directly for the commander. The safety managers work in close coordination with all facets of the command, for example DPCA, DPW, and the resource managers, in delivering services that enhance force protection. (See Table 16-1.)

POLICY

Safety is a function of the chain of command. Leaders are responsible for the protection of personnel and equipment under their control. They are also responsible for the effective implementation of both safety and occupational health policies. The following principles integrate safety and risk management into plans, programs, decision processes, operations, and activities:

- Accidents are an unacceptable impediment to the Army mission, readiness, morale, and resources. Their prevention must be pursued aggressively.
- Leaders apply risk management in the decision-making process to minimize exposure to hazards and to ensure the safety of personnel and property.
- Leaders take action quickly to correct deviations from mandated standards, workplace hazards, and accident causes.
- Performance standards for military and civilian managers and supervisors include both accident prevention and occupational health responsibilities as rating elements.
- The acquisition of materials, equipment, facilities, and systems will maximize the use of engineering design to preclude or control unacceptable risks.

RESPONSIBILITIES

The leader's responsibility for safety arises from two distinct sources-legal and moral. The legal mandate of leadership states that a manager, like a commander, is responsible for all that does and does not occur in his organization. This responsibility clearly extends to safety. The leader or commander must satisfy himself and often his superiors and others, such as congressmen, judge advocates, district attorneys, that a viable safety program is in place and functioning within the command. Similarly, the leader must answer when a mandated safety measure is not in place in his organization. Thus, leadership involves a direct responsibility for the lives of every soldier, employee, and member of the public. Commanders must organize, staff, and support their safety program.

The moral responsibility states that those being led look to their leader to set the example. The commander's personal example sends a message to superiors, subordinates, and peers. Soldiers and civilian employees are not often in a position to fully perceive or understand the risks inherent in the tasks they are directed to perform. They depend on their leaders to ensure that they are protected from potentially hazardous situations. Visible leader involvement in safety is the key to a successful safety program. Force protection is a never-ending responsibility. The leader must set a positive example for risk management to be integrated into daily operations. The following is a suggested commander's task list for safety:

- Establish safety policy. Include goals and objectives.
- Allocate resources (fiscal, staffing, management time).
- Establish and train to standards.
- Enforce standards using positive and negative incentives as needed.
- Make risk decisions. Establish a decision-making hierarchy that ensures decisions are made at a level consistent with their implications.
- Assess program results to assure that risks are being maintained at the lowest practical level.

Table 16-1. Risk management.

RISK MANAGEMENT PROCESS

1. IDENTIFY HAZARDS -	Identify hazards or factors that may adversely affect mission accomplishment.
2. ASSESS HAZARDS -	Determine extent of hazard detriment to mission.
3. MAKE RISK DECISION -	Reduce risk that is mission essential.
4. IMPLEMENT CONTROLS -	Establish measures necessary to control risks.
5. SUPERVISE -	Ensure control measures are followed.

DECISION FOR RESIDUAL RISK

EXTREMELY HIGH - MACOM Commander/Theater Commander
HIGH - Corps/Division/Installation Commander
MEDIUM & LOW - Delegated to appropriate level

SOME FACTORS TO CONSIDER IN RISK MANAGEMENT

Level of activity
Inherent dangers of equipment used
Operational conditions
Personnel/organization proficiency
Weather
Condition of personnel
Adequacy of site
Accident frequency
Hazardous materials used
Environmental concerns
Complexity of movement
Supervision
Complexity of mission
Level of planning
Availability of protective equipment
Adequacy of directions given

TECHNICAL RESPONSIBILITIES

The installation commander must obtain and use safety staff resources to help accomplish his safety tasks. The commander's first source of support is the installation safety office (IS0). The commander must ensure that the staffing, technical expertise, organizational alignment, and focus of his ISO is appropriate to support the accident prevention responsibilities and supported tenants.

STAFF RELATIONSHIPS

The internal installation safety staff coordinates and cooperates with other installation directorates, the servicing Army Medical Department (AMEDD) unit and also three major support activities with Armywide missions, the Army Safety Center, the Army Environmental Hygiene Agency, and the Army Environmental Center to provide a comprehensive program. In addition, commanders and leaders can obtain the support of other DOD or non-DOD agencies, such as OSHA, Department of Transportation (DOT) or EPA.

To facilitate the support required, the installation commander should designate a safety and occupational health manager to provide staff supervision and coordination of accident prevention activities. Normally, this manager is a member of the commander's special staff. The scope of this staff supervision and coordination responsibility should address all program areas relevant to the installation.

The following functional areas complement the safety program and are managed and operated by other installation organizations:

- Fire Protection and Prevention.
- Occupational Health.
- Environmental Safety.

RISK MANAGEMENT

Risk management is a tool that enables leaders at all levels to manage risks. Safety risk management is an extension of the decision-making process as outlined in FM 101-5. Risk management has become a part of our capstone doctrine in FMs 25-100 and 25-101. Risk management has been integrated into the Army War College curriculum and is being integrated in all professional military education in the Army.

OBJECTIVES

Risk management is the process of making operations safer without compromising the mission. Accident experience shows that mission-stopper accidents occur when victims are ignorant of hazards and countermeasures or when directed countermeasures are ignored.

PRINCIPLES OF SAFETY RISK MANAGEMENT

These four principles are the core of the safety risk management process:

- Integrate risk management into planning. Risk management must be the basis of decision making, not an afterthought or appendage. Deliberate planning, which considers all risks, options, and feasible controls, helps leaders avoid improvised operations that breed accidents. Early integration is also particularly important in the design of procedures, equipment, and facilities to prevent expensive reengineering.
- Accept no unnecessary risks. The commander who has the authority to accept the risk has the responsibility to protect the force from unnecessary risk. An unnecessary risk is one that, if eliminated, still allows accomplishment of the organization's mission.
- Make risk decisions at the proper level. This is normally the lowest level consistent with resources, authority, and capability. Therefore, the credible consequences of a course of action determine who should assume responsibility.
- Accept risks if the benefits outweigh the costs. When a decision is called for, risk management methods should be used to determine the best course of action. It is critical to weigh all the costs, real and potential, including long-term effects and legal impacts.

The above principles are supplied through a five-step systematic process that helps leaders make informed

decisions. Tables 16-1 and 16-2 summarize the process. Details of each step are discussed below:

Step one: Identify hazards. Step one is to identify all potential hazards in the mission operation. Hazards are conditions with the potential of causing injury to personnel, damaging equipment, causing loss of materiel, or lessening the ability to perform a task or mission. All hazards should be identified before starting a new mission.

Step two: Assess hazards. This involves analyzing each hazard to determine the probability of its causing a problem and the probable severity of the consequences should such a problem occur. The result is a statement that qualifies the risk associated with the hazards as extremely high, high, medium, or low, as shown in Table 16-2. Also, this step includes identifying control options to eliminate or reduce the hazard. Exercising judgment on how to eliminate or reduce hazards to lessen the overall risk is inherent in the process.

Steps one and two comprise the risk assessment aspect of risk management. These conclude with a risk assessment that describes the impact of hazards on the operation, the options available to reduce that impact, and the potential reductions in risk associated with each option.

Step three: Make risk decision(s). This is where the risk must be weighed against the benefits of performing the option. No unnecessary risks should be taken. All decisions must be made at the proper level of command (see Table 16-2).

Step four: Implement controls. This involves integrating specific controls into plans, OPLANs, OPORDs, SOPs and technical data packages. Included in this step is leader action to reduce or eliminate hazards.

Step five: Supervise. Supervision in this sense goes beyond just ensuring that people do what is expected of them. It includes following up during and after an action to ensure that all went according to plan. It also includes reevaluating the plan or making adjustments to accommodate unforeseen issues and identifying lessons learned for future use. This step also involves determining the effectiveness of controls in reducing the probability and severity of identified hazards.

FUTURE DIRECTIONS

The future of the Army Safety Program involves change. Safety personnel performed a vital force protection role in contingency and disaster relief operations such as Operation Desert Storm, Joint Task Force Andrew, and Operation Provide Hope. Installation commanders can expect that their safety staffs will continue to support the varied mission of the Army in the future.

Recently, another variation of the safety office has evolved — the safety office with its major focus toward a maneuver unit. Examples include the III Corps and XVIII Airborne Corps safety offices. Although the majority of their duties include operations that occur on the installation, their aim is to provide safety services that are exported with their supported unit when it deploys. In these safety organizations, the safety manager may direct his personnel to provide direct support to various subordinate commanders. He may actually work for the commander of that unit. The safety function transcends the boundaries of the installation when the supported unit deploys. Deployment may be to another installation or to a forward mobilization area or the combat zone. During these critical times, it is imperative that the safety function be carried on with the same support and personnel to ensure continuity. The tactical and training safety support that has been embedded within the unit in garrison cannot be ripped away because the unit is engaging in war. Installation commanders must identify, train, and support these emergency essential civilians.

The number and type of legal safety mandates are also expected to increase. OSHA safety standards as well as transportation, aviation, and environmental standards will become more restrictive. The installation commander must be ready to implement new ways of doing work to comply with these changes.

Table 16-2. Risk assessment matrix.

E - Extreme Risk H - High Risk M - Medium Risk L - Low Risk			PROBABILITY				
			Frequent	Likely	Occasional	Remote	Unlikely
			A	B	C	D	E
EFFECT	Catastrophic	I	E	E	H	H	M
	Critical	II	E	H	H	M	L
	Marginal	III	H	M	M	L	L
	Negligible	IV	M	L	L	L	L

LEGEND:

HAZARD SEVERITY

CATEGORY I: CATASTROPHIC
Death or permanent total disability, systems loss, major property damage.

CATEGORY II: CRITICAL
Permanent partial disability or temporary total disability in excess of three months, major systems damage, significant property damage.

CATEGORY III: MARGINAL
Minor injury, lost workday accident, or compensable injury or illness, minor systems damage, minor property damage.

CATEGORY IV: NEGLIGIBLE
First aid or minor supportive medical treatment, minor systems impairment.

ACCIDENT PROBABILITY

LEVEL A: FREQUENT
Likely to occur frequently in life of system, item, facility, etc. Continuously experienced.

LEVEL B: LIKELY
Will occur several times in life of item.

LEVEL C: OCCASIONAL
Likely to occur sometime in life of item. May occur a few times depending upon exposure.

LEVEL D: REMOTE
Unlikely, but still can reasonably be expected to occur. Though unlikely, may occur once in life of item.

LEVEL E: UNLIKELY
So unlikely it can be assumed occurrence may not be experienced.

CHAPTER 17

Health Services

This chapter sets the broad framework on how the health service support system works. It emphasizes the readiness impacts of the health service support system. Also discussed are staff relationships, wartime expansion and surge capability, and family organizations.

The installation commander is responsible for the health and physical fitness of soldiers and families. The Army Medical Department, through the Medical MACOM, staff and operate local medical, dental, veterinary, and preventive medicine support to assist commanders meet their responsibilities. The Veterinary Service Support District (VSSD) commander or his representative serves as installation veterinarian and assists in health service support.

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MEDICAL READINESS

Commanders are responsible for the health and physical fitness of their soldiers. The Army Medical Department advises and acts as the proponent for command policy in accomplishing this responsibility. The Army Medical Department, medical and dental commanders, and command surgeons-

- Develop, train, evaluate, and maintain those medical forces necessary to support the Army in a wartime environment.
- Advise the command on those measures to take to assure health, fitness, and vigor of all members of the Army.
- Act as the proponent to provide those measures needed to assure health and fitness.

MISSION

The mission of the AMEDD is to maintain the health of members of the Army, conserve the Army's fighting strength, and prepare for health support to members of the Army in times of deployment across a continuum of scenarios, ranging from international conflict to civic actions and disaster relief. The AMEDD also provides health care for eligible personnel in peacetime for the sustaining base. The AMEDD is also responsible for maintaining the readiness and clinical/technical competence of medical personnel to support Army requirements.

The Surgeon General is responsible for policy development, direction, organization, and overall management of an integrated Army wide health service system. He is the medical materiel developer for the Army and his duties include formulating policy and regulations on assessing health service support, health hazards, and establishing health standards.

STAFF RELATIONSHIPS

In establishing health services and health standards to maintain the Army's fighting strength the AMEDD crosses all staff boundaries within the DOD and has significant relationships with Assistant Secretary of Defense (Health Affairs) (ASD (HA)) and the Undersecretary of Defense (Emergency Services) (USD (ES)).

THE OFFICE OF THE SURGEON GENERAL

The mission of the Office of The Surgeon General is to:

- Assist the Chief of Staff of the Army (CSA) and Secretary of the Army in discharging Title 10 responsibility.
- Advise and assist CSA and Secretary of the Army and other principal officials on all matters pertaining to the military health care system.
- Represent the Army to the Executive Branch, Congress, DOD agencies and other organizations on all health policies affecting the Army.
- Represent and promote AMEDD resource requirements.

Office of the Surgeon General (OTSG) has Army staff responsibility for the following:

- Health services for the Army and other agencies and organizations.
- Health standards for Army personnel.
- Worldwide command programs to protect and enhance health by control of the environment and prevention of disease.
- Policies and regulations concerning occupational medicine and industrial hygiene.
- Policies and regulations concerning the health aspects of Army environmental programs.
- Health professional education and training for the Army, to include training programs for all military and civilian health care specialty areas in clinical medicine, preventive medicine, nursing, dental, and veterinary practice.
- Executive agent of the Secretary of the Army for all DOD veterinary services.

Although TSG is responsible for these actions, the focus of action may be either at OTSG or the newly formed Medical Command (MEDCOM) (provisional), as explained in the following section.

MEDICAL COMMAND (PROVISIONAL)

An intensive reorganization occurred in the AMEDD during 1993 resulting in the formation of the MEDCOM (Provisional) and other subordinate commands. MEDCOM will commence operations during FY 94. The missions of the newly formed MEDCOM are to:

- Plan, develop, and integrate doctrine, training leader development, organization, materiel, and facilities for the worldwide Army health service system.
- Provide command and control of assigned and attached units, plan, program, budget and allocate resources, analyze utilization, and assess performance of the Army health service system.
- Allocate resources and assess performance worldwide.

The MEDCOM will serve as the major command for health care, with directive authority and focus shifted from OTSG.

INSTALLATION HEALTH SERVICES SUPPORT

The MEDDAC Commander is the installation staff officer for health service support and is the commander of the Army Community Hospital (ACH). The MEDDAC provides preventive medicine, veterinary support, a health treatment facility, dental treatment facility, and, at selected sites, a blood banking facility.

PREVENTIVE MEDICINE

Preventive medicine is a comprehensive program, ranging from simple field sanitation procedures to extensive and complicated monitoring techniques, necessary to protect the health and environment of Army personnel. The program, as outlined in AR 40-5, is designed to promote health and wellness and to maintain the fighting force at maximum effective strength. It maintains the physical well-being of all personnel for whom the Army is responsible.

The supporting Preventive Medicine unit provides installation commanders support services in the following areas:

- Disease and climatic injury prevention and control.
- Occupational medicine and industrial hygiene.
- Community and family health.
- Health information and education.
- Nutrition.
- Health hazard assessment.
- Medical safety.
- Radiation protection.

- Pest and disease vector prevention and control.
- Environmental quality.
- Sanitation.
- Preventive medicine laboratory services.
- Field PVNTMED.
- Toxicology.
- Design review.

The Chief of Preventive Medicine has overall responsibility to provide installation commanders prevention, wellness, and health promotion advice as the principal public health advisor. Installation disease prevention, environmental health, occupational medicine, industrial hygiene, and other public health support are provided by preventive medicine assets. The community health nurse (CHN) has access to an installation residential community and serves as an agent between the supporting medical unit and installation families.

The CHN has the specific functions of-

- Assessing the total health needs, morbidity trends, and resources in the community.
- Planning, developing, organizing, implementing, and evaluating programs to meet the identified needs in the community.
- Providing health promotion, health education, and disease prevention programs for service members and other members of the military community.
- Conducting a home visiting program.
- Supporting patient advocacy in the community.
- Evaluating, training, and supervising other health care personnel in community health-nursing.

HEALTH TREATMENT FACILITY

The Medical Treatment Facility (MTF) commander directs the provisioning of treatment in the MTF. The commander will also supervise care and treatment and ensure that each patient receives the best possible medical support. Such care will be consistent with recognized professional procedures and standards. When the required care is beyond the capability of the MTF, the commander, in accordance with AR 40-3, will arrange for the patient's care by-

- Obtaining care from other Armed Forces MTFs.
- Releasing the medical management of the patient to another Armed Force MTF.
- Arranging for required care from civilian sources under the civilian health and medical program of the uniformed services.

DENTAL ACTIVITY (DENTAC)

The DENTAC commander is the installation staff officer for dental health service support and may also be the dental clinic officer in charge. The DENTAC is a dental treatment organization that-

- Provides professional dental care and services to authorized persons.
- Supervises the preventive dentistry program.
- Conducts educational programs.
- Supervises clinical investigations and research and development activities.

The DENTAC receives its administrative and logistics support from the MEDDAC.

EXPANSION AND SURGE CAPABILITIES

In the event of mobilization, AMEDD RC units and individual RC personnel, such as IMA, will augment both deployable Army commands and the AMEDCOM in expanding the CONUS base. Active component freed health care facilities will provide a large portion of the professional medical personnel, on a predesignated basis, to deploying units and units already in the theater of operations under the PROFIS. AMEDD deployable units range in size, scope of mission, and capacity from medical detachments to general hospitals. They may be deployed at every level from organic elements of maneuver battalions to corps and theater.

FAMILY SUPPORT

There is a complex assortment of programs to protide soldiers and their families with high-quality, cost-effective health care. The oldest and best known is Civilian Health and Medical Program of the Uniformed Services (CHAMPUS). CHAMPUS cost shares medical expenses for retirees and family members who go to civilian providers. This occurs when the MTF lacks special services or is unable to provide support. The AMEDD manages efforts to control CHAMPUS costs, including DOD reform initiatives. Active duty soldiers

do not come under CHAMPUS. When soldiers are treated at civilian facilities due to emergency, distance, or special treatment needs, the Army pays providers directly under the open allotment supplemental care program.

At 20 major posts, the AMEDD offers family-practice programs in which enrolled soldiers and their families are assigned to specific family-practice specialists for their primary care. The family doctor concept ensures continuity of care and has been well received.

At several heavily populated CONUS sites, the AMEDD has established Primary Care for the Uniformed Services clinics to serve eligible beneficiaries as an extension of the MTF located on military installations. These clinics have X-ray, limited pharmaceutical, and other primary diagnostic capability. They are not staffed or equipped for emergency or specialty care and they refer patients requiring that type care to the MTF for follow-up as needed. These neighborhood clinics are located off-post. They are run by civilian primary-care specialists under Army contract. Primary Care for the Uniformed Services (PRIMUS) users pay no fees. A similar system is operated by the Navy and is known as Naval Care (NAVCARE). Beneficiaries of all Services are eligible for care at either of these facilities.

The Army Health Promotion Program is for soldiers, Army civilians, family members, and retirees. Individuals complete a health risk appraisal that includes blood-pressure and cholesterol screening. Based on results of the appraisal, they are advised of their health risks and lifestyle changes that could improve their physical well being.

NEW DIRECTIONS

Gateway To Care (GTC) will be the standard Army health-care system. It improves the quality of military families' health care, streamlines their access to care, and reduces the growth rate of the government and beneficiary health-care costs.

GTC is the Army's steppingstone to the DOD coordinated care system called managed care in civilian medicine. Coordinated care assures quality and controls costs by guiding patients to the most efficient sources for the most suitable tests and treatments.

By enrolling in GTC, beneficiaries receive-

- Primary care from their own clinic or doctor. Each family has a designated primary-care clinic or physician.
- Consistent assurance of high-quality care. The primary-care provider coordinates and monitors all of a patient's care.
- Easy access to care and fast, convenient service.
- Reduced out-of-pocket costs for tests and specialty care when referred by the primary-care physician. Savings come from receiving more cost-free in-house care and paying negotiated, less-than-standard-CHAMPUS rates for civilian health care.

There is no single GTC plan. GTC is a formula for empowering hospital commanders to tailor their own coordinated-care systems to suit local resources and requirements. Authority is decentralized so that commanders can design localized programs for coordinating care and resources.

Commanders use a combination of CHAMPUS and direct-care funds to organize the most cost-effective mix of services for their facilities. They then coordinate patients' care, referring them to the most economical sources of quality care.

GTC stresses the patient's role as a partner in his or her own care. Patients must understand the system so that they can use it effectively, and they must get involved in their own health care. Thus, GTC stresses educating patients and encourages them to seek information.

The revised Dependents Dental Plan took effect on 1 April 1993. It provides improvement in the provision of dental care for family members of all DOD uniformed Services active duty personnel. The revised DDP provides categories of dental care and replaces the largely nonexistent space available care in most military clinics in the past.

Beneficiaries eligible for the DDP will not receive services covered by the plan in US Army Health Services Command dental treatment facilities, other than emergency care. Eligibility is defined as having two or more years remaining on active duty or submitting a letter of intent to remain on active duty for two years or more. Beneficiaries not covered by the plan may be provided care on a space available, standby basis only. Exceptions on an appointed basis are medically adjunctive care,

space available care at installations where civilian facilities are unavailable, care in support of residency training requirements, and completion of treatment plans in process.

Installations will benefit from the increasing emphasis on integration of preventive medicine, wellness, and health promotion activities as distinct health care services and as more visible components of traditional primary care provided to installation units, tenants, and communities. This new focus on identification and resolution of preventable health problems and health promotion will assist commanders to meet readiness responsiblities, target limited resources at the most cost effective health care solutions, and improve community health.

CHAPTER 18

Law Enforcement and Security

This chapter describes essential law enforcement functions needed on the installation. It also provides information on the responsibilities of the commander to ensure law and order on the installation and the security of Army resources. This chapter also explains the role and relationship of the installations US Army Criminal Investigation Command (USACIDC) element.

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AUTHORITY OF MILITARY COMMANDERS

The military commanders listed below have the authority to enforce the necessary regulations to protect and secure places and property under their command according to the Internal Security Act of 1950 (50 USC 796):

- Commanding officers of all military reservations, posts, camps, stations, or installations.
- Commanders of installation or activities subject to the jurisdiction, administration, or in the custody of defense agencies or separate operating activities.
- The military commander in the chain of command immediately above an installation or activity not headed by a military commander. Such commanders will enforce policies and procedures promulgated under the authority of the Internal Security Act of 1950.
- All tenant units and activities will defer to the authority of the installation commander in enforcing this policy. AR 310-25 defines an installation and AR 600-20 discusses the selection of an installation commander.

POLICY

The Provost Marshal (PM) is the installation commander's advisor and planner for law and order operations and all matters on security related to crime. The PM is the chief law enforcement officer on the installation. He provides the commander with professional and technical advice concerning law and order objectives, physical security, policies, and directives. On installations, the commander determines the degree of law and order required to provide order and discipline. The PM implements the commander's law and order policies. Military police and civilian security guards carry out the security, force protection, and law enforcement operations. These operations are performed with strict regard for the needs of the Army and the safety of the military community. At the same time, the PM maintains a strict regard for the rights of the individuals making up the military community. The authority of MP to enforce military law, orders, and regulations, by apprehension if necessary, derives from law, regulation, and custom. Law enforcement is an inherent function of command.

RESPONSIBILITIES

The DA, DCSOPS develops, implements, and maintains policies, guidance, programs, goals, and objectives to manage the Army Physical Security Program. They also have staff responsibility for the security of the

Army and for law enforcement operations. Civilian oversight is provided by the Assistant Secretary of the Army for Installations, Logistics, and Environment (ASA(IL&E)).

The MACOM's PM serves as the command's appointed physical security officer and establishes a formal physical security program and a law enforcement program. The installation commander must establish programs to protect and secure places, property, and people on the installation. The installation PM will-

- Maintain liaison and coordinate with USACIDC support elements, civilian law enforcement agencies, allied forces, and HN military and civil police.
- Develop plans and policies for law enforcement and physical security programs and operations.
- Direct MP operations.

LAW ENFORCEMENT SERVICES

Military police law enforcement operations help the commander keep his command combat ready and combat efficient. By suppressing the opportunity for criminal behavior, MP help the commander protect and ensure the welfare of the military community.

MP undertake and support preventive programs to remove conditions promoting crime. MP enforcement efforts encourage voluntary compliance by all personnel with laws, orders, regulations, and directives of the commander. When necessary, MP undertake active enforcement measures. MP take immediate action to halt crimes in progress, to apprehend perpetrators and to aid victims. MP law enforcement services include –

- Conducting official inquiries into incidents and crimes involving the military community. This is a primary means of protecting community members and enhancing the commander's order and discipline.
- Providing liaison with the National Crime Information Center.
- Operating the MP station 24 hours a day, seven days a week to provide law enforcement information and assistance to the military community and general public.
- Preventing or reducing property damage and traffic injuries and deaths by controlling and developing traffic accident prevention initiatives.
- Controlling crowds and providing security for installation personnel and high-risk visitors.
- Maintaining liaison and interaction between MP and the civilian community. The PM establishes and maintains a highly professional relationship between the MP and local civilian or foreign national police.
- Absentee and deserter apprehension.
- Juvenile assistance.
- Investigation and offender programs.
- Patrol activities.
- Military working dog program.
- Antiterrorism and counterterrorism operations.
- Physical security.
- Confinement operations.
- Access control.
- Vehicle and weapon registration program.
- Civilian interaction with civilian agencies and schools.

SPECIAL REACTION TEAM (SRT)

When major disruptions or special threats occur, to include acts of terrorism, resources must be committed in a graduated response to resolve the situation and restore law and order. SRTs are one of the commander's principal response forces. They are an integral part of the installation's security.

Some situations requiring SRT employment may include, but are not limited to, barricaded suspects, barricaded suspects with hostages, sniper incidents, counterterrorist operations, VIP protection, and threatened suicide incidents.

CIVIL POLICE LIAISON

The commander must establish effective relations with civilian law enforcement agencies. This is best coordinated by the CPL. CPL representatives provide a focal point for the serving of legal papers upon the installation. This includes arrest and apprehensions by civilian authorities of soldiers and family members, coordination of judicial proceedings involving soldiers, and coordination between commanders and soldiers and civilian detention centers. CPL do not serve legal papers or apprehend military or civilian suspects on post; however, CPL facilitate the orderly exercise of civil authority on the installation.

MAGISTRATE'S COURT

The US Magistrate system provides the installation commander with the means of processing and disposing of certain categories of misdemeanors in federal court. Primarily, this court handles traffic cases arising on installations. US district courts supervise the US Magistrate courts. These district courts establish the payment of freed sums for fines or forfeiture of collateral in lieu of court appearances for minor offenses. On occasion, US Magistrates will confine individuals for certain misdemeanors.

Personnel subject to the UCMJ who pay a fine or forfeit collateral or whose cases are disposed of through the US Magistrate system normally will not be punished under the provisions of the UCMJ for the same violations. The installation commander, on advice of the SJA, should establish policies on when to refer military personnel to the US Magistrate or take actions under the UCMJ. This is for offenses constituting violations which are subject to trial in both jurisdictions. DUI offenses are normally tried in US Magistrate Court.

This system provides-

- Uniform procedures for the collection of fines.
- The forfeiture of collateral in lieu of appearance.
- The scheduling of mandatory hearings or voluntary hearings requested by defendants.
- A simple but sure method of accounting for fines, for collateral, and for violation notices issued.
- Convenience to the public.
- Enforcement of misdemeanors laws on Army installations.

PHYSICAL SECURITY

The installation commander must ensure the implementing of physical security measures on the installation. These measures will minimize the loss of supplies, equipment, and materiel through threats, natural or human. He normally exercises this charge through the PM.

PHYSICAL SECURITY PLAN

The PM develops the installation physical security plan for the commander's approval. Security requirements are based on information obtained from the PM's office, the USACIDC field offices, military intelligence units, agencies, and activities. Local civilian law enforcement agencies, annual DA physical security threat statements, and OPSEC evaluations and surveys also provide security requirements information.

All military installations are valuable to the national defense structure. Within each installation, certain facilities are essential to the mission of that installation. Facilities such as primary and auxiliary power sources, ammunition and POL storage, and reactors are examples.

Because of the monetary and manpower costs of physical protection, many commanders will not be able to achieve maximum protection for the entire installation. Therefore, the specific criticality and vulnerability of various areas must be determined. Special protection is provided for the most critical and vulnerable areas. Areas of less importance and susceptibility are given less protection.

A highly critical area is one in which partial or complete loss would have an immediate and serious impact on the ability of an installation to perform its mission. The relative criticality of such an area may have no direct relationship to its size or whether it produces an end product. This must be determined upon the basis of its importance to the installation mission.

The commander must formulate and implement his physical security design from a total system approach. It should be organized in depth and contain mutually supporting elements. It should be coordinated to prevent gap or overlap in responsibilities and performance.

SECURITY THREATS

Security threat vulnerabilities are acts or conditions that may result in the compromise of information; loss of life; damage, loss, or destruction of property or disruption of the mission of the installation or facility. Before the physical security manager can develop an effective security program, he must be fully aware of the postulated threat statement issued by higher headquarters. He also must determine the possibility of interference with the operational capabilities of the installation or facility from any and all sources. Recognition of all risks is mandatory if he is to make recommendations for physical security measures. The severity of security threat vulnerabilities depends on

such variables as the type of installation or facility involved, mission or processes performed, physical layout, and construction. The geographical location, the enemy situation, terrorist threat, if any, and the existing state of law and order are most important factors.

The PM helps the commander anticipate and prevent the threat of terrorism to the installation. The PM-

- Participates in the overall assessment of the installation vulnerabtities and periodic update of the installation's threat statement.
- Helps designate mission essential vulnerable areas and orient planned protection for these areas.
- Participates in developing MOU with federal, state, and local law enforcement agencies.
- Helps develop and implement the installation's plan for countering terrorism.
- Reviews antiterrorism programs to ensure OPSEC programs developed by other agencies on the installation complement those developed by his office.
- Coordinates with USACIDC for personal security vulnerability analysis of high-risk personnel. Provides personal security for high-risk persons visiting or leaving the area.
- Participates in the development of and supports all installation contingency plans. Directs the efforts of the installation's SRT.

SERIOUS INCIDENT REPORT (SIR)

An actual or alleged incident, accident, misconduct, act or condition, either criminal or noncriminal, that warrants timely notice to DA because of its nature, gravity, publicity, or potential consequences requires an SIR. The incident should be reported, in accordance with AR 190-40, despite the rank or position of the person involved.

OBJECTIVES OF THE SIR SYSTEM

- Provides early notice to DA that a serious incident has occurred or may have occurred.
- Provides the chain of command with timely information to respond to queries from Congress, DOD, news media, and others.
- Serves to meet law enforcement reporting requirements for selected criminal incidents.
- Is not designed to be used as a basis for statistical comparisons of commands.
- Is not intended to include reporting of all criminal acts.

REPORTABLE INCIDENTS

Commanders must refer to AR 190-40 when evaluating the incidents that require reporting. More serious incidents, classified as Category 1 or Category 2 SIRs, are time sensitive and require immediate (Category 1) or timely notice (Category 2). Commanders must exercise judgment in deciding additional incidents that should be reported. The commander may report any incident based on the implications involved or the need for timely notice.

Before reporting, the commander must consider the following factors:

- Severity of the incident.
- Adverse publicity the incident may cause.
- How the incident may impair unit effectiveness.

All pertinent information known at the time of SIR submission will be included. For some incident reports, all necessary information may be included in the first report, additional reports will be unnecessary. Add-on reports will be submitted if-

- Additional pertinent information later develops through investigation.
- DA requests additional information concerning an SIR.

CRIMINAL INVESTIGATIONS

Investigations into possible criminal activities are conducted by the MP office and the USACIDC. Military police investigators (MPI) assigned to the PM office and enlisted special agents or warrant officers assigned to the USACIDC conduct the investigations. The purview for investigating crimes is divided among unit commanders, MPI, and USACIDC special agents according to the type and seriousness of the incident. Responsibility for the investigation depends on the nature of the incident and the elements of the crime.

MPI works directly for the PM and special agents are under the direct control of USACIDC. A close and positive liaison is maintained between the PM office and the USACIDC support element. Procedures at the local level ensure mutual cooperation and support. The close working relationship achieves optimum results in investigations, apprehension of offenders, acquisition and transmittal of police information, and the prevention of crime.

MPI and USACIDC teams have been created at some installations for specialized investigative missions such as drug suppression, black market, and criminal investigation. Such joint teams are created by formal MOU between the local PM and the responsible USACIDC supervisor.

USACIDC elements are a part of the US Army Criminal Investigation Command, a major Army command of the DA. Each USACIDC element is normally a tenant activity on an Army installation, providing investigative support to the installation commander. They also support commanders of all other Army elements located within a CIDC specified geographical area of responsibility. The commander or special agent-in-charge at each unit provides advice and guidance on all CIDC matters to supported commanders and provost marshals or security officers.

The CIDC is responsible for investigating those Army-related crimes punishable by death or confinement for more than one year. Exceptions are outlined in AR 195-2.

SUPPLEMENTING RESOURCES

The PM may sometimes need to augment his MP resources. Traditionally, military working dog (MWD) teams are used to extend PM resources. The teams usually consist of one handler and a dog that can function in place of a two-man MP team. Use of an MWD team can double patrol assets.

Other resources available to the PM include the use of Army Reserve Forces, such as unit reserves and ready reserves, the DOD guard or police force, and contracted police services.

If the PM is considering contracting, he first identities the specific service in need of augmentation. Then he coordinates with the local CA POC to see if the needed service is subject to the Commercial Activities Review Program. See AR 5-20. The CA program allows privately-owned civilian firms to compete with in-house government activities. Then the PM-

- Coordinates with the installation DOC.
- Identities the needed contractor services.
- Determines if the services to be contracted can be performed by a civilian company.
- Decides if contracting for the services will be cost effective.
- Decides if the services can be performed more efficiently by a contractor.

With few exceptions, Title 10 Chapter 146 prohibits the use of appropriated funds to contract for security guard services.

CHAPTER 19

The OCONUS Environment

Working and living in overseas locations requires commanders to consider and operate within host-nation culture, language and laws, and prevailing state department agreements. The fact that OCONUS military units do not have the typical community support facilities and services found outside CONUS posts means some requirements must be carried out differently, and additional responsibilities must be integrated. Close positive liaison with local governments and communities, and the command's host-nation government relations officer, will help ensure that operations are executable in the host-nation environment.

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THE OCONUS ORGANIZATION

In OCONUS locations, an "installation" can mean anything from an antenna farm to a housing area to a PX area. In USAREUR the term "kasern" or "barracks" is commonly used to identify those places where a unit works or lives. OCONUS installations are geographically dispersed ASGs, BSBs, ASTs, and installations can be "clustered" or be several hundred kilometers apart.

RESHAPING THE FORCE

Unit changes remain an active issue with both tactical and ASG/BSB commanders. Withdrawing forces from a foreign location has many of the same ramifications that drawing down has in CONUS locations. It impacts the surrounding community's economic, social, and environmental balance. Commanders need to ensure that local political interests are part of the planning process. They need to keep communications open, meet anticipated strength targets, accept custodial responsibilities of remaining facilities, and return installations to the host nation under agreed terms.

USAREUR has been a radical example of force drawdown. USAREUR is still meeting the arms control requirements set forth in international treaties. Located at each ASG (except, currently, the 22d ASG in Vicenza, Italy) is a person responsible for ensuring that USAREUR is in compliance with the treaties and can take necessary action for inspections and oversight. Although they work on site, these employees belong to, and receive their direction from Headquarters USAREUR's ODCSOPS, CFE Division.

ORGANIZATIONAL CONCEPTS

Senior tactical commanders (STCs) are part of the ASG/BSB/AST commanders' network. The focus of the STC is tactical; he is dependent upon the ASG and BSB commanders to support their installation requirements. As senior representatives of the ASG/BSB's customers, they work with the ASG/BSB commanders to compete for necessary resources. Though not involved in the day-to-day BASOPS operations, they still influence the rating chain (some rate, or intermediate rate ASG commanders).

SUPPORT AGREEMENTS AND TENANT UNITS

US Forces are very visible in a foreign country. From political events to military exercises, to joint ventures, to use of local nationals in the work force, to common threats, commanders must be sensitive to the impact their actions will have on the military and host communities. Each ASG has someone assigned to coordinate actions pertaining to international relations, agreements, and civil-military cooperation. Commanders are provided support and information through the MACOM Office of the Deputy Chief of Staff for Host National Activities, US Forces Liaison Officers (USFLOs) and their Assistant for Political and Military Affairs (APMA).

CRISIS MANAGEMENT

In OCONUS locations, commanders must have a means to evacuate the nonmilitary members of their community. For example, USAREUR does this through its Noncombatant Evacuation Operation (NEO) Program. This program is a process to protect and evacuate DOD sponsored noncombatants in Europe during natural diasters, threats or hostile actions against US citizens and their property, or deterioration of security conditions. ASG commanders are responsible for ensuring that their NEO program is current and executable. The S3/DPTMS is the proponent.

As a visible expression of the US commitment to world peace, OCONUS units are often called upon to provide humanitarian support to international missions. Directives for this type of support come from the Humanitarian and Refugee Affairs Office in the Pentagon. Missions can range from providing life support to families of casualties being cared for in US forces installations, to packaging, repairing, and distributing supplies and equipment to war-torn countries.

PERSONNEL AND COMMUNITY ACTIVITIES

To ensure that personnel located in OCONUS locations receive comparable mail service to their stateside counterparts, Army Postal Offices (APOs) operate on OCONUS installations. The Postal Battalion has post offices located at each ASG, BSB, and AST.

The disparity between the cost of living in a host-nation economy and a military installation, security measures taken for US citizens living and working on foreign soil, and the imperative to keep Army employees productive and ready during their assignment in Europe, result in access to installations being made available to other than soldiers and their families. For example in USAREUR, a variety of personnel working for DA are granted the privilege of using facilities norreally authorized only for military (commissaries, PX/BXs, libraries, and APOs). DA civilians and some contractors are given identification (ID) cards during their tenure with USAREUR to allow them access to US facilities and services. The local CPO office is the clearing authority for Army personnel for ID issuance; the COR is the clearing authority for contract personnel.

INSTALLATION DPW MANAGEMENT

Civilians assigned to OCONUS locations usually live in off-post housing. Military personnel sometimes live off post, as well. Because of the complexities of dealing in foreign language and with laws that are unfamiliar to most US citizens, DPW runs a Housing Office to facilitate the process. This office gives advice regarding leases, assists in locating acceptable housing, translates associated documents, provides guidance regarding utilities, and is available to help resolve minor disputes between a US renter and local landlord.

In OCONUS locations, the DPW may manage a Household Furnishings Program as exists in USAREUR. Differences in electrical currents mean that US-made appliances will not work overseas. The US government furnishes major appliances for use during the tenure of the employee. By providing basic furnishings, personnel assigned to OCONUS locations can more easily transition into economy housing, without having to expend significant amounts of their own resources.

INSTALLATION DOL RESPONSIBILITIES

Use of vehicles and the authorization to drive in a foreign country is driven by a combination of host-country laws and US State Department agreements. In most cases, ID card holders operate vehicles under conditions similar to those stateside. Testing and operation requirements vary by country. ASG and BSB DOLs operate the inspection stations and drivers testing offices. Note: The Provost Marshal Office is responsible for the registration and issuance of license plates for privately-owned vehicles.

In some overseas locations, for example USAREUR where gas costs are sometime triple that in CONUS, USAREUR provides gas coupons for purchase of fuel on the host economy. Distinction is made between those used for TMP vehicles and those used for private vehicles. AAFES is the proponent for the issuance and account maintenance of coupons, and sells the coupons (based on their cost) at its outlets. The supply staff officer at each ASG orders coupons from AAFES and provides them to motor pool vehicle users within their footprint.

LAW ENFORCEMENT SERVICES

The laws governing firearms are more stringent in OCONUS than in CONUS locations. Governed by host-nation laws, treaties and agreements, military regulations, and US customs laws, firearms control is a high-visibility issue that requires commander enforcement. The commander's PMO is the proponent for firearms registration and control.

Because US soldiers, their families, and Army civilians are so visible in a foreign environment, civilian misconduct programs may be instituted. For example, USAREUR instituted the Civilian Misconduct Action Authority (CMAA) for commanders' use. BSB commanders in USAREUR are responsible for the general welfare, morale, safety, and good order in their geographical areas of responsibility. When any civilian or family member assigned within their AOR threatens those protections, they can be disciplined under the CMAA.

Based upon the local SOFA, the US forces are allowed to import duty free goods for US personnel. Agreements require the military take appropriate measures to prevent abuse of this privilege. The objective is to prevent illegal introduction of these commodities in the host-nation's economy. A ration card, issued to ID card holders, serves to meet this objective. The cards specify which commodities are controlled.

SUMMARY

OCONUS organizations operate in an ever-changing environment. Though many BASOPS activities stay relatively stable from day-to-day, many others do not. Commanders in overseas locations are significantly affected by local and international events, interests, and perceptions, as well as mandates from DOD and Congress. The policies and structures will change, as necessary, to meet such challenges.

Glossary

ACRONYMS AND ABBREVIATIONS

A

A&R athletic and recreation
AA assets accounting
AAEMIS Army Automated Environmental Management Information System
AAFES Army and Air Force Exchange Service
AAP affirmative action program
AC Active Component
ACAP Army Career and Alumni Program
ACCI area construction cost index
ACCS Army Command and Control System
ACE Assistant Chief of Engineers
ACES Army Continuing Education System
ACH Army Community Hospital
ACOE Army Communities of Excellence
ACS Army Community Service
ACSIM Army Chief of Staff for Installation Management
A/DACG Arrival/Departure Airfield Control Group
ADAM Armywide Devices Automated Management System
ADAPCP Alcohol and Drug Abuse Prevention and Control Program
ADCO Alcohol and Drug Control Office(r)
ADP automated data processing
ADT active duty for training
ADTA advance deposit trust account
AF appropriated funds
AFAP Army Family Action Plan
AFARS Army Federal Acquisition Regulation Supplement
AFH Army family housing
AFH-C military construction, Army family housing
AFH-O operation & maintenance, Army family housing
AFTB Army Family Team Building
AG adjutant general
AIA Army Information Architecture
AIEP Army Ideas for Excellence Program
AIF Army Industrial Fund
AIFA AAFES Imprest Fund Activities
AIRMP Army Information Resources Management Program
AIS Automated Information System
AISC Army Information Systems Command
ALD Available-to-load-date
AMC Unites States Army Materiel Command
AMCCOM Armament, Munitions, and Chemical Command
AMCSS Army Military Clothing Sales Store
AMEDCOM Army Medical Command
AMEDD Army Medical Department
AMIM Army Modernization Information Memorandum
AMOPES Army Mobilization Operations and Planning Execution System
ANRC American National Red Cross
AO area of operations
AOB annual operating budget
APF appropriated fund(s)
APMA Assistant for Political and Military Affairs
APO Army postal office
APOE aerial port of embarkation
AR Army Reserve; Army regulation
ARCOM United States Army Reserve Command
ARM Army Recreation Machines
ARNG Army National Guard
ARPERCEN Army Reserve Personnel Center
ARPRINT Army Program for Individual Training
ARR annual recurring requirements

ARSOF Army Special Operations Forces
ARSTAF Army Staff
ASA, CW Assistant Secretary of the Army for Civil Works
ASA(FM) Assistant Secretary of the Army for Financial Management
ASA, IL&E Assistant Secretary of the Army for Installations, Logistics, and Environment
ASD Assistant Secretary of Defense
ASD(HA) Assistant Secretary of Defense (Health Affairs)
ASF Army Stock Fund
ASG area support group
ASIMS Army Standard Information Management Systems
ASL authorized stockage list
AST area support team
AUEL automated unit equipment list
AVLS Audio Visual Library System
AWP annual work plan

B

BASOPS base operations
BEQ bachelor enlisted quarters
BIFC Boise Interagency Fire Center
BMAR backlog of maintenance and repair
BOD board of directors
BOQ bachelor officer quarters
BSB Base Support Battalion
BSI Base Support Installation
BX base exchange

C

C2 command control
C-E communications-electronics
CA Commercial Activities
CAFAP Consumer Affairs and Financial Assistance Program
CAO central accounting office
CAP computer-electronic accommodations program
CBE Command Budget Estimate
CBS-X Continuing Balance System-Expanded
CCO Central Contracting Offices
CDC CONUS Demobilization Center; Child Development Center
CDS Child Development Services
CFE Conventional Forces, Europe
CFO chief financial officer
CFRC Community and Family Program Review Committee
CFS community and family support
CG commanding general
CHAMPUS Civilian Health and Medical Program of the Uniformed Services
chap chaplain
CHN Community Health Nurse
CHRRS Community, Homefinding, Relocation, and Referral Services
CI coordinating installation
CIDC Criminal Investigation Command
CIF Central Issue Facility
CIIC Civilian Illness and Injury Compensation
CIIP clothing initial issue point
CIM Corporate Information Management
CINC Commander in Chief
CINCPAC Commander in Chief Pacific
CINCUSACOM Commander in Chief US Atlantic Command
CIS Capital Investment Strategy
CMAA Civilian Misconduct Action Authority
CMF Career Management Field
CMRP Command Master Religious Program
COE Chief of Engineers
COMCAM combat camera
COMSEC communications security
commo communications
CONUS Continental United States
CONUSA Continental United States Army
COPARS contractor operated parts store

COR Contracting Officer's Representative
COTS commercial off-the-shelf
CPL civil police liaison
CPMC capital project/minor construction
CPMS Civilian Personnel Management Services
CPO civilian personnel office
CRA Continuing Resolution Authority
CRC Continental United States Replacement Center
CRCP Civilian Resource Conservation Program
CSA Chief of Staff, U.S. Army
CSI Component Sponsored Incentive
CSO Communicative Skills Offices
CTA common table of allowances

D

DA Department of the Army
DAAS Defense Automatic Addressing System
DAB Director of Army Budget
DAC Department of the Army Civilian
DAO Defense Accounting Office
DASAF Director of Army Safety
DBOF Defense Business Operations Fund
DCINT/SEC Director of Counterintelligence and Security
DCMC Defense Contract Management Command
DCO Defense Coordinating Officer
DCSBOS Deputy Chief of Staff for Base Operations
DCSOPS Deputy Chief of Staff for Operations and Plans
DCSPER Deputy Chief of Staff for Personnel
DCSPIM Deputy Chief of Staff for Personnel and Installation Management
DD Department of Defense
DDP Dependents Dental Plan
DDN Defense Data Network
DDS Director of Dental Services
DeCA Defense Commissary Agency
DEL deployment equipment list
DENTAC Dental Activity
DEP Director of Environmental Programs
DERA Defense Environmental Restoration Account
DERP Defense Environmental Restoration Program
DESCOM United States Army Depot Systems Command
DESR Defense Environmental Status Report
DFARS Defense Federal Acquisition Regulation Supplement
DFAO Defense Finance Accounting Office
DFAS Defense Finance and Accounting Service
DFO disaster field office
DFSC Defense Fuel Supply Center
DHS Director of Health Services
DIS Directorate of Installation Support
DISA Defense Information Systems Agency
DISN Defense Integrated Systems Network
DISC4 Director of Information Systems for Command, Control, Communications, and Computers
DLA Defense Logistics Agency
DM Director of Management
DMAR Deferred Maintenance and Repair
DMC defense movement coordinator
DMR Defense Management Report Decision
DMS demobilization stations; defense message system
DMSSC Defense Medical Systems Support Center
DOC Directorate of Contracting
DOD Department of Defense
DOIM Director of Information Management
DOIMMIS Directorate of Information Management Management Information System
DOL Director of Logistics
DOMS Director of Military Support
DOT Department of Transportation
DP Defense Program
DPAE Director of Program Analysis and Evaluation
DPCA Director of Personnel and Community Activities
DPS defense printing system

DPTMS Director of Plans, Training, Mobilization, and Security
DPW Directorate of Public Works
DRIS Defense Regional Interservice Support
DRM Director of Resource Management
DRMS Defense Reutilization and Marketing Service
DRMO Defense Reutilization and Marketing Office
DR-REAL Desktop Resource for Real Property
DS direct support
DSEC Director of Security
DSS Decision Support Systems
DTA Directed Training Association
DU dwelling units
DUI driving under the influence

E

EAC echelons above corps
ECAS Environmental Compliance Assessment System
ECAP Environmental Compliance Achievement Program
EDRE emergency deployment readiness exercise
EEO equal employment opportunity
EER enlisted evaluation report
EFMP Exceptional Family Member Program
EIP Equipment-in-place
EIS Executive Information Systems
EMD equipment management division
EMIC Electronic Multimedia Imaging Center
env environment
EO equal opportunity Executive Order
EOOPH Equal Opportunity in Off-Post housing
EPA Environmental Protection Agency
EQ enlisted quarters
EQCC Environmental Quality Control Committee
equip equipment
ESA Endangered Species Act
ESF emergency support functions
ESMP Endangered Species Management Plan
EUCOM European Command

F

F&A finance & accounting
FAO Finance and Accounting Office
FAC Family Assistance Center
FAD Funding Authorization Document
FAP Family Advocacy Program
FAR Federal Acquisition Regulation
FBI Federal Bureau of Investigation
FCC Family Child Care
FCO Federal Coordinating Officer
FECA Federal Employees Compensation Act
FEMA Federal Emergency Management Agency
FEMS facility engineering management system
FGS final governing standards
FIRMR federal information resource management regulation
FM financial management; field manual
FMEAP Family Member Employment Assistance Program
FOA field operating agencies
FORMDEPS FORSCOM Mobilization and Deployment Planning System
FORSCOM United States Army Forces Command
FPM force packaging methodology
FRP Federal Response Plan
FSG Family Support Group
FSS Federal Supply Services
FWS Fish and Wildlife Service
FY fiscal year
FYDP Future Years Defense Program

G

G1 Assistant Chief of Staff, G1 (Personnel)
G3 Assistant Chief of Staff, G3 (Operations and Plans)
G&A general and administrative
GAO General Accounting Office
GFOQ general and flag officer quarters
GO general officer

GOCO Government-owned, contractor operated
GPRA government performance and results act
GRHP Government Rental Housing Program
GS general support
GSA General Services Administration
GSF General Support Forces
GTC Gateway To Care

H

HAC House Appropriations Committee
HAZMAT hazardous materials
HAZMIN Hazardous Waste Minimization
HCA head of the contracting activity
HOMES Housing Operation Management System
HPP Historic Preservation Plan
HRO Housing Referral Office
HN host nation
HS home station
HSC Unites States Army Health Services Command

I

I&M inspection and maintenance
IAAP Installation Advanced Acquisition Plan
IAW in accordance with
ICAM Integrated Computer-Aided Manufacturing
ICC Installation Contracting Center
ICQ installation commanders quarters
ICUZ Installation Compatible Use Zone
ID identification
IDEF ICAM definition
IDG installation design guide
IET initial entry training
IFS-I Integrated Facilities System-Increment I
IFS-M Integrated Facilities System-Mini/Micro
IG inspector general
IMA Installation Maintenance Activity
Information Mission Area
IMAP installation management action plan
IMSC Information Management Support Council
IMWRF installation MWR fund
INRMP Integrated Natural Resources
Management Plan
IOC Industrial Operations Command
IOSC Installation On-Scene Coordinator
IR internal review
IRA interim response action
IRAC Internal Review and Audit Compliance
IRDMIS Installation Restoration Data
Management Information System
IRMP Information Resources Management Plan
IRP Installation Restoration Program
IRR Individual Ready Reserve
IRS Information Requirements Study
ISA Installation Supply Activity;
International Security Affairs
ISC Information Systems Command
ISCP Installation Spill Contingency Plan
ISL Installation Sequence List
ISM Installation Support Modules
ISO Installation Safety Office
ISR Installation Status Report
ISS information systems security
ISSA Interservice Support Agreements
ITAM Integrated Training Area Management
ITEP Individual Training Evaluation Program
ITO Installation Transportation Office
ITR information, ticketing, and registration
IWRAPS Installation Water Resources
Analysis and Planning System

J

J&A justification and approval
JAC job assistance center
JCS Joint Chiefs of Staff
JFTR Joint Federal Travel Regulations

L

LAO Logistics Assistance Office
LCTA Land Condition-trend Analysis
LEA law enforcement agencies
LRC long-range component
LRRDAP Long-Range Research Development, and Acquisition Plan
LURS Land Use Requirement Study

M

M&R maintenance and repair
MACOM Major Army Command
MAISRC Major Automated Information System Review Council
MAIT Maintenance Assistance Instruction Team
MAT mobilization assistance team
MC Medical Corps; mobilization component
MCA Military Construction, Army
MCAR Military Construction, Army Reserve
MCNG Military Construction, National Guard
M-Day the day on which full mobilization is declared
MDEP management decision packages
MDR mobilization, deployment, redeployment, and demobilization
MEDCEN United States Army medical center
MEDCOM Medical Command
MEDDAC Medical Department Activity
METL mission essential task list
MEVA mission essential vulnerable areas
MH military history
MILCON military construction
MILES Multiple Integrated Laser Engagement System
MISM Major Command Internal Support Modules
MMC Materiel Management Center
MMS Mass Mailing System
mob mobilization
MOA Memorandum of Agreement
MOBEX Mobilization Exercise
MOBTDA Mobilization Table of Distribution and Allowances
MOS military occupational specialty
MOU Memorandum of Understanding
MPA Military Personnel, Army
MPI Military Police Investigator
MRC Major Regional Contingency
MRIS Modernization Resource Information Submission
MRSA Materiel Readiness Support Activity
MS mobilization station
MSC major subordinate command
MSCA military support to civilian authorities
MTF Medical Treatment Facility
MTMC Military Traffic Management Command
MTOE modification table of organization and equipment
MWD military working dogs
MWO modification work order
MWR morale, welfare and recreation

N

NAF nonappropriated fund(s)
NAFI nonappropriated fund instrumentality
NAFISS Nonappropriated Fund Information Standard System
NAVCARE Naval Care
NBC Nuclear, Biological, and Chemical
NCA National Command Authorities
NCOER noncommissioned officer evaluation report
NDMS National Disaster Medical System
NEO noncombatant evacuation operation
NEPA National Environmental Policy Act
NG National Guard
NGB National Guard Bureau
NGPA National Guard Personnel, Army
NHPA National Historic Preservation Act
NICP National Inventory Control Point
NIFC National Interagency Fire Center

NLT no later than
NOV notice of violation
NPL National Priorities List
NPR national performance review
NSF net square foot

O

OACE Office of the Assistant Chief of Engineers
OASA(I,L,&E) Office of the Assistant Secretary of the Army for Installations, Logistics and Environment
OCE Office of the Chief of Engineers
OCIE Organizational Clothing and Individual Equipment
OCONUS Outside the Continental United States
ODEP Office of the Director of Environmental Programs
ODCSOPS Office of the Deputy Chief of Staff for Operations
OEBGD Overseas Environmental Baseline Guidance Document
OER officer evaluation report
OH occupational health
OMA Operations and Maintenance, Army
OMAR Operations and Maintenance, Army Reserve
OMB Office of Management and Budget
OMNG Operations and Maintenance, National Guard
OPA Other Procurement Army
OPLAN operation plan
OPM Office of Personnel Management
OPORD operation order
OPSEC operations security
OQ officers quarters
ORF Operational Readiness Float
OSA Office of Secretary of the Army
OSD Office of Secretary of Defense
OSE Open Systems Environment
OSHA Occupational Safety and Health Administration
OTSG Office of The Surgeon General

P

PA Procurement, Army
PAA procurement of ammunition, army
PA/SI preliminary assessment/sites inspection
PALT Procurement Administration Lead Time
PAO Public Affairs Officer
PARC Principal Assistant Responsible for Contracting
PBAC Program Budget Advisory Committee
PBC Program and Budget Committee
PBG Program Budget Guidance
PCB polychlorinated biphenyls
Pci/L picocuries per liter
PCPSA Peninsula Civilian Personnel Support Activity
PCS permanent change of station
PDM Program Decision Memorandum
PEO Program Executive Officer
pers personnel
PERSCOM Personnel Command
PLL prescribed load list
PM Provost Marshal
PMO Provost Marshal Office
POC point of contact
POD port of debarkation
POE point of embarkation; port of embarkation
POI Program of Instruction
POL Petroleum, Oil and Lubricants
POM preparation for overseas movement; Program Objective Memorandum
POV privately owned vehicle
PPBES Planning, Programming, Budgeting, and Execution System
PPBS Planning, Programming, and Budgeting System
PPC41 Power Projection for C4 Infrastructure

PRD personnel resource document
PRIMUS Primary Care for the Uniformed Services
PROFIS Professional Officer Filler System
PSA personnel support activity
PTSR post mobilization training support requirement
PVNTMED Preventive Medicine
PWC public work center
PWS performance work statement
PX post exchange

Q

QOL Quality of Life
QRP Qualified Recycling Program
QWP Quarterly Work Plan

R

R&A Review and Analysis
RA remedial action
RAP Relocation Assistance Program
RASC Recruiting Area Staffing Committee
RC Reserve Component
RCS requirement control symbol
RCRA Resource Conservation and Recovery Act
RDP Range Development Plan
RLO ready-to-load-date
RS Requirements Statement
RDTE Research, Development, Test, and Evaluation
RI/FS remedial investigation/feasibility study
R&M repair and maintenance
RMAT real property management tool
RMP resource management plan
ROD record of decision
ROI return on investment
ROTC Reserve Officers Training Corps
RPA Reserve Personnel, Army
RPM real property management
RPMA Real Property Maintenance Activity
RPMP Real Property Master Plan
RPPB real property planning board
RRRP Resource Recovery and Recycling Program
RS requirements statement
RTLP Range and Training Land Program
RX Reparable Exchange
RXA Reparable Exchange Activity

S

S3 Operations and Training Officer (U.S. Army)
SA Secretary of the Army
SAC Senate Appropriations Committee
SAEDA Subversion and Espionage Directed Against the Army
SAILS Standard Army Intermediate Level Supply System
SARDA Secretary of the Army, Research, Development and Acquisition
SBEQ senior bachelor enlisted quarters
SBIS Sustaining Base Information Services
SCM security countermeasures
SDT self-development testing
SECDEF Secretary of Defense
SEEC Senior Executive Environmental Council
SELCOM Select Committee
SEQ senior enlisted quarters
SF square feet
SGLI servicemen's group life insurance
SHPO State Historic Preservation Office
S1 supporting installation
SIR Serious Incident Report
SJA Staff Judge Advocate
SOFA Status of Forces Agreement
SOP Standard Operating Procedures
SOQ senior officer quarters
SOW statement of work
SMA supply management, army
SPCCP Spill Prevention, Control, and Countermeasures Plan
SPOE sea port of embarkation

SPS Supplemental Program and Services
SRC short-range component
SRP soldier readiness processing
SRT special reaction team
SSSC self-service supply center
STAMIS Standard Army Management Information System
STANFINS standard finance system
STARC State Area Command Reserve Component
STC senior tactical commander

T

TADSS Training Aids, Devices
TAG The Adjutant General
TAMCA Theater Army Movement Control Agency
TAO transition assistance office
TAP The Army Plan
TAPES Total Army Performance Evaluation System
TAQ Total Army Quality
TC ACCIS Transportation Coordinator, Automated Command and Control Information System
TDA table of distribution and allowance
TDY temporary duty
TH transient housing
TISA Troop Issue Subsistence Activity
TMOPS Training and Mobilization and Planning System
TMP transportation motor pool
TOE table of organization and equipment
TOPPS Transportation Operation Personal Property System
TQM Total Quality Management
TRADOC Training and Doctrine Command
TRAVISS Training and Visual Information Support System
TSAMS Training Support Automated Management System
TSC Training Support Center
TSCA Toxic Substances Control Act
TSG The Surgeon General

U

UC unit cost
UCMJ Uniform Code of Military Justice
UCR unit cost resourcing
UEPH unaccompanied enlisted personnel housing
ULN unit line number
UMC unit movement coordinator
UMD unit movement data
UOPH unaccompanied officer personnel housing
UPH unaccompanied personnel housing
URR Unconstrained Requirements Reports
US United States (of America)
USACE US Army Corps of Engineers
USACFSC US Army Community and Family Support Center
USACIDC US Army Criminal Investigation Command
USACPW US Army Center for Public Works
USAEC US Army Environmental Center
USAEHA US Army Environmental Hygiene Agency
USAEHSC US Army Engineering and Housing Support Center
USAHSC US Army Health Services Command
USAISC US Army Information Systems Command
USALMC US Army Logistics Management College
USAMC US Army Materiel Command
USAMEDCOM US Army Medical Command
USAR US Army Reserves
USARC US Army Reserve Command
USAREUR United States Army, Europe
USARPAC US Army Pacific
USASC US Army Safety Center
USASOC US Army Special Operations Command
USC United States Code
USCINCPACOM US Commander in Chief Pacific Command
USD (ES) Undersecretary of Defense (Emergency Services)

USFLO US Forces Liaison Officer
USMA Unites States Military Academy
USPFO US property and fiscal officers
USPS US Postal System
USR Unit Status Report
USTRANSCOM US Transportation Command

V

VC Veterinary Corps
VEQ visiting enlisted quarters
VI visual information
VIDCO visual information documentation
VSSD Veterinary Service Support District
vol volunteers
VOQ visiting officers quarters

W

WBRP whole barracks renewal program
WOMS Work Order Management System

Y

YS youth services

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