



IMCOM
SOLDIERS · FAMILIES · CIVILIANS

ACOE Competition Process
Garrison Profile Template
(2010-2011 Cycle)

Proponent is HQ IMCOM, G5, Business Transformation Division

GARRISON NAME: USAG-BAUMHOLDER

GARRISON REPRESENTATIVE: Sean Lambur

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GARRISON COMMANDER: LTC Sam R. McAdoo

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COMMANDER'S ENDORSEMENT:

"I verify that the information submitted for our Garrison Profile accurately reflects valid data of the Garrison. The submitted package is original work and was not outsourced to any contractor or private party outside of the Garrison for development."

Commander's Signature

The Garrison Profile Template will be assessed and points awarded based on degree of compliance with Installation Management Campaign Plan implementation. The maximum point values are contained in the table below:

| Garrison Profile Template Category | Points Available |
|------------------------------------|------------------|
| Planning | 100 |
| Preparing | 200 |
| Communicating | 200 |
| Executing | 300 |
| Assessing | 200 |
| Improving | 200 |
| Total | 1,200 |

USAG-BAUMHOLDER GARRISON PROFILE TEMPLATE
Planning (100 Points)

| | | | |
|---|------------|-----------|------------------|
| 1. Did the Garrison modify existing programs and services to support all of the IMCP Lines of Effort and Keys To Success? | Yes | No | Partially |
| | | | X |

- *Describe the steps the Garrison took to integrate your existing programs and services into your plan to implement the IMCP.* The USAG Baumholder has re-oriented its Installation Services and Common Levels of Support Services under the six Lines Of Effort.

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| 2. Did the Garrison obtain the "Voice of the Customer" (e.g., Senior Commander) to successfully implement the IMCP? | Yes | No | Partially |
| | | | x |

- *Describe the process you used to obtain customer (e.g., Senior Commander) requirements in order to successfully implement the IMCP.* The Garrison Commander introduced the Senior Commander to the LOE's in their weekly meetings.

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| 3. Has the Garrison conducted planning sessions to prepare strategy, action plans, and related milestones to implement the IMCP? | Yes | No | Partially |
| | | | x |

- *Describe your planning process. Include a flow chart of the process.* 1. We begin by orienting to the IMCOM Vision 2. We then establish our current standing in relation to the vision 3. We conduct a gap analysis to determine our shortfalls 4. We conduct an analysis of our Strengths, Opportunities, Weaknesses and Threats (SWOT) 5. Using the SWOT, we develop Action Plans to move us towards the vision and finally, 6. We conduct an azimuth and progress check every six months.

Garrisons will provide clarifying narrative on how they aligned their strategic plan, strategic action plans, or other plans with the Installation Management Campaign Plan (IMCP) Lines of Effort (LOE). This narrative should describe how the Garrison has aligned its existing plans to the IMCP LOEs or developed new plans to implement the IMCP and integrate these plans with existing programs.

The USAG Baumholder is in the process of realigning its former strategic goals, objects and actions, developed under the framework of the Integrated Strategic Sustainability Plan, into the framework of the six IMCOM Lines Of Effort.

| Line of Effort 1 Soldier, Family and Civilian Readiness | Expected Performance Levels (Note: Timeframes are for example purposes only) | | | | | | | |
|---|---|---------|---------|---------|--|---------|---|---------|
| | Plans – Reviewed Quarterly | | | | | | | |
| Short- or Longer-Term | FY 10 | | | | FY 11 | | | |
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
| | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |
| | Key Action Plans | | | | Performance Measure | | Performance Projection | |
| 1.1.1 Soldiers assigned a sponsor | - Develop reporting tools/access to databases (1 st Qtr FY12) - Coordinate with tenant units for sponsorship reporting (1 st Qtr FY12) | | | | # of Soldiers assigned a sponsor / # of Soldiers assigned by to the installation | | 1 st Qtr 50% 2 nd Qtr 75% 3 rd Qtr 90% 4 th Qtr 100% | |
| 1.1.2 Risk Reduction Program (RRP) "Shot Group" behaviors | Educate leaders, Soldiers and civilians in appropriate, responsible and resilient life choices IAW with published regulation and policy. Provide | | | | FINANCIAL: Any occurrence of insufficient funds; any inability to | | Increasing offenses in direct correlation to ARFORGEN | |

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| | intervention services to victims in conjunction with MEDCOM and financial assistance through AER and mandatory money management training. | meet obligations; any AER other than Emergency Travel. SPOUSE/CHILD ABUSE: Any substantiated case where Soldier is assigned to a reporting Unit | | | | |
| 1.2.2 Customer Service Assessment (CSA) Performance rating for designated Resiliency and Balance related services | Review customer feedback from ICE, Town Halls, AFAP, Evaluations, Master Trainer inspections, Needs Assessments, online surveys and feedback from Facebook. Review CLS/ISR, OIP, Accreditation standards, Published regulations and policy. | 90% customer satisfaction; Meet 100% of category 1 requirements. | 90% | | | |
| 2.1.1 Standardized Programs and Services for Soldiers, Families and Civilians | Review cyclically on a monthly basis | Pass Accreditation | Marginal | | | |
| 2.5.1 Well-Being Programs and Services to meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle | Review trends in the Monthly Utilization Report (MUR) | 6 contacts per day per consultant | 98% | | | |
| Plans – Reviewed Annually | | | | | | |
| Longer Term (>1 Year) | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 |
| | 100% | 100% | 100% | 100% | 100% | 100% |
| | Key Action Plans | | | Performance Measure | Performance Projection | |
| 1.1.1 Soldiers assigned a sponsor | - Assign Installation Sponsorship Managers | | | Installation Sponsorship Manager assigned | 4 th Qtr (yes/no) | |
| 1.4.1 Enlisted Soldiers enrolled in college or college-related courses | Initiate comprehensive marketing and outreach plan. Note: Do not expect significant post-secondary program participation in FY11 due to the upcoming 170 th IBCT OEF deployment. | | | % of Enlisted Soldiers enrolled in college or college-related courses | 10 % | |
| 1.5.1 Installation Mission Essential Requirements (MERS) | Plan to have Non-Tactical Vehicles TDA meet IMCOM-E Template | | | # of On-Hand assets provided/# of validated assets | 100% | |
| SR2-5: Establish & maintain a comprehensive EAP IAW AR 600-85 | Establish full-time EAP position. Provide civilian & supervisory training on EAP services, 2 hrs annually on SA prevention Provide EAP services of assessment, referral for all adult living problems, consultation & mediation to guide employees & supervisors in resolving issues impacting on civ. workforce | | | % of assets met on the installation (# of On-Hand assets fully operational / # of Validated assets | 100% | |
| SR2-6: | Participate in Joint Commission | | | Maintenance of | 100% | |

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| Develop/Administer an ASAP that increases knowledge/improves decision making regarding drug use/abuse/dependency | certification inspection process | certification | |
|--|----------------------------------|---------------|--|

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|---|--|---------|---------|---------|-----------------------------------|---------|------------------------|---------|
| Line of Effort 2 Soldier, Family and Civilian Well-Being | Expected Performance Levels (Note: Timeframes are for example purposes only) | | | | | | | |
| Plans – Reviewed Monthly | | | | | | | | |
| Plans – Reviewed Quarterly | | | | | | | | |
| Short- or Longer-Term | FY 10 | | | | FY 11 | | | |
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
| | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |
| | Key Action Plans | | | | Performance Measure | | Performance Projection | |
| 2.3.2 Community Recreation, Business and Army Lodging Customer Satisfaction | Respond to all negative ICE comments within 48 hours and review annual results | | | | & Garrison ICE Policies | | 90 % | |
| Plans – Reviewed Annually | | | | | | | | |
| Longer Term (>1 Year) | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | | |
| | 100% | 100% | 100% | 100% | 100% | 100% | | |
| | Key Action Plans | | | | Performance Measure | | Performance Projection | |
| CRD - 2.3.1 | Assess program, services and RDS results during annual performance appraisals of all branch managers | | | | IAW AR 215 & IAW FMWRC Guidelines | | 90 % 100 % | |

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|--|---|-----|-----|-----|-----|-----|--|-----|-----|---|-----|-----|
| Line of Effort 3 Leader and Workforce Development | Expected Performance Levels (Note: Timeframes are for example purposes only) | | | | | | | | | | | |
| Plans – Reviewed Monthly | | | | | | | | | | | | |
| Short-term: Current FY 10 | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
| | 8% | 8% | 8% | 8% | 8% | 8% | 8% | 8% | 8% | 8% | 8% | 12% |
| | Key Action Plans | | | | | | Performance Measure | | | Performance Projection | | |
| 3.1.1 Workforce Leader Development | - Establish Garrison Training Coordinator/Workforce Development Specialist - Identify personnel who have not completed required leaders development courses - Develop targets | | | | | | # of personnel completing required leader development education / # in target population | | | by end 4 th Qtr - 10% increase in trained population | | |
| 3.1.2 Supervisory Leader Development | - Establish Garrison Training Coordinator/Workforce Development Specialist - Identify leaders who have not completed required leaders | | | | | | # of supervisors who meet mandatory supervisory training course | | | by end 4 th Qtr - 10% increase in trained population | | |

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| | development courses - Develop targets | requirements / # of supervisors | |
| 3.3.1 Employee Orientation | - Develop/Improve New Employee Orientation Program (2 nd Qtr FY11) - Develop program agenda (3 rd Qtr FY11) - Instruct/teach supervisors (4 th Qtr FY11) | - Program Concept - Implementation/Training Plan | 4 th Qtr Concept SOP (yes/no) |
| 3.3.1 Employee Orientation | - Resource program (1 st Qtr FY12) | # of personnel completing Orientation for New Employees / # of personnel required to complete Orientation for New Employees | Program in place NLT 1 st Qtr FY12 100% arrivals attend |

Plans – Reviewed Quarterly

| | | | | | | | | |
|-----------------------------------|--------------------------------|---------|---------|---------|---|---------|-----------------------------|---------|
| Short- or Longer-Term | FY 10 | | | | FY 11 | | | |
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
| | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |
| | Key Action Plans | | | | Performance Measure | | Performance Projection | |
| 3.5.1 Individual Development Plan | - Standardize IDP requirements | | | | # of employees with IDPs / # of employees | | by 4 th Qtr 100% | |

Plans – Reviewed Annually

| | | | | | | |
|---------------------------|-------------------------------|-------|-------|--|-------|------------------------|
| Longer Term (>1 Year) | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 |
| | 100% | 100% | 100% | 100% | 100% | 100% |
| | Key Action Plans | | | Performance Measure | | Performance Projection |
| 3.2.1 Performance Ratings | - Develop tracking procedures | | | # of personnel who receive their efficiency or performance rating on time as required by regulation / # in target population | | 100% on time reports |

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| Line of Effort 4 Installation Readiness | Expected Performance Levels (Note: Timeframes are for example purposes only) |
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Plans – Reviewed Quarterly

| | | | | | | | | |
|---------------------------------------|--|---------|---------|---------|---|---------|---|---------|
| Short- or Longer-Term | FY 10 | | | | FY 11 | | | |
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
| | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |
| | Key Action Plans | | | | Performance Measure | | Performance Projection | |
| 4.6.1 Environmental stewardship plans | 1. Identify total number of required plans. 2. Identify plans current, approved, integrated, implemented and managed. | | | | % of required stewardship plans current and approved, | | 50% 1 st half - 100% 2 nd half - | |

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| | 3. Complete/update plans. 4. Implement/manage plans | integrated, implemented and managed | | | | |
| 4.6.2 Lost training and industrial days | Continue to ensure no lose of training days due to significant environmental stewardship aspects and impacts based on 2009 baseline | % reduction of training days lost + % reduction of industrial days lost due to correctable significant environmental stewardship aspects and impacts based on 2009 baseline. | 0% | | | |
| Plans – Reviewed Annually | | | | | | |
| Longer Term (>1 Year) | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 |
| | 100% | 100% | 100% | 100% | 100% | 100% |
| | Key Action Plans | | | Performance Measure | Performance Projection | |
| 4.1.1 Modernization Ratio | DOL coordinated with IMCOM-E, received DLA funds in the amount of \$ 482,163.00 to upgrade fuel facility bldg 8458. | | | FYDP funding allocated to modernize facilities: FYDP funding allocated to meeting facilities deficits | | 100% |
| 4.2.1 Installation Management Campaign Plan (IMCP) Implementation Assessment | Director of Logistics implemented an aggressive Command Supply Discipline Program (CSDP) IAW AR 710-2 , Appendix B | | | ICMP Assessment Metrics | | 90% |
| 4.6.3 Reduction of waste going to landfills | 1. Identify recyclable waste streams 2. Provide recycling awareness training throughout the Garrison 3. Increase recycling rate 4. Request a TDA position for a SORT coordinator | | | % reduction of waste going to landfill | | 95% |
| 4.7.2 % of barracks (BT/AIT/AT/PP/MOB/WIT) that meet Army standards, current vs. end of FYDP | Get the RPLANS data fixed as soon as possible in order to request funding to get all barracks buildings up to standard before the 2015 deadline | | | % of barracks (BT/AIT/AT/PP/MOB/WIT) that meet Army standards, current vs. end of FYDP | | 100% |

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|----------------------------|---|---------|---------|---------|---------------------|---------|------------------------|---------|
| Line of Effort 5 Safety | Expected Performance Levels (Note: Timeframes are for example purposes only) | | | | | | | |
| Plans – Reviewed Quarterly | | | | | | | | |
| Short- or Longer-Term | FY 10 | | | | FY 11 | | | |
| | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
| | xx% | xx% | xx% | xx% | xx% | xx% | xx% | xx% |
| | Key Action Plans | | | | Performance Measure | | Performance Projection | |
| 401.1.1 Provide | Cannot complete a fully staffed | | | | Fully staffed first | | No change. | |

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| Emergency Response Services for Structure Fires | response at current manning levels. | alarm response (Emergency Response Services for Structure Fires) on scene within DODI 6055.06, DOD F&ES Program. | Increased manning unfunded. |
| 401.2.2 Provide Fire Prevention Services | Completion of all required services not possible at current manning. | Timely fire risk analysis, code enforcement, and educational programs conducted by fully staffed and certified personnel within DODI 6055.06 (Fire Prevention Services). | No change. Increased manning unfunded. |
| 401.4.5 Provide Emergency Response Services for Hazardous Materials (HAZMAT) | Completion of all required services not possible at current manning. | Fully staffed first alarm fire response on scene within DODI 6055.06 (Emergency Response Services for Hazardous Materials (HAZMAT)). | No change. Increased manning unfunded. |
| 401.7.8 Provide Emergency Dispatch Services | Maintain 100%. | Provide Emergency Dispatch Services. | Maintain 100%. |
| 4.8.2 First Responder Capability | Enforce Station SOPs and improve proficiency of Dispatchers and Desk SGTs through training to increase speed of response. | Meeting DOD and/or Army time standards and capabilities in response to emergency service calls. Percent of Emergency Dispatch Services within 1 min. and Percent of timely Law Enforcement Services Responses where the initial patrol arrives within 7 min. of dispatch. | Current 98.988% Project 99.5% |
| 401.7.8 Provide Emergency Dispatch Services | Maintain 100%. | Provide Emergency Dispatch Services. | Maintain 100%. |

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| 601.2.2 Respond to Law Enforcement Service Requests | Enforce Station SOP and proficiency of Desk SGTs and Patrols to increase speed of responses. | Percent of timely Law Enforcement Service Responses. | Current 97.977% Project 98.5% |
| 600.1.1 Execute Installation Access Control Point (ACP) Operations | Maintain 100%. | Percentage of contract security guard (CSG) positions manned per the staffing matrix. | Maintain 100%. |
| 600.2.2 Provide and Maintain Required Installation Physical Security Equipment and Infrastructure | Maintain 100%. | Percentage of required barriers on-hand. | Maintain 100%. |
| 600.2.3 " | Maintain 100%. | Percentage of barriers sustained. | Maintain 100%. |
| 600.2.4 " | Evaluate required blast mitigation devices and submit work order for requirements. | Percentage of blast mitigation devices on-hand. | Current 97.849%. Project 100%. |
| 600.2.10 " | Access sites that require improvement and submit work order/SOW for requirements. | Percentage of facilities requiring site improvement. | Current 9.756% require improvement. Project 7% requires improvement. |
| 600.3.12 Execute Physical Security (PS) Program | Maintain 100%. | Percentage of required security surveys/inspections conducted. | Maintain 100%. |
| 600.3.13 " | Maintain 100%. | Percentage of required MILCON reviews conducted. | Maintain 100%. |
| 601.1.1 Conduct Law and Order Operations | Maintain operations IAW AR, AER, and CIP. | Rating Percentage of Law and Order Operations Functions. | Current unrated. Project 100%. |
| 601.2.2 Respond to Law Enforcement Service Requests | Enforce Station SOP and proficiency of Desk SGTs and Patrols to increase speed of responses. | Percent of timely Law Enforcement Service Responses. | Current 97.977% Project 98.5% |
| 601.3.3 Promote Deterrence by Detection and Enforcement | Enforce Station SOP and continued training of Patrols to identify and respond to incidents. | Percentage of Patrol-initiated Deterrence and Detection Enforcement Actions. | Current 39.886% Project 42% |
| 601.4.4 Provide Centralized E911 Emergency Dispatch Services | Enforce Station SOP and proficiency of Desk SGTs to increase speed of dispatches. | Percent of Timely Centralized E911 Emergency Dispatch Services. | Current 97.301% Project 98% |
| 601.5.5 Provide Law Enforcement Investigations | Enforce Station SOP and proficiency of Investigators; increase cooperation with HN law enforcement. | Percentage of Investigations Closed by Military | Current 98.469% Project 99.5% |

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| | | Police Reports Completed. | |
|--|--|---------------------------|--|

| Line of Effort 6 Energy Efficiency and Security | Expected Performance Levels (Note: Timeframes are for example purposes only) | | | | | |
|---|--|-------|-------|--|---|-------|
| | Plans – Reviewed Annually | | | | | |
| Longer Term (>1 Year) | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 |
| | | 100% | 100% | 100% | 100% | 100% |
| | Key Action Plans | | | Performance Measure | Performance Projection | |
| 6.1.1 % Reduction in energy consumption per square foot (15% in 2010, 18% in 2011, 21% in 2012, 24% in 2013, 27% in 2014, and 30% in 2015). | Execute building demolition plan, continue renovation of heating lines and replace of heating pumps | | | [Current FY Energy (MBtu/KSF)/FY03 Energy (MBtu)]-1] * 100 = % | 5% in 2010 | |
| 6.1.2 % Reduction in potable water consumption per square foot (6% in 2010, 8% in 2011, 10% in 2012, 12% in 2013, 14% in 2014, and 16% in 2015). | Continue renovation of water lines | | | # of ATSTP no-shows / # of personnel scheduled to take ATSTP training x 100 | [Current FY Potable Water(MGAL/KSF)/FY06 Potable Water (MGAL/KSF)]-1] * 100 = % | |
| 6.3.1 % renewable and alternative energy consumption in compliance with EPAAct05 and not less than: 5% in 2010 -2012; 7.5% in 2013; and 25% in 2025 | Convert natural gas heating plant to Biomass in 2012, establish electricity-producing windmill in 2013 | | | [Current FY Renewable and Alternative Energy (MW) consumption/Total FY Energy (MW) consumption]* 100 = % | 5% in 2010 | |
| 6.4.1 2% annual decrease in fossil fuel consumption using 2005 fossil fuel consumption as a baseline | Convert natural gas heating plant to Biomass in 2012, establish electricity-producing windmill in 2013 | | | Fossil fuel used previous FY - (2005 baseline consumption * .02) | 5% in 2010 | |
| 6.5.1 Reduced Carbon Footprint on the Environment % Scope 1 and 2 GHG emissions reduction against 2008 baseline. | Convert natural gas heating plant to Biomass in 2012, establish electricity-producing windmill in 2013 | | | Varies by commodity, calculated in AEWRS | 5% in 2010 | |

Preparing (200 Points)

| | | | |
|---|-----|----|-----------|
| 1. Did your organization use a systematic process to prepare for the implementation of the IMCP LOEs? | Yes | No | Partially |
| | | | X |

Add one bullet response for each LOE

- *LOE xxx (Process used to Implement the LOE):* We systematically re-aligned Installation Services and Common Levels of Support to the new LOEs.

| | | | |
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| 2. Did the Garrison identify its key customers, stakeholders, partners, and suppliers and their role in implementing the IMCP LOEs? | Yes | No | Partially |
| | | | X |

- *What steps were taken to identify key customers, stakeholders, partners, and suppliers?* Key customer, stakeholders, partners and suppliers have been identified through the Garrison mission, and informal and formal agreements.
- *List the Garrison's key customers, stakeholders, partners, and suppliers.* Key customers are Soldiers, Families and Civilians; Stakeholders are these plus the German public; Partners are fellow DOD agencies (Army Air Force Exchange Service, Defense Commissary Agency, Department of Defense Dependent Schools) and non-government organizations such as the American Red Cross and private organizations such as the Baumholder Spouse's Club.

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| 3. Did the Garrison identify its business, operational, and workforce advantages and challenges in executing and achieving the results of the IMCP? | Yes | No | Partially |
| | | | X |

- *What process was used to identify business, operational, and workforce advantages and challenges?* We have identified these through workforce surveys, environmental scans and assessments from outside agencies.
- *List the Garrison's business, operational, and workforce advantages and challenges.* Advantages: A small, close-knit community with excellent coordination and an experienced, loyal workforce. Challenges: Future sustainability of an aged infrastructure and a recent lack of consistent and adequate Sustainment, Restoration and Modernization funding.

Communicating (200 Points)

| | | | |
|---|------------|-----------|------------------|
| 1. Has the Garrison implemented a marketing plan to strategically communicate the IMCP? | Yes | No | Partially |
| | | | X |

- *Describe the Garrison's marketing plan for the IMCP.* We posted the IMCOM CG's intent poster with local modifications in more than 35 locations; we have published news of the IMCP implantation on the Garrison website and in the Garrison paper; we have presented and discussed the IMCP in personnel assemblies of more than 500 staff.

| | | | |
|---|------------|-----------|------------------|
| 2. Has the Garrison workforce's performance plans been modified to align with the IMCP? | Yes | No | Partially |
| | | | X |

- *Describe how workforce compensation, reward, recognition, and incentive practices support the achievement of IMCP objectives (e.g., describe how you make sure that military performance planning and appraisal systems (e.g., OER, NCOER) and civilian appraisal systems (e.g., NSPS, TAPES) ensure individual accountability for achieving IMCP objectives and related action plans.* Most LOE performance metrics are also found on Garrison employee's support forms.

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|---|------------|-----------|------------------|
| 3. Has the Garrison briefed its stakeholders about its plans to align processes and services to the IMCP? | Yes | No | Partially |
| | | | X |

- *Describe how the Garrison informed its stakeholders about the IMCP and the related Action Plans to implement the IMCP.* We posted the IMCOM CG's intent poster with local modifications in more than 35 locations; we have published news of the IMCP implantation on the Garrison website and in the Garrison paper
- *List the stakeholders informed and provide a brief synopsis of their issues and concerns.* Stakeholders informed have been this community's Soldiers, Family and Civilians. Their issues and concerns have not changed with the implementation of the IMCP.
- *Describe how the Garrison collaborates and cooperates with key stakeholders.* This is done through several key methods, quarterly Town Hall meetings, monthly Community Information Briefings, through

contact via the Interactive Customer Evaluation system, through quarterly meetings with German mayors and in regular meetings with the Senior Commander, the Commander of the 170th Infantry Brigade Combat Team and his staff.

- *List the key stakeholders with which the Garrison collaborated.* We have collaborated with the staff of the 170th Infantry Brigade Combat Team, the commanders of the Baumholder Health and Dental Clinics, Soldiers, Families, Civilians and German mayors.

| | | | |
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| 4. Have your senior leaders met with municipal leaders and briefed them on the "state" of the Garrison and the focus on IMCP LOEs at least once per quarter? | Yes | No | Partially |
| | X | | |

- *List dates and titles of municipal leaders briefed on the IMCP Lines of Effort.* We last briefed our municipal leaders on 9 Sep 10 at the quarterly Mayors' Luncheon.
- *List significant issues and/or concerns raised by these leaders.* Soldier deployment, Soldier discipline, Garrison longevity and off-post housing.
- *List any offers to help the Garrison implement the IMCP.* German mayors have offered to help find more quality off-post housing.

| | | | |
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| 5. Does the Garrison utilize information technology and social media (e.g., Facebook, Linked-in, and Twitter) to communicate Garrison efforts regarding IMCP? | Yes | No | Partially |
| | X | | |

- *List the IMCP information communicated through the Garrison websites.* Activities supporting the LOEs are regularly covered on the Garrison website.
- *List the social media used and contacts generated through these media.* Facebook and Twitter.

| | | | |
|---|-----|----|-----------|
| 6. Does the Garrison communicate the IMCP strategic message over multiple media to Soldiers, Families, Civilians, and other stakeholders? | Yes | No | Partially |
| | | | X |

- *List the IMCP strategic message communicated.* We have communicated the IMCP strategic message to all Garrison employees.
- *List the media used and groups targeted to receive this message.* Garrison personnel assemblies.

Executing (300 Points)

| | | | |
|--|-----|----|-----------|
| 1. Did the Garrison implement IMCP LOEs? | Yes | No | Partially |
| | X | | |

- *Describe the steps the Garrison took to implement the IMCP.* We aligned our current Installation Services and Common Levels of Support Services with the IMCP Lines of Effort.
- *Also describe how the Garrison aligned existing programs and services to support the IMCP.*

| | | | |
|--|-----|----|-----------|
| 2. Has the Garrison adjusted resources to align with the IMCP? | Yes | No | Partially |
| | X | | |

- *List the major adjustments (e.g., reprogramming actions) made to align resources to support the IMCP.* As we aligned current Installation Services and Common Levels of Support Services to the LOEs, the funding was also aligned.

| | | | |
|--|------------|-----------|------------------|
| 3. Does the Garrison Commander empower subordinate leaders to exploit opportunities and adjust operations to support the IMCP? | Yes | No | Partially |
| | X | | |

- *Describe how the Garrison Commander empowers subordinates and how this is communicated to appropriate personnel.* The Garrison Command verbally authorizes service provider personnel to 'do the right thing' to take care of customers provided we act according to the Army values while being ethically, legally and morally correct. This is communicated in visits to work areas and in personnel assemblies.

| | | | |
|--|------------|-----------|------------------|
| 4. Has the Garrison designated LOE leads and champions for the IMCP? | Yes | No | Partially |
| | X | | |

- *Describe how the Garrison determined roles and responsibilities and tasked responsible personnel.* We determined roles and responsibilities by aligning current Garrison directorate services to the LOEs and designating those directors and LOE leads.

| | | | |
|--|------------|-----------|------------------|
| 5. Is the Garrison experiencing challenges in implementing any of the IMCP LOEs? | Yes | No | Partially |
| | X | | |

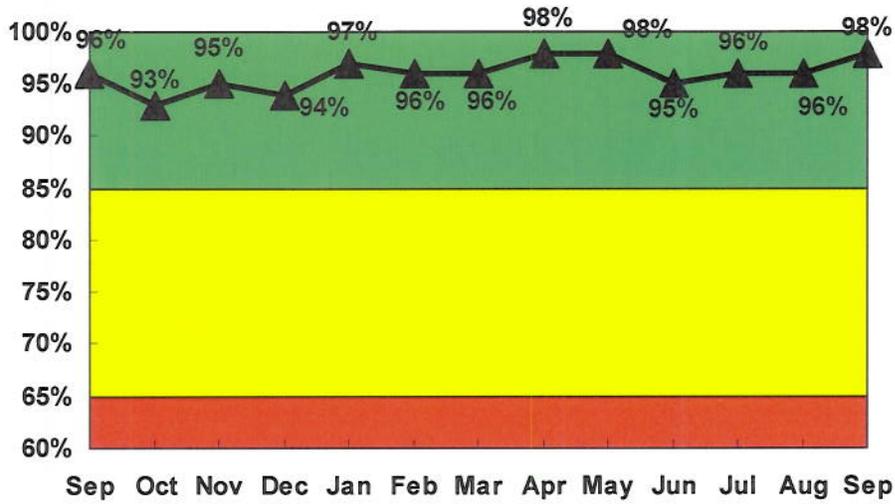
- *If so, identify the LOE, the challenges encountered, and the actions taken to resolve these challenges.* We are challenged to track leader development in a systematic fashion and are developing a database to do so. We are also challenged by a lack of adequate funding in meeting the reductions in Energy and Water use and are programming by priority.

Assessing (200 Points)

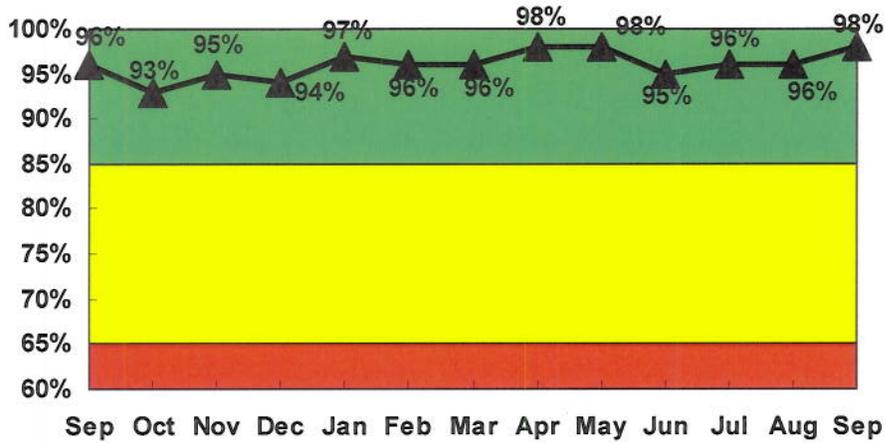
| | | | |
|--|------------|-----------|------------------|
| 1. Did the Garrison use relevant performance measures (e.g., ICE briefings and follow-on actions, AFAP issues, ISR, CLS, and Senior Commander feedback) to assess how well its programs and services are performing to meet IMCP objectives? | Yes | No | Partially |
| | X | | |

- *List key Garrison performance measures developed and used to monitor your progress in implementing the IMCP. How frequently are they used to monitor performance?* A key performance measure of how well we are meeting IMCP objectives is our quarterly Installation Status Report briefing wherein Garrison directors brief their performance measures to the Garrison commander. Another measure is our monthly Non-appropriated Funds execution briefing. Other methods are annual Child, Youth and Schools Services assessments, annual Organizational Inspection Programs, random Staff Assistance Visits and Inspector General visits. Another progress monitor is found in the results of the Interactive Customer Evaluation System. We have aligned all of our current service providers behind their applicable Line of Effort and these results depicted below are reviewed monthly.

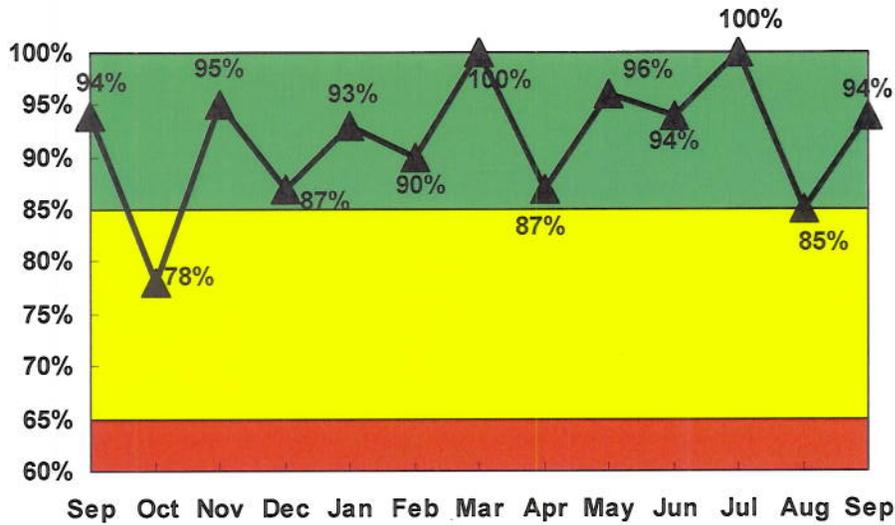
FY10 LOE 1: Soldier, Family & Civilian Readiness



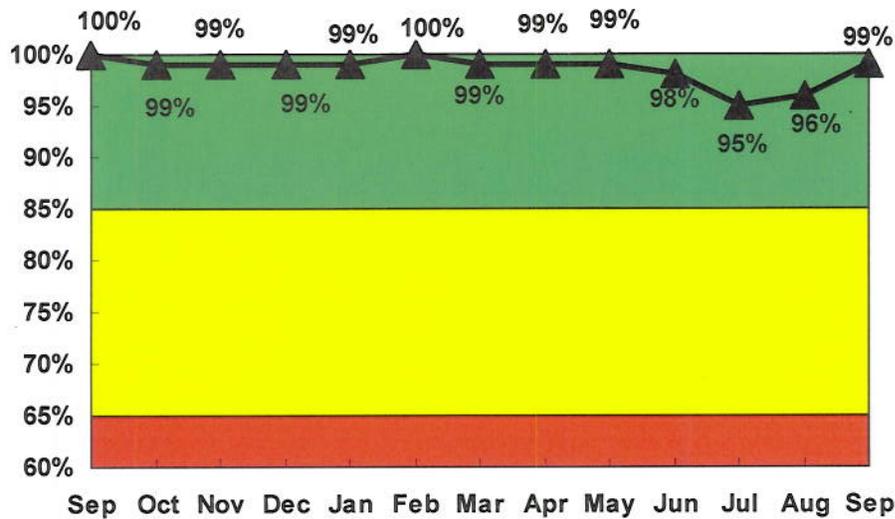
FY10 LOE 2: Soldier, Family & Civilian Well-Being



FY10 LOE 4: Installation Readiness



FY10 LOE 5: Safety



| | | | |
|--|-----|----|-----------|
| 2. Does the Garrison use performance data to identify priorities for improvement and to allocate resources to achieve IMCP objectives? | Yes | No | Partially |
| | X | | |

- If so, provide details on how data were used to allocate resources and better achieve IMCP objectives. We have used energy use and customer data to re-locate activities in the Garrison footprint in turn helping to better achieve IMCP LOE 2 and LOE 6 objectives.

| | | | |
|--|-----|----|-----------|
| 3. Did the Garrison make any changes to programs and/or services based on reviewing its performance? | Yes | No | Partially |
| | X | | |

- *If so, provide details on the review findings were used and what processes, programs, or services were changed.* In quarterly performance assessments we use findings to modify operations, sometimes assigning a Lean Six Six project to improve processes.

| | | | |
|--|-----|----|-----------|
| 4. Does the Garrison assess and improve employee satisfaction and engagement? (Note: workforce engagement means getting workers throughout the organization to contribute their utmost for the success of the organization and its customers). | Yes | No | Partially |
| | | X | |

- *Describe how the Garrison assesses workforce engagement and satisfaction.* Currently there is no IMCOM system or survey to determine such and we will develop such.

| | | | |
|---|-----|----|-----------|
| 5. Did the Garrison perform a mission analysis and use the IMCP metrics to measure plan accomplishment and improvements made? | Yes | No | Partially |
| | | | X |

- *Describe how the Garrison conducted this mission analysis and detail the IMCP metrics used to evaluate plan accomplishment.* We will conduct a Garrison planning conference that will develop a mission analysis format, integrating the IMCP metrics.

Improving (200 Points)

| | | | |
|---|-----|----|-----------|
| 1. Does the Garrison have a performance improvement system? | Yes | No | Partially |
| | | | X |

- *Provide details on this performance improvement system.* We have a disparate collection of performance indicators at the present time and are working to combine these into the Strategic Management System software so that we will have a one-stop reference for performance indicators.

| | | | |
|---|-----|----|-----------|
| 2. What are the key elements to gain efficiencies and eliminate redundancies? | Yes | No | Partially |
| | | | X |

- *Provide details on the key elements and how the Garrison determined that they were important to the process.* Our key elements in gaining efficiencies are discussion among Garrison Directors with the Garrison Commander and the close examination of our performance in different areas.

| | | | |
|---|-----|----|-----------|
| 3. Has the Garrison's program and service delivery been improved? | Yes | No | Partially |
| | | | X |

- *Provide details on what has improved. What improvement success stories would the Garrison (truthfully) brag about around the campfire to make changes in the installation environment in accordance with IMCP?* Our key improvements have been the consolidation and re-location of Garrison services that better serve our customers.
- *Describe the most important improvements that senior leaders (e.g., Garrison Commanders and direct reports) have made in how they guide and sustain the organization and in how they communicate with the workforce and encourage high performance, especially in support of the IMCP objectives.* The Garrison Commander recognized high performance in public venues.

- Describe the most important improvement that has been made to the processes the Garrison uses to plan for and implement the IMCP objectives. Our most important improvement will be the use of the Strategic Management System that will enable us to see our performance in a single view.
- Describe the most important improvement that has been made in the processes you use to obtain and use information from customers (Senior Commanders) to meet their needs. Our most important improvement has been the implementation of a weekly meeting between the Senior Commander and the Garrison Commander.
- Describe the most important improvement that has been made in the processes for measuring, analyzing, and using data to make decisions and improve organizational performance. Our most important improvement will be the use of the Strategic Management System that will enable us to see our performance.
- Describe the most significant improvement that has been made in the processes to improve workforce engagement and satisfaction, provide a safe, secure, and healthful work environment. The Garrison Commander publicly recognizes superior employee performance in front of all employees.

| | | | |
|--|-----|----|-----------|
| 4. Does the Garrison have an LSS program in place to improve key work processes? | Yes | No | Partially |
| | X | | |

- Provide details on LSS projects planned and completed. Include planned and actual cost savings and alignment with IMCP objectives.

| Name | Sum of All Financial Benefits (Final Est.) PROJECT TOTAL, \$ | P.06. Process Type (Non-Gated) | P.06. Process Type (Gated) |
|---|--|--------------------------------|----------------------------|
| LOE 1 Soldier, Family and Civilian Readiness | | | |
| Completed: | | | |
| IMCOM-Europe Baumholder (PAIO) Increasing the effectiveness of the Out-processing for the Soldier | \$2,069,092 | | X |
| LOE 2 Soldier, Family and Civilian Well-Being | | | |
| Completed: | | | |
| IMCOM-Europe Baumholder (DMWR, CLS#12, SSP-J) Pool Utilization | \$37,600 | | X |
| Planned/In Progress: | | | |
| CYSS Sports Porta Potty Savings | \$0 | | X |
| IMCOM-Europe USAG Baumholder (FMD) 5S: BHR Value Added Tax Office | \$0 | X | |
| IMCOM-Europe Baumholder (DFMWR) ACS Access Barriers | \$0 | | X |
| LOE 3 Leader and Workforce Development | | | |
| Completed: | | | |
| USAG Baumholder Emergency Leave Process | \$1,112 | X | |
| Planned/In Progress: | | | |
| IMCOM-Europe USAG Baumholder (DPW) On Call Costs | \$0 | | X |
| IMCOM-Europe USAG Baumholder (DES) Comp Time | \$0 | | X |
| IMCOM-Europe USAG Baumholder (DES) On Call Costs | \$0 | | X |
| LOE 4 Installation Readiness | | | |

| Completed: | | | |
|---|------------------------|---|---|
| IMCOM-Europe Baumholder (DMWR) Reduction of DFMWR NTV fleet | \$156,549 | | X |
| IMCOM-Europe Baumholder (DPW CLS Svc. 60) Reduce Cost of Planning and Managing Refuse Removal | \$1,536,872 | | X |
| IMCOM-Europe Baumholder (DPW) Closure Of Strassburg Kaserne | \$3,235,826 | X | |
| IMCOM-Europe Baumholder Increase Utilization of Copier Machines | \$29,645 | | X |
| IMCOM-Europe USAG Baumholder (DOL) Reduction of Paper | \$9,744 | X | |
| Planned/In Progress: | | | |
| IMCOM-Europe USAG Baumholder (DOL) APF NTV Utilization | \$0 | | X |
| IMCOM-Europe USAG Baumholder (DOL) APF NTV Utilization | \$0 | X | |
| IMCOM-Europe USAG Baumholder (DES) Lost/Stolen I.D. Cards | \$0 | | X |
| IMCOM-Europe USAG Baumholder (DPW & DFMWR) Recyclables AF vs. NAF Revenue | \$0 | X | |
| IMCOM-Europe USAG Baumholder (DPW) Closure of Neubruecke Kaserne | \$0 | X | |
| IMCOM-Europe Baumholder (cross-org) Right Size Garrison Printing Equipment | \$0 | | X |
| LOE 5 Safety | | | |
| Completed: | | | |
| IMCOM-Europe Baumholder (DES) Civilian Security Guards (Pond) | \$4,791,597 | | X |
| IMCOM-Europe Baumholder (DPTMS) Security Clearance Submission | \$34,337 | | X |
| IMCOM-Europe USAG Baumholder (DPTMS) Reduction of CSG Holiday Operating Hours | \$395,819 | X | |
| Reduction of Portable Toilets at Access Control Points (ACP) | \$187,031 | X | |
| USAG Baumholder DPTMS Reduction in CSG Force | \$10,998,934 | X | |
| LOE 6 Energy Efficiency and Security | | | |
| Completed: | | | |
| USAG Baumholder Purchase of energy-saving light bulbs for Army Family Housing | \$1,188,605 | X | |
| IMCOM-Europe USAG Baumholder (DPW) Reduction of Electrical Costs of Automation | \$266,888 | X | |
| Planned/In Progress: | | | |
| IMCOM-Europe Baumholder (DPW) Heating Plant Convertible to Renewable Resources | \$0 | X | |
| IMCOM-Europe Baumholder (DPW) Utility Expenses for Laundry | \$0 | X | |
| TOTAL | \$24,939,650.52 | | |

| | Yes | No | Partially |
|---|-----|----|-----------|
| 5. Can the Garrison identify cost saving mechanisms it has in place other than LSS? | X | | |

- *List the mechanisms for achieving cost savings.* Our mechanisms for identifying cost savings are our strategic actions under our Integrated Strategic Sustainability Plan that address utility costs.