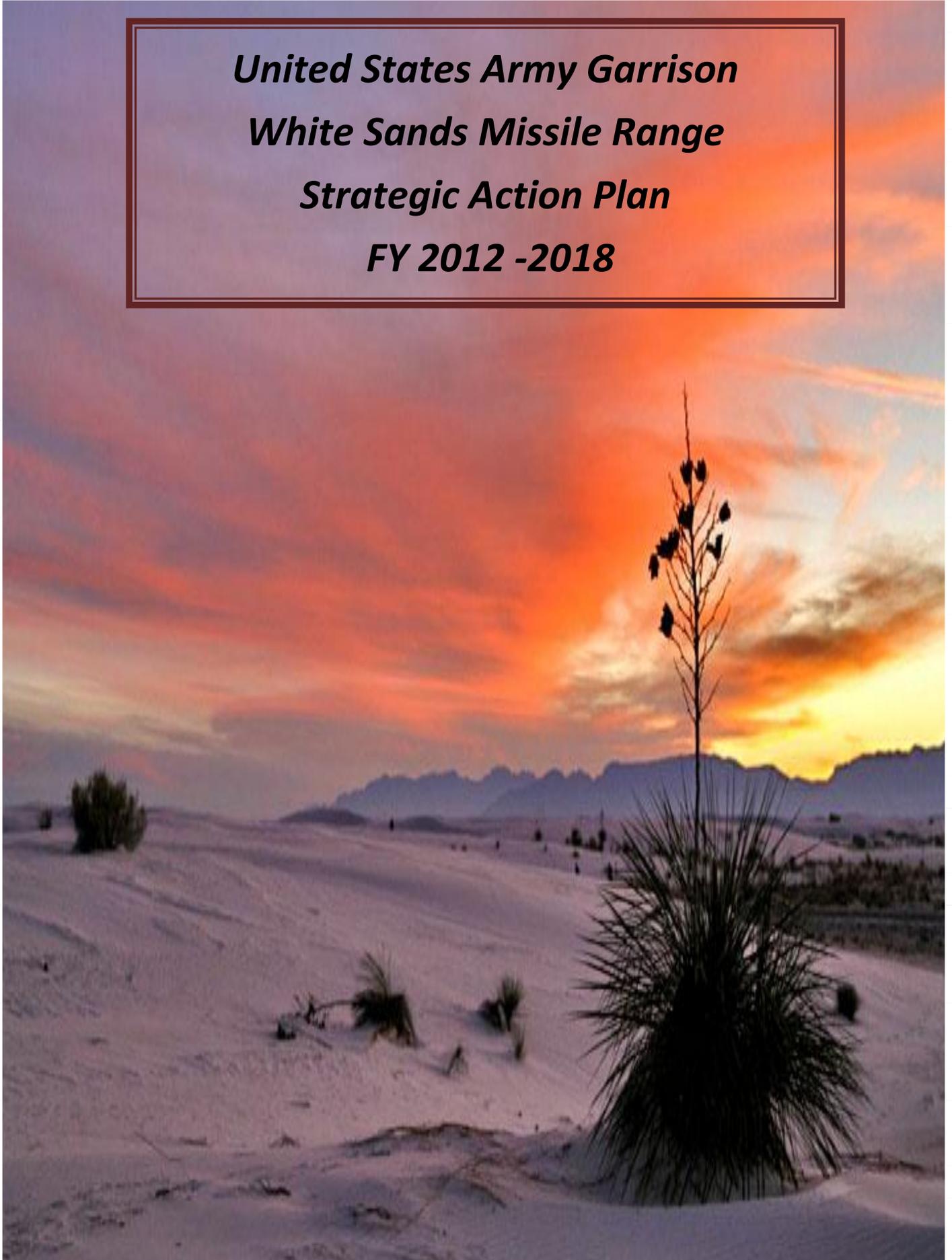


***United States Army Garrison
White Sands Missile Range
Strategic Action Plan
FY 2012 -2018***





IMCOM

SOLDIERS • FAMILIES • CIVILIANS



White Sands Missile Range IMCP Implementation Directive

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WHITE SANDS MISSILE RANGE GARRISON COMMANDER'S VISION

United States Army Garrison White Sands Missile Range is committed to taking care of people.

MISSION OF WHITE SANDS MISSILE RANGE GARRISON

United States Army Garrison White Sands Missile Range provides facilities and services to our Tri-Service population and their families that affords them a quality of life that is commensurate with the quality of their service

GARRISON COMMANDER'S INTENT

- That we do not lose sight of the Senior Commander's five focus areas: 1) Continue the Tradition of Excellence, 2) Seek Efficiencies, 3) Improve our Foxhole, 4) Be Safe and 5) Have Fun.
- That we never forget that we are a customer service organization and that as the garrison, everybody is our customer; including each other. Treat all customers with dignity and respect, while greeting them with a smile and a positive attitude.
- That we continually strive to provide the highest level of services and the highest quality of facilities to the wide range of personnel and their families that live, work and play on the installation.
- That we provide our workforce with the resources, training and developmental opportunities necessary to provide first class service to our first class customers; especially in these times of a fundamentally different fiscal reality.
- That as a forward looking, organization we make decisions that benefit the whole of WSMR and provide for installation readiness now and into the future. We make these decisions through a cooperative attitude with a focus on sustainability and the greater good.
- That as the lead for energy, renewable energy and energy related projects on WSMR we work collaboratively with our customers and outside agencies to ensure efficient and secure use of energy and water while striving to achieve Net-Zero.
- That safety is non-negotiable. People, our workforce, are the most important asset within the garrison and as such we must take every precaution to protect them and each other so we can execute the critical tasks that allow us to care for all of WSMR.

- That we are fiscally responsible and practice good stewardship of the taxpayer's money. A cost culture permeates the organization.
- That physical, mental, and spiritual wellness play an important part in our work and family roles. Relaxation and fun are essential to the rejuvenation of the human spirit.

A handwritten signature in black ink, appearing to read "Leo G. Pullar". The signature is written in a cursive style with a large initial "L".

LEO G. PULLAR
COL, PO
Commanding

INTRODUCTION

The IMCOM Commander and senior Army leadership understand that our Army is the Soldiers that fill our ranks. These Soldiers volunteer to serve our nation, but will not continue to serve unless IMCOM can provide the facilities and services their Families need in order to thrive before, during and after deployments, and provide the facilities the Soldiers need in order to train effectively to win. The IMCOM campaign plan lays out how IMCOM will accomplish these vital missions. The IMCOM Campaign Plan is organized into six parallel efforts, termed 'Lines of Effort, or LOE.' Within each line of effort are many end states for garrisons to achieve so that Soldiers and their Families will want to remain in our Army now and in the future.

Line of Effort 1: Soldier, Family and Civilian Readiness

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

Line of Effort 3: Leader and Workforce Development

Line of Effort 4: Installation Readiness

Line of Effort 5: Safety

Line of Effort 6: Energy and Water Efficiency and Security

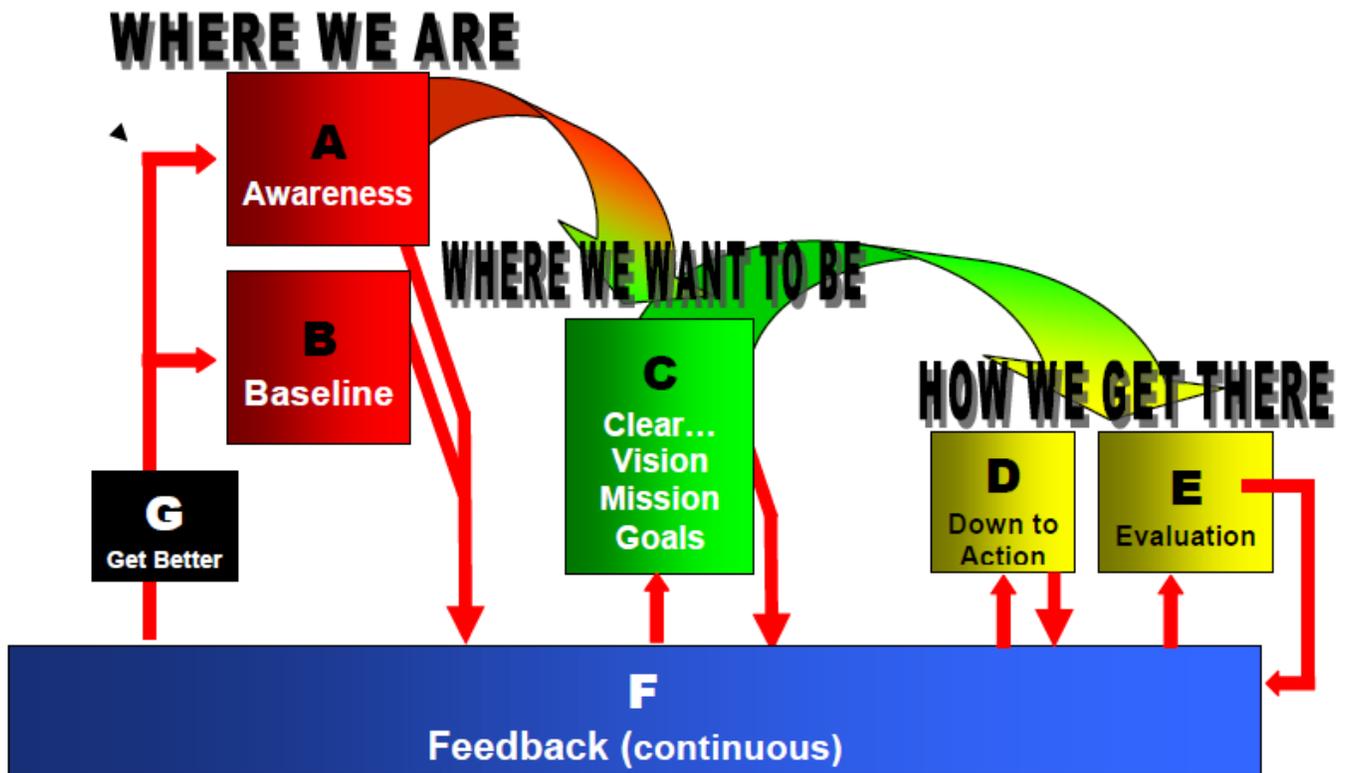
PURPOSE

The purpose of the WSMR Garrison Strategic Action Plan is threefold. First, it describes in layman's terms the specific tasks WSMR Garrison must accomplish to do our part of the IMCOM Campaign Plan. This document will allow all members of the Garrison to understand what their tasks are, and how they relate to the IMCOM Campaign Plan. Second, it assigns those tasks, with deadlines, to organizations, allowing our garrison's leaders to focus the efforts of their directorates and staff sections. Third, it guides us in how we will ensure all of Team WSMR and the surrounding communities understand the support we provide to make life better for the Soldiers, Family members and civilians assigned or associated with White Sands Missile Range.

IMCOM STRATEGIC PLANNING MODEL

The planning model below outlines how we structured and organized our planning efforts to maintain a consistent process for planning, managing, evaluating and adjusting our Plan. It is based on seven specific steps and associated processes.

IMCOM "A to G" Strategic Planning Model



Our Key Steps in the IMCOM strategic planning process are based on evaluating where we are, determining where we want to be, and setting a course of how to get there:



Our tasks set the direction of the organization. To close the gap between the IMCOM Mission and Vision, the garrison is focused on the following Lines of Effort, Objectives and Keys to Success for FY11 through FY17.

LOE 1 - SOLDIER, FAMILY AND CIVILIAN READINESS

Lead Proponent:

Directorate of Human Resources (DHR)

Objective:

Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN (Army Force Generation) process through proper training, responsive services, and communities of excellence.



Keys to Success:

SR1 - A Deployable Mindset Across the Installation

SR2 - Resiliency and Balance – Mind, Body and Spirit

SR3 - Responsive Services That Meet Fluid ARFORGEN Requirements

SR4 - Incorporate Best Technology and Education Capabilities to Enable the Transformed Army's Training Requirements

SR5 - Training Support Services in Support of Soldier Readiness

SR1 - A Deployable Mindset Across the Installation

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

SR1-1 Execute a customer focused, Commander-driven Total Army Sponsorship Program that is fully synchronized with the delivery Health Promotion/Risk Reduction/Suicide Prevention programs and services.

- Provide total Army sponsorship program of our Soldiers and Civilians (DHR / CPAC) / ACS
- Provide unit commanders with sponsorship training support packages, relocation information and assistance (DF&MWR)

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

- Provide Family Readiness Group training, support and assistance (DF&MWR)

SR1-3 Institute procedures and mechanisms for all Soldiers and Civilians deploying and returning from deployment to undergo Readiness Processing that is fully synchronized with the delivery of Health Promotion/Risk Reduction/Suicide Prevention programs and services.

- Synchronize Soldier, Family and Civilian health, risk reduction and suicide prevention programs with major unit transitions (pre-deployment; deployment; re-deployment). (DF&MWR)
- Place special emphasis on children programs. (Family Advocacy Program [FAP] during pre-deployment, ASAP during and after deployment, provide coping skills training for Family members during deployment, etc) (DF&MWR)
- Coordinate and provide oversight to Reception and Reintegration Training; assist unit with Soldier Readiness Processing or Reverse Soldier Readiness Processing (DPTMS)

SR1-4 Publish Soldier reassignment Permanent Change of Station (PCS) orders to standard

- Provide Soldiers with PCS orders to standard (DHR)

SR2 - Resiliency and Balance – Mind, Body, and Spirit

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

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

- Train Master Resilience Trainers in order to provide resiliency training for Family members (DF&MWR)

SR2-2 Execute comprehensive risk reduction and health promotion and suicide prevention programs, closely aligning program and services with Soldier and Family Life Transitions.

- Provide Army Family Action Plan (AFAP) to identify, elevate and resolve issues of concern to Soldiers, Families and Civilians (DF&MWR)



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



- Coordinate with Military Family Life Consultants, Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program and Medical Treatment Facility Behavioral Health Specialists to promote health and reduce risk among deployed units/Soldiers (DF&MWR)
- Establish and conduct an annual Community Health Promotion Council (CHPC) to analyze, implement and evaluate health promotion initiatives IAW AR 600-63 (DHR)

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

- Provide Spiritual Counseling, Marriage & Family Counseling, Youth Counseling, and Singles Counseling. Protestant & Catholic Religious Services are also provided. (Chaplain)

SR2-5 Establish and maintain a comprehensive Employee Assistance Program.

- Implement the suicide prevention task force's Army campaign plan (DHR)

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

- Provide effective counseling and treatment services to reduce the incidents of drug and alcohol abuse to below pre-deployment levels (DHR)

SR3 - Responsive Services that Meet Fluid ARFORGEN Requirements

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

SR3-1 Align Training Support Services enablers with the Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) commanders training plan, IAW Senior Commander priorities, to support key individual training requirements not completed.

- Senior Commander and Garrison Commander attend the quarterly training briefing of tactical units (Senior Commander/Garrison Commander)
- Provide convoy and IED training capabilities (DPTMS)
- Schedule and provide access to training facilities as required by Cdr, 2nd Engineer Battalion (DPTMS)
- Provide weapons training devices that allow shoot - don't shoot scenarios. (DPTMS)
- Provide battle-command training systems for 2d Engineer Battalion. (DPTMS)

SR3-2 Establish a RESET Fusion Cell at designated garrisons to synchronize all individual Soldier readiness RESET efforts to meet Senior Commander requirements.

- Develop a point of contact list for each office as part of a garrison working group of RESET operations. (DPTMS)

SR3-3 Develop, maintain, and coordinate execution of a plan required to support the movement of personnel & equipment to and from theater of operations.

- Maintain and store Left Behind Equipment (LBE) (DOL)
- Provide reset of returning equipment from theater (DOL)
- Manifest and move Soldiers and accompanying baggage (DOL)

SR3-4 Develop, maintain, and coordinate execution of a plan to mobilize Reserve Component forces in support of a level of mobilization authority and subsequent release from Active Duty.

- Not applicable to WSMR

SR3-5 Provide C2 of Mobilization Support Organizations and exercise ADCON (minus training) responsibility for mobilized units, in direct support of 1A and FORSCOM.

- Not applicable to WSMR

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

- Not applicable to WSMR

SR3-7 Utilize recreational high adventure programming to assist Soldier reintegration, empower small-unit leaders, maintain combat readiness, and increase unit cohesion.

- Sustain the commitment of Las Cruces, Alamogordo and Ruidoso to the Army Community Covenant Partner with NMSU for free or reduced priced tickets for sporting events; have NMSU athletes and coaches participate in F&MWR events (DF&MWR)

- Support and assist WSMR Warrior Adventure Quest trainers and local combatives competitions (DF&MWR)

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

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

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

- Provide Leader skill enhancement courses based on the installation needs assessment, MOS density and commander input (DHR)

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

- Improve and maintain White Sands Garrison public and intranet web pages to inform the public, family members, retirees, etc on issues important to them (PAIO)
- Improve and maintain White Sands email mass distribution, Missile Ranger newspaper for mass distribution notification (PAO)

SR5 - Training Support Services in Support of Soldier Readiness

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

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

- Identify requirements and submit through IMCOM to TRADOC for MER development (DPTMS)

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

- Not applicable to WSMR

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

- Collect requirements from 2nd Engineer Battalion, merge with DPTMS requirements, brief GC and CG and submit to IMCOM annually (DPTMS)

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

- Provide redundancy assessments input to IMCOM (DPTMS)

LOE 2 - SOLDIER, FAMILY AND CIVILIAN WELL-BEING

Lead Proponent:

Directorate of Family and Morale, Welfare and Recreation (DF&MWR)

Objective:

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

Keys to Success:

SW1: Standardize Programs and Services for Soldiers, Families and Civilians

SW2: Excellence in Schools, Youth Services and Child Care

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

SW4: State and Community Support and Relationships

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

SW1: Standardize Programs and Services for Soldiers, Families and Civilians

SW1-1 Staff synchronizes and standardizes Army Community Service (ACS) Soldier, Family and Civilian programs and services.

- Maintain WSMR Army Community Center accreditation (DF&MWR)

SW1-2 Deliver Survivor Outreach Services (SOS) to standard; provide consistent, predictable levels of service regardless of location or component.

- Participate in the Fort Bliss Survivor Outreach Program and attend quarterly meetings (DF&MWR)

SW1-3 Deliver services to Exceptional Family Members to standard.

- Identify all WSMR affiliated Families with 'exceptional' Family members and link them with a provider near the area of residence (DF&MWR)
- Ensure all Family members with special needs are documented in the EFMP database (DF&MWR)

SW1-4: Deliver Employment Assistance, Career Development and Benefits Briefings to Soldiers, Families and Civilian employees who Transition from Military and Civil Service.

- Host periodic job fairs (DF&MWR)
- Provide resume writing classes for appropriated and non-appropriated funded civilian employees (DF&MWR)

SW2: Ensure Excellence in Schools, Youth Services and Child Care

SW2-1 Standardize facilities for child and youth services (Army-wide).

- Maintain the accreditation of the child development center (DF&MWR)

SW2-2 Deliver standardize Child, Youth and School Services (CYS) programs across components.

- Provide all mandated child and youth programs (See Annex C for a complete list) (DF&MWR)

SW2-3 Deliver Child, Youth and School Services to meet Army demand standards for both Active and Reserve Components.

- Maintain program space for each child and youth on WSMR (DF&MWR)

SW2-4 Leverage installation and community based child care and youth programs and services to mitigate the effects of isolation.

- Maintain Memorandums of Agreement (MOAs) with local cities to provide low or no-cost child and youth services to military Families (DF&MWR)



SW2-5 Validate Child, Youth and School Services Programs are executed to Army and national standards.

- Maintain accreditation/certification for WSMR child and youth programs (DF&MWR)

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

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

SW3-1 Provide quality recreation facilities, programs and services for Soldiers, Families and Civilians.

- Provide an aquatic center with activity programs, outdoor recreation services, athletic programs and a recreational shooting range with firearms programs for Soldiers and Families (DF&MWR)



SW3-2 Deliver quality Family, Morale, Welfare and Recreation (FMWR) business operations and initiatives. (Including but not limited to: Bowling; Golf; Food, Beverage & Entertainment (FB&E) programs; Bingo; and the Joint Services Prime Vendor Program (JSPVP)).

- Provide quality FMWR business operations and initiatives (Including but not limited to: Bowling; Golf; Food, Beverage & Entertainment (FB&E) programs; Bingo; and the Joint Services Prime Vendor Program (DF&MWR)

SW3-3 Provide quality on-post transient lodging that meets mission requirements and Army Lodging standards.

- Provide on-post rooms for transient lodging that accepts single payment for blocks of rooms to support test programs and meets the ISR standard for facilities (DF&MWR)
- Utilize regular customer feedback to improve programs and services (DF&MWR)

SW3-4 Deliver Better Opportunities for Single Soldiers (BOSS) programs.

- Conduct a BOSS event monthly (CMD TM)

SW4: State and Community Support and Relationships

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

SW4-1 Sustain the Community Covenant commitment.

- Partner with NMSU for free or reduced priced tickets for sporting events and have NMSU athletes and coaches participate in DF&MWR events (DF&MWR)
- Partner with the Las Cruces Chamber on events within the City and for the annual "Thanks Team WSMR event sponsored by the Las Cruces Chamber (DF&MWR)



SW4-2 Identify and incorporate or integrate community-based programs to complement existing Army programs and services.

- Publically award community members/organizations that support Soldiers (CMD TM)

SW4-3 Promote local community understanding of the installation mission and Army life through participation in civic forums.

- Participate in Las Cruces Chamber of Commerce and school board, meetings of the Alamogordo 'Circle of 50' and invite civic leaders to participate in organizational day, 2d Engineer Battalion color burning, Bataan and Trinity events (CMD TM)

SW4-4 Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible.

- Provide military personnel to give first-hand experiences to secondary school social studies and government classes (CMD TM)
- Provide training facilities and expertise to local first-responder organizations (DES)
- Support community requests for a military presence (PAO)
- Participate with the local community in their annual 'Thanks Team WSMR' events (DF&MWR)

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

- Conduct at least one media event per quarter to educate citizens about military life (community briefings, open houses) and two community briefings/open houses per year to share life issues with surrounding communities (PAO)
- Add one news story per quarter to the WSMR and the Garrison website that highlights programs for Soldiers, Families and Civilians, of what organizations provide (PAO)



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

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

SW5-1 Ensure availability and accessibility to quality programs and services designed to mitigate the effects of persistent conflict on the Army Family.

- Train Soldiers, Family members and Civilians how to minimize domestic stress (Parenting classes, anger and stress management classes) (DF&MWR)
- Provide a safe place for individuals to take a 'time-out' from Family stressors (DF&MWR)
- Provide routine anger and stress management workshops (DF&MWR)
- Provide Family Fun Days monthly after hours and on weekends, information on local resources and attractions and Kids on Site (KOS) retreats for redeploying Soldiers and their families (DF&MWR)

LOE 3 - LEADER AND WORKFORCE DEVELOPMENT

Lead Proponent:

Civilian Personnel Advisory Center (CPAC)

Objective:

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

Keys to Success:

LW1 – Multi-Skilled and Adaptive Leaders

LW2 – Constant Communication and Continuous Feedback

LW3 – Teamwork, Professionalism and Selfless Service in All Things

LW4 – Empowered Workforce Focused on Collaboration and Innovation

LW5 – Continuing Education and Training Opportunities

LW6 – A Resilient, Sustainable and Healthy Workforce

LW1 – Multi-Skilled and Adaptive Leaders

Goal: Create irreversible momentum to ensure we have the professional workforce and leaders needed to meet future challenges through identifying the skill sets required; providing training and developmental opportunities directed at those skill sets; and simultaneously executing performance counseling to both promulgate and measure progress. Integral to this endeavor is the goal of increased leadership competencies in stewardship of human, financial, and environmental resources within the workforce at all echelons.

LW1-1 Grow leaders – Establish a Talent Management Center to enable aligning skills to mission requirements, succession planning and overseeing an enterprise workforce development strategy.

- Establish a training coordinator to synchronize efforts with those of the Army Talent Management Office (Initial focus will be on the Civilian Executive Development Assignment Program (CEDAP) population, with expansion to cover all GS-15/NAF 5 managers across the community and individuals with Directorate or Division responsibilities at the Garrison levels) (CPAC)
- Publicize and encourage participation in WSMR's leadership development programs (Executive Development Program and Reaching New Heights Program) (CPAC)
- Identify leaders who have not completed required training and monitor until 100% of employees are compliant (CPAC)

LW1-2 Grow supervisors and workforce – The Installation Management Academy will establish a centrally managed curriculum executed in a decentralized manner, while leveraging established Civilian Education System and leader development programs.

- Identify supervisors and staff who have not completed required training and monitor until 100% of supervisors are compliant (see Annex C) (CPAC)
- Identify and publish training opportunities which are desirable for individuals to possess for supervisory positions (CPAC)

- Deliver training curriculum tailored to Garrison requirements (Pending IMCOM's development of a centrally managed curriculum (CPAC)
- Include workforce training and development requirements into yearly budget forecasts and annual training plans for the execution year (RM)
- Incorporate training and leader development in strategic planning (PAIO)

LW1-3 Counsel – Institutionalize periodic performance counseling, which is meshed with Individual Development Plans, thereby concurrently documenting performance, training and educational progress, which embraces tenants of self development, institutional development, and organizational development.

- Develop an Individual Development Plan (IDP) or Individual Training Record (ITR) with each Civilian or Soldier within 30 days of the performance period, entry into a new position, or permanent change of station (CPAC)
- Review and update IDPs or ITRs during each performance counseling session (CPAC)

LW2 – Constant Communication and Continuous Feedback

Goal: Instill superior communication practices for results-driven, competent leadership to effectively supervise, rate, counsel, coach, and mentor individuals. We will institutionalize effective, periodic performance counseling; leaders will model the process and we will use Individual Development Plans to document objectives and training requirements. Encourage an environment where others feel free to contribute openly and candidly in order to create a unit that is poised to recognize and adapt to change. Foster a culture of Equal Employment Opportunity and fair treatment for all employees. Develop leaders who are approachable, show respect for others' opinions, and who welcome contrary viewpoints or unconventional ideas.

LW2-1 Ensure effective and continuous internal dialogue between leaders and the workforce including performance plans, counseling, ratings and feedback. This dialogue will be continuous and timely; ultimately used as the bench that identifies the skill sets required, training and developmental opportunities necessary to help drive people to achieve their full potential.

- Semi-annual reviews face-to-face between rater, senior rater, and the ratee to affirm position description, duties and performance (CPAC)
- Identify and coordinate provision of "change management" training, as required (CPAC)

LW2-2 Establish a continuous learning culture that expands opportunities for collaboration and communication among the workforce. This effort will enable the transfer of knowledge while leveraging technology and appropriate social media.

- Directors and Garrison command team review Interactive Customer Evaluation (ICE) comments and responses (PAIO)
- Encourage the workforce to learn, share, collaborate, create and innovate in ways that allow the garrison to succeed in its ability to deliver a quality of life to our Soldiers, Civilians, and Family Members (Leaders / Supervisors)

LW2-3 Resolve complaints at lowest possible level; maximize use of through Alternate Dispute Resolution.

- Supervisors resolve workplace conflicts before issues trigger EEO or IG actions (EEO)

LW3 – Teamwork, Professionalism and Selfless Service in All Things

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

LW3-1 Sustain a culture of trust and pride in the organization by employing consistent themes and messages when delivering clear, understandable and logical communications to the workforce. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and procedures. Ensure completion of mandatory training in Ethics, Prevention of Sexual Harassment as well as enrollment and participation in the Civilian Education System (CES).

- Conduct New Employee Orientation biweekly for new civilian employees upon their initial entrance on duty to WSMR job, including allotting time for mandatory training by other organizations (CPAC)
- Conduct WSMR Newcomer's Orientation monthly for newly-assigned Soldiers, civilians and their families to familiarize them with WSMR organizations and program offerings (DF&MWR)
- Provide 'No Fear' and 'Prevention of Sexual Harassment' training within initial 90 days and annually thereafter (EEO)

LW4 – An Empowered Workforce Focused on Collaboration and Innovation

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

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

- Promote, encourage and reward units and individuals who have made significant contributions to execute the Installation Management Campaign Plan (Leaders / Supervisors)

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

- Promote and encourage participation in the Army Suggestion Program, Best Practices and Continuous Process Improvement (PAIO)

LW5 – Continuing Education and Training Opportunities

Goal: Use Individual Development Plans in concert with performance counseling to establish an organization environment that values and encourages life-long learning, encompassing pyramid of self, organizational and institutional development. In addition to technical competencies emphasis is also placed on leadership competencies, e.g. Critical Thinking, Time Management, Information Management, Leadership Alignment for Managers, Human Resource Practical Solutions for Supervisors, etc. Funding is protected. Fully utilize existing Army career program plans, published “road maps” and capabilities of the Army Career Tracker (ACT) to benchmark progress.



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

- Training Coordinator will consolidate IDPs to develop and execute annual training plans (CPAC)

LW5-2 Strategic Partnerships – Leverage educational partnerships, internal Distributed Learning, Installation Management Academy, Army/DoD Fellows Programs and Developmental Assignment Program, CHRA, TRADOC, AMSC, ALMC, and external -- Industry, Municipalities, Trade Schools, Community Colleges, Universities, Professional Associations such as Accounting, Human Resources, Engineers, Logistics, Clinical, and Social Services. These partnerships will serve to build the bench from which we draw to fill vacancies in leadership and employee ranks.

- Publicize opportunities for long-term training and developmental assignments within civilian industry, other federal agencies and Army organizations to learn new ways of doing things (CPAC)

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

- Inform and educate WSMR's Army officers, enlisted and civilian personnel on the Army Career Tracker (ACT) in preparation for its deployment in Nov 2011 (CPAC / DHR)

LW6 – A Resilient, Sustainable and Healthy Workforce

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



LW6-1: Use social media, e.g. Facebook, to increase awareness of the Civilian Wellness Program, and parallel programs such as the Presidents Challenge for Physical Fitness; and to communicate the individual and organizational benefits of a Comprehensive Civilian Fitness program for all personnel.

- Promote and encourage participation in the following Global Assessment Tools (GAT) for Soldiers, Family members and DA Civilians:

Soldier Fitness Tracker (<https://www.sft.army.mil/>)

Soldier Fitness Tracker - DA Civilian (<https://www.sft.army.mil/Civilian/>)

Soldier Fitness Tracker - Family (<https://www.sft.army.mil/sftfamily>)

(PAIO)

LW6-2: On-duty time permitted for employee participation in the Civilian Wellness Program.

- Permit employee participation in the Civilian Wellness Program (Physical, Emotional, Social, Family and Spiritual) during duty time (CMD TM)
- Provide and promote spiritual wellness programs (Chaplain)
- Promote civilian fitness programs (exercise classes, WSMR Biggest Loser Challenge, etc) (DF&MWR)

LW6-3: Establish ATAAPS Timesheet Code to track employee reported hours when participating in the Civilian Wellness Program. Will permit increased program oversight and highlight areas for command emphasis.

- Pending guidance on implementation of ATAAPS timesheet code for civilian wellness programs (PAIO)

LW6-4: Publish an IMCOM policy in concert with Federal Employees' Compensation Act (FECA), Return to Work-Light Duty Program, which will serve to support employees requiring accommodation in the workplace, and encourage return to duty.

- Implement the IMCOM policy once it is published (CPAC))

LOE 4 - INSTALLATION READINESS



Lead Proponent:

Directorate of Public Works (DPW)

Objective:

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

Keys to Success:

IR1 – Sustainable Infrastructure that Supports Senior Commander Requirements

IR2 – Sustainable Army Communities of Excellence

IR3 – Installation Boot Prints Streamlined and Transformed

IR4 – Enhanced Capabilities through Partnerships

IR5 – The Army’s Infrastructure Modernized and Sustainable

IR6 – Environmental Stewardship

IR7 – Quality Housing and Barracks

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

IR1 – Sustainable Infrastructure that Supports Senior Commander Requirements

Goal: Design, construct, sustain, restore, and modernize our infrastructure to support current and future Senior Commander requirements. Consider increased space utilization and multi-functionality in requirements. Develop sustainable infrastructure that is resource and energy efficient, provides a safe, productive working and living environment that is fully incorporated into enterprise and installation level management and decision support tools. Ensure our installation infrastructure meets the training and deployment needs to ensure all assigned units meet ARFORGEN requirements.

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

- Provide training facilities that comply with current Army standards (DPW)
- Continuously monitor range and training area conditions and submit work and service orders beyond DPTMS capability to fix (DPTMS)

IR1-2 Facilities sustained such that condition does not degrade.

- Maintain restoration backlog at less than 75% of inventory value (DPW)

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

- Provide tank trails to ensure units can move effectively to LTAs and Ft. Bliss Ranges (DPW)

IR1-4 Design, operate and maintain facilities following design guidance for high performance green buildings.

- Provide minimum requirements for the siting, design, construction and plan for operation of high performance, green buildings (new buildings and their systems, new portions of buildings and their systems and new systems and equipment in existing buildings) (DPW)

IR2 – Sustainable Army Communities of Excellence

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

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

- Each member of the workforce understands their tasks to support the WSMR Campaign Plan (PAIO)
- Use Baldrige criteria to assess WSMR’s implementation of the IMCOM Campaign Plan (PAIO)
- Coordinate and monitor the garrison self assessment survey (PAIO)
- Analyze feedback report and identify opportunities for improvement / implement improvements (PAIO)

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

- Stamp out stupid - if policies or regulations mandate a wasteful act, STOP and tell higher Headquarters (PAIO)
- Review mission statements and immediately notify higher headquarters if we are taking on extraneous tasks without the funding to execute the task (Leaders and supervisors)
- Fund and execute only those activities that, if not funded, would prevent us from doing our mission (RM)
- Conduct a value-stream analysis on all major business processes (PAIO)
- Identify true marginal costs to support customers with reimbursable work (RM)
- Post the WSMR garrison’s running budget and execution totals (RM)
- Begin using GFEBs functionality to tie MIPR's to support agreement (incoming and outgoing) (RM)

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

- Review one best practice per quarter, and implement it if it fits WSMR from the Garrison Commander website (PAIO)

IR3 – Installation Boot Prints Streamlined and Transformed

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



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

- Evaluate new uses for excess facilities prior to planning for removal (DPW)

IR3-2 Replace functionally inadequate inventories.

- Replace all functionally inadequate facilities (DPW)

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

- Coordinate with the Senior Commander and tenant units prior to submitting the MILCON list (DPW)

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

- Convert/divert excess facilities to reduce facility shortfalls (DPW)

IR4 – Enhanced Capabilities Through Partnerships

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

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

- Evaluate and enter into enhanced use leases (EUL) when approved by the senior commander (DPW)

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

- Evaluate and privatize (if warranted) WSMR utilities to reduce Army liability (DPW)

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

- Privatize utility systems (if warranted) to increase their sustainability (DPW)

IR5 – The Army’s Infrastructure Modernized and Sustainable

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

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

- Develop system to modernize facilities for mission requirements (DPW)

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

- Maintain and improve transportation systems to meet mission requirements (DPW)

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

- Maintain and improve utility infrastructure (DPW)

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

- Use Roofer, Paver programs to achieve best use of SRM dollars (DPW)

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

- Use latest IT solutions to achieve most efficient enterprise operations (Data Science)

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

- Assign people to maintain ranges and training aids (DPTMS)
- Maintain and improve ranges and training devices (DPTMS)
- Obtain funding in the MDEP for ranges and training facilities at WSMR (DPTMS)

IR 5-7 Follow design criteria in IMCOM Energy and Water Conservation Design Guide to meet Army Facilities Standardization Committee standards for all SRM and MILCON projects.

- Prepare updated energy management plan addressing conservation goals for augmentation of Installation Design Guide (DPW)

IR 5-8 Revise Army Facilities Standards and Standard Designs to ensure they are not excessive but “good enough.”

- Re-evaluate Installation Design Guide to ensure code building code compliance (DPW)

IR6 – Environmental Stewardship



Goal: Preserve, protect, conserve, sustain and, where appropriate, restore the natural environment, and comply with statutory and other environmental requirements. Integrate program guidance and goals across the installation to lead and execute environmental programs. Implement recycling programs to reduce/eliminate waste going to landfills. Transform business practices, enhance current management procedures, and develop innovative technologies and approaches. Leverage across the Army enterprise to improve operational capabilities while achieving greater efficiencies and reduced liabilities. Produce an Environmental Portfolio while proactively addressing environmental matters to ensure Soldier, Family and Civilian readiness.

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

- Complete environmental assessments, records of decision, and other documents in time to prevent delay of test missions or support to the ARFORGEN cycle (DPW)



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

- Implement the most cost effective environmental program (DPW)

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

- Clean up contaminated areas and remediate damage (DPW)

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

- Reduce green house gas emissions by 5% annually (DPW)
- Reduce the use of non-recyclable and non biodegradable materials across the installation (DOL)

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

- Utilize published best management practices for powerline siting and construction to reduce electrocution losses to birds of prey (protected species) (DPW)

IR6- 6 Produce an Environmental Portfolio.

- Not applicable at installation level

IR7 – Quality Housing and Barracks

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

IR7-1 Sustain and Provide Family housing.

- Provide on-post housing that meets or exceeds local off-post quality norms (DPW)
- Privatized housing partner enforces community standards (DPW)
- Privatized housing partner is responsive to maintenance issues (DPW)
- Privatized housing partner maintains community amenities that meet or exceed local off-post norms (DPW)

IR7-2 Certify Housing Services Offices (HSO).

- WSMR Housing Services Office meets Army certification standards (DPW)
- WSMR housing services office identifies safe and affordable off-post communities for use by Soldiers' Families (DPW)

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

- All barracks rooms meet at least the 2+1 standard (DPW)
- Barracks rooms are inspected and repaired prior to occupancy by a Soldier, especially if Soldier has just redeployed (DPW)
- Barracks maintenance problems addressed within 48 hours (DPW)

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

- Not applicable to WSMR

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

- Not applicable to WSMR

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

- Not applicable to WSMR

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

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

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

- Organize the Emergency Operations Center (EOC) to deal effectively with all foreseeable hazards (DPTMS)
- Have an effective EOC that can operate with other federal agencies (National Incident Management System (NIMS) compliant) (DPTMS)

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

- Plan, prepare, train (to include command and control), respond and recover from natural disasters and/or terrorist attacks (DPTMS)
- Validate the garrison protection capabilities based on the results of a full scale All-Hazards exercise on an annual basis that is multi-agency, multi-jurisdictional and multi-discipline, enabling interoperability among local, county, state and federal jurisdictions, in order to plan, prepare, respond and recover from natural disasters and/or terrorist attacks and to provide command and control (DPTMS)

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

- Defend against hostile threats (DES)
- Train to "T" (trained) in all 30 National Response Framework Capabilities (DPTMS)
- Identify threats to the safety of WSMR residents and to the WSMR mission (DPTMS)
- Complete Base Support Installation (BSI) checklists and meet with Emergency Preparedness Liaison Officer (EPLO) annually (DPTMS)

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

- De-conflict and integrate individual installation entity COOP plans (DPTMS)

IR8-5 Ensure designated installations execute Surety Support operations as required to safeguard surety materials and protect the workforce and local community.

- Provide Personnel Security support to the Surety Program and provide exercise support to quarterly Nuclear Accident Incident Response Assistance exercises (DPTMS)

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

- Develop and implement a tailored Random Antiterrorism Measures Program (DPTMS)

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

- Plan, develop, schedule, and evaluate installation capabilities IAW IMCOM OPORD 11-214 (DPTMS)

LOE 5 - SAFETY

Lead Proponents:

Installation Safety Office (ISO)

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

Keys to Success:

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

SF2 – Heightened Safety Awareness across the Command

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

SF4 – Require and Promote Safe and Healthy Practices in Professional and Personal Activities

SF5 – Support Senior Commander's Safety and Occupational Health Programs

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

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

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

- Reduce death and disabling injuries from POV accidents (Safety)
- Enter incoming Soldiers in AIRS online system for training (Safety)

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

- Provide motorcycle training classes to new riders and to returning Soldiers (Safety)
- Provide a motorcycle hazards map of the local riding area. (Safety)
- Direct tenant organizations to assign a mentor to take a new rider out within the first month of ownership. (Safety)



SF2 – Heightened Safety Awareness Across the Command

Goal: Safety requires a collaborative effort, involving all Command levels. It hinges critically on good safety communication with employees on the importance of maintaining a safe and healthy environment on and off duty. Motivate the workforce and increase awareness of safety issues, and in turn you will prevent accidents and injuries. Safety campaigns and stand-downs are effective safety promotion methods. Other alternative methods of communication should include safety checklists, bulletins, newsletters, posters and notices, newspapers, and talks and discussions with the workforce. More effective communication can be achieved if a combination of these is used rather than adopting one method in isolation. Using technology such as Facebook, Twitter, Flickr and other public communication outlets will ensure quick and wide dissemination of safety messages to individuals in the bowels of the organization and can act on the information.



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

- Conduct both summer and winter safety campaigns (Safety)

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

- Conduct 'community risk reduction council' meetings quarterly. (Safety)
- Conduct SOHAC meetings quarterly (Safety)

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

- Implement the Army Risk Assessment Program within the Garrison (Safety)
- Qualify for the Voluntary Protection Program (VPP) banner (Safety)

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

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



SF3-1 Conduct job hazard analysis for selected occupations.

- Analyze jobs for hazards in select occupational specialties (Safety)
- Teach supervisors how to perform a risk assessment to standard (Safety)
- Designate which tasks require a risk assessment (Safety)
- Analyze the organization's activity and work conditions in office settings vs. hazardous jobs (Safety)

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

- Establish a home inspection program to identify and mitigate hazards (Safety)
- Ensure commanders complete the Command Safety Course (CSC) (Safety)
- Ensure Army leaders, commanders, directors, managers and supervisors receive specialized training to enable them to execute their safety and occupational health and CRM leadership responsibilities properly (Safety)
- Ensure additional duty safety personnel on active duty complete the Additional Duty Safety Course (ADSC) within 30 days of appointment (Safety)

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

- Conduct 100 percent reporting of accidents, investigations and analysis and 100% of near misses reporting is required as per Newcomer Briefing and database is maintained (Safety)

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

- Monitor Soldier and DoD Civilian Motorcycle Safety Foundation (MSF) certified motorcycle training compliance through the Army IMCOM Registration System (AIRS) (Safety)

SF4 – Require and Promote Safety in Professional and Personal Activities

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

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

- Ensure safety objectives are on all performance standards (CPAC)
- Evaluate safety performance in annual evaluation reports (CPAC)

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

- Recognize and award deserving individuals and/or organizations who have contributed to improving safety performance and furthering safety awareness. (Safety)

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

- Partner with nationally recognized programs (MADD, Click It or Ticket, etc.) to promote healthy living practices (DF&MWR)

SF4-4 Maintain Occupational Health Programs.

- Maintain an occupational health program to MEDCOM standards (McAfee Clinic)

SF5 –Support Senior Commander’s Safety and Occupational Health Programs

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

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

- Provide safety program overview to all new Soldiers and Civilians during orientation (Safety)

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

- Provide safety program overview to Family members and visitors (Safety)

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

- Maintain and publish garrison safety program policies and procedures (Safety)
- Require garrison facilities to post garrison safety policies (Safety)

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

- Conduct 'community risk reduction council' meetings quarterly (Safety)
- Conduct SOHAC meetings quarterly (Safety)

LOE 6 - ENERGY AND WATER EFFICIENCY AND SECURITY

Lead Proponent:

Directorate of Public Works (DPW)

Objective:

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



Keys to Success:

EN 1 – Reduced energy and water consumption.

EN 2 – Increased energy and water efficiency and modernized infrastructure.

EN 3 – Improved development of renewable and alternative energy, and access to energy and water supplies.

EN 4 – Improved development of renewable and alternative energy for vehicle fleet.

EN 5 – Reduced Carbon footprint on the environment.

EN1 – Reduce Energy and Water Consumption

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

EN1-1 Institutionalize energy and water savings and conservation procedures across all levels through effective communication to Soldiers, Families, Civilians, tenants and contractors on our installations.

- Reduce energy consumption per square foot baseline year (15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015) (DPW)
- Reduction in potable water consumption per square foot baseline year (6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015). (DPW)
- Provide accurate and timely reporting of Army Energy Security Implementation Strategy (AESIS) metrics (DPW)
- Reduce water consumption per square foot (Everyone)

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

- Appoint, in writing, full time garrison energy managers in accordance with criteria in AR 420-1 and input and maintain contact information in the Army Energy and Water Reporting System (AEWRS). (DPW)

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

- Install “smart meters” at all facilities that consume electricity (DPW)
- Install remotely operated electrical switches to control the flow of power to facilities (DPW)

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

- Present to leaders their organizations' utility consumption trends (DPW)

EN2 – Increased Energy and Water Efficiency and Modernized Infrastructure

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

EN2-1 Incorporate standardized energy performance requirements into new construction, restoration and modernization projects.

- Validate that the design of new construction meets energy, water and environmental requirements. (DPW)
- Incorporate standardized energy performance requirements into restoration and modernization projects. (DPW)

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

- Provide requirements for the siting, design, construction and plan for operation of high performance, green buildings (new buildings and their systems, new portions of buildings and their systems and new systems and equipment in existing buildings) (DPW)

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

- Modernize facilities to reduce energy and water use (DPW)

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

- Develop and implement conservation projects as funding becomes available (DPW)

EN3 – Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies

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

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

- Develop and implement an effective energy security plan (DPW)
- Install capability to ensure access to and distribution of water if electricity fails (DPW)

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

- Develop and substitute renewable sources of energy (Solar) DPW

EN3-3 Participate in one of the ASA (IE&E) Net Zero Pilots.

- Obtain HQDA approval to use WSMR as a test location for small scale nuclear reactors (DPW)

EN4 – Improved Development of Renewable and Alternative Energy for Vehicle Fleet

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

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

- Replace existing gasoline/diesel powered vehicles with vehicles that use alternative fuels (DOL)

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

- Decrease fossil fuel consumption by 2% using 2005 fossil fuel consumption as a baseline (DOL)

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

- Reduce the size of our GSA fleet by 25% (DOL)
- Replace inefficient vehicles with more fuel-efficient models (DOL)

EN5 – Reduced Carbon Footprint on the Environment

Goal: Reduce Scope 1 and 2 greenhouse gases (GHG) emissions by 34% by 2020 from the baseline year 2008. GHG are defined as carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydro fluorocarbons (HFCs), per fluorocarbons (PFCs), and sulfur hexafluoride (SF₆). Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Federal agency. Scope 2 emissions are direct GHG emissions resulting from the generation of electricity, heat, or steam purchased by a Federal agency.



EN5-1: Determine baseline year 2008 Scope 1 and Scope 2 Greenhouse gases (GHG) emissions.

- Evaluate installation's consumption of energy and potential areas of reduction (DPW)

EN5-2: Identify and implement appropriate reduction plans.

- Prepare long range plan for implementation and installation of renewable energy production (DPW)

EN5-3: Identify and report carbon sequestration characteristics of installations through cataloging area and type of flora and other base landscape that sequesters carbon and the incremental change over previous year.

- Prepare data base of main post flora and fauna and associated carbon sequestration properties of vegetation. (DPW)

EN5-4: Identify and report Scope 3 GHG emission reductions.

- When tasked a scope 3 defined report of emission reductions will be prepared (DPW)

ANNEX A

Strategic Communication

focuses on the importance of “two-way” communication and understanding workforce, key stakeholder and customer needs and ideas.

Our Objective is to engage with our Soldiers, Families, Civilians and other stakeholders to build awareness of and support for our Garrison Strategic Plan using effective, coordinated and consistent themes and messages delivered over multiple media with high frequency.

We must build trust and credibility with our customers, the workforce, and the community by synchronizing and integrating communication efforts to deliver truthful, credible, accurate, and timely information. It entails coordinating words with actions, recognizing that what one does may resonate more with an audience than what one says.

*“We need to understand the people and see things through their eyes.
It is their fears, frustrations, and expectations that we must address.”*

GEN Stanley A. McChrystal, Commander ISAF

The Garrison Commander uses strategic communication to engage key stakeholders by promoting awareness and understanding of the Garrison Strategic Action Plan, IMCOM Campaign Plan and Department of the Army interests, policies, and objectives. It is a specific priority of the Garrison Commander which allows him to directly relay his vision and direction the garrison should be focusing on. It is important the workforce understands that Strategic Communication provides a directional framework for effectively communicating targeted messages to key internal and external customers and White Sands Missile Range workforce.

The intention of Strategic Communication is to focus communications in an effort to improve our customer and workforce awareness of the *Strategic Action Plan*. Providing a framework to accurately disseminate information ensures that our leaders are communicating the right messages to the appropriate audiences at the correct time.

Strategic Communication is a result of the process created with the intent that all organizations utilize the Strategic Action Plan to fit their organizational goals and objectives. As part of the framework, the plan focuses on the importance of “two-way” communication and understanding workforce, key stakeholder and customer needs and ideas. As part of the communication process, the creation of a detailed communications measurement approach will enable the organization to evaluate progress and to become more proactive in the dissemination of information.

Strategic Communication is intended to provide guidelines to accommodate changing communication needs. Successful implementation of Strategic Communication will rely on our leadership and the workforce to incorporate this approach into their daily routine. Implementation of the plan will have positive implications for the entire White Sands Community and will enable us to position ourselves for mission success.

White Sands Communication Tools

Line of Effort	Event	Purpose	Frequency	Target Audience
Soldier, Family and Civilian Readiness				
	FRG concept plan assistance	Validate the concept plan is functional	ARFORGEN/as required	FRSA, Rear Detachments
	Rear Detachment and FRG training	Prepare rear echelon for deployment of main force	As required	FRG Key personnel, Rear Detachment
	Soldier Readiness Program	War fighter Support	As required	Unit, HR, McAfee, MWR, SJA, DOL
	Senior Leadership Update	Installation Key Events	Monthly	SC/ GC /CSMs
Soldier, Family and Civilian Well Being				
	Town Hall	Assist in resolving recurring issues	Monthly	Community
	Missile Ranger	Community Info	Weekly	Community
	MWR Advisory Council	Service improvement	Quarterly	Soldiers, select staff
	Schools Council	Service improvement	Quarterly	Solders, Families
	ACS Council	Service improvement	Quarterly	Solders, Families
	CDC Council	Service improvement	Quarterly	Solders, Families
	Housing Council	Service improvement	Quarterly	Solders, Families
	Youth Services Council	Service improvement	Quarterly	Solders, Families
	Community Health Promotion Council	Reduce suicide prevention, promote good health and abate risks.	Quarterly	WBAMC, Chaplain, ACEP, Community Health Clinic
	Installation Planning Board	Integrate Installation capabilities and resources	Semi-Annual	Senior Leaders
	DF&MWR Board of Directors	State of DF&MWR	As required	Senior Leaders
	Senior Leader Update	Update installation status	Monthly	Senior Leaders
	Suicide Prevention Council	Eliminate Suicide	Quarterly	Senior Leaders
	Safety and Occupational Health Advisory Council	Improve workplace	Semi-annual	Senior Leaders
	Bataan Death March	Improve morale and connect with the civilian community	Annual	All Hands Civic Leadership

White Sands Communication Tools

Line of Effort	Event	Purpose	Frequency	Target Audience
Leader & Work Force Development				
	Council of Governments Board of Directors	Promote growth and cooperation	Quarterly	Senior Leaders Select Directors
	Leadership Las Cruces and Alamogordo	Promote cooperation	Monthly	Select Personnel
Installation Readiness				
	Chamber of Commerce Armed Forces Committee Update	Foster Community involvement	Monthly	Garrison Commander and select Directors
	QOL Surveys	Improve Common Levels of Support	As required	Select Soldiers, Families and Civilians
	Logistics Readiness Review	War fighter support	Monthly	Select Leaders and Directors
	Personnel Readiness Review	War fighter support	Monthly	Select Leaders and Directors
Safety				
	Installation Safety Council	Enhance Safety Awareness	Quarterly	All Hands
	Safety Stand-down	Improve overall Safety effectiveness	Annual	All Hands
	Motorcycle Safety Course	Improve motorcycle safety	As required	Safety office EPCC
	Seasonal Safety Campaigns	Reinforce awareness	Quarterly	All Hands
	Army Risk Assessment Program	Allows commander to mitigate risks in the command	As required	All Hands
Energy and Water Efficiency and Security				
	Resource conservation programs	Assists commanders to reach net-zero delta	Continuous	DPW, Garrison Commander, Senior Leadership
	New construction meet s "LEED" & renovations use renewable/sustainable products.	Mitigates energy use	On-going	DPW, Balfour-Beatty, US Army Corps of Engineers
	Fossil Fuels reduction	Lower the installation's carbon foot print	Analyze annually	Senior Commander, Senior Leaders, select

ANNEX B

WSMR Subtasks By Directorate (Where Do You Fit In?)

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
1	SR 1-1	Execute a customer-focused, Commander-driven Total Army Sponsorship Program that is fully synchronized with the delivery Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 4, Composite Life Cycle Model, p. 100-101).	Provide total Army sponsorship for Soldiers and Civilians.	ACS
	SR 2-4	Provide comprehensive Religious Support Services and Spiritual Fitness Programs and Trainers, reflective of the civilian community and tailored for the military community, to strengthen the spiritual character and resilience of our Soldiers, Families and Civilians.	Provide Spiritual Counseling, Marriage & Family Counseling, Youth Counseling, and Singles Counseling. Protestant & Catholic Religious Services are also provided.	CHAPLAIN
3	LW 6-2	On-duty time permitted for employee participation in the Civilian Wellness Program.	Provide and promote spiritual wellness programs.	
1	SR 3-1	Align Training Support Services enablers with the Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) commanders training plan, IAW Senior Commander priorities, to support key individual training requirements not completed (IAW AR 525-XX, Army Force Generation (ARFORGEN) Operations complemented by the CALL Handbook 10-47).	Senior Commander and Garrison Commander attend the quarterly training briefing of tactical units.	CMD TM
2	SW 3-4	Deliver Better Opportunities for Single Soldiers (BOSS) programs (IAW: AR 215-1, DoDI 1051, FMWR Resource Drivers).	Conduct a BOSS event monthly.	
	SW 4-2	Identify and incorporate or integrate community-based programs to complement existing Army programs and services (IAW HQDA EXORD 153-08 - For Army Community Covenant and Signing Ceremonies).	Publicly award community members/organizations that support Soldiers.	
	SW 4-3	Promote local community understanding of the installation mission and Army life through participation in civic forums. IAW: AR 360-1, Ch 8, Para 8-1.	Participate in Las Cruces Chamber of Commerce and school board, meetings of the Alamogordo Circle of 50' and invite civic leaders to participate in organizational day, 2d Engineer Battalion color burning, Bataan and Trinity events.	
	SW 4-4	Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible (IAW: AR 360-1, Ch 5 and Ch 8, Para 8-1).	Provide military personnel to give first-hand experiences to secondary school social studies and government classes.	
3	LW 6-2	On-duty time permitted for employee participation in the Civilian Wellness Program.	Permit employee participation in the Civilian Wellness Program (Physical, Emotional, Social, Family and Spiritual) during duty time.	
1	SR 1-1	Execute a customer-focused, Commander-driven Total Army Sponsorship Program that is fully synchronized with the delivery Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 4, Composite Life Cycle Model, p. 100-101).	Provide total Army sponsorship for Soldiers and Civilians.	CPAC

LOE Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
3	<p>Grow leaders – Establish a Talent Management Center to enable aligning skills to mission requirements, succession planning and overseeing an enterprise workforce development strategy.</p>	<p>Establish a training coordinator to synchronize efforts with those of the Army Talent Management Office (Initial focus will be on the Civilian Executive Development Assignment Program (CEDAP) population, with expansion to cover all GS-15/NAF 5 managers across the community and individuals with Directorate or Division responsibilities at the Garrison levels).</p> <p>Publicize and encourage participation in WSMR's leadership development programs (Executive Development Program and Reaching New Heights Program).</p> <p>Identify leaders who have not completed required training and monitor until 100% of employees are compliant.</p> <p>Identify supervisors and staff who have not completed required training and monitor until 100% of supervisors are compliant.</p> <p>Deliver training curriculum tailored to Garrison requirements.</p> <p>Pending IMCOM's development of a centrally managed curriculum.</p>	CPAC
LW 1-1	<p>Grow supervisors and workforce – The Installation Management Academy will establish a centrally managed curriculum executed in a decentralized manner, while leveraging established Civilian Education System and leader development programs, as outlined in AR 350-1 and IMCOM Reg 350-1.</p>		
LW 1-2	<p>Counsel – Institutionalize periodic performance counseling, which is meshed with Individual Development Plans, thereby concurrently documenting performance, training and educational progress, which embraces tenants of self development, institutional development, and organizational development.</p>		
LW 1-3	<p>Ensure effective and continuous internal dialogue between leaders and the workforce including performance plans, counseling, ratings and feedback. This dialogue will be continuous and timely; ultimately used as the bench that identifies the skill sets required, training and developmental opportunities necessary to help drive people to achieve their full potential.</p>	<p>Develop an Individual Development Plan (IDP) or Individual Training Record (ITR) with each Civilian or Soldier within 30 days of the performance period, entry into a new position, or permanent change of station.</p> <p>Review and update IDPs or ITRs during each performance counseling session.</p> <p>Semi-annual reviews face-to-face between rater, senior rater, and the ratee to affirm position description, duties and performance.</p> <p>Identify and coordinate provision of "change management" training, as required.</p>	
LW 2-1	<p>Sustain a culture of trust and pride in the organization by employing consistent themes and messages when delivering clear, understandable and logical communications to the workforce. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and</p>	<p>Conduct New Employee Orientation biweekly for new civilian employees upon their initial entrance on duty to WSMR job, including allotting time for mandatory training by other organizations.</p>	
LW 3-1	<p>Develop and execute annual training plans that provide valuable and cost effective opportunities based on needs assessment, mandated training and Individual Development Plans. Ensure all completed training instances and costs are properly recorded in employee personnel records.</p>	<p>Training Coordinator consolidate IDPs to develop and execute annual training plans.</p>	
LW 5-1	<p>Strategic Partnerships – Leverage educational partnerships, internal Distributed Learning, Installation Management Academy, Army/DoD Fellows Programs and Developmental Assignment Program, CHRA, TRADOC, AMSC, ALMC, and external -- Industry, Municipalities, Trade Schools, Community Colleges, Universities, Professional Associations such as Accounting, Human Resources, Engineers, Logistics, Clinical, and Social Services These partnerships will serve to build the bench from which we draw to fill vacancies in leadership and employee ranks.</p>	<p>Publicize opportunities for long-term training and developmental assignments within civilian industry, other federal agencies and Army organizations to learn new ways of doing things.</p>	
LW 5-2			

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
3	LW 5-3	Educate Leaders and Workforce on capabilities of Army Career Tracker.	Inform and educate WSMR's Army officers, enlisted and civilian personnel on the Army Career Tracker (ACT) in preparation for its deployment in Nov 2011.	CPAC
	LW 6-4	Publish an IMCOM policy in concert with Federal Employees' Compensation Act (FECA), Return to Work-Light Duty Program, which will serve to support employees requiring accommodation in the workplace, and encourage return to duty.	Implement the IMCOM policy once it is published. Pending publication of IMCOM policy.	
5	SF 4-1	Commanders and leaders will include safety objectives in performance standards and will evaluate safety performance in annual evaluation reports.	Ensure safety objectives are on all performance standards. Evaluate safety performance in annual evaluation reports.	
2	SW 4-4	Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible (IAW: AR 360-1, Ch 5 and Ch 8, Para 8-1).	Provide training facilities and expertise to local first-responder organizations.	DES
4	IR 8-3	Ensure Installations are capable of executing Installation Protection/Emergency Management operations to include Defense Support to Civil Authorities (DSCA) missions.	Defend against hostile threats, crime and prevent fires on WSMR.	
4	IR 5-5	Apply enterprise class IT solutions to reduce costs and optimize garrison level operations and installation services.	Use latest IT solutions to achieve most efficient enterprise operations.	Data Science
1	SR 1-1	Execute a customer-focused, Commander-driven Total Army Sponsorship Program that is fully synchronized with the delivery Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 4, Composite Life Cycle Model, p. 100-101).	Provide unit commanders with sponsorship training support packages, relocation information and assistance.	DF&MWVR
	SR 1-2	Provide effective support through transformed Army Community Service delivery system to Family Readiness Groups and Rear Detachments to reduce the stressors associated with military separation for both the Family and the Soldier (IAW AR 608-1).	Provide Family Readiness Group training, support and assistance.	
	SR 1-3	Institute procedures and mechanisms for all Soldiers and Civilians deploying and returning from deployment to undergo Readiness Processing that is fully synchronized with the delivery of Health Promotion/Risk/Reduction/ Suicide Prevention programs and services (IAW AR 600-8-101, Table B-1, DA Pam 690-47, Para 1-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 4, Composite Life Cycle Model, p. 100-101.	Synchronize Soldier, Family and civilian health, risk reduction and suicide prevention programs with major unit transitions (pre-deployment; deployment; re-deployment).	
			Place special emphasis on children programs. (Family Advocacy Program [FAP] during pre-deployment, ASAP during and after deployment, provide coping skills training for Family members during deployment, etc).	
	SR 2-1	Transform the Army Community Service (ACS) delivery system for both the AC and RC by integrating the tenets of Master Resiliency Training, connecting assessment to service delivery, strengthening information/education "push" to units and Commanders, building more generalists vice specialists, and establishing follow-up capabilities.	Train Master Resilience Trainers in order to provide resiliency training for Family members.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
1	SR 2-2	Execute comprehensive risk reduction and health promotion and suicide prevention programs, closely aligning program and services with Soldier and Family Life Transitions (IAW AR 600-85 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 4, Composite Life Cycle Model).	Provide Army Family Action Plan (AFAP) to identify, elevate and resolve issues of concern to Soldiers, Families and Civilians.	DF&MWR
	SR 2-3	Leverage ACS Transformation and the Community Health Promotion Council to synch ACS capability, serving as a bridge to a system of systems with other service providers, such as Military Family Life Consultants, Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program, and Medical Treatment Facility Behavioral Health Specialists to promote health and reduce risk among deployed units/Soldiers.	Coordinate with Military Family Life Consultants, Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program, and Medical Treatment Facility Behavioral Health Specialists to promote health and reduce risk among deployed units/Soldiers.	
	SR 3-7	Utilize recreational high adventure programming to assist Soldier reintegration, empower small-unit leaders, maintain combat readiness, and increase unit cohesion (IAW Warrior Adventure Quest (WAQ) Program).	Sustain the commitment of Las Cruces, Alamogordo and Ruidoso to the Army Community Covenant; Partner with NMSU for free or reduced priced tickets for sporting events; Have NMSU athletes and coaches participate in F&MWR events. Support and assist WSMR Warrior Adventure Quest trainers and local combatives competitions. Maintain WSMR Army Community Center accreditation.	
2	SW 1-1	Staff, synchronize and standardize Army Community Service (ACS) Soldier, Family and Civilian programs and services. IAW: ACS Accreditation AR 608-1.	Participate in the Fort Bliss Survivor Outreach Program and attend quarterly meetings.	
	SW 1-2	Deliver Survivor Outreach Services (SOS) to standard; providing consistent, predictable levels of service regardless of location or component. IAW: Public Law 109-163 dated, 6 Jan 06; AR 601-8-1, Army Casualty Program, 30 Apr 07; AR 608-1, Army Community Centers, 18 Sep 07; AR 600-20, Army Command Policy, 27 Apr 10; The Army Family Covenant, 17 Oct 07.		
	SW 1-3	Deliver services to Exceptional Family Members to standard. IAW: PL 93-112, DODI 1010.13, DODD 1342.17, DODD 1020.1, DODI 1342.22, EO12606, EO13045.	Identify all WSMR affiliated Families with 'exceptional' Family members and link them with a provider near the area of residence. Ensure all Family members with special needs are documented in the EFMP database.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
2	SW 1-4	Deliver Employment Assistance, Career Development and Benefits Briefings to Soldiers, Families and Civilian employees who Transition from Military and Civil Service (IAW: US Code Title 10-1142 (Pre-separation Counseling), US Code Title 10-1143 (Employment Assistance), US Code Title 10-1144 (Employment Assistance, Job Training Assistance and other Transitional Services: Department of Labor), DODDI 1332.35 (Transition Assistance for Military Personnel), DODDI 1332.36 (Pre-separation Counseling for Military Personnel), MILPER MSG 09-027 (Transition Services for Soldiers Undergoing Processing for Medical Separation or Retirement), MOU DOL/DOD 2007 (Transition Assistance Program and Disabled Transition Assistance Program)).	Host periodic job fairs. Provide resume writing classes for appropriated and non-appropriated funded civilian employees.	DF&MMWR
	SW 2-1	Standardize facilities for child and youth services (Army-wide) (IAW: Army Standard for Child Development Centers, Army Standard for Centers).	Maintain the accreditation of the child development center.	
	SW 2-2	Standardize Child, Youth and School Services to ensure programs and services are consistent and predictable for Army Families across all components. IAW: DoDI 6060.2 Child Care Programs, DoDI 6060.3 School Age Care, DoDI 6060.4 Youth Programs, DoDI 608-10 Child Development Services, AR 215-1 MWR Programs.	Provide all mandated child and youth programs to standard (See Annex C for a complete list).	
	SW 2-3	Deliver Child, Youth and School Services to meet Army demand standards for both Active and Reserve Components (IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs).	Maintain program space for each child and youth on WSMR.	
	SW 2-4	Leverage installation and community based child care and youth programs and services to mitigate the effects of isolation (IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs).	Maintain Memorandums of Agreement (MOAs) with local cities to provide low or no-cost child and youth services to military Families.	
	SW 2-5	Validate Child, Youth and School Services Programs are executed to Army and national standards (IAW: DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR215-1 MWR Programs).	Maintain accreditation/certification for WSMR child and youth programs.	
	SW 3-1	Provide quality recreation facilities, programs and services for Soldiers, Families and Civilians (IAW: AR215-1, DoDI 1015.10, FMWR Resource Drivers).	Provide an aquatic center with activity programs, outdoor recreation services, athletic programs and a recreational shooting range with firearms programs for Soldiers and Families.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
2	SW 3-2	Deliver quality Family and Morale, Welfare and Recreation (FMWR) business operations and initiatives (including but not limited to: Bowling; Golf; Food, Beverage & Entertainment (FB&E) Programs; Bingo; and the Joint Services Prime Vendor Program (JSPVP)) (IAW: DODI 1015.10, Encl 5, Para 3 (06 Jul 09), AR 215-1, Ch3, Sec II).	Provide quality FMWR business operations and initiatives (including but not limited to: Bowling; Golf; Food, Beverage & Entertainment (FB&E) programs; Bingo; and the Joint Services Prime Vendor Program.	DF&MWR
	SW 3-3	Provide quality on-post transient lodging that meets mission requirements and Army Lodging standards (IAW: Army Lodging Standards, AR 215-1).	Provide on-post rooms for transient lodging that accepts single payment for blocks of rooms to support test programs and meets the ISR standard for facilities. Utilize regular customer feedback to improve programs and services.	
	SW 4-1	Sustain the Community Covenant commitment (IAW: HQDA EXORD 153-08 For Army Community Covenant and Signing Ceremonies).	Partner with NMSU for free or reduced priced tickets for sporting events and have NMSU athletes and coaches participate in F&MWR events. Partner with the Las Cruces Chamber on events within the City and for the annual "Thanks Team WSMR event sponsored by the Las Cruces Chamber.	
	SW 4-4	Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible (IAW: AR 360-1, Ch 5 and Ch 8, Para 8-1).	Participate with the local community in their annual 'Thanks Team WSMR' events.	
	SW 5-1	Ensure availability and accessibility to quality programs and services designed to mitigate the effects of persistent conflict on the Army Family. IAW: The Army Family Covenant, DODI 6060.2 Child Care Programs, DODI 6060.3 School Age Care, DODI 6060.4 Youth Programs, DODI 608-10 Child Development Services, AR 215-1 MWR Programs, DoDI 6490.06. Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members, 21 Apr 09, DODD 3000.05, Stability Operations, 16 Sep 09, MFLC Standard Operating Procedures, May 08.	Train Soldiers, Family members and civilians how to minimize domestic stress (Parenting classes, anger and stress management classes). Provide a safe place for individuals to take a 'time-out' from Family stressors. Provide routine anger and stress management workshops. Provide Family Fun Days monthly after hours and on weekends, information on local resources and attractions and Kids on Site (KOS) retreats for redeploying Soldiers and their families.	
	LW 3-1	Sustain a culture of trust and pride in the organization by employing consistent themes and messages when delivering clear, understandable and logical communications to the workforce. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and procedures. Ensure completion of mandatory training in Ethics, Prevention of Sexual Harassment as well as enrollment and participation in the Civilian Education System (CES).	Conduct WSMR Newcomer's Orientation monthly for newly-assigned Soldiers, civilians and their families to familiarize them with WSMR organizations and program offerings.	
3	LW 6-2	On-duty time permitted for employee participation in the Civilian Wellness Program.	Promote civilian fitness programs (exercise classes, WSMR Biggest Loser Challenge, etc).	

LOE Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
5	Enter into garrison partnerships and alliances with leaders of other agencies and programs to promote sharing best safety practices, safety resources or other aspects of safety programs to benefit both groups. Execute a customer-focused, Commander-driven Total Army Sponsorship Program that is fully synchronized with the delivery Health Promotion/Risk Reduction/Suicide Prevention programs and services (IAW AR 600-8-8 and Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 4, Composite Life Cycle Model, p. 100-101).	Partner with nationally recognized programs (MADD, Click It or Ticket, etc.) to promote healthy living practices. Provide total Army sponsorship for Soldiers and Civilians.	DF&MWR
1	SR 1-1 Publish Soldier reassignment Permanent Change of Station (PCS) orders to standard (IAW AR 600-8-11). SR 2-3 Leverage ACS Transformation and the Community Health Promotion Council to synch ACS capability, serving as a bridge to a system of systems with other service providers, such as Military Family Life Consultants, Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program, and Medical Treatment Facility Behavioral Health Specialists (IAW Army Health Promotion Risk Reduction Suicide Prevention Report, 2010, Ch 6, Program Governance for HP/RR/SP). SR 2-5 Establish and maintain a comprehensive Employee Assistance Program (IAW AR 600-85). SR 2-6 Develop and administer an Army Substance Abuse Program (ASAP) that increases knowledge and improves decision making regarding drug use, abuse and dependency (IAW AR 600-85). SR 4-1 Develop and provide Army Continuing Education System (ACES) programs and services to meet the needs of the military community and promote the critical thinking skills key to Soldier readiness in today's Army (IAW AR 621-5).	Provide Soldiers with PCS orders to standard. Establish and conduct an annual Community Health Promotion Council (CHPC) to analyze, implement and evaluate health promotion initiatives IAW AR 600-63. Implement the suicide prevention task force's Army Campaign Plan. Provide effective counseling and treatment services to reduce the incidents of drug and alcohol abuse to below pre-deployment levels. Provide Leader skill enhancement courses based on the installation needs assessment, MOS density and commander input.	DHR
3	LW 5-3 Educate Leaders and Workforce on capabilities of Army Career Tracker.	Inform and educate WSMR's Army officers, enlisted and civilian personnel on the Army Career Tracker (ACT) in preparation for its deployment in Nov 2011.	
1	SR 3-3 Develop, maintain, and coordinate execution of a plan required to support the movement of personnel and equipment to and from theater of operations (IAW AR 500-5, AMOPES and FORMDEPs).	Maintain and store Left Behind Equipment (LBE). Provide reset of returning equipment from theater. Manifest and move Soldiers and accompanying baggage.	DOL
4	IR 6-4 Minimize generation of waste and pollutants to reduce adverse impacts to the environment while increasing recycling of waste streams (plastics, metal, glass, paper, cardboard).	Reduce the use of non-recyclable and non-biodegradable materials across the installation.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
6	EN 4-1	Identify and implement appropriate use and needs for alternative/renewable fueled vehicles.	Replace existing gasoline/diesel powered vehicles with vehicles that use alternative fuels.	DOL
	EN 4-2	Increase the use of alternative/renewable fuels.	Decrease fossil fuel consumption by 2% using 2005 fossil fuel consumption as a baseline.	
	EN 4-3	Decrease petroleum fuel consumption through upgrading current vehicles, utilizing advanced strategies such as nitrogen in tires, fuel efficient tires and appropriate scheduled maintenance.	Reduce the size of our GSA fleet by 25%.	
1	SR 1-3	Institute procedures and mechanisms for all Soldiers and Civilians deploying and returning from deployment to undergo Readiness Processing that is fully synchronized with the delivery of Health Promotion/Risk/Reduction/ Suicide Prevention programs and services (IAW AR 600-8-101, Table B-1; DA Pam 690-47, Para 1-8; and Army Health Promotion Risk Reduction Suicide Prevention Report 2010, Ch 4, Composite Life Cycle Model, p. 100-101.	Replace inefficient vehicles with more fuel-efficient models.	DPTMS
	SR 3-1	Align Training Support Services enablers with the Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) commanders training plan, IAW Senior Commander priorities, to support key individual training requirements not completed (IAW AR 525-XX, Army Force Generation (ARFORGEN) Operations complemented by the CALL Handbook 10-47).	Coordinate and provide oversight to Reception and Reintegration Training; assist unit with Soldier Readiness Processing or Reverse Soldier Readiness Processing.	
			Provide convoy and IED training systems.	
			Schedule and provide access to training facilities as required by Cdr, 2nd Eng Bn.	
			Provide weapons training devices that allow shoot - don't shoot scenarios.	
4	SR 3-2	Establish a RESET Fusion Cell at designated garrisons to synchronize all individual Soldier readiness RESET efforts to meet Senior Commander requirements (IAW AR 525-XX, complemented by the CALL Handbook 10-47).	Provide battle-command training systems for 2d Engineer Battalion.	
	SR 5-1	Manage and refine installation Mission Essential Requirements (MER) for training support functions.	Develop a point of contact list for each office as part of a garrison working group of RESET operations.	
	SR 5-3	Collect, coordinate, and manage Senior Commander training support requirements through established Army validation and resourcing processes.	Identify requirements and submit through IMCOM to TRADOC for MER development.	
	SR 5-4	Continually analyze IMCOM training support assets and resources to identify redundancies and increase efficiencies.	Collect requirements from 2nd Eng Bn, merge with DPTMS requirements, brief GC and CG, and submit to IMCOM annually.	
	IR 1-1	Sustain, repair and modernize the training infrastructure, including ranges, virtual and constructive training facilities, urban operation training complexes, classrooms, and training land that are required to support full spectrum operations training throughout the ARFORGEN cycle to create the training conditions that realistically portray the operational environment.	Provide redundancy assessments input to IMCOM.	
IR 5-6		Sustain range and training land infrastructure to preserve training capability for future generations.	Continuously monitor range and training area conditions and submit work and service orders beyond DPTMS capability to fix.	
			Assign people to maintain ranges and training aids.	
			Maintain and improve ranges and training devices.	
			Obtain funding in the MDEP for ranges and training facilities at WSMR.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
4	IR 8-1	Ensure Installation Emergency Management (IEM) Programs IAW Department of Defense and Army directives (Department of Defense Instruction (DODI) 6055.17, DoD Installation Emergency Management; Army Directive (AD) 2008-02: Army Protection, Army Campaign Plan (ACP) Object 2.7; AR 525-27, Army Emergency Management and other applicable Army Protection related documents establishing National Incident Management System (NIMS) standards and capabilities.	Organize the EOC to deal effectively with all foreseeable hazards. Have an effective EOC that can operate with other federal agencies (NIMS compliant).	DPTMS
	IR 8-2	Ensure installations validate their protection capabilities by the results of a full scale All-Hazards exercise on an annual basis that is multi-agency, multi-jurisdictional and multidiscipline, enabling interoperability among local, county, state and federal jurisdictions, in order to plan, prepare, respond and recover from natural disasters and/or terrorist attacks and to provide command and control.	Plan, prepare, train (to include command and control), respond and recover from natural disasters and/or terrorist attacks. Validate the garrison protection capabilities based on the results of a full scale All-Hazards exercise on an annual basis that is multi-agency, multi-jurisdictional and multi-discipline, enabling interoperability among local, county, state and federal jurisdictions, in order to plan, prepare, respond and recover from natural disasters and/or terrorist attacks and to provide command and control.	
	IR 8-3	Ensure Installations are capable of executing Installation Protection/Emergency Management operations to include Defense Support to Civil Authorities (DSCA) missions.	Train to "T" (Trained) in all 30 National Response Framework Capabilities. Identify threats to the safety of WSMR residents and to the WSMR mission.	
	IR 8-4	Ensure installations execute Critical Infrastructure Programs and Continuity of Operations Program (COOP) in accordance with (IAW) AR 525-26, Infrastructure Risk Management and AR 500-3, Army Continuity of Operations Program, Policy and Planning.	Complete Base Support Installation (BSI) checklists and meet with Emergency Preparedness Liaison Officer (EPLO) annually. De-conflict and integrate individual installation entity COOP plans.	
	IR 8-5	Ensure designated installations execute Surety Support operations as required to safeguard surety materials and protect the workforce and local community per AR 50-6, Chemical Surety, 28 Jul 08; AR 50-1, Biological Surety, 28 Jul 08; and AR 50-5, Nuclear Surety, 01 Aug 00.	Provide Personnel Security support to the Surety program and provide exercise support to quarterly Nuclear Accident Incident Response Assistance exercises.	
	IR 8-6	Ensure prevention and deterrence is incorporated into the law enforcement, security, anti-terrorism and Fire and Emergency Services (ES) program to provide a safe and secure environment for Soldiers, Families, and Civilians working and living on the installation.	Develop and implement a tailored Random Antiterrorism Measures Program.	
	IR 8-7	Execute first responder capability on our installations based on current and valid risk assessments.	Plan, develop, schedule, and evaluate installation capabilities IAW IMCOM OPORD 11-214.	
6	EN 3-1	Develop energy security plans and implement plans through identification of available resources, prioritization of energy requirements, congestion of serving grids and distribution systems, identification of vulnerabilities of on and off-base supplies and assessments of risk of loss of energy resources.	Develop and implement an effective energy security plan.	DPW

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
4	IR 1-1	Sustain, repair and modernize the training infrastructure, including ranges, virtual and constructive training facilities, urban operation training complexes, classrooms, and training land that are required to support full spectrum operations training throughout the ARFORGEN cycle to create the training conditions that realistically portray the operational environment.	Provide training facilities that comply with current Army standards.	DPW
	IR 1-2	Facilities maintained and sustained such that their condition does not degrade.	Maintain restoration backlog at less than 75% of inventory value.	
	IR 1-3	Provide airspace management, airfield services and infrastructure in support of soldier training, mobilization and deployment.	Provide tank trails to ensure units can move effectively to LTAs and Ft. Bliss Ranges.	
	IR 1-4	Design, operate and maintain facilities following design guidance for high performance green buildings (ASHRAE 189.1).	Provide minimum requirements for the siting, design, construction and plan for operation of high performance, green buildings (new buildings and their systems, new portions of buildings and their systems and new systems and equipment in existing buildings).	
	IR 3-1	Evaluate repurposing of excess facilities prior to planning for removal.	Evaluate new uses for excess facilities prior to planning for removal.	
	IR 3-2	Replacement of functionally inadequate inventories.	Replace all functionally inadequate facilities.	
	IR 3-3	Facility shortages programmed and built to support Senior Commander priorities.	Coordinate with the Senior Commander and tenant units prior to submitting the MILCON list. MILCON for FYDP is submitted annually.	
	IR 3-4	Control the growth of the overall gross square footage footprint of installations by using effective space management practices, funding the removal of obsolete, excess capacity, limiting the migration of sustainment funding used for new footprint construction and identifying one-for-one demolition for all new construction projects.	Convert/divert excess facilities to reduce facility shortfalls.	
	IR 4-1	Leverage private sector and local community Enhanced Use Lease (EUL) partnership opportunities, Army Compatible Use Buffers (ACUB), Sustainable Communities initiatives and other methods to develop cost effective operations, sustainable infrastructure, and high quality services and facilities for our Soldiers and their Families.	Evaluate and enter into enhanced use leases when approved by the senior commander.	
	IR 4-2	Employ Utilities Privatization (UP) to reduce Army liabilities for deficient utility systems and their deteriorated capabilities.	Evaluate and privatize (if warranted) WSMR utilities to reduce Army liability.	
	IR 4-3	Employ Utilities Privatization (UP) to increase the sustainability of utility systems, and improve energy surety and security thereby increasing the value of utility assets privatized, which are fully funded for recapitalization and ongoing repair and restoration requirements.	Privatize utility systems (if warranted) to increase their sustainability.	
	IR 5-1	Systematically modernize facilities to attain modern functional mission requirements.	Develop system to modernize facilities for mission requirements.	

LOE Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
4	Manage transportation infrastructure (bridges, dams, roads, railroads and water front ports) that efficiently and effectively meets current and future planned demand.	Maintain and improve transportation systems to meet mission requirements.	DPW
IR 5-2	Sustain and modernize utility infrastructure condition and capacity to improve energy and water efficiencies to meet Senior Commander requirements.	Maintain and improve utility infrastructure.	
IR 5-3	Utilize current and advanced technology to support sound business decisions and new ways of service delivery.	Use Roofer, Paver programs to achieve best use of SRM dollars.	
IR 5-4	Follow design criteria in IMCOM Energy and Water Conservation Design Guide to meet Army Facilities Standardization Committee standards for all SRM and MILCON projects.	Prepare updated energy management plan addressing conservation goals for augmentation of installation design guide.	
IR 5-7	Revise Army Facilities Standards and Standard Designs to ensure they are not excessive but "good enough".	Re-evaluate Installation Design Guide to ensure building code compliance.	
IR 6-1	Leverage Low Impact Development (LID) and environmental planning capabilities to reduce environmental impacts and risk to ensure safe and healthy communities.	Complete environmental assessments, records of decision, and other documents in time to prevent delay of test missions or support to the ARFORGEN cycle.	
IR 6-2	Apply business process improvements and effective program management to meet environmental quality program goals while maintaining effective operations.	Implement the most cost effective environmental program.	
IR 6-3	Execute cost-effective environmental cleanup to allow safe return of property for Senior Commander's use and to protect human health and the environment at Army installations.	Clean up contaminated areas and remediate damage..	
IR 6-4	Minimize generation of waste and pollutants to reduce adverse impacts to the environment while increasing recycling of waste streams (plastics, metal, glass, paper, cardboard).	Reduce green house gas emissions by 5% annually.	
IR 6-5	Apply best management practices to enhance and increase populations of endangered species with an end state objective of sustaining the natural environment.	Utilize published best management practices for powerline siting and construction to reduce electrocution losses to birds of prey (protected species).	
IR 7-1	Sustain and provide Family housing.	Privatized housing partner enforces community standards. Privatized housing partner maintains community amenities that meet or exceed local off-post norms. Privatized housing partner is responsive to maintenance issues. Provide on-post housing that meets or exceeds local off-post quality norms.	
IR 7-2	Certify Housing Services Offices (HSO).	WSMR Housing Services Office meets Army certification standards. WSMR housing services office identifies safe and affordable off-post communities for use by Soldiers' Families.	
IR 7-3	Sustain and occupy Permanent Party (PP) Barracks to standard.	All barracks rooms meet at least the 2+1 standard. Barracks rooms are inspected and repaired prior to occupancy by a Soldier, especially if Soldier has just redeployed. Barracks maintenance problems addressed within 48 hours.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
6	EN 1-1	Institutionalize energy and water savings and conservation procedures across all levels through effective communication to Soldiers, Families, Civilians, tenants and contractors on our installations.	Reduce energy consumption per square foot baseline year (15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015).	DPW
	EN 1-2	Provide full-time, trained professionals and Certified Energy Managers (CEM) to lead the energy program on each installation and within all IMCOM Regions, Army Reserve and National Guard locations and other land owning commands.	Reduce potable water consumption per square foot baseline year (6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015).	
	EN 1-3	Create enterprise-wide energy and water management tools for utility systems to monitor and measure data and trends for energy and water management and control for each building.	Provide accurate and timely reporting of Army Energy Security Implementation Strategy (AESIS) metrics.	
6	EN 2-1	Instill an energy-conscious culture in our communities.	Appoint, in writing, full time garrison energy managers in accordance with criteria in AR 420-1 and input and maintain contact information in the Army Energy and Water Reporting System (AEWRS) (Annex G, IMCP v3).	
	EN 2-2	Incorporate standardized energy performance requirements into new construction, restoration and modernization projects (UFC 3-400-01, ASHRAE 189-1, IMCOM Energy Standards and IMCOM Energy and Water Conservation Design Guide for SRM and MILCON Projects).	Install smart meters at all facilities that consume electricity.	
6	EN 5-3	Identify and report carbon sequestration characteristics of installations through cataloging area and type of flora and other base landscape that sequesters carbon and the incremental change over previous year.	Install remotely operated electrical switches to control the flow of power to facilities.	
	EN 5-4	Identify and report Scope 3 GHG emission reductions.	Present to leaders their organizations' utility consumption trends.	
	LW 3-1	Sustain a culture of trust and pride in the organization by employing consistent themes and messages when delivering clear, understandable and logical communications to the workforce. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and	Validate that the design of new construction meets UFC 3-400-01, ASHRAE 189-1, IMCOM Energy Standards and IMCOM Energy and Water Conservation Design Guide for SRM and MILCON Projects standards.	
3	LW 2-3	Resolve complaints at lowest possible level; maximize use of through Alternate Dispute Resolution.	Incorporate standardized energy performance requirements into restoration and modernization projects that meet UFC 3-400-01, ASHRAE 189-1, IMCOM Energy Standards and IMCOM Energy and Water Conservation Design Guide for SRM and MILCON Projects standards.	EEO
	LW 3-1	Employ consistent themes and messages when delivering clear, understandable and logical communications to the workforce. Ensure new Installation Management employees receive timely orientation to mission, organization, policies and	Prepare data base of main post flora and fauna and associated carbon sequestration properties of vegetation.	
			When tasked, a scope 3 defined report of emission reductions will be prepared.	
			Supervisors resolve workplace conflicts before issues trigger EEO or IG actions.	
			Provide 'No Fear' and 'Prevention of sexual harassment' training within initial 90 days and annually thereafter.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
3	LW 2-2	Establish a continuous learning culture that expands opportunities for collaboration and communication among the workforce. This effort will enable the transfer of knowledge while leveraging technology and appropriate social media.	Encourage the workforce to learn, share, collaborate, create and innovate in ways that allow the garrison to succeed in its ability to deliver a quality of life to our Soldiers, Civilians, and Family Members.	Leaders / Supervisors
	LW 4-1	Acknowledge and reward units and individuals who have made significant contributions to execute the Installation Management Campaign Plan.	Promote, encourage and reward units and individuals who have made significant contributions to execute the Installation Management Campaign Plan.	
	IR 2-2	Drive a cost-conscious culture that is effective, efficient and sustainable.	Review mission statements and immediately notify higher headquarters if we are taking on extraneous tasks without the funding to execute the task.	
5	SF 4-4	Maintain Occupational Health Programs.	Maintain an occupational health program to MEDCOM standards.	McAfee Clinic
1	SR 4-2	Deploy mobile information technology capabilities and applications for continuous access to training, doctrinal and informational resources to enable individual and Family readiness.	Improve and maintain White Sands Garrison public and intranet web pages to inform the public, family members, retirees, etc on issues important to them.	PAIO
	LW 1-2	Grow supervisors and workforce – The Installation Management Academy will establish a centrally managed curriculum executed in a decentralized manner, while leveraging established Civilian Education System and leader development programs, as outlined in AR 350-1 and IMCOM Reg 350-1.	Incorporate training and leader development in strategic planning.	
3	LW 2-2	Establish a continuous learning culture that expands opportunities for collaboration and communication among the workforce. This effort will enable the transfer of knowledge while leveraging technology and appropriate social media.	Directors and Garrison command team review Interactive Customer Evaluation (ICE) comments and responses.	
	LW 4-2	Foster collaboration and staff innovation that contribute to Installation management problem solving, improved delivery of customer and installations services.	Promote and encourage participation in the Army Suggestion Program, Best Practices and Continuous Process Improvement.	
	LW 6-1	Use social media, e.g. Facebook, to increase awareness of the Civilian Wellness Program, and parallel programs such as the Presidents Challenge for Physical Fitness; and to communicate the individual and organizational benefits of a Comprehensive Civilian Fitness program for all personnel.	Promote and encourage participation in the following Global Assessment Tools (GAT) for Soldiers, Family members and DA Civilians: Soldier Fitness Tracker (https://www.sft.army.mil/) Soldier Fitness Tracker - DA Civilian (https://www.sft.army.mil/Civilian/) Soldier Fitness Tracker - Family (https://www.sft.army.mil/sftfamily)	
	LW 6-3	Establish ATAAPS Timesheet Code to track employee reported hours when participating in the Civilian Wellness Program. Will permit increased program oversight and highlight areas for command emphasis.	Pending guidance and implementation of ATAAPS timesheet code for civilian wellness programs.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
4	IR 2-1	Operationalize a standard driven Integrated Management System to execute the Army Sustainability Campaign Plan and Installation Management Campaign Plan.	Each member of the workforce understands their tasks to support the WSMR Action Plan.	PAO
			Use Baldrige criteria to assess WSMR's implementation of the IMCOM campaign plan.	
			Coordinate and monitor the garrison self assessment survey.	
			Analyze feedback report and identify opportunities for improvement / implement improvements.	
IR 2-2	Drive a cost-conscious culture that is effective, efficient and sustainable.	Stamp out stupid - if policies or regulations mandate a wasteful act, STOP and tell higher HQs.	Conduct a value-stream analysis on all major business processes.	
		Review one best practice per quarter, and implement it if it fits WSMR from the Garrison Commander website.		
1	SR 4-2	Deploy mobile information technology capabilities and applications for continuous access to training, doctrinal and informational resources to enable individual and Family readiness.	Improve and maintain White Sands email mass distribution, Missile Ranger newspaper for mass distribution notification.	PAO
			Support community requests for a military presence.	
2	SW 4-4	Enhance Community Support by including local community leaders in installation working groups and community relations councils and supporting community Requests for Information (RFIs) to the maximum extent possible (IAW: AR 360-1, Ch 5 and Ch 8, Para 8-1).	Conduct at least one media event per quarter to educate citizens about military life (community briefings, open houses) and two community briefings/open houses per year to share life issues with surrounding communities.	
			Add one news story per quarter to the WSMR and the Garrison website that highlights programs for Soldiers, Families and civilians, or what organizations provide.	
3	LW 1-2	Grow supervisors and workforce – The Installation Management Academy will establish a centrally managed curriculum executed in a decentralized manner, while leveraging established Civilian Education System and leader development programs, as outlined in AR 350-1 and IMCOM Reg 350-1.	Include workforce training and development requirements into yearly budget forecasts and annual training plans for the execution year.	RM
			Identify true marginal costs to support customers with reimbursable work.	
4	IR 2-2	Drive a cost-conscious culture that is effective, efficient and sustainable.	Post the WSMR garrison's running budget and execution totals.	
			Begin using GFEBs functionality to tie MIPR's to support agreement (incoming and outgoing). Fund and execute only those activities that, if not funded, would prevent us from doing our mission.	

LOE	Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
5	SF 1-1	Deliver the Army Traffic Safety Training Program (ATSTP).	Reduce deaths and disabling injuries from POV accidents.	SAFETY
	SF 1-2	Establish a motorcycle mentorship program.	Enter incoming Soldiers in AIRS online system for training. Direct tenant organizations to assign a mentor to take a new rider out within the first month of ownership. Provide a motorcycle hazards map of the local riding area. Provide motorcycle training classes to new riders and to returning Soldiers.	
	SF 2-1	Conduct seasonal safety campaigns.	Conduct both summer and winter safety campaigns.	
	SF 2-2	Conduct installation-level safety and occupational health advisory councils and/or community risk reduction councils.	Conduct 'community risk reduction council' meetings quarterly. Conduct SOHAC meetings quarterly.	
	SF 2-3	Participate in the Army Readiness Assessment Program (ARAP) and develop action plan to address program weaknesses.	Implement the Army Risk Assessment Program within the Garrison. Qualify for the Voluntary Protection Program (VPP) banner.	
	SF 3-1	Conduct job hazard analysis for selected occupations.	Analyze jobs for hazards in select occupational specialties. Designate which tasks require a risk assessment. Analyze the organization's activity and work conditions in office settings vs. hazardous jobs. Teach supervisors how to perform a risk assessment to standard. Establish a home inspection program to identify and mitigate hazards. Ensure commanders complete the Command Safety Course (CSC).	
	SF 3-2	Provide safety training and education as required (IAW: AR 385-10).	Ensure Army leaders, commanders, directors, managers and supervisors receive specialized training to enable them to execute their safety and occupational health and CRM leadership responsibilities properly.	
	SF 3-3	Ensure 100 percent reporting of accidents, investigations and analysis (IAW: AR 385-10).	Ensure additional duty safety personnel on active duty complete the Additional Duty Safety Course (ADSC) within 30 days of appointment. Conduct 100 percent reporting of accidents, investigations and analysis (IAW AR 385-10) and 100% of near misses reporting is required as per Newcomer Briefing and database is maintained.	
	SF 3-4	Ensure units on the installation are using Army systems such as the Army Training Requirements and Resources System (ATRRS), Digital Training Management System (DTMS) and the Army IMCOM Registration System (AIRS) to manage student training.	Monitor Soldier and DoD Civilian Motorcycle Safety Foundation (MSF) certified motorcycle training compliance through the Army IMCOM Registration System (AIRS).	
	SF 4-2	By submitting nomination packets thru IMCOM Regions to HQ IMCOM Safety Office, Garrisons will recognize deserving individuals and/or organizations IAW AR 385-10 who have contributed to improving safety performance and furthering safety awareness.	Recognize and award deserving individuals and/or organizations who have contributed to improving safety performance and furthering safety awareness.	
	SF 5-1	Provide appropriate installation safety program overview to all new Soldiers and Civilians during orientation.	Provide safety program overview to all new Soldiers and Civilians during orientation.	
	SF 5-2	Provide installation safety program overview to Family members and visitors.	Provide safety program overview to Family members and visitors.	

LOE Subtasks	Goal/Endstate	WSMR Tasks	Identified Agency
5	<p>Create and sustain adequate written safety program policies and procedures for each garrison.</p> <p>Conduct Standard Army Safety and Occupational Health Inspections at every workplace and facility in accordance with AR 385-10.</p>	<p>Maintain and publish garrison safety program policies and procedures.</p> <p>Require garrison facilities to post garrison safety policies.</p> <p>Conduct 'community risk reduction council' meetings quarterly.</p> <p>Conduct SOHAC meetings quarterly.</p>	SAFETY

APPENDIX C
Child and Youth Services Programs

Child Development Services

Hourly Care
Full Day Care
Part Day Care
Family Child Care
Pre-K Strong Beginnings

School Age Services

Before /After School Care
Camps
Clubs- Boys and Girls Clubs and 4-H Clubs
Homework and Tech Labs

Middle School/Teen Programs

After School Programs/Homework/Tech Labs
Clubs- Boys and Girls and 4-H Clubs
Youth Councils/Deployment Youth Support Groups
HIRED Apprentice Program
EDGE Classes

Youth Sports

Team Sports/ NAYS Coach Certification/Training
Individual Sports
Fitness/Nutrition Activities
Start Smart

CYSS Outreach Services

Parent Education Programs
Parent Advisory Counsels
Kids on SITE Child Care
Deployment Support Groups
Youth Volunteer Program
Mobil Recreation Programs

School Liaison Services

Student to Student Program
School Partnerships
Home School Support

SKIES Instructional Classes

Military Family Life Consultants

Year Round
Summer School
Summer School

APPENDIX D

Mandatory Civilian Education Services Training

ALL EMPLOYEES (excluding DFMWR)

Orientation for New Employees (ONE), Phase I

<http://www.imcom.army.mil/hq/directorates/hr/workforce/one/>

Orientation for New Employees (ONE), Phase II

http://www.imcom.army.mil/hq/directorates/hr/workforce/one/jobsite_orient/

Orientation for New Employees (ONE), Phase III

Formal Training: Registration through individual organization

http://www.imcom.army.mil/hq/directorates/hr/workforce/one/organizational_awareness_training/

Personnel Evaluation System Training

NAF: No requirement

TAPES: http://www.army.mil/usapa/epubs/pdf/r690_400.pdf

CES Foundations Course

For employees hired after 30 SEP 2006 – the employee has 6 months to complete this training

<https://www.atrrs.army.mil/channels/chrtas/default.asp>

SUPERVISORS

In addition to the above, supervisors will also complete the following required individual training within the timelines prescribed for each of the listed requirements:

Human Resources for Supervisors

Course completion or enrollment is required within 90 days of EOD in a supervisory position.

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

CES Basic Course

Proof of course completion (or equivalency credit acceptance) is required within 1 year of EOD in a supervisory position.

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

To recommend updates please contact one of the following:

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NOTES:



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WSMR Public > Garrison

- Who We Are
- Welcome
- Garrison
 - Garrison Commander
 - Directorates
 - About White Sands
 - Garrison Management Offices
 - Installation Support Offices
 - Newcomers
 - West Region Police Academy
 - Feedback/ICE
 - Army Emergency Relief Campaign (AER)
 - Homeowners Assistance Program
 - H1N1 Information Center
 - Garrison Publications
 - Services
 - WSMR Army Ready and Emergency Management
 - WSMR Army Ready and Emergency Management Training Instructions
 - White Sands Missile Range Post
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Soldiers & Families**



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**Are YOU caught
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Housing Crisis?**



**Post Guide
White Sands Missile Range**



**READY
ARMY**



**H1N1
Swine Flu
Information Center**



**Sexual Assault
Prevention &
Response Program**



**ARMY FAMILY
COVENANT
ARMY STRONG**
Soldiers ★ Family ★ Army Civilians



**COMMUNITY
COVENANT**
SUPPORTING THOSE WHO SERVE



**Environmental
Policy
Memorandum**



**Environmental
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Brochure**

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