



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

IMCG

14 August '17

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

1. Purpose. This memorandum provides my Command Guidance and is applicable to the IMCOM Headquarters, the five IMCOM-Directorates, and all Garrisons and Army Support Activities. You will rarely see me sign a memo using "I", "me", or "my", as it is normally more appropriate when communicating with external audiences to use "IMCOM", "we", and "our". This is the exception to the rule and is for internal purposes to communicate my personal expectations of you for FY18. Much of what I say in this memorandum you have heard in multiple forums before but here it is again formally articulated in writing under my signature. This memorandum rescinds and replaces IMCOM OPORD 17-001: IMCOM Annual Command Guidance (ACG) – Fiscal Year (FY) 2017-2018 and associated FRAGOs. This guidance also rescinds IMCOM Campaign Plan 2025 and Beyond.

2. Commander's Vision. IMCOM is the key enabling command that allows the Army to project force across the globe in accordance with established Defense Planning Guidance (DPG) priorities. Our ability to prioritize resources towards key installation readiness drivers is critical to the Army's success in deployment, mobilization and on the battlefield. Enabling readiness is the foundation for everything we do.

3. CG Bottom Line Up Front: IMCOM is now an independent command in the field and reports directly to the Chief of Staff of the Army. Your chain of command is from Garrison to IMCOM-Directorate to IMCOM HQs. Do not be confused by this and do not report through parallel chains. This is a change from the past and your behavior must reflect the current structure. The functional proponents at HQDA play an important role to establish policy and programs for us to execute, but Garrisons and IDs should not be reporting or responding 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 and everything we do, we do in support of a Senior Commander to ensure the tenant units accomplish their mission and that we care for Soldiers, Civilians, and their Families. We are operating in a resource constrained environment and this demands that we have clear priorities and that we stick to them. Divest or reshape non-essential tasks and redirect those resources to meet mission-essential requirements.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

a. IMCOM Mission: Effective 01 Oct 17 – 30 Sep 18, IMCOM integrates and delivers base support to enable readiness for a globally-responsive Army.

b. Commander's Intent:

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

(2) Keys to Success: Know our priorities and maintain a disciplined focus on them when applying resources and deciding how you spend your time.

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

(b) I especially want to empower the IMCOM Directors at Pacific, Europe, Readiness, Training, and Sustainment. We are very fortunate to have such competent and experienced leaders and they have my complete trust and confidence. They are embedded with the ACOM/ASCC HQs they support and will increasingly anticipate requirements before the IMCOM HQs or Garrisons can. We will be a Commander and IMCOM-Director centric organization that will make decisions and execute mission command by echelon in order to support garrison and senior commanders.

(c) We must divest of lowest priority services; we must reshape programs and services to align with force structure, statutory requirements, and the fiscal environment; and we must invest in services and infrastructure that support training and power projection. We will prioritize our service delivery toward the services that support Readiness and target our available resources toward those services. IMCOM is not abandoning Common Levels of Support and the science of installation management. In FY18 I will work with the IMCOM-Directors and the HQs G-3/5/7 to determine how it applies in our new framework.

(d) We will revitalize our acquisition process to maximize the readiness value received for our acquisition dollars. Secretary of the Army has approved the addition of an SES Tier II Contracting Executive at the IMCOM HQs. Our objective for FY18 is a 5 percent savings in existing and new service acquisition.

(e) Inter-Governmental Support Agreements (IGSA's) have demonstrated we can save significant amounts of money, delivery quality capability to your local requirements, and pull us closer to our communities. I want Garrisons to look for IGSA opportunities.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

(3) Endstate: IMCOM postured to support a CONUS-based contingency Army focused on meeting the requirements of the Defense Planning Guidance. Installations both in CONUS and OCONUS must be platforms for readiness that support both “rotations” and deployments. By the end of FY18, we will identify and refine the infrastructure readiness drivers on our installations and prioritize our Sustainment, Restoration and Modernization (SRM) resources accordingly. We will adjust our service delivery to best support our highest priorities with available resources. IMCOM will support the Installation SCs to meet DA standards for trained and certified emergency services personnel.

c. Concept of Operations: This is an enduring operation that begins 01 Oct 17, (the start of FY18) and continues to the end/close out of FY18 and/or the publication of the FY19 Annual Command Guidance.

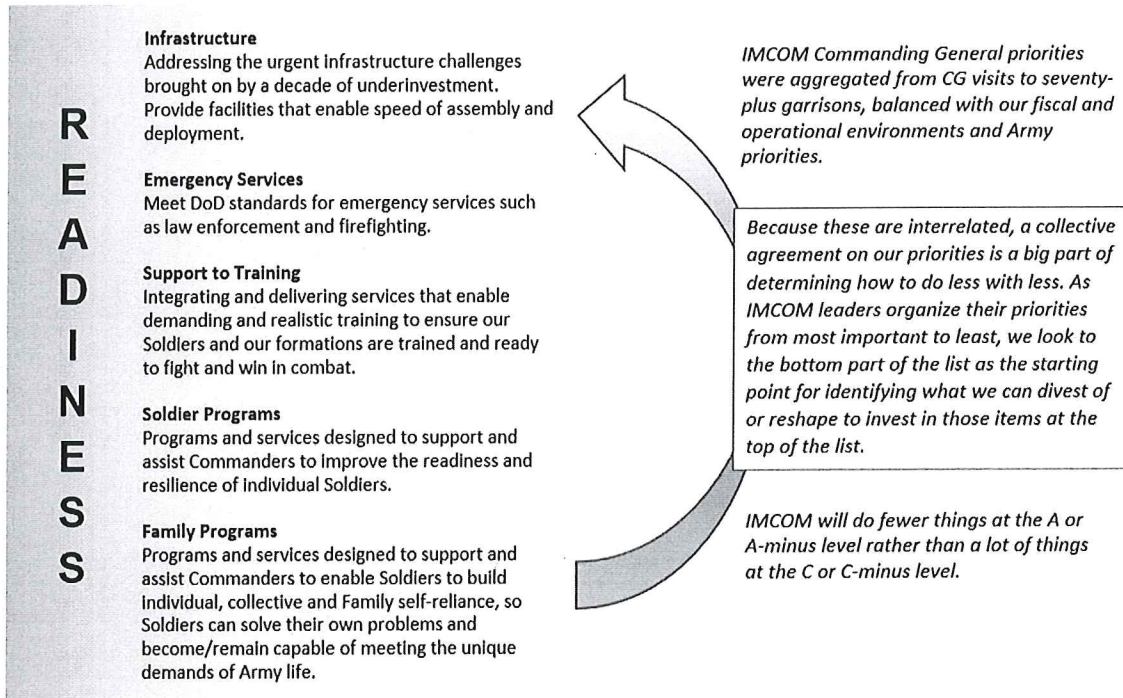
d. Main Effort: The main effort for FY18 is Infrastructure Readiness and completing the transformation of the HQ and IMCOM Directorates. As the CONUS IMCOM Directorates become FOC in their new locations with the supported ACOMs, IMCOM HQ will execute mission command at echelon to empower the IMCOM Directors and their staffs to coordinate with the ACOMs and lead and direct the USAG Commanders and staff. We must see ourselves, understand our environment, and change our behavior to act / execute operations within the fiscal and manpower resources available at each echelon. We must promote the Warrior Ethos and “Spartan plus WiFi” mindset. We must stay focused on CSA and CG IMCOM priorities when determining service delivery levels. Commanders will weigh the main effort, Infrastructure Readiness, at the point of service delivery and influence resourcing within the Year of Execution (YOE). The IMCOM HQ Staff will interface with HQDA and the other commands to communicate resource requirements and resource allocations. The IMCOM Directorates will direct and lead the USAGs in the execution of allocated resources to the point of service delivery in support of SC priorities.

e. Supporting / Sustaining Efforts: We should not expect more money or manpower in FY18. In order to Invest more in our top priorities listed below, we will Divest and Reshape our efforts in lower priority areas. This will include Soldier and Family programs and services where we are over-delivering above the statutory requirement. Those areas where resources are reduced must do all they can to sustain current levels of support, and when that is not possible, adjust and lower the level of support commensurate with resources available. These supporting efforts cannot compete with or against the higher priorities. Lower priority areas are supporting efforts and we must accept a lower level of resource and service delivery in order to enhance the top priorities and accomplish IMCOMs mission.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

4. Commander Guidance.

IMCOM CG Priorities



a. **INFRASTRUCTURE.** Infrastructure is our #1 priority, for without infrastructure, there is no readiness. Every echelon of the command will prioritize infrastructure investments to maximize readiness in support of Senior Commanders, ACOMs, ASCCs, and DRUs. Commanders will focus resources to support these priorities, mitigate risk where necessary, and accept prudent risk in lower priority areas.

(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 Restoration and Modernization (R&M).

(2) Prepare for real property audit in FY18. Establish and maintain processes meeting auditable standards. Maintain all databases of record (GFEBs, RPLANS, HQIIS, HQAES, etc.) to ensure sound Army decision-making.

(3) Prioritize facilities investments (Sustainment, R&M, MILCON, etc.) to support readiness. Use ISR-I Readiness Ratings to inform senior Army leadership about those facilities which significantly impact the wartime/primary missions of assigned units.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

Identify your unconstrained requirements to operate and maintain installations to inform future program (POM) development.

(4) Meet annual energy and water intensity reduction goals by leading an aggressive conservation program, coupled with investments to improve facility efficiency, to free resources to solve higher priority issues.

(5) Maintain environmental compliance in order to mitigate impact to training and readiness activities. Ensure safe drinking water in high risk facilities to protect our most vulnerable populations.

(6) In FY 18 we will re-establish a Command Logistics Program to gain visibility on equipment readiness, property accountability, transportation requirements, and supply requirements. At all echelons, commanders are responsible for their logistics posture to meet Army standards. HQs is working closely with HQS AMC and CG ASC to determine how the Garrison and LRC's will work together to meet this requirement.

(7) Upon issuance, execute the HQDA EXORD on Army Barracks Management program to maximize occupancy of Army barracks and reduce excess Basic Allowance for Housing (BAH) costs.

b. EMERGENCY SERVICES: Installations must sustain capability to Prevent, Protect, Mitigate, Respond, and Recover (P2MR2) from an assessed all-hazards threat that occurs on the installation and/or in the surrounding community. This requires integration and synchronization at all echelons of 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) We must promote the Protection Mindset within our personnel to enhance preparedness, aggressive response, community resilience, and sense of urgency to train and test capabilities, and to overcome the devastating impacts of a major potential threat to our installations. Installation support and services must continue to the maximum degree possible under the conditions of an event that degrades capabilities.

(2) Enhance readiness through P2MR2, coupled with prioritization of available equipment, manpower, training and resources, installations with priority to the following:

(a) Garrison Commanders/Managers must brief Senior Commanders to fully understand the risks on their installations. Do not keep decision makers and leaders in the dark. Leader involvement is crucial when you conduct the Installation risk management process and should focus on the top three all-hazards threats. Identify the most likely threats that could occur on each installation that would have the most severe impact on critical assets and mission essential functions.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

(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 the all-hazards threat in the shortest time possible and conduct short and long term recovery operations with an objective to return to pre-event conditions as rapidly as possible.

(c) Conduct protection forums (Threat Working Group, Protection Working Group, Protection Executive Committee) at all echelons to identify, address and resolve protection issues, communicate priorities on what is most critical to protect and resource, and elevate unresolved issues to the installation level.

(d) Conduct comprehensive program assessments to develop, implement, and track corrective action plans.

(e) Support Command-wide individual and collective training programs to ensure readiness of the workforce while building and sustaining capability. This includes certification training of installation first and emergency responders (Law Enforcement, Fire and Emergency Services, etc.). Educate leaders at the IMCOM College of Installation Management courses and support respective functional civilian career programs in order to "grow our own" professionals throughout IMCOM.

(f) Lead the Command Exercise Program to execute quality, demanding, realistic, well designed, and externally evaluated Full Scale Exercises (FSE). To ensure the greatest value from the FSE, conduct building block training strategies such as team collective training, table top exercises, specific functional exercises and staff exercises leading up to the FSE.

c. SUPPORT TO TRAINING: All echelons of IMCOM must do everything we can to support the training of our deployable combat formations and the generating force that produces them. Readiness is the CSA #1 priority because we must urgently rebuild and restore readiness levels where they have dipped below acceptable levels. While Training Systems Support (TSS) is delivered through the Mission Commanders in Europe, Pacific and most of Sustainment, those Directors and garrisons should be sensitive to the urgency and priority of training and seek ways to enhance and facilitate mission commanders' efforts. IMCOM-Readiness, IMCOM-Training and their garrisons play a major role in individual and unit training and are the principal focus for TSS in IMCOM. We must prioritize and rebalance our resources at Garrison, IMCOM-Directorate and IMCOM HQs level to ensure we improve and fully resource this effort. This is not a place to take risk so be serious about it.

(1) With respect to individual training of IMCOM professionals, I want to eliminate senseless and ineffective requirements. I expect leaders to identify training requirements they consider a waste of valuable time and bring them to my attention so we can make an informed decision to underwrite the risk of not conducting the training

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

while we seek a change to the policy or regulation that requires it. Get serious about this and buy back some of your valuable time to focus on our priorities. Move beyond the status quo and old annual habits and only conduct valuable and meaningful training. Specific guidance for the training and training support programs managed through both the G3/5/7 Training Division and the G3/5/7 College of Installation Management (CIM) Division (highlighted below) is provided in the IMCOM FY18 Annual Command Guidance Staff Supplemental Handbook (to be published in Oct 17).

(2) The G3/5/7 Training Division provides integrated training support and management of Training Support Systems (TSS), Institutional Training, Installation Ammunition Management, and IMCOM-managed museums. IMCOM FY18 Annual Command Guidance Staff Supplemental Handbook covers all of the Training functional areas.

(3) College of Installation Management (CIM): The CIM provides integrated leadership, resources, and guidance to engage and challenge Installation Management professionals through relevant education and training, that improves performance and supports readiness. In FY 18, we will continue our partnership with TRADOC and Army University to improve faculty development and curriculum development at the CIM in order to deliver the highest quality education, instruction and training possible with the resources available. Given our limited resources, this is not possible for all courses taught so we will examine the catalogue of courses delivered and focus more narrowly on a smaller number of high priority courses. Separately, we will improve the Garrison Leaders Course based on recent input from garrison leaders. IMCOM FY18 Annual Command Guidance Staff Supplemental Handbook covers all of the CIM functional areas.

d. SOLDIER PROGRAMS:

(1) Installation HR Services. The G1 is the principal staff directorate at the HQs for matters concerning human resources and provide technical oversight within IMCOM and interface with HQDA and others outside IMCOM. In a change in how we did business in the past, I expect the IMCOM Directorates to play a major role as the intermediate echelon between the IMCOM HQs and the garrisons. In human capital and talent management I want to leverage the experience and leadership of the IMCOM Directors by empowering them with both information and decision authority.

(2) Soldier For Life (SFL). IMCOM plays an important role in the Army's key SFL tasks: Changing Army culture and mindset; recruiting and retaining ready and resilient Soldiers of character; ensuring Soldiers have the tools to successfully transition, and retired Soldiers and Veterans continue representing the Army in their communities to inspire future Soldiers. In FY18, I want to focus attention on meeting the statutory requirements of the Veterans Opportunity for Work (VOW) Act and ensuring quality of service in meeting these requirements. Involved Leaders will integrate our efforts and

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

sustain the quality of this service. In addition I want to increase our partnerships with non-federal entities who desire to hire our transitioning Soldiers and facilitate their access and communication.

(3) Ready and Resilient (R2) Integration. In FY18, we will place great emphasis on putting the Unit Commander and Soldiers' Chain of Command at the center of all our support. Do not deliver service and support directly to a Soldier without the chain of command's awareness and involvement. The Commander is ultimately responsible for the readiness, resilience, morale and welfare of their Soldiers and Families. Everything we do, we do in support of commanders and chain of command. We must build a strong relationship with them through demonstrated performance of support. Leverage the Community Health Promotion Council and its sub-processes to assist commanders in establishing a Risk Common Operating Picture and developing prevention, mitigation and deterrence strategies. Primary capabilities within the R2 umbrella include: Comprehensive Soldier & Family Fitness (CSF2); Sexual Harassment/Assault Response & Prevention (SHARP); Suicide Prevention (SP); Risk Reduction and Civilian Health & Wellness and Army Substance Abuse Program (ASAP).

(4) ASAP Clinical Care is now provided by US Army Medical Command under the Behavioral Health System of Care. We must have a strong relationship with MEDCOM and robust communication with the Chain of Command to ensure continuity of care along the spectrum of prevention and training through intervention and treatment.

e. FAMILY PROGRAMS:

(1) Soldier and Family Readiness. IMCOM delivers very high quality Family and MWR services and is at the forefront of the Army's effort to build healthy, self-reliant, and resilient Soldiers and Families. In FY18 our challenge is to sustain the quantity and quality of these services even while reducing expenses. We simply do not have the same level of resources we did during the years of the Army Family Covenant when resources were temporarily abundant. In accordance with Total Army Strong, commanders must now balance their programs and tailor them to local needs ensuring we are focused where the need is the greatest. Commanders must assess, prioritize and deliver programs and services that are the most relevant, value added and desired by those we support. IMCOM will not use NAF dollars to offset the financial losses incurred by underperforming programs as this puts at risk the financial health of the NAFI and severely limit our ability to recapitalize and reinvest revenue into Capital Purchases & Minor Construction (CPMC). FY18 demands a new way of doing business from both a program delivery and financial management standpoint, and this necessitates creating a new culture and mindset for Family and MWR employees as well as realistic expectations of our Soldiers and Families.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

(2) Expense-based Resource Management. Based on the overall financial status of the Nonappropriated Fund Instrumentality (NAFI), which supports Army MWR operations, we are implementing an expense-based business model for MWR operations. This will require the purposeful and strategic management of nonappropriated fund (NAF) expenditures. I have committed the Army to meeting the OSD standards for APF funding to Category A (mission sustaining) and B (community support) programs. IMCOM will no longer continue supplementing these programs with the use of additional NAF funding. Adhering to the OSD standards of 85 percent and 65 percent APF, respectively, will demand a new way of doing business. This includes meeting the directed, Army aggregate, 8 percent net income before depreciation (NIBD) standard and adhering to program operating guidance to ensure expenses and overhead are actively managed to the prescribed standard. It is critical that commanders ensure that not only are the OSD funding standards met, but that the financial and overhead targets and standards provided to their individual garrisons are as well. The development and implementation of strong business plans to support the new business standards is key, in addition to seeking innovative revenue generating sources.

(3) Program and Service Delivery. Commanders should exercise local flexibility and adjust the scope of programs, pricing, hours of operation, and changes in labor to reduce expenses. Right size program delivery at the required, not expected, levels of service and ensure you remain in compliance with public law, DODI, and Army regulations. Do not over-deliver. Any deviation from the minimum mandated DOD or Army standard requires an exception to policy from the IMCOM-Director who will coordinate with the CG and IMCOM HQs. As we adjust programs and services, mitigating strategies need to be developed in order to compensate for those programs and services that have been scaled back or no longer exist. This will entail solidifying more partnerships outside the gates, relying on emerging technological trends for customer engagement and partnering with the other Services. Develop and coordinate a deliberate communication plan for the local community that clearly articulates in advance any adjustments made to program and service delivery.

(a) Our CYS programs are the best in the nation and we must sustain that quality. Garrison Commanders will conduct the three commander-led inspections, conduct quarterly walkthroughs, correct deficiencies identified during inspections, and confirm that programs are operating in compliance with approved manning documents and delivery of negotiated spaces.

(b) In FY18, IMCOM will support TRADOC and FORSCOM pilots at Forts Campbell, Drum and Stewart as the Army revises Soldier physical fitness doctrine and standards. Maintain all other fitness facilities to current standards. Commanders will support the Army's holistic approach to Soldier and Family well-being, the Healthy Army Communities initiative, through expansion of healthy food options at MWR facilities.

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

Coordinate with AAFES for their local support in offering healthy food options with high visibility placement.

(c) Individual Category C (revenue generating) programs and operations that continue operating at a loss without an approved exception will be carefully scrutinized and subject to placement on the Performance Improvement Program (PIP). Commanders need to review the requirements of the PIP, understand the process, and ensure that all improvement strategies, to include HQ site assistance visits (SAVs), are utilized.

(d) The provision of Army Community Service (ACS) programs is, in general, mandated and governed by public law, DODI or Army Regulation. However, commanders have flexibility regarding the delivery of ACS programs and should focus on how we are delivering not just what we are delivering. Tailor your programs to local priorities and the needs and requirements of the garrison community and mission. The new DoD certification is based on measurements related to the quality of service delivery and meeting prescribed standards, not staffing and personnel.

5. CG Focus Areas.

a. Mobilization and Deployment. We have a CONUS based contingency Army that must respond rapidly to meet Combatant Commander requirements. Garrisons must take a hard look at how you support this, refresh your SOPs, and conduct table top exercises and rehearsals to achieve a high confidence level that you are postured to support no-notice and short-notice mobilization and deployments. ARFORGEN is over and patch charts are for routine ops. Our success in going to war depends on your support to a new model of rapid mobilization and deployment. Make this a priority and give it the time it deserves.

(1) Mobilization Support. The deliberate shift from Army Force Generation to Sustainable Readiness requires a thorough analysis of the roles, responsibilities, command relationships, and resourcing that enable rapid expansion to support mobilization of Reserve Component forces as well as the rapid deployment of both Active and Reserve Component forces. IMCOM HQs will work with HQDA to ensure our requirements to improve and properly support mobilization and deployment capabilities are captured in the following HQDA venues: Reserve Component Capability and Capacity Analysis, Army War College Mobilization Wargame, HQDA Mobilization and Deployment Framework Planning Team, Army Power Projection Program, and FY18 HQDA Emergency Deployment Readiness Exercise Program (EDRE). At times IMCOM-Directorates and Garrisons will provide direct support to these venues as well as supporting IMCOM staff analysis and input to HQDA.

(2) Deployment Support. The Army's ability to rapidly project expeditionary forces on a global scale has atrophied. The CSA directed a Department of the Army

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

(DA) level, limited notice, BCT-sized EDRE program linked to the Combat Training Centers to exercise the total deployment process. The intent of the HQDA EDRE Program is to (1) synchronize and integrate Army power projection efforts to exercise and evaluate the total deployment process; (2) develop DOTMLPF solutions to enable the Army to deploy and sustain operations; and (3) develop an Army that is agile and responsive. Forces Command (FORSCOM) will annually conduct four CONUS EDREs in accordance with available funding. Success requires integrated efforts of all the service providers at the installation, especially MEDCOM, Logistic Readiness Centers and Network Operation Centers. We will codify our support of the HQDA EDRE Program in an IMCOM order detailing IMCOM-Directorate and garrison requirements and participation.

b. Service Culture Initiative: I have said on many occasions that SCI is not a one-time effort or flash in the pan but a sustained campaign. For FY18 I want commanders to focus on two areas. First, ensuring that the principles of SCI are understood and applied at all echelons of the organization, focusing on our junior leaders, first line supervisors, and front door service providers. The Leadership Pledge and Pledge to our Customers serve as a guide in this effort. Second, we must continue to establish our organizational identity and instill a sense of pride in serving as a part of IMCOM. IMCOM and our installations serve as the foundation of the Army culture. We must acknowledge, value and respect IMCOM professionals' unique and vital contribution to Army readiness.

c. Fiscal Guidance and Controls.

(1) The initial funding program guidance for FY18 is pre-decisional and subject to change. The FY18 planning numbers are based on the latest FY18 file PB18AF4.1 and will be updated when we have President's Budget (PB). The current FY18 file reflects a 15 percent overall increase to the FY17 Operations & Maintenance, Army (OMA) program and a 5 percent increase to Army Family Housing (AFH). The FY18 Narrative Funding Guidance (NFG), when published, is for initial planning and provides instructions for technical execution. The fiscal environment will remain uncertain so be flexible as we update the NFG throughout the year.

(2) Assume we will begin the year operating under a Continuing Resolution Authority. This is prudent planning and we will adjust upon enactment of the FY18 Defense Appropriations Act and publication of the FY18 HQDA Funding Letter. Directorates and Garrisons will be informed as soon as FY18 planning numbers are published for OMA Base, AFH and OCO. These funding levels will represent the high water mark and are subject to change.

(3) Audit readiness remains a priority of the Army leadership. I need your leadership at all levels to move IMCOM closer to achieving this goal. The IMCOM G8 Financial Operations Division and IMCOM Internal Review Office are valuable

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

resources for IMCOM commanders and leaders in this effort. During FY18, IMCOM will continue to revise and standardize our business practices with robust internal controls in order to achieve audit readiness. I am well aware how hard this is, but we must do everything we can to meet these high standards and maintain them.

(4) The Management Internal Controls Program (MICP) is critical to my philosophy of empowering subordinate elements. I want to push authority to the lowest level possible, and the MICP is the mechanism by which we mitigate risk without centralizing control. MICP is a commander's program and I expect leaders and managers at all levels to actively implement and support internal controls, regularly measure the outcomes throughout their daily activities and reduce anticipated risks within the identified areas of concern. This paradigm is not new, but is especially important today as we restructure the command and optimize the application of our resources to support command priorities. Commanders should spend time on this every month, not once or twice a year.

d. Cybersecurity.

(1) We must secure and defend our information systems from attack and enforce accountability and readiness across our workforce. Our adversaries are actively attempting to penetrate our systems everyday so you must operate with this frame of mind. We made very little progress this past year and we have to make it a priority in FY18 to identify our unprotected systems and improve our posture.

(2) While NECs and the NETCOM are responsible for securing the baseline network infrastructure at our garrisons, securing our mission systems is our responsibility. I am not doing enough to help you and the Deputy Commanding General will lead an effort at the IMCOM HQs to improve visibility of our mission systems, control investments/spending on information technology and, ultimately, improve IMCOM and DoD's cybersecurity posture.

6. Safety: Safety is a Commander's Program and leaders at every echelon are responsible to implement the requirements of AR 385-10. The two most important tools in the identification and mitigation of loss producing conditions are:

(a) Risk Management (RM). Integrate RM into all your operations. Garrison Safety will provide RM training, tools, and advice to the Garrison Commander and the directorates within the command. RM conserves and protects our capabilities and enables disciplined initiative. This is Commander's business and cannot be delegated, yet requires everyone's involvement. It should be part of your routine that you do this well.

(b) Commander's Annual Safety Plan (CASP). The Garrison Safety Manager will create a 1-to-n list of regulatory-driven safety requirements. The CASP is based on

SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance (ACG) – Fiscal Year (FY) 2018

tables J1, J2, and J3 of DA PAM 385-10 and includes all requirements based on Army Regulations, Public Law, and the Garrison and Senior Commander's initiatives. Give priority to inspections, focusing on FMWR sites and Garrison workplaces, the mitigation of risks found in these areas, and employee training.

7. Visits to Garrisons: All IMCOM staff visits to Garrisons must be coordinated and approved by the respective IMCOM Directorate to ensure synchronization with Directorate or Senior Commander priorities. We will not overwhelm garrison's with multiple, simultaneous visits or duplicative inspections. Additionally, all external agency (ACSIM, ASA's etc.) staff visits to Garrisons must have IMCOM HQs and IMCOM-Directorate visibility. This is not to discourage robust interaction and communication but to respect the integrity of the command. I expect you to ensure proper preparation, reception, and common understanding of purpose so these visits are maximum value added and mutually beneficial.

8. Conclusion. Our success in FY18 is contingent on the precise application of resources, implementing our Service Culture Initiative with vertical and horizontal communication internal and external to IMCOM. IMCOM HQs and I will focus on supporting the IMCOM-Directors. IMCOM Directors and their staff will focus on supporting the Garrisons. Garrisons will focus on integrating all the service providers on the installation and supporting the Senior Commander. With this framework we will remain agile and respond to an ever-changing resource and threat environment. Everything we do we do in support of others so take quiet satisfaction in enabling their mission success while taking care of our installations and those who work and live on them.

9. Point of Contract: 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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SUBJECT: Installation Management Command (IMCOM) Annual Command Guidance
(ACG) – Fiscal Year (FY) 2018

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