



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2405 GUN SHED ROAD
JOINT BASE SAN ANTONIO FORT SAM HOUSTON, TX 78234-1223

20 August 2018

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year 19 Installation Management Command (IMCOM) Annual Command Guidance (ACG) – (FY19)

1. Purpose. This memorandum provides my FY19 guidance and intent to support the CSA #1 priority, Readiness. This FY19 ACG memorandum and FY19 Staff Handbook are authoritative and directive documents from the IMCOM Commanding General to the command. This memorandum and FY 19 Staff Handbook rescinds and replaces the FY18 IMCOM ACG; dated 14AUG17 and the FY18 Staff Handbook.
2. Commander's Vision. Enabling readiness is the foundation for everything we do. IMCOM is a customer service based organization delivering prioritized infrastructure and services that support readiness for combat. We must continue to invest in service delivery that enhances readiness and lethality to enable Senior Commanders (SC) to generate and deploy trained and ready forces. Our ability to prioritize resources towards key installation readiness drivers is critical to the Army's success in mobilization, training, deployment, and combat operations. As we continue to adjust programs and services under Total Army Strong, the manner in which we deliver our services remains paramount. We anticipate significant change as a result of the Secretary of the Army's reform initiative. IMCOM, IDs and Garrisons will play a significant role in Army reform. The goal of this reform initiative is an Army where authorities, responsibilities, and resources reside at the lowest level of command competent and capable of making them in order to allow for expeditious action and decision. We will operate with empowered leaders in our installations in support of Senior Commanders. Reflecting our long-term commitment to improving how we treat our IMCOM professionals and ourselves as an organization, the Service Culture Initiative (SCI), launched in FY17 is now the Service Culture Campaign (SCC). Designed to enhance and strengthen IMCOM's organizational culture and brand, we will continue to demonstrate our commitment to the SCC. During FY19, leaders at all echelons of the command will review SCC principles, continue to assess their organizational environment, and implement or enhance local Service Culture related programs. It is imperative that employees see leaders uphold the principles of the Leadership Pledge. Execution and adoption of the SCC principles will remain at the forefront of our efforts in FY19 and beyond.
3. Bottom Line Up Front: This years ACG has changed little from FY18 with one notable adjustment; expect a mid-year review once the new IMCOM CG completes his initial assessment. IMCOM is an independent command operating in the field, reporting directly to the Chief of Staff of the Army. Your chain of command is from the garrison to

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IMCOM-Directorate to IMCOM HQs. Do not be confused by this and do not report through parallel chains. The functional proponents at HQDA play an important role in establishing policy and programs for us to execute, but Garrisons and IDs should not report or respond directly to them. That is the role of the CG and the HQs. Take your instructions from and report to your own chain of command. I expect the HQs staff to support the IDs, and I expect ID staff to support the garrison leadership. IMCOM is a supporting command. We do everything in support of SCs, and we deliver our Soldier and Family support through the local small unit chain of command, where the responsibility for taking care of Soldiers resides. We continue to operate in a resource constrained environment which demands we have clear priorities and adhere to them. Divest or reshape lower priority tasks and redirect resources to meet high priority requirements.

a. IMCOM Mission: Effective 01 Oct 18 – 30 Sep 19, IMCOM integrates and delivers base support to enable readiness for a globally-responsive Army.

b. Commanders Intent:

Purpose: The CSA#1 Priority is Readiness. This Command Guidance nests IMCOM priorities in support of the CSA's priorities, extracting as much readiness value as possible out of the money and manpower provided by the Army.

(1) Keys to Success: Allow the new IMCOM CG maneuver space to learn and understand the command while meeting existing mission requirements. Maintain disciplined focus on our priorities when applying resources and effort.

(a) We are an IMCOM Commander and IMCOM-Director centric organization that makes decisions and executes mission command by echelon in order to support garrison and SCs.

(b) Push information, resources and decision rights to the lowest possible level so garrisons have the agility necessary to keep pace with the operational environment and changing local conditions.

(c) We must divest of lowest priority services; reshape programs and services to align with force structure, statutory requirements, and the fiscal environment; and invest in infrastructure and services that support training and power projection.

(d) IMCOM's new Acquisition/Contracting Directorate will develop a comprehensive acquisition/contracting strategy. The initial goal of this new strategy is a FY19 mandate of 5% savings in existing and new service acquisition.

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(e) Look for opportunities to develop Inter-Governmental Support Agreements (IGSA's). On average, the Army realizes a 25% cost reduction for installation support services provided through IGSA's with local or state government partners, and like less formal partnerships, strengthen our communities. IGSA will be a major component of IMCOM's and Garrisons' new acquisition strategy for FY19 and beyond.

(2) End state: Manned to the levels specified by our FY19 TDA, IMCOM is postured to support a CONUS-based contingency Army focused on meeting the requirements of the Defense Planning Guidance. Army installations must be platforms for readiness that support both rotations and deployments. We continue to adjust our service delivery to best support our highest priorities with available resources, and provide accurate cost information to MDEP managers to improve the ability to program future funds. IMCOM continues to support SCs to meet DA standards for trained and certified emergency services personnel.

c. Concept of Operations. This is an enduring operation (subject to mid-year adjustment by the new CG) that continues until the publication of the FY20 Annual Command Guidance.

Main Effort: The Army's #1 priority is Readiness. As conveyed in the Army Vision, this includes manning, organizing, training, equipping, and leading the force. In support of Army Readiness, IMCOM's FY19 main effort remains Infrastructure Readiness.

Supporting / Sustaining Efforts: As the Army moves forward with reform initiatives designed to enable readiness, gain efficiencies and maximize the value of every dollar, IMCOM will concurrently validate program and service delivery against support to Army Readiness, mandated requirements, and customer demand. Supporting Total Army Strong, Commanders are empowered to make decisions on adjusting local program delivery along these lines. Commanders will prioritize their efforts and align programs and services along the following general guidelines – focus IMCOM's support and resources where the need is the greatest – that means:

- (1) Soldiers first, because they bear the burden of the unique challenges of military life.
- (2) Lower income Families first, because they can least afford alternatives.
- (3) Overseas and Remote and Isolated locations, because they have fewer alternatives.

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(4) Everything must be based on accessibility, affordability, quality and sustainability.

3. Commander Guidance. CG IMCOM priorities are:

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Infrastructure
Addressing the urgent infrastructure challenges brought on by a decade of underinvestment. Provide facilities that enable speed of assembly and deployment.

Protection
Build a Protection Mindset and further improve emergency services and preparedness capabilities to prevent, protect, mitigate, respond and recover (P2MR2) from all threats and hazards on our installations.

Support to Training
Integrating and delivering services that enable demanding and realistic training to ensure our Soldiers and our formations are trained and ready to fight and win in combat.

Soldier Programs
Programs and services designed to support and assist Commanders to improve the readiness and resilience of Individual Soldiers.

Family Programs
Programs and services designed to support and assist Commanders to enable Soldiers to build individual, collective and Family self-reliance, so Soldiers can solve their own problems and become/remain capable of meeting the unique demands of Army life.

IMCOM Commanding General priorities were aggregated from CG visits to seventy-plus garrisons, balanced with our fiscal and operational environments and Army priorities.

Divest
Reshape
Invest

It is better to do a few things at the A or A-minus level rather than a lot of things at the C or C-minus level.

a. **INFRASTRUCTURE.** Infrastructure is our #1 priority, for without infrastructure, there is no readiness. Every echelon of the command will prioritize infrastructure and facility investments to maximize readiness in support of Senior Commanders, ACOMs, ASCCs, and DRUs. Commanders shall focus resources to support this priority, mitigate risk where necessary, and accept prudent risk in lower priority areas. The highest priority efforts for the Facilities and Logistics enterprise at all echelons are:

(1) Use Sustainment funds to execute a preventive maintenance program on critical facilities and components. Sustainment is the cornerstone of providing infrastructure to support your Senior Commander, so minimize migration to R&M.

(2) Continue progress toward achieving audit readiness. Establish and maintain processes meeting auditable standards. Maintain all databases of record (GFEBs, RPLANS, HQIIS, HQAES, Army Geospatial Database of Record, ePRISMS, etc.) to facilitate sound Army decision-making.

(3) Prioritize facilities investments (Sustainment, R&M, MILCON, etc.) to support readiness. Use ISR-I Readiness Rating to inform senior Army leadership about those facilities which significantly impact the wartime/primary missions of assigned units. Identify your unconstrained requirements to operate and maintain installations to inform POM development.

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(4) Meet annual energy and water intensity reduction and cost reduction (5%) goals by leading an aggressive conservation program, coupled with investments to improve facility efficiency and energy and water resiliency for mission critical facilities.

(5) Maintain environmental compliance in order to mitigate impacts to training and readiness activities. Enhance integration efforts between environmental and mission proponents in order to provide proactive planning and regulatory clearance ahead of Army growth and modernization activities.

(6) Re-establish a Command Logistics Program. With the LRC's assistance, ensure command supply and maintenance discipline program requirements are met; scheduled services are completed on time; drivers training/licensing and vehicle dispatch procedures are followed; property inventories are completed and hand receipts are updated accordingly; excess equipment is turned in; and shortage equipment is on-order. Army Sustainment Command is committed to ensuring LRC support. At all echelons, commanders are responsible for their logistics programs to meet Army standards.

(7) Execute the Army Barracks Management Program HQDA EXORD to maximize occupancy of Army barracks and reduce excess Basic Allowance for Housing costs.

b. **PROTECTION:** To protect installation infrastructure and provide functional support to Senior Commanders while enabling mission assurance, installations must sustain capability to prevent, protect, mitigate, respond and recover (P2MR2) from all threats and hazards that may impact military readiness and missions. This requires continuous integration and synchronization of all non-warfighting functions at all echelons to include Law Enforcement, Fire and Emergency Services, Physical Security, Antiterrorism, Emergency Management, Critical Infrastructure Risk Management, Computer Network Defense, Information Assurance, Health Protection, Continuity of Operations and OPSEC.

(1) Enhance readiness through P2MR2, coupled with prioritization of available equipment, manpower, training and resources to:

(a) Conduct the critical Installation risk management process, where direct senior leader involvement addresses the installation's top three all-hazards threats. It is imperative to identify those most likely threats that could occur on installations with the most severe impact on identified task critical assets and mission essential functions.

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(b) Execute response capabilities to meet DoD standards of installation police, fire and medical teams to deploy, conduct on-scene initial assessment, contain and eliminate all-hazards threats, and conduct short and long term recovery operations with an objective to return to pre-event conditions as rapidly as possible.

(c) Conduct protection governance forums to identify, address and resolve protection issues and execute priorities to protect and resource mission assurance/critical assets.

(d) Conduct Higher Headquarters Assessments (HHA) IAW DoD and IMCOM command programs and publish corrective action plans to ensure program adherence.

(e) Participate in command-wide individual and collective training programs to ensure readiness of the workforce while building and sustaining enduring capability. Ensure respective leaders attend IMCOM protection and emergency services related training opportunities, as well as training programs to facilitate support to the FSE program.

(f) Conduct biennial, externally evaluated all-hazards Full Scale Exercises (FSE) that integrate multiple agencies, multiple jurisdictions, and all protection functional elements. Incorporate team collective training, table top exercises, specific functional exercises and staff exercises leading up to the culminating multi-echelon FSE. Commanders may request IMCOM Commander approval to forgo exercising specific Army Protection Program (APP) functions if they were executed in support of a real world event (for example, response to a tornado or hurricane).

(2) Promote resilience and the role installations have in building capabilities to P2MR2, which includes installation contingency plans and robust partnerships with local, state, regional, federal and commercial organizations to protect installations from adversary action.

(3) Protection, prevention and awareness programs must be integrated into Family and Soldier readiness programs essential to Family self-reliance, community preparedness and resiliency.

c. **TRAINING AND MISSION SUPPORT: G3/5/7 Mission Support & Training Divisions.** Every echelon of command will prioritize training and training support resources to enable readiness for Senior Commanders, ACOMs, ASCCs, and DRUs. We will prioritize training support services, products, and facilities on IMCOM-managed installations where Training Support System (TSS) resources are provided. We are establishing a command training management program that will implement a training strategy and produce annual training guidance to identify and prioritize training requirements and allocation of resources. Specific guidance for the Training Support

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Systems (TSS) programs managed through the G3/5/7 Mission Support Division is provided in Chapter 02, Section 2-3 of the IMCOM FY19 ACG Staff Handbook, covering all of the TSS functional areas. Specific guidance for the IMCOM Training programs managed through the G3/5/7 IMCOM Training Division is provided in Chapter 02, Section 2-5 of the IMCOM FY19 ACG Staff Handbook covering all of the civilian and military Training functional areas.

(1) IMCOM provides integrated training support and management of Training Support Systems (TSS), Installation Ammunition Management to coordinate, synchronize, and execute Installation training support program capabilities to enable Army installations to meet mission commander and leader training, readiness, and operational mission requirements.

(2) We will utilize Training Management as a holistic approach to capturing the breadth of training executed by IMCOM employees. Through Training Management, we will review and validate training opportunities as well as capture the execution and outcome of training. We will monitor and benchmark where the command can best leverage its full training potential. This includes the coordinated staffing and execution of IMCOM's conference management as well as the command's course management (Garrison Pre-Command Course (GPCC), Supervisor Development Course (SDC), and Operation Excellence (OPEX), ensuring necessary education and training execution for IMCOM's Soldier and civilian workforce.

(3) The Major General Robert M. Joyce School for Family and MWR (SFMWR) is a TRADOC-accredited Army school that develops and sustains the Family and MWR workforce through functionally-specific training, career planning, performance support, and a robust service culture program in order to enable garrisons to provide quality of life programs and services that support the readiness of Soldiers and Families. The SFMWR also supports supplemental HQ training for combined NAF/APF classes such as the SDC. The SFMWR's focus in FY19 will be "back to basics" functional training for program managers.

d. SOLDIER/CIVILIAN EMPLOYEE PROGRAMS:

(1) Installation Human Resources (HR) Services. Human Capital Planning is critical to our success. Emphasize leadership, accountability, engagement and commitment to IMCOM's Soldiers, Civilians and Families. Focus areas are: leadership, strategic human capital planning, managing talent, and fostering a results-oriented culture. Commanders must continue to be innovative and look for efficiencies in the delivery of Soldier/Family/Civilian programs and services. Consider co-locating and integrating similar programs and/or eliminating duplicate services. We have the opportunity to

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redefine how we provide HR services and present cost saving reform initiatives to the Army for enterprise wide implementation.

(2) Health of the Force and Medical Readiness Support (Surgeon). The IMCOM Surgeon coordinates with MEDCOM, HQ IMCOM Staff, and IMCOM Directorates to inform and support Garrison Commanders concerning medical services and contingency medical support issues. Our primary near-term focus in healthcare delivery is the transition of medical activities under MEDCOM to the Defense Health Agency over the next two years.

(3) Soldier for Life - Transition Assistance Program (SFL-TAP). IMCOM plays an important role in the Army's key SFL tasks by preparing and connecting Soldiers and Families to educational and employment opportunities. Commanders will support SFL-TAP by ensuring their Soldiers are enrolled in the required courses outlined by the VOW Act 2011 no later than 12-18 months of separation (24 months for retirees). SFL-TAP consists of pre-separation activities mandatory core courses, and career track standards. Leaders are in compliance when their Soldiers meet all Career Readiness Standards (CRS) requirements.

(4) Ready and Resilient (R2) Integration. R2 is not a standalone program. Many of the R2 efforts on the garrison are accomplished through the Army Substance Abuse Program (ASAP) deterrence, prevention and intervention/assistance functions. Services provided should be tailored to mission commanders' requirements and unit risk factors. Make the most of opportunities to combine prevention efforts with other Soldier and Family support programs to provide comprehensive R2 services and initiatives. Facilitate your R2/ASAP teams efforts to leverage the Commanders Readiness and Resiliency Council (CR2C) and its working groups to implement strategies and monitor progress. Take an active interest and role in the CR2C process and promote garrison staff and installation community involvement in awareness and prevention events and initiatives.

(5) Sexual Harassment/Assault Response & Prevention (SHARP). Garrison Commanders will ensure all DA Civilians and Soldiers in their command comply with annual face-to-face and online sexual assault training annually. I expect Garrison SHARP activities to support and compliment the Senior Commander's program.

(6) Civilian and Military Counseling:

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a) Civilian employee engagement is critical for mission success and effective employee development. Regular performance counseling for Appropriated Fund (APF) and Non-Appropriated Fund (NAF) employees is necessary to ensure organizational goals are articulated and results are measured. Supervisors must include a minimum of three formal performance discussions at the beginning, midpoint and end of each rating cycle. Leaders will ensure all required performance management training is completed beginning with effective on-boarding of new employees and continuing with Defense Performance Management and Appraisal Program (DPMAP) training, establishment of Individual Development Plans (IDPs) and supervisory training as appropriate.

b) Initial military counseling is between the first line supervisor and rated Soldier, and will be executed within 30 days after the beginning of the rating period. All military counseling will be completed IAW AR 623-3.

e. **SOLDIER AND FAMILY PROGRAMS.** Family and MWR programs are fundamental to supporting and enhancing the health, readiness, resilience and quality of life of both Soldiers and Families. As the Army actively seeks to gain efficiencies in the way it operates and where effort and resources are focused, we will echo these same actions in how we execute, manage and invest in our programs and facilities. Garrisons will address how to effectively integrate programs, services, and resources to support Army Readiness. Commanders have an important role and are responsible for ensuring profitability of MWR operations. We must effectively use our resources to invest strategically and where the return on investment is measurable, ensuring our primary customers - Soldiers and their Families - are afforded the programs and services that are most critical to them.

(1) Our primary customers are Soldiers and Families. We must not lose sight of this in our decision making on program delivery and prioritization. Family and MWR programs with the most significant impact to Soldier readiness and Soldier population will be at the forefront of our planning, investment, and resource allocation strategies. Given limited resources, it is important for garrison leadership to rely on the principles of Total Army Strong when determining what programs and services to deliver. Commanders will assess and prioritize core Army Community Service (ACS) programs against individual community needs and develop mitigation strategies as we divest non-critical programs. Strategic planning and communication efforts at all echelons of the command are critical components of the re-baselining of ACS. In line with the command's focus to realign resources to higher Army priorities, the Secretary of the Army is reshaping Army Child Care Fee Assistance to focus on Families with the highest priority for care. Additionally, the policy on waiting list management for Families enrolled in Army on post child care programs is being revised to better accommodate Families with a higher Department of Defense priority for care.

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(2) IMCOM can no longer afford to operate category C programs that are not profitable and category B programs that are not self-sustaining. Commanders must take an active interest in the profitability and sustainability of these operations on their garrisons. I expect commanders to direct comprehensive, multi-year business and marketing plans that leverage all available resources. Operating standards will be incorporated into these plans and financial performance standards met. The performance improvement program will address struggling operations and determine long-term viability. Commanders who continue to have struggling facilities (financial performance, limited use/patronage, etc.) will develop mitigation strategies and explore partnerships outside the gates.

(3) Family and MWR facility investment plans will be developed and updated annually and should span five years. They will be developed as a component of each garrison's larger Installation Master Plan. Facility investment planning will shift to a long term focus, shaped by strategies that support IMCOM, ACOM, and Army-wide priorities. Commanders will balance desired projects that are most critical to Soldier readiness with available appropriated and nonappropriated funding resources. This ensures proper budgeting, planning, and execution, resulting in financial efficiencies and meeting the overall requirements of the community.

(4) In order to fully enable the Better Opportunities for Single Soldiers (BOSS) program to carry out its mission of enhancing the morale and welfare of single Soldiers, increasing retention, and sustaining combat readiness, senior leaders will give greater emphasis to the program. A properly functioning BOSS program is a leadership tool to effectively communicate with your single Soldier population, increase Soldier resiliency and decrease negative behaviors by making positive use of Soldiers discretionary leisure time. The command team's ability to facilitate direct communication to all senior leaders across the installation will empower BOSS Representatives to communicate the benefits of the program on behalf of the single Soldier. Be the positive voice for BOSS with your peers in order for the BOSS program to be the most effective "Voice of the Soldier".

(5) The technological and mission prioritization challenges that exist in operating MWR business systems on an Army network have a significant impact on Family and MWR program operations. In FY19, HQ IMCOM G9 continues a phased approach to migrating MWR business systems to a commercial enterprise network which streamlines the responsibilities of garrison IT personnel, allows for the risk management framework accreditation to be centrally managed, eliminates multiple contracts and reduces the non-enterprise systems at the garrison. Most importantly, this undertaking

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provides more reliable service for all of our customers while modernizing our MWR operations.

g. **Safety:** Safety is a Commander's Program. It is the responsibility of every commander at every echelon to implement the applicable requirements of AR 385-10. The preservation of our Soldiers, Civilians, Families, and property are a key to our ability in driving readiness and supporting successful deployments and mobilizations. The two most important tools in the identification and mitigation of loss producing conditions are:

(1) Risk Management (RM). RM is a dynamic, continuous readiness imperative which conserves combat power, supports the Senior Commander's mission, and enables disciplined initiative. By integrating RM into all our processes and operations, we will more effectively manage risk and utilize the resources at hand, providing better support to the Senior Commander. Garrison Safety will provide RM training, tools, and advice to the Garrison Commander and the directorates within the command. Commanders must continue to emphasize the importance of identifying and mitigating risk in day-to-day operations.

(2) Commander's Annual Safety Plan (CASP). The Garrison Safety Manager will create a 1-to-n list of regulatory-driven safety requirements. The CASP will be based on tables J1, J2, and J3 of DA PAM 385-10 and will include all requirements based on Army Regulations, Public Law, and the Garrison and Senior Commander's initiatives. Those items that impact readiness are the priority. These include inspections, focusing on FMWR sites and Garrison workplaces, the mitigation of risks found in these areas, and employee training.

4. Conclusion. IMCOM's contribution to the Readiness of our Army is significant. This guidance provides my overarching concept for IMCOM operations for FY19; the tactical level directive detail to this guidance is provided in the FY19 ACG Staff Handbook. Our success is contingent on the precise focus of resources, application of our Service Culture and vertical and horizontal communication internal and external to IMCOM. This is critical to our Army sustaining readiness today and meeting the global security demands of the future.

5. Point of Contact: HQ, IMCOM G3/5/7 POC is Mr. Mark A. Cravens, (G3/5/7 Future Operations) comm: 210-466-0269, (DSN: 450) NIPR: mark.a.cravens.civ@mail.mil. Distribution of this publication is available in electronic media only and is located at <https://army.deps.mil/army/cmds/imcom/HQ/G3-5-7/FUOPS/SitePages/ACG.aspx>

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KENNETH R. DAHL
Lieutenant General, USA
Commanding

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