



IMCOM

2025 and Beyond



U.S. Army Installation Management Command

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Message from the Commander



In 2002, the Army established the Installation Management Agency (IMA) to provide a corporate structure that focused on installation management, standardizing programs and services Army-wide. In October 2006, IMA was re-designated as the Installation Management Command (IMCOM). A decade later, utilizing an enterprise approach to installation management, IMCOM remains committed to providing services that support and enable a Ready and Resilient Army. Aligned with Army senior leader priorities, and in support of senior commanders, IMCOM continues to mature and transform, building a track record of trustworthiness, collaboration, inclusiveness, and transparency. As a member of the Army team, IMCOM has been at the forefront of enabling Army readiness by

delivering installation services and sustaining facilities and infrastructure in support of Soldiers, Families, and Civilians.

Guided by the IMCOM vision and commitment to world class customer service, our values-based workforce fulfills the IMCOM mission of delivering and integrating base support to enable readiness for a self-reliant and globally-responsive all volunteer Army. Although IMCOM's success has been impressive, there is still much to accomplish as we modify business practices and adjust to the current and future fiscally constrained operating environment.

The IMCOM 2025 and Beyond Campaign Plan provides the roadmap for IMCOM to support Force 2025 and Beyond. Aligned with the Army's Campaign Plan, IMCOM 2025 and Beyond serves as a change management document that focuses the Command's collective efforts, prioritizes finite resources, and continues the exchange of information. IMCOM 2025 and Beyond contains three Lines of Effort (LOE): Professional installation management workforce; Effective base operations support services; and Infrastructure sustainment and revitalization, which set the conditions for success as we transform to support the force of the future.

IMCOM's continued contributions to the achievement of the Army mission are experienced and acknowledged world-wide. CSM Hartless and I are extremely proud of the Command's accomplishments and look forward to the opportunity to continue to grow and partner making the Army – Army Strong!

DAVID D. HALVERSON
Lieutenant General, USA
Commanding



Purpose



The Installation Management Command 2025 and Beyond (IMCOM 2025) Campaign Plan operationalizes the vision of the Commanding General, Installation Management Command for 2025. This plan supports overarching national, DoD, and Army strategies. IMCOM 2025 and Beyond is designed to bridge IMCOM's current gap in describing its long-term vision of innovative activities across the near, mid, and far terms. This plan is intended as a change management document to guide, shape, and drive the direction of the Command and future actions. The plan provides the necessary strategic guidance and a framework to progress toward the IMCOM 2025 endstate. As IMCOM moves into the future it must enable the Army's Force in 2025 and Beyond by providing the right base support at the right cost.



Scope



This plan begins in Fiscal Year (FY) 15 with a campaign period of seven years, but as a strategy looks as far out as 2025 and beyond. Fiscal Year 15 is the execution year, FY16 is the budget year, and for planning purposes FY17-21 are aligned with the Program Objective Memorandum (POM), Future Years Defense Program (FYDP), and the end of the 2021 sequestration period. The plan is applicable to all of IMCOM's components: headquarters, regions, Army Environmental Command, and garrisons. Garrison commanders will incorporate this strategic framework into their overall Installation Plan--in doing this we create a culture that both enables IMCOM's base support mission that supports accomplishment of the Army's mission to fight and win our nation's wars.



Mission



IMCOM delivers and integrates base support to enable readiness for a self-reliant and globally-responsive All Volunteer Army



Vision



Innovative professionals committed to effectively delivering extraordinary services and facilities for our premier Army



Values



The Army Values are a key element of the Profession of Arms and the Army Ethic. They embody our culture of service to the nation, and guide our behavior in all situations.

IMCOM is a command dedicated to the people we serve. Our workforce must embody **'The Golden Rule'**: *Treat others as you would want to be treated.* This is about building trust -- between ourselves, our customers, and our communities. It is about commitment to action and not just talk.....deeds, not words.



Commander's Intent



Purpose: *Strengthen the Army by providing premier services and infrastructure through an exceptionally competent workforce dedicated to providing a world-class customer service experience.*

Key Tasks:

1. Implement a strategic human capital plan that advocates diversity and inclusiveness and drives the command's commitment to leader development, managing talent, and creating adaptive and agile leaders.
2. Posture the command to support Army priorities and IMCOM's vision for the future.
3. Institute business practices that instill a cost conscious culture, linking funding to baseline services.
4. Promote commitment to Total Army Strong and Soldier For Life concepts; take care of Soldiers and Families.
5. Transform IMCOM garrisons to support and enable Army Force 2025 and Beyond.
6. Capitalize on Knowledge Management capabilities to promote shared understanding of commander's intent; generate synergy to provide best-in-class customer service.



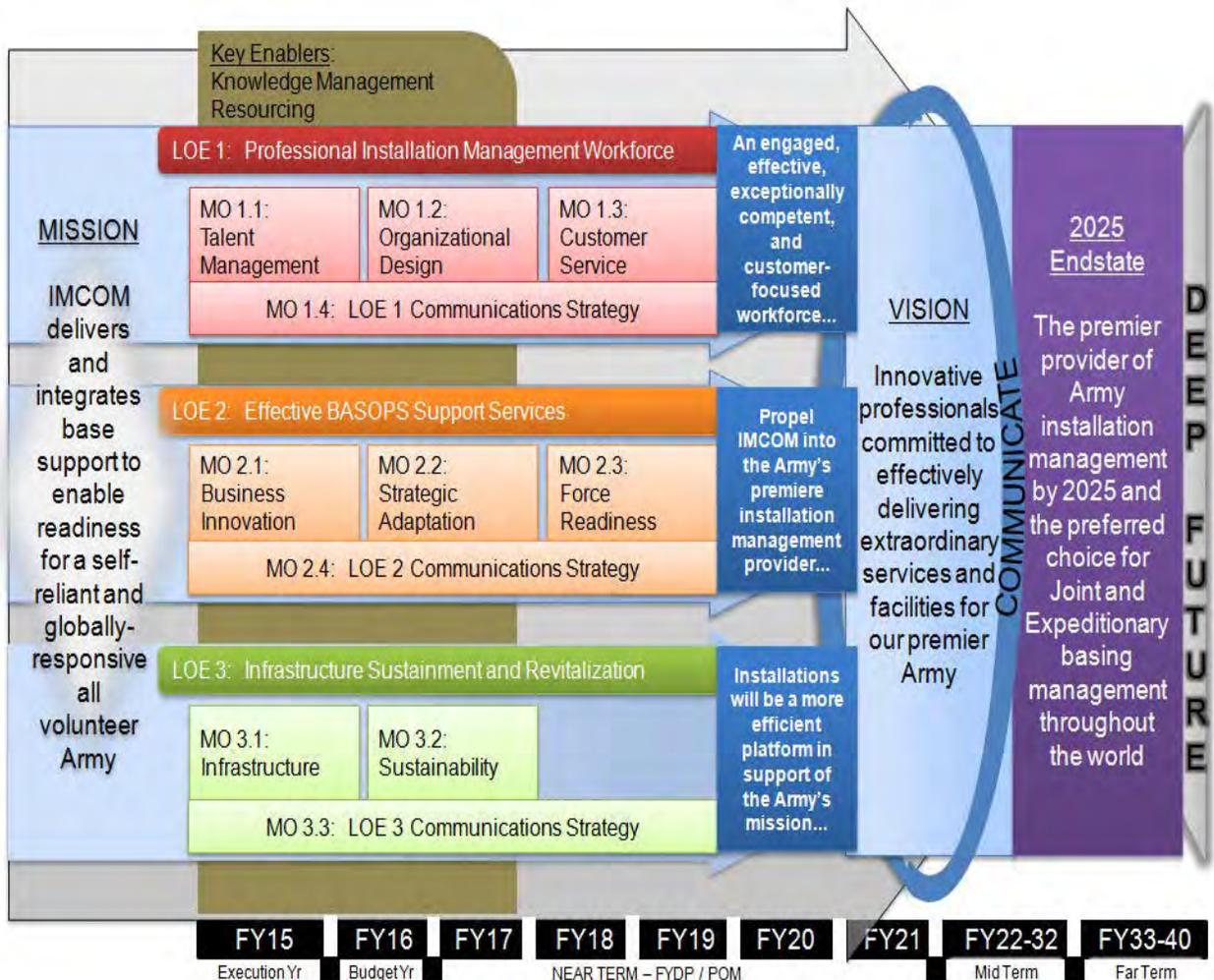
Endstate



The premier provider of Army installation management by 2025 and the preferred choice for joint and expeditionary basing management throughout the world.



Strategic Design



See Annex A for Staff Matrix.



History



Army installations and garrisons have an extensive and proud history. Whether it was in the east with Valley Forge, PA, and the U.S. Military Academy, West Point, NY; pushing through the Great Plains with the Army expanding past the mighty Mississippi and Missouri Rivers at locations like Fort Armstrong (later became Rock Island Arsenal) and Fort Leavenworth; or propelling American exploration West and keeping its people safe at Fort Sam Houston and Fort Bowie (paving the way for Fort Huachuca), installation management (IM) needs have existed since the inception of the Army.



Fort Armstrong, IL overlooking the Mississippi River



Early developments of Fort Bowie, AZ

At the center of these early foundations of IM were fundamental ideals we still promote today: take care of people; provide the necessary services; sustain infrastructure and natural resources; and enable readiness.

From the formal designation of Installation Management Agency (IMA) as the Army's installation provider in 2002, to the activation of the Installation Management Command (IMCOM) in October 2006, IMCOM continues to grow and mature into a more effective organization. Over the past twelve years as the lead provider of Army IM, we have been innovative leaders in providing installation services and managing our Army's homes. IMCOM's successes in IM are now being modeled by our sister Services and stand as one of the bright stars of Army organizational development over the past few decades.



Soldier and Airman at Joint Base Lewis-McChord, WA



Aerial Photo of Kwajalein Atoll

Today, IMCOM spans the globe and recently assumed broader roles in IM: from taking the lead for services and support at Joint Bases; to providing niche services to AMC Special Installations; and establishing IMCOM installation management at Soto Cano, Honduras and Kwajalein Atoll.

IMCOM continues to be the Army's home and plans to make it better...



Strategic Environment



The strategic environment we face is one of many significant challenges: fiscal uncertainty, military transition, and emerging global threats. A period of fiscal austerity and constrained resources is expected to affect the Army for the next several years. The Army, as it concludes combat operations in Afghanistan is faced with the necessity of rapidly drawing down its forces and must reshape its total force to meet potential threats that undermine our security interests. Our adversaries recognize that they cannot succeed in a force-on-force confrontation with the United States so they seek new ways to challenge the U.S. by using asymmetric techniques such as cyber, information operations, irregular warfare and by developing anti-access/area denial capabilities. Additionally, many of our traditional partners and key allies in providing regional security and global stability are facing the same economic downturn and decreased defense budgets as the United States. We must maintain strong alliances and look for new opportunities to further engage our partners to maintain U.S. national security and global stability. IMCOM must look closely at how we provide services and infrastructure to determine the best and most cost efficient ways to support Army forces while still protecting our Army communities across the globe. Additionally, IMCOM must prepare to provide expeditionary base operations support to Army forces in austere environments since many regions lack adequate energy and water resources. IMCOM must ensure it provides the support structure the Army needs at our installations in order to meet the challenges posed by future threats in the decades ahead.



Risk



The Army faces both an uncertain fiscal environment and multiple potential threats in a global environment. IMCOM must address both the short-term and long-term budgetary challenges facing both the command and the Army, while still providing the most essential services and infrastructure sustainment requirements, achieving the proper balance between current and future demands, and addressing long-term threats. We have neither unlimited resources (funding, personnel or natural) nor the predictability to completely eliminate risk; therefore, we must routinely analyze the strategic and operational environments and make informed decisions to mitigate risk. IMCOM's ability to quickly adapt to meet future challenges in structure and to balance current and future demands is essential to its success in providing the Army's future base support capabilities. It is our ability to identify, manage, and mitigate risk that will enable us to successfully support the operating force.



Future



Technological advancements are increasing exponentially. As a result of these rapid changes, coupled with shrinking resources, the Army recognizes the need to be more agile and adaptive to future warfare needs and threats to our nation. Our command supports both the operational and institutional forces and must adapt to support their missions. Three major future challenges for IMCOM are resources, service delivery methods, and infrastructure. To address these challenges, we need to think first and then invest wisely (See Annex D).



Resources:

Personnel - Our people are our most precious resource. Their efforts are the engines that drive the command to successful accomplishment of our mission. As IMCOM moves forward, it will be important to find people with the right skills, develop our personnel, and enable them to execute our mission in the most effective ways possible.

Funding - We must develop a cost culture and instill sound business practices. The command will focus renewed attention on the cost of operations. As a command, we need to capitalize on savings at all levels--enterprise, regional, and local.

Natural - With a growing global population and demands for natural resources rapidly increasing, natural resources have become a national security issue. Our command has a great responsibility when it comes to natural resources as we manage large areas of water, energy, and land. It is our inherent duty to manage these resources wisely and find the most effective ways to preserve precious resources for future generations.



Services: One of the ways we enable the operating and institutional forces and take care of Families is through the many services we deliver. We must use our resources wisely by delivering the right services at the right cost and assessing these services through a cost culture, performance oriented and customer feedback lens. These assessments will serve as the basis for adjustments to our services to meet emerging or changing demands. Acquisition strategies, specifically with technology enablers, will be important as we develop more flexible and innovative service delivery methods.

Infrastructure: The Army will continue to change the way we equip, train, and house Soldiers and their Families; our infrastructure will need to adapt to these new requirements. As Military Construction Army (MCA) dollars become more limited, we must stretch our Sustainment, Restoration, and Modernization (SRM) funds by capitalizing on the most effective architectural engineering concepts in order to revitalize our existing facilities and communities.





Key Terms



Line of Effort (LOE): The mechanism that focuses efforts on accomplishing specific strategic objectives and outcomes. LOEs link multiple Major Objectives (MO) with Sub-objectives (SO) that support accomplishment of the overall strategic objective.

Major Objective (MO): The supporting efforts to the strategic LOE outcome which are necessary to collectively achieve the CG, IMCOM vision and endstate. MOs are clearly defined with measurable outcomes. The Army Campaign Plan (ACP), along with other Army strategic efforts, provides a fundamental and enduring source for the development of IMCOM MOs. MO Leads direct each team in the development and execution of its nested Sub-objectives (SO).

Sub-objective (SO): Sub-objectives (SOs) are the directed activity from the MO Leads. When executed over the timeframe of the plan, SOs will collectively define achievement of MOs. SOs will direct action and activity from the headquarters level and may drive and influence activity at the garrison level. Action and activity at the SO level may influence policy change and/or implementation and change of Army regulations, drive IMCOM regulations and operations orders, and guide execution of resources within all echelons of IMCOM. SO Leads direct work within each SO.

Outcomes: The result, consequence or conclusion reached as a process of executing an action. As it relates to this plan, the accomplishment of SO actions and activities influence the successful outcome of the MOs, and the accomplishment of MO actions influence the overall successful outcome of the LOE.

LOE Champion: The Champion is the LOE advocate across the command. This individual ensures the overall LOE is in synch with the CG's guidance and the LOE Lead is provided the right resources at the right time in order to enable success.

LOE Lead: The LOE Lead is charged with the overall execution of the LOE. The LOE takes direction from the Champion and guides the MO Leads toward success.

Base Support: Refers to the resources involved with operating and maintaining Army installations. It is comprised of two components, Base Operations Support and Sustainment, Restoration, and Modernization.

Base Operations Support: One of two major components of base support; this component is focused on installation services. Examples of base support functions include: Child and Youth Services; Warfighter and Family Services; Morale, Welfare, and Recreation; Airfield Operations; Command Support; Law Enforcement / Physical Security; Information Services Technology Management; Environmental Quality (Conservation / Pollution Prevention / Compliance); Real Property Services. Hereinto referred to in this document as BASOPS, it is the foundation for LOE 2.

Sustainment, Restoration, and Modernization: The second of the two major components of base support; this component is focused on facilities and infrastructure. Sustainment, Restoration, and Modernization (SRM) are budgetary terms used to describe work performed on real property. Sustainment may contain maintenance and repair. Restoration may contain repair or construction. Modernization is mostly construction, but can contain repair if replacing components. In this document, the restoration and modernization components were intentionally replaced with the word revitalization, and infrastructure sustainment and revitalization have become the foundation of LOE 3.

Revitalization: The concept of renewing our existing facilities and communities by using innovative restoration and modernization techniques that capitalizes on forward-leaning architectural engineering concepts. Revitalization efforts should focus on making installations such a great place to live, work, and play, that IMCOM installations are the first choice of military personnel and their Families.

Community: IMCOM is a multifaceted community. As an enterprise, our community is global--touching population centers throughout the world. At the installation level, community is more narrowly focused. Each installation coordinates with and impacts the populations living both inside and outside the confines of the installation. As we move into the future, we must seek to leverage mutually beneficial partnerships between these communities to gain efficiencies.

Customers: Customers are commands, organizations, and individuals to whom IMCOM currently provides services, including: Soldiers, Families, Civilians, Retirees, Veterans, Wounded Warriors, Survivors, visitors, and tenant organizations.

Potential Customers: This term encompasses commands, organizations, and individuals who are within an IMCOM installation footprint and are entitled to services but are not currently accessing them. In addition, a potential customer includes previously untapped customer bases that are primarily a civilian-based population around the immediate vicinity of the installation. These civilian customers may be gained through opening services to the public (with proper legal vetting) that are being underutilized by the existing customer base on the installation.

Mission Command: The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (or support of land operations). See Annex B for more information.

Optimization: The ability to get the most out of your money, people, and infrastructure in a resource constrained environment.



Lines of Effort (LOEs)



The IMCOM Campaign Plan establishes three LOEs which serve as strategic objectives to enable the IMCOM vision. The overall success of the LOEs hinges upon leadership, at every level, using the six leadership principles of Mission Command to enable their personnel to succeed in completing supporting objectives. Key leader engagement and effective command communications are crucial to achieving successful outcomes (See Annex C).

The leadership principles of Mission Command are:

- **Build cohesive teams through mutual trust**
- **Create shared understanding**
- **Provide a clear commander's intent**
- **Exercise disciplined initiative**
- **Use mission orders**
- **Accept prudent risk**

The three IMCOM LOEs are:

LOE 1: Professional Installation Management Workforce

- **Champion: DCG-S**
- **Lead: G1**

LOE 2: Effective BASOPS Support Services

- **Champion: ED**
- **Lead: G5**

LOE 3: Infrastructure Sustainment and Revitalization

- **Champion: ED**
- **Lead: G4**

LOE 1: Professional Installation Management Workforce



Develop a human capital strategy and plan that aligns with mission(s), vision, goals, objectives, organizational design, workforce development and fiscal resources. Fully integrate into appropriate strategic plans. Sustain an effective human capital strategy designed to build a performance based organization by recruiting, retaining, rewarding and managing the talent of a high quality workforce. Ensure compliance with and consideration of human resources laws, regulations and policy; merit system principles; and best practices.

OUTCOME: An engaged, effective, exceptionally competent, and customer-focused workforce committed to installation management support to national security, Army commanders, and a world-wide joint force.



LOE 1 has four Major Objectives:

MO 1.1: Talent Management (G1)

Acquire, sustain and develop a well-led, diverse, capable, competent, high-performing workforce through application of sound talent management practices in the framework of Army's personnel life cycle management functions.

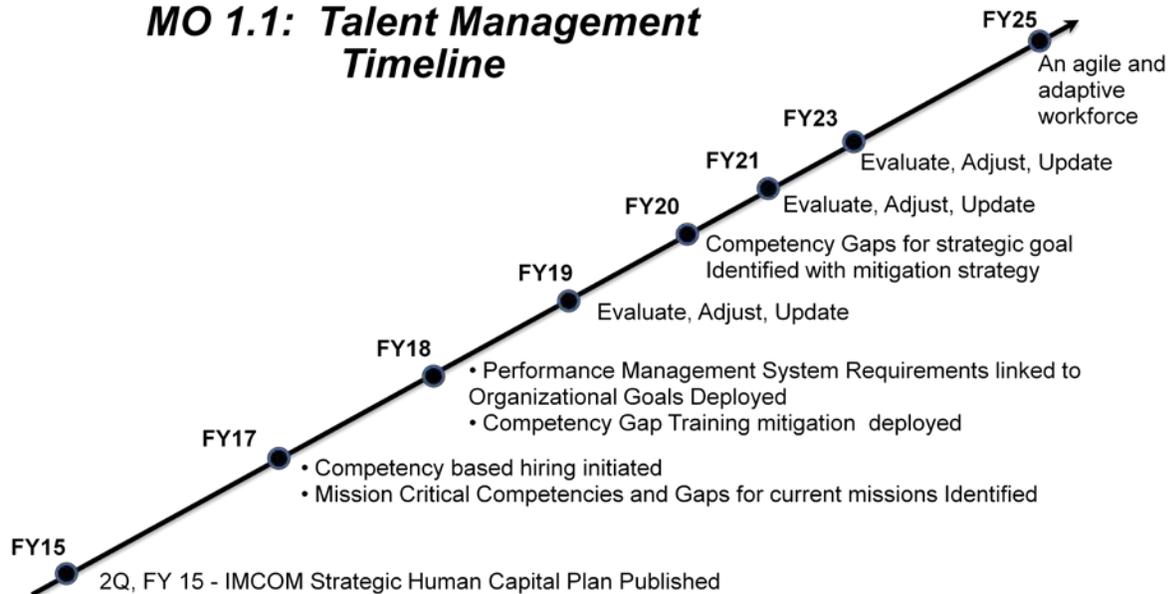
OUTCOME: An agile and adaptive IMCOM workforce able to execute installation management effectively in a rapidly changing, uncertain, and complex environment, who are empowered by a leadership culture that rewards respect, trust, command values, and dedication to talent management.

Sub-objectives:

- **1.1.1:** Ensure organizational readiness through planning, recruiting and hiring a dynamic staff of results-oriented professionals (Structure, Acquisition) – G1

- **1.1.2:** Results-oriented performance culture that defines and establishes shared expectations while encouraging high performance and rewarding innovation, creativity, and those who adapt to rapidly changing environments and missions (Development, Compensation) – G1
- **1.1.3:** Ensure organizational capabilities through continuous education, training and development (Development) – G1
- **1.1.4:** Foster and strengthen the ability to manage talent at all levels of the command to ensure successful execution of current and evolving missions (Distribution, Development, Deployment) – G1
- **1.1.5:** Effectively sustain a workforce of empowered, strong performers, key talent and critical skills in a complex and challenging environment (Sustainment) – G1
- **1.1.6:** Maintain and monitor the utilization of all personnel management tools designed for a transitioning workforce (Transition) – G1
- **1.1.7:** Develop a premier training and education institution - G7
- **1.1.8:** Implement Leader Development Program (Military and Civilian (APF & NAF)) – G7
- **1.1.9:** Manage the Installation Management Career Program – CP29

MO 1.1: Talent Management Timeline



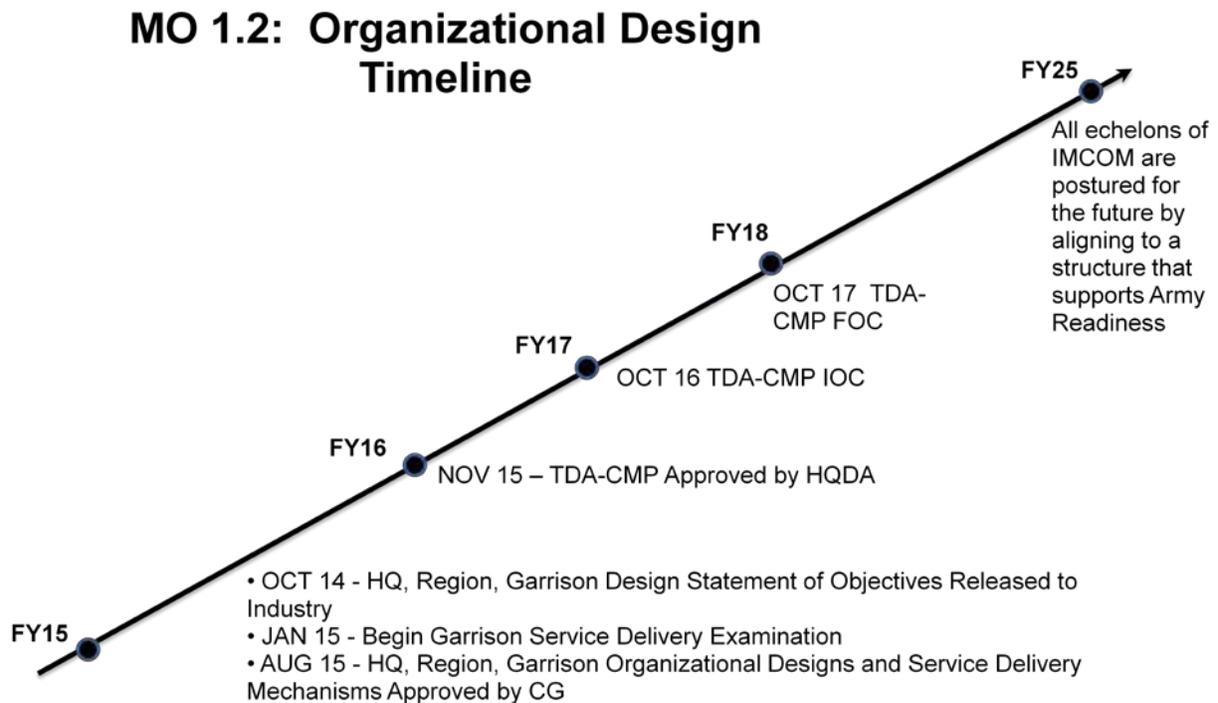
MO 1.2: Organizational Design (G5)

A formal and guided process for integrating the people, information and technology of the organization in order to match the form of the organization to the purpose the organization seeks to achieve.

OUTCOME: All echelons of IMCOM are postured for the future by aligning to a structure that supports Army readiness and effective installation service delivery in a period of Army force restructure.

Sub-objectives:

- 1.2.1: Develop headquarters and region design – G5
- 1.2.2: Develop garrison design – G5
- 1.2.3: Develop and execute headquarters, region, and garrison TDA Change Management Plans (TDA-CMP) – G5
- 1.2.4: Develop garrison MDEP models – G8



MO 1.3: Customer Service (G9)

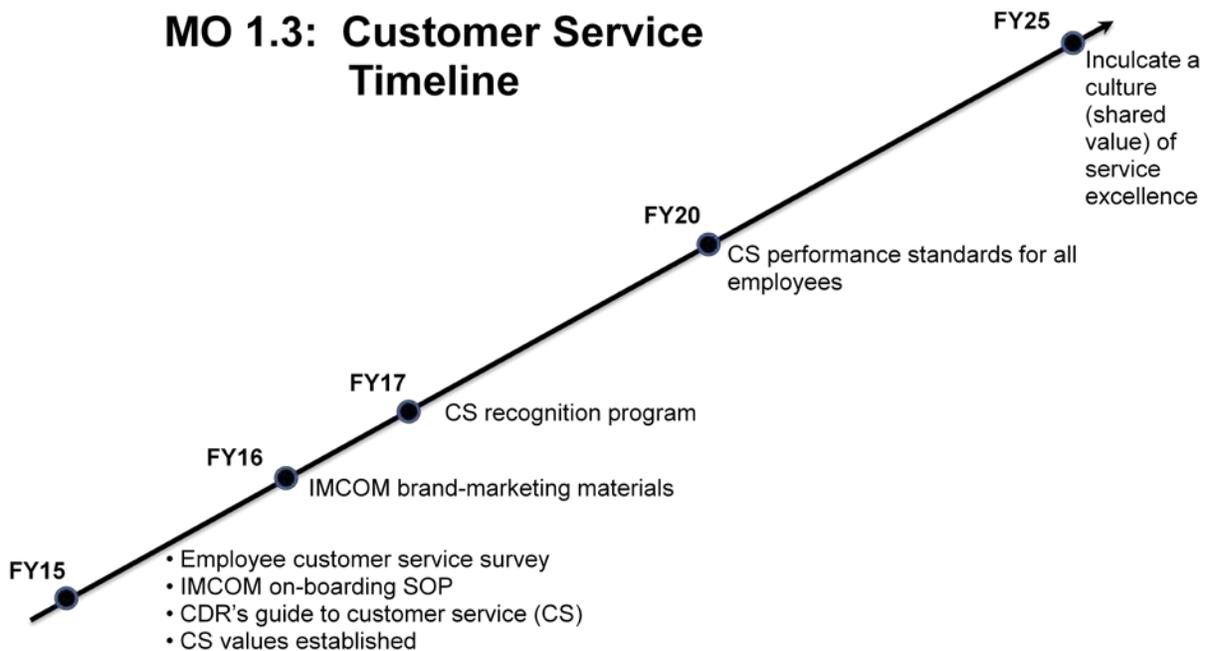
IMCOM delivers services that are critical to the readiness, well-being, and sustainment of the All-volunteer Army. We are committed to providing the highest quality of customer service delivered with a sense of individual pride, professionalism, and in keeping with the spirit of Army values. We are committed to providing our employees a stable and supportive work environment with equal opportunity for personal growth and professional development. Creativity, innovation, and initiative are encouraged to improve the effectiveness of service delivery. Above all, we are committed to providing IMCOM employees the same concern, respect and caring attitude that we expect them to share with our customers – Soldiers, Families, Civilians and Retirees.

OUTCOME: Inculcate a culture (shared value) of service excellence within all facets of IMCOM operations

Sub-objectives:

- **1.3.1:** Provide IMCOM employees a stable and supportive environment where they can thrive in providing service excellence – G9
- **1.3.2:** Deliver high quality services to Soldiers and Families in a manner consistent with the quality of their service to the nation – G9

MO 1.3: Customer Service Timeline



MO 1.4: LOE 1 Communications (PAO)

The IMCOM Public Affairs Office (PAO) will facilitate communications, across a wide variety of mediums, specific to IMCOM's strategy, professional opportunities and capabilities in support of a customer-oriented culture and a competent and committed workforce.

OUTCOME: A nation that is more informed and aware of IMCOM's global delivery of premier installation programs and services by a highly motivated, results-driven workforce committed to professional excellence.

Sub-objective:

- **1.4.1:** Promote effective command messaging – PAO
- **1.4.2:** Facilitate communications across multiple mediums – PAO

LOE 2: Effective BASOPS Support Services



Develop and refine BASOPS services that meet the needs of the Army by improving effectiveness through innovation and assessing performance; building partnerships; developing acquisition strategies that reap a positive cost benefit; and engaging customers through performance assessment feedback (See Annex E for performance management information). Improve readiness platforms that are adaptable to mission requirements, sustain a resilient force and Families, and successfully transition every Soldier to a 'Soldier for Life'.

OUTCOME: Become the premier provider of BASOPS within the Army, DoD, and federal government by providing customers with extraordinary services.

LOE 2 has four Major Objectives:

MO 2.1: Business Innovation (G5)

Business innovation is the deliberate application of information, imagination and initiative in deriving greater or different values from resources to meet customer expectations and demands. We require innovative leadership and processes to drive down costs, improve productivity, and increase customer satisfaction.

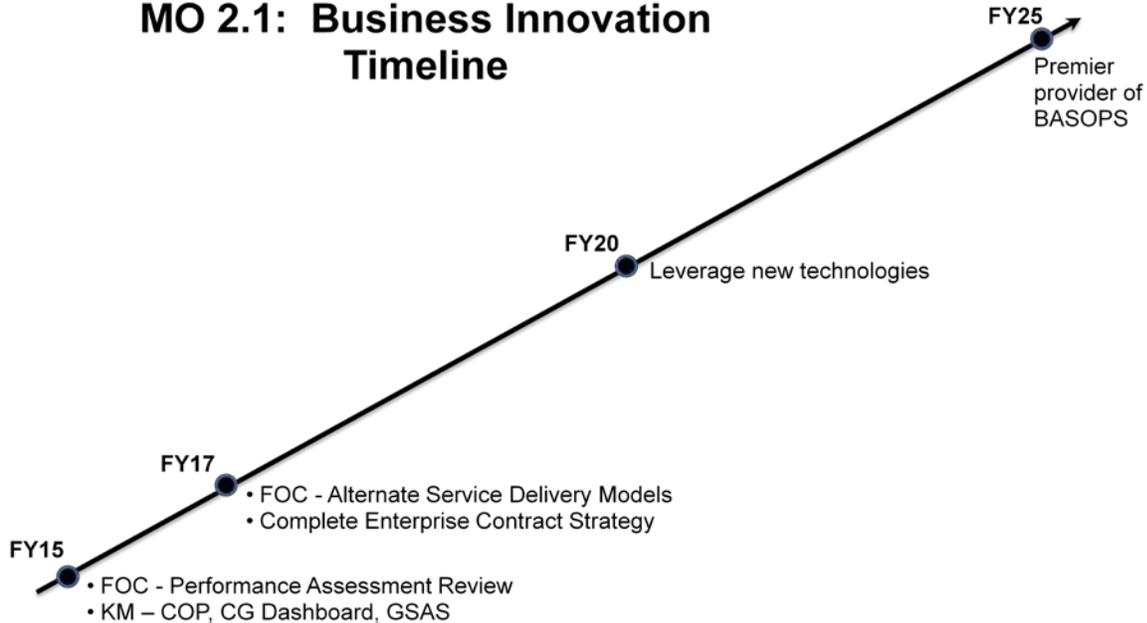
OUTCOME: Provide innovative and extraordinary services that meet the demands of customers at an optimum value for our Army and taxpayers.

Sub-objectives:

- **2.1.1:** Aggressively pursue alternate service delivery models – G5
- **2.1.2:** Mature CLS implementation/assessment – G5
- **2.1.3:** Develop a robust Knowledge Management Network (See Annex F) – G3
- **2.1.4:** Develop an enterprise contract strategy – G8/G9



MO 2.1: Business Innovation Timeline



MO 2.2: Strategic Adaptation (G5)

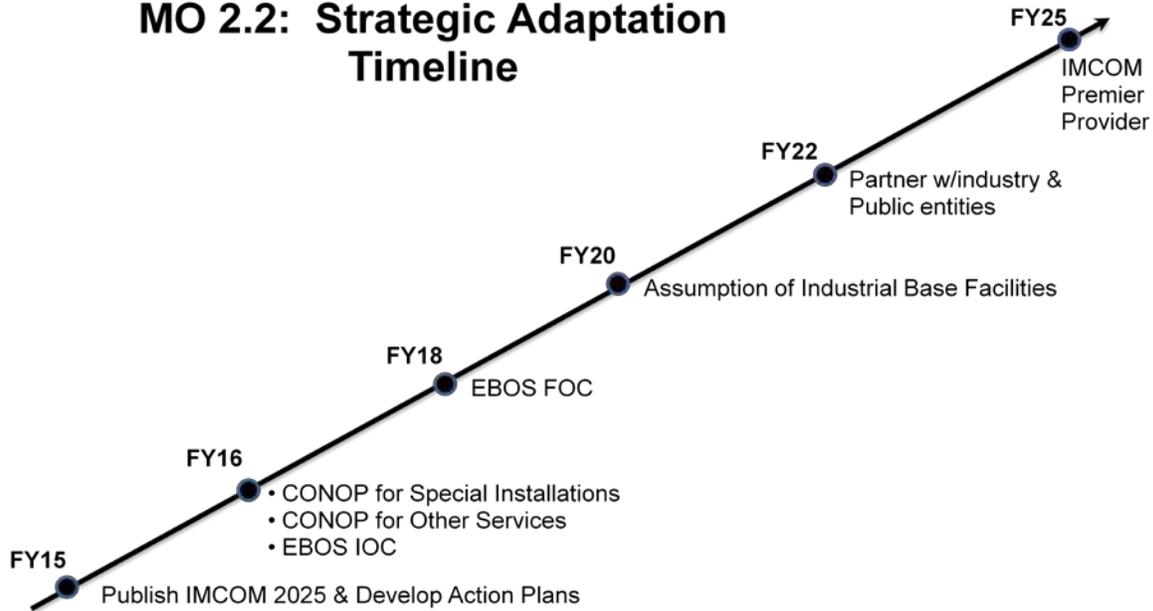
Strategic Adaptation links IMCOM strategy with national, DoD, and Army strategies. By engaging strategies at the highest levels, IMCOM is better informed to adapt to the changing strategic directions of our Army. We garner support for IMCOM's strategy by building solid partnerships throughout all echelons of the Army, IMCOM, and with our customers. Proving our value to the total Army and senior commanders is the key to becoming the Army's premier installation management provider and the preferred choice for joint and expeditionary basing throughout the world.

OUTCOME: The Army's first choice to manage installations globally, in any environment, leveraging all available resources, with seamless agility.

Sub-objectives:

- **2.2.1:** Integrate and synchronize strategies – G5
- **2.2.2:** Develop and execute plan to become the Army's premier installation management provider – G5
- **2.2.3:** Develop partnerships – G4/G9
- **2.2.4:** Develop expeditionary capability to support the operating force – G5
- **2.2.5:** Develop and publish base support doctrine – G5

MO 2.2: Strategic Adaptation Timeline



MO 2.3: Force Readiness (G5)

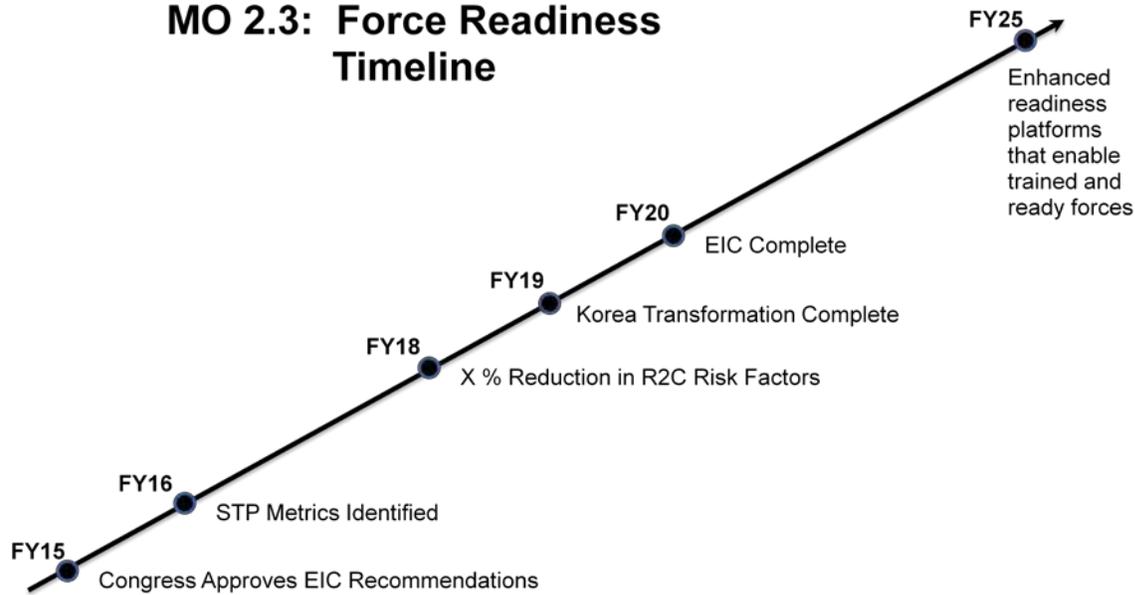
Combining force structure and installation structure at a specific location to satisfy a specific mission requirement. Providing for the personal — physical, material, mental, emotional, and spiritual — state of Soldiers, Retirees, Veterans, Civilians, and their Families in order to contribute to their preparedness to perform and support the Army's mission. Inculcate 'Soldier for Life' and utilize Retirees and Veterans as a readiness enabler.

OUTCOME: Provide readiness platforms that enable trained and ready forces, resilient Soldiers, and sustained Army Families.

Sub-objectives:

- **2.3.1:** Inculcate Soldier For Life (SFL) – Fusion Cell
- **2.3.2:** Support Ready and Resilient Campaign (R2C) – G9
- **2.3.3:** Enable garrison transformation – G5

MO 2.3: Force Readiness Timeline



MO 2.4: LOE 2 Communications (PAO)

The PAO will facilitate communications, across a wide variety of mediums, specific to IMCOM's business innovation; strategy; and force readiness in support of our BASOPS services.

OUTCOME: An internal workforce well versed and invested in the command's strategy; external elements (within and outside of DoD) who depend on IMCOM to deliver quality BASOPS and who see great value in what IMCOM provides to our communities.

Sub-objective:

- **2.4.1:** Promote effective command messaging – PAO
- **2.4.2:** Facilitate communications across multiple mediums – PAO

LOE 3: Infrastructure Sustainment and Revitalization



Provide, operate, sustain and revitalize installation infrastructure in the most efficient manner, minimizing environmental impacts in support of the Army's dynamic mission globally, including both joint and expeditionary environments. This infrastructure will be operated by a team of professionals driven to develop innovative solutions resulting in extraordinary services.

OUTCOME: Installations will be a more efficient platform, optimizing resources in support of the Army's mission. Its infrastructure will be sustainable, efficient and be more flexible to the changing environment and dynamic nature of the Army. Installations will leverage technology and partnerships to reduce their global footprint.



LOE 3 has three Major Objectives:

MO 3.1: Infrastructure Strategy (G4)

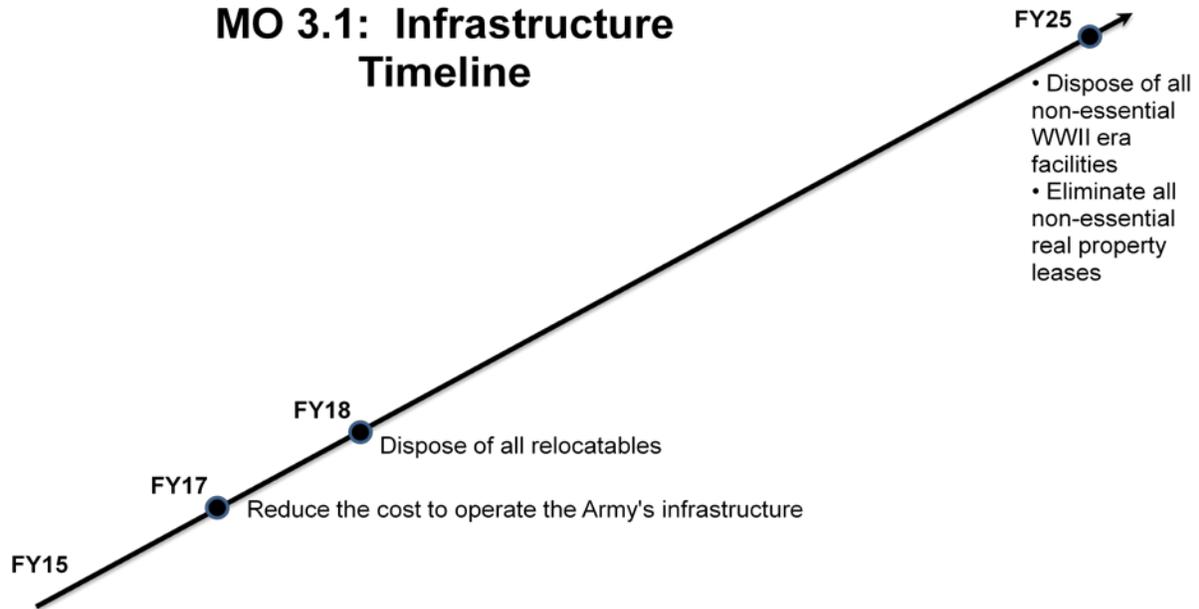
Enable Army readiness with flexible infrastructure that supports current and future requirements through modernization, reutilization and new construction. Revitalize infrastructure in a deliberate and efficient process which focuses limited resources on improving the quality of enduring facilities.

OUTCOME: Planned and modernized communities which promote Army readiness. Installations are a place where Soldiers, Families and Civilians are proud to live and work.

Sub-objectives:

- **3.1.1:** Eliminate excess facilities and focus limited resources on enduring infrastructure – G4
- **3.1.2:** Improve the quality of installation infrastructure – G4
- **3.1.3:** Enable Army readiness through timely delivery of supporting infrastructure – G4

MO 3.1: Infrastructure Timeline



MO 3.2: Sustainability (G4)

Sustainable installations that operate efficiently are adaptable to changing Army requirements and incorporate technologies that leverage best practices. Optimize resources by focusing investments to installations that provide secure energy and water resources while minimizing consumption, limiting waste generation and protecting the natural and cultural resources. IMCOM garrisons will foster a culture change that sets the example for local communities while providing federal leadership to a sustainable future.

OUTCOME: Sustainable installations that have healthy, resilient and inviting communities.

Sub-objectives:

- **3.2.1:** Implement Net Zero for energy, water and waste – G4
- **3.2.2:** Implement facility preventive maintenance program – G4
- **3.2.3:** Improve efficiency of environmental compliance, conservation and pollution prevention – G4

MO 3.2: Sustainability Timeline



MO 3.3: LOE 3 Communications (PAO)

The PAO will facilitate communications, across a wide variety of mediums, specific to IMCOM's strategy of infrastructure and sustainability initiatives.

OUTCOME: An internal workforce that takes pride in our buildings, communities, and environment. Current/potential customers and the public more informed of infrastructure improvements and sustainability initiatives that provide a better quality of life for Soldiers, the joint force, and their Families.

Sub-objective:

- **3.3.1:** Promote effective command messaging – PAO
- **3.3.2:** Facilitate communications across multiple mediums – PAO



Time Horizons



IMCOM 2015:

How we see ourselves: Providing installation management services for most Army installations world-wide and operating as the lead service for two joint bases.

Key Actions:

- Take risks to look at modernization of infrastructure and services that will enable the force of the future.
- Reorganize, reshape, and capitalize on efficiencies to become leaner, more agile workforce that is cross-functional, adaptable, and proactive.

IMCOM 2020:

How we see ourselves: Becoming a more effective command by providing and developing organizational structure and training programs that will enable a more capable workforce, and provides an identified set of services and measurements of services that meet customer demand, and identifies new technologies for investment.

Key Actions:

- Make continued progress towards a cost/performance based culture.
- Apply and program resources and influence policy that will enable 2025 and beyond.

IMCOM 2025 Endstate:

How we see ourselves: The premier provider of Army installation management by 2025 and the preferred choice for joint and expeditionary basing management throughout the world.

Key Actions:

- Fully integrate analytical systems, support services, and infrastructure that enable Force 2025.
- Become the most effective installation management provider in DoD.

- Optimize the workforce with diverse talents, a will to succeed, and good stewards of America’s precious resources: people, money, land, water, energy and the environment.

Thinking Beyond IMCOM 2025 - Deep Future (2040):

How we see ourselves: The preeminent choice for providing base support world-wide for the Department of Defense.

Key Actions:

- Capitalize on the investments made over the previous campaigns.
- Continue to improve — push technology and innovation to its limits to seek revolutionary base support concepts.
- Become the nation’s recognized leader in Installation Management providing the right services and infrastructure at the right cost.
- Seek far-reaching efficiencies for DoD in base support management.

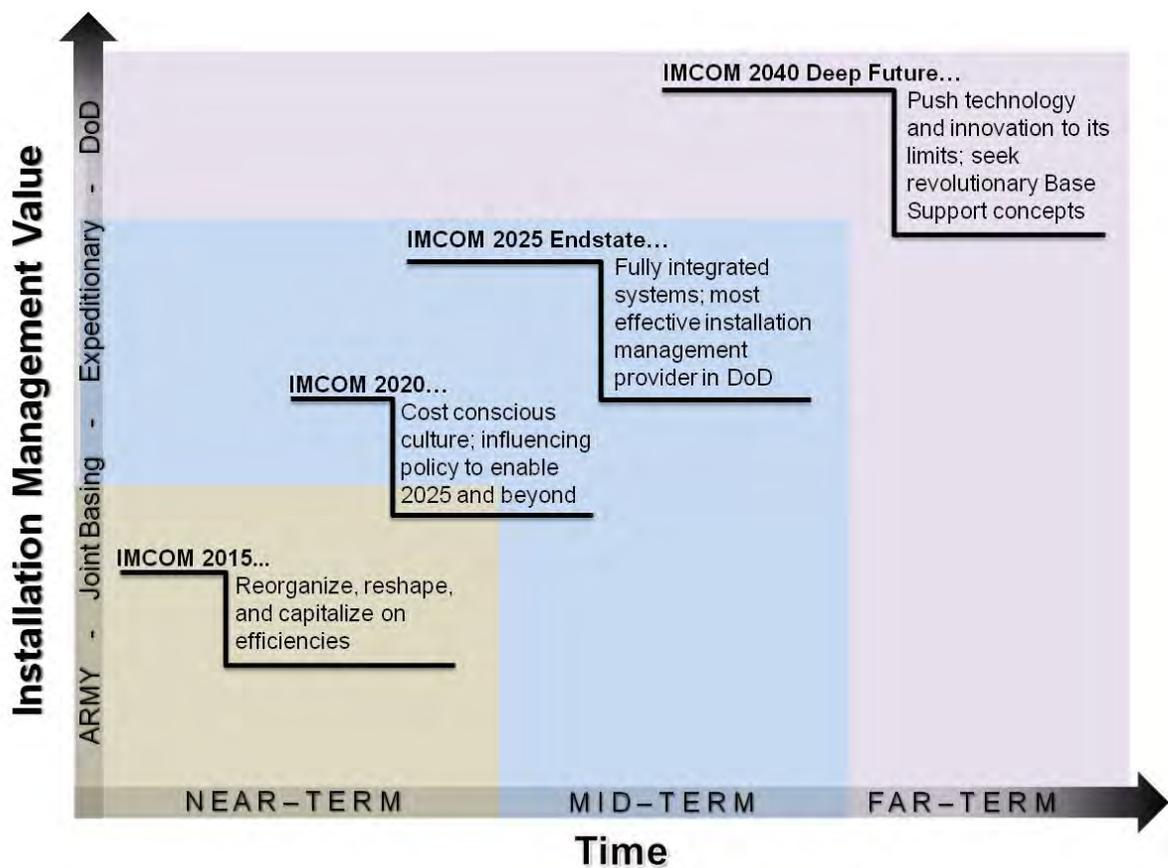


Figure 2

See Annexes G and H for more information on strategic alignment and timelines.



Conclusion



Our Army and this command must rely on its people and not solely on new technology, to prepare for the future. Our Soldiers and Civilians who provide the services and infrastructure for our Army are the heart and soul of IMCOM. Our people demonstrate their dedication and commitment to Army values and now they must truly embrace IMCOM's vision: "Innovative professionals committed to effectively delivering extraordinary services and facilities for our premier Army." With a full commitment to the vision and the sense of duty for our nation and Army we will achieve great things.

As IMCOM succeeds in providing the best services and infrastructure to our Army, our Army succeeds, and as the Army succeeds, so does our nation.

We are the Army's Home - Army Strong!



Annexes



- A** - Staff Matrix
- B** - Mission Command Philosophy
- C** - Command Communication
- D** - Resourcing
- E** - Performance Management
- F** - Knowledge Management
- G** - Army Strategic Alignment
- H** - Army and IMCOM 2025 Timeline
- I** - References



Annex A - Staff Matrix



1. Situation: This annex provides an overview of how the IMCOM 2025 and Beyond staff matrix will be used to support the action plans and execution of the strategy.
2. IMCOM 2025 and Beyond matrix in the development of plans.
 - a. The matrix lists the Major Objectives (MO) and Sub-objectives (SO) developed during the planning process.
 - b. The matrix provides a vehicle for assessment and identification of potential gaps in IMCOM 2025 and Beyond. During the planning process, MO and SO Leads identify requirements, decision points and milestones. The matrix allows the plotting of decision points and milestones in alignment with the Program Objective Memorandum and the Future Years Defense Program, which supports resource planning, integration, and coordination within IMCOM and the Army.
3. IMCOM 2025 Matrix in the Execution Process
 - a. The IMCOM 2025 and Beyond matrix supports accountability and execution as measured at the MO and SO level. The SO Leads will present informational updates or decision briefs to senior leadership during the Plans Steering Group (PSG) and/or the Plans Update Board (PUB).
 - b. Once a quarter each LOE Lead will provide an update to senior leadership at the Command Team Executive Council (CTEC).
 - c. The matrix is not a static document; rather it is in essence a living document that will evolve as the operational environment and priorities change. Throughout plan execution, SOs will be added, completed, changed, and/or deleted as necessary. Changes in Army guidance to IMCOM or future development of the Army Campaign Plan may require examination and subsequent change to the IMCOM 2025 and Beyond Major Objectives or Sub-objectives.
 - d. Each LOE Lead will develop metrics to track progress towards accomplishing the MOs and SOs. Initially, the MO/SO completion status will be tracked internally. Ultimately, the intent is to automate the process using the Strategic Management System (SMS). These metrics will be retained at the headquarters and are not to drive additional reporting requirements for the regions or garrisons.
 - e. At the time of publishing, there are 11 MOs and 39 SOs as depicted below.
 - f. The proponent of this annex is G5.

LOE 1		Professional Installation Management Workforce Champion: DCG-S Lead: G1	
MO	SO	Title	Owner
1.1		Talent Management	G1
	1.1.1	Ensure organizational readiness through planning, recruiting and hiring a dynamic staff of results-oriented professionals (Structure, Acquisition)	G1
	1.1.2	Results-oriented performance culture that defines and establishes shared expectations while encouraging high performance and rewarding innovation, creativity, and those who adapt to rapidly changing environments and missions (Development, Compensation)	G1
	1.1.3	Ensure organizational capabilities through continuous education, training and development (Development)	G1
	1.1.4	Foster and strengthen the ability to manage talent at all levels of the command to ensure successful execution of current and evolving missions (Distribution, Development, Deployment)	G1
	1.1.5	Effectively sustain a workforce of empowered, strong performers, key talent and critical skills in a complex and challenging environment (Sustainment)	G1
	1.1.6	Maintain and monitor the utilization of all personnel management tools designed for a transitioning workforce (Transition)	G1
	1.1.7	Develop a premier training and education institution	G7
	1.1.8	Implement Leader Development Program (Military and Civilian (APF & NAF))	G7
	1.1.9	Manage the Installation Management Career Program	CP29
1.2		Organizational Design	G5
	1.2.1	Develop HQ and region design	G5
	1.2.2	Develop garrison design	G5
	1.2.3	Develop and execute HQ, region, and garrison TDA Change Management Plans (TDA-CMP)	G5
	1.2.4	Develop garrison MDEP models	G8
1.3		Customer Service	G9
	1.3.1	Provide IMCOM employees a stable and supportive environment where they can thrive in providing service excellence	G9
	1.3.2	Deliver high quality services to Soldiers and Families in a manner consistent with the quality of their service to the nation	G9
1.4		Communications Strategy	PAO
	1.4.1	Promote effective command messaging	PAO
	1.4.2	Facilitate communications across multiple mediums	PAO

LOE 2		Effective BASOPS Support Services Champion: ED Lead: G5	
MO	SO	Title	Owner
2.1		Business Innovation	G5
	2.1.1	Aggressively pursue alternate service delivery models	G5
	2.1.2	Mature CLS implementation/assessment	G5
	2.1.3	Develop a robust Knowledge Management network	G3
	2.1.4	Develop an enterprise contract strategy	G8/G9
2.2		Strategic Adaptation	G5
	2.2.1	Integrate and synchronize strategies	G5
	2.2.2	Develop and execute plan to become the Army's premier installation management provider	G5
	2.2.3	Develop partnerships	G4/G9
	2.2.4	Develop expeditionary capability to support the operating force	G5
	2.2.5	Develop and publish base support doctrine	G5
2.3		Force Readiness	G5
	2.3.1	Inculcate Soldier For Life (SFL) – Fusion Cell	Fusion Cell
	2.3.2	Support R2C	G9
	2.3.3	Enable garrison transformation	G5
2.4		Communications Strategy	PAO
	2.4.1	Promote effective command messaging	PAO
	2.4.2	Facilitate communications across multiple mediums	PAO

LOE 3		Infrastructure Sustainment and Revitalization Champion: ED Lead: G4	
MO	SO	Title	Owner
3.1		Infrastructure	G4
	3.1.1	Eliminate excess facilities and focus limited resources on enduring infrastructure	G4
	3.1.2	Improve the quality of installation infrastructure	G4
	3.1.3	Enable Army readiness through timely delivery of supporting infrastructure	G4
3.2		Sustainability	G4
	3.2.1	Implement Net Zero for energy, water and waste	G4
	3.2.2	Implement facility preventive maintenance program	G4
	3.2.3	Improve efficiency of environmental compliance, conservation and pollution prevention	G4
3.3		Communications Strategy	PAO
	3.3.1	Promote effective command messaging	PAO
	3.3.2	Facilitate communications across multiple mediums	PAO



Annex B - Mission Command Philosophy



1. Army's definition and IMCOM's philosophy of Mission Command.
 - a. According to Army Doctrine Publication (ADP) 6-0, Mission Command, defines Mission Command as: "The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations." While IMCOM does not conduct unified land operations, the principles of Mission Command remain the same, i.e., as the basis of all military operations (operations and support) occur as human interactions.
 - b. Commanders implement Mission Command through balancing the "art of command" with the "science of control". To that end, IMCOM personnel often interchange business terminology with Army terminology due to the unique nature of the command. The business terms most commonly used in IMCOM that relate to the art of command and the science of control are governance and staff synchronization. Both the business and military terms have the same general objective: to provide leadership, guidance, and oversight of strategic, operational, and tactical execution.
2. Art of Command/Governance.
 - a. Army doctrine defines the art of command as the creative and skillful exercise of authority through timely decision-making and leadership. To that end, IMCOM commanders and senior leaders need to constantly use their judgment for such things as delegating authority, making decisions, determining the appropriate degree of control and allocating resources.
 - b. As an art, command also requires providing leadership. ADP 6-22, Army Leadership, defines leadership as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. There is no greater motivation for our command than to provide for our nation's Soldiers on a day-to-day basis.
 - c. There are three major components of the art of command:
 - 1) **Authority** is delegated power to judge, act, or command. Commanders/senior leaders are legally responsible for their decisions and for the actions, accomplishments, and failures of their subordinates. All commanders/senior leaders have a responsibility to act within their higher commander's intent to achieve the desired endstate of this strategy.

- 2) **Decision-making** requires knowing if, when, and what to decide and understanding the consequences of any decision. Commanders/senior leaders will understand a situation, receive information, develop meaning, and apply judgment in order to make sound decisions in support of this strategy.
- 3) **Leadership** at all levels of IMCOM will drive this strategy using the six leadership principles of mission command:
 - a. Build cohesive teams through mutual trust
 - b. Create shared understanding
 - c. Provide a clear commander's intent (or relaying of commander's intent)
 - d. Exercise disciplined initiative
 - e. Use mission orders (or enable subordinates to maximize initiative and ingenuity in accomplishing mission orders)
 - f. Accept prudent risk

3. Science of Control / Staff Synchronization.

- a. The science of control consists of systems and procedures used to improve the commander's understanding and support accomplishing missions. Control is based on objectivity, facts, empirical methods, and analysis. Commanders/senior leaders of IMCOM will use the science of control to overcome the resource and procedural constraints under which we operate through analysis and measurement. Control is not for the sole purpose of compliance, but more importantly, it is for leaders to empower their personnel. The science of control supports the art of command.
- b. There are four major components of the science of control:
 - 1) **Information** - Commanders/senior leaders make and implement decisions based on information. Information enables us to exploit opportunities, respond to developing issues/threats/requirements, modify plans, or reallocate resources. The command's information priorities are set forth by the Commander's Critical Information Requirements (CCIR). In addition, there are many supporting resource and readiness input platforms that inform leadership. All these information requirements form the Common Operating Picture (COP) of the command and informs the CG, IMCOM. Knowledge Management (KM) practices serves as a facilitator of mass information gathering and historical information.
 - 2) **Feedback** - This is another critical component of information. Whether it be through hotwashes; after action reports (AARs); Interactive Customer Evaluation (ICE); social media; or other performance assessment mechanisms, feedback is critical to informing leadership and improving on future processes and procedures.

- 3) **Communication** - This serves as the means through which commanders/senior leaders exercise immediate and personal control over their forces/employees. Communications links information to decisions and decisions to action. No decision in support of this plan can be executed without clear communication between commanders/senior leaders and subordinates. This command encourages effective communications at all levels--effective communications is characterized by the free and unhindered sharing of meaningful information and knowledge across all echelons.
- 4) **Structure** - Organizational structure helps commanders exercise control. IMCOM's organizational structure needs to facilitate coordination among all our echelons (headquarters, region, garrison), as well as with external stakeholders. This plan sets forth a major objective to optimize organizational design (structure).

4. Degree of Control: The degree of control is determining the appropriate degree of control to impose on subordinates. IMCOM will have a philosophy of powering down enough control to subordinates in order to have the freedom to take action as situations develop. For effective delegation and empowerment, subordinate commanders and senior leaders need to understand what risks the higher commander will accept and what risks will remain with the subordinate commander/senior leader.

5. Application of the IMCOM mission command philosophy: In mission command, the commander is the central figure. Guided by the principles of mission command, Commanders skillfully balance of the art of command with the science of control. They exploit and enhance uniquely human skills while systematically regulating forces and warfighting functions. They understand and use human relationships to overcome uncertainty and chaos and maintain the focus of their forces. Collaboration and dialogue helps commanders build mutual trust, create a shared understanding and purpose, and receive human information not collected by their mission command system. They consider the impact of leadership, operational complexity, and human factors when determining how to best use available resources to accomplish the mission. Applying the mission command philosophy helps commanders exercise authority skillfully and master the systems and procedures that help forces accomplish missions. In the context of this plan, Mission Command will help commanders and senior leaders in IMCOM integrate and synchronize operations that will work towards managing expectations of our customers and achieving the outcomes, vision, and endstate of IMCOM 2025 and Beyond.

6. The proponent for this annex is G5.



Annex C - Command Communications



1. The HQ, IMCOM Public Affairs Office (PAO) will project command communications that are intentionally fed from the LOEs. The PAO will utilize multiple mediums in order to be transparent and communicate effectively to IMCOM personnel, current and potential customers, and the general public. Through constant communication, the goal by 2025 is for the nation to be more informed and aware of IMCOM's innovative professionals and extraordinary services and facilities that support their premier Army.

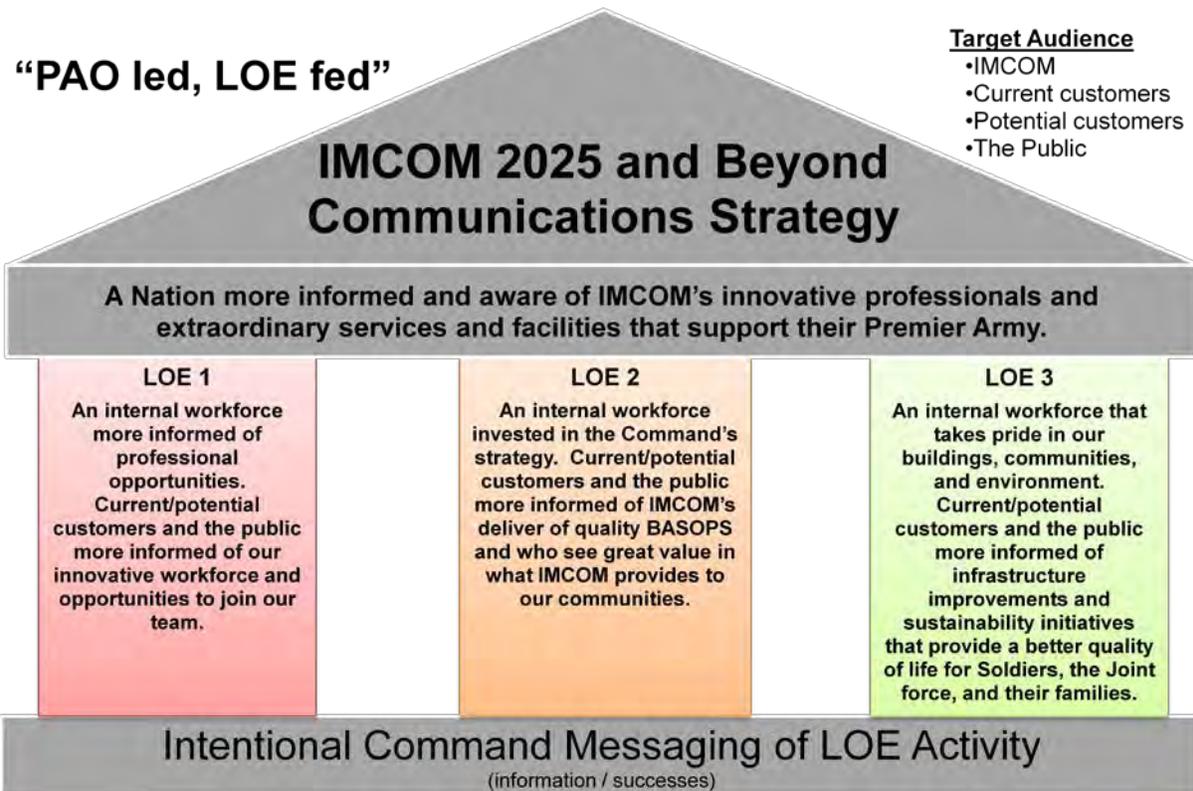


Figure C1

2. Command messaging of LOE activity will occur through multiple mediums to the entire target audience listed in Figure C1 with the intention of being as transparent as possible without violating operation security protocols. Some of the mediums to be used, but not limited to follows: Facebook, Twitter, Flickr, Share Point, public websites, news releases, journals, interviews, and town halls.

3. The proponent for this annex is PAO.



Annex D - Resourcing



1. The Army's Force 2025 and Beyond resourcing programs must support the needs of a force that will be smaller, leaner, more agile, and ready to perform a full range of potential missions. The IMCOM 2025 and Beyond Campaign Plan supports DoD and Army strategies. As stated in the commander's message to this plan, prioritization of finite resources is a key enabler for all three IMCOM Lines of Effort (LOEs).
2. The IMCOM G8 is the principal resource advisor to the CG, IMCOM and the resource strategist responsible for aligning resources, including both funding and manpower, within command priorities, to execute the CG's intent. The G8 provides support throughout the command on all financial and resource management matters and has overall responsibility for planning, programming, budgeting, and execution (to include receipt and distribution) of resources. The G8 is responsible for management controls over the administration and utilization of command resources, the command's acquisition program, and to ensure fiscal integrity, efficiency, and stewardship of resources. The G8 supports strategic decisions to move the command into the future by emphasizing a cost culture which capitalizes on efficient and effective installation service delivery.
3. The Army's Total Obligation Authority (TOA) is expected to continue to decline. Every echelon across the command must continuously strive to gain efficiencies in their processes to balance mission within resourced levels.
4. IMCOM leaders must continue to be responsible stewards of IMCOM resources by actively working all aspects of acquiring and overseeing contracted services. This includes taking a strategic view of planning and managing resources across every echelon and functional area of responsibility, then applying necessary resources to each acquisition to ensure cost, benefit and risk are balanced in accordance with command intent. Similar attention must be applied to ensure the command and its customers receive maximum value, for every dollar spent, through regulatory, policy driven and innovative oversight and management controls.
5. Through our efforts on audit readiness and the establishment of standard practices in operating our financial systems the command will have improved visibility of resources and reliable data to enable leadership to effectively make sound business decisions with our resources. The G8 remains committed to promoting a highly trained and empowered workforce capable of providing world class financial operations and advice throughout the command.
6. The proponent for this annex is G8.



Annex E - Performance Management



1. The IMCOM Executive Director (ED) is the CG's lead for performance management with the G5 as the action office. Currently, IMCOM is reviewing and assessing how we measure performance within the command. Annex A addresses headquarters metrics in regards to accomplishment of LOEs; this annex is intended to address long-range performance management of IMCOM at all levels (headquarters, regions, and garrisons).
2. With the reshaping of Army forces and constrained resources, IMCOM, as well as the rest of the Army, continues to look for ways to identify and utilize performance based improvements of our internal processes. Performance management is just one of the business innovation tools we use to improve our delivery of services to deliver "the right level of service at the right cost".
3. The G5 is coordinating with region and headquarters staffs to develop meaningful Common Levels of Support (CLS) and Installation Status Report (ISR) "pacing" items and metrics to provide leaders at each echelon timely information to make informed decisions.
4. We are addressing this requirement with two concurrent avenues of attack:
 - a. In conjunction with the HQ, IMCOM G3 Knowledge Management Team, we are developing a Common Operating Picture (COP) for the CG to measure and compare the four regions against a defined set of criteria. Currently, the draft criteria includes: Overhead (using measures of tooth-to-tail and/or leader-to-led); Return on Assets (using measures of Net Income Before Depreciation (NIBD) for MWR Resources); installation Infrastructure Index (G4 is currently developing measures of effectiveness for infrastructure at the garrison level); Customer Satisfaction (currently using Interactive Customer Evaluation (ICE) and coordinating with IMCOM G9 for options to survey senior commanders and ACOMs on their satisfaction levels quarterly); and finally a compliance metric derived from the Organizational Inspection Program (OIP). The intent is to develop the criteria and start measuring NLT 2nd Quarter, FY15.
 - b. Concurrently, we will continue with the CLS and ISR Communities of Practice to refine the FY15 CLS and ISR metrics for FY16 implementation. During the last two change management sessions (FY13-14 and FY14-15), the IMCOM CLS/ISR Communities of Practice identified redundant CLS and ISR metrics and eliminated 154 measures for a 24% reduction in reportable metrics. Working with region and garrison input, the Communities of Practice will continue to revise IMCOM's metrics to meet the Apr 15 input date which coincides with the ISR change management process. The success of the effort is due to echeloned input and continues to

produce greater clarity of our metrics as we make improvements in our Performance Management processes.

5. Performance Assessment Review (PAR): The command will continue to measure garrison performance using the DA Strategic Management System (SMS) to capture and portray critical measures for leader decisions. By 1st Quarter, FY15 all garrison staff will use PAR to show quarterly results to their garrison commanders and region directors.

a. The PAR depicts performance metrics from CLS, shows trend indicators, measures resources in the form of manpower and budget execution, provides customer service indicators and allows for comments and plans of correction down to the SSP (supporting task) level.

b. IMCOM G5 will use feedback from both garrisons and regions to refine the PAR process to ensure it provides leaders at all levels with timely information and comparisons against established standards to make resource and risk decisions at each level.

6. CLS Directed Capability Levels: The input requirements for establishing CLS capability levels are: historic spending levels (Base Ops Resource Model or BRM); the estimated Presidential Budget (PB); and the 1-n prioritized list of services we provide and the resultant Directed Capability Levels.

a. These three inputs allow the CG, IMCOM to compare different courses of action for risk assessment on how we should distribute our resources and manage expectations of our stakeholders and customers.

b. Once the CG, IMCOM approves the risk assessment, the directed capability levels are distributed to garrisons for execution.

c. One change to the FY15 CLS process was how the 1-n list determination was developed--by asking our stakeholders and other customers (ACOMs, ASCCs, DRUs, OACSIM staff, region reps and garrison reps) to vote on their preferences, comparing the 285 FY15 SSPs against four criteria approved and weighted by the IMCOM command group, and the region directors and their CSMs. Forty (40) voters provided input through the Decision Lens software product which produced a draft 1-n list. After coordination with the regions and headquarters staff, the 1-n list went to the CG, IMCOM for approval. We expect to continue this new process for determining the 1-n list annually based on the positive comments we have received from stakeholders.

7. Key Dates for Performance Management:

a. 1st Qtr FY15: FY15 Capability Levels approved and distributed via OPORD.

- b. 1st Qtr FY15: CLS/ISR Communities of Practice start the FY16 Change Management process.
- c. 1st Qtr FY15: Region level performance metrics approved and implemented.
- d. 1st Qtr FY15: All garrisons conduct Performance Assessment Reviews (PAR) via SMS.
- e. 3rd Qtr FY15: ISR/CLS Communities of Practice submission of FY16 ISR/CLS Change Management metrics to OACSIM for their process.
- f. Below depicts the long-term timeline for CLS:

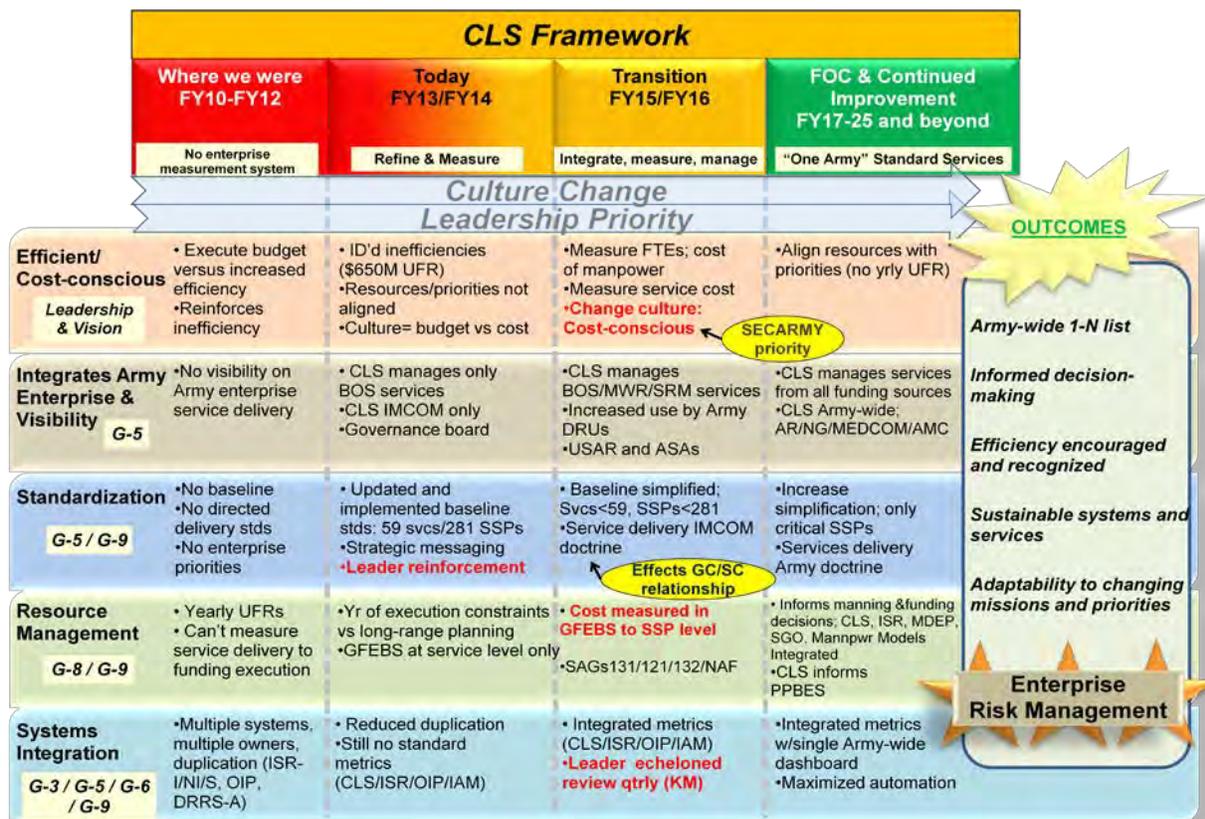


Figure F1

8. The proponent for this annex is G5.



Annex F - Knowledge Management



1. The purpose of this annex is to provide information on how IMCOM's Knowledge Management (KM) program supports the achievement of IMCOM's 2025 and Beyond Campaign Plan and Major Objectives through the use of KM tools, process and capabilities.
2. KM is a key enabler in the development of plans and execution process. IMCOM's use of KM and the guiding principles are key enablers to achieving command-wide situational awareness and situational understanding and achieving IMCOM's MOs. The IMCOM KM Team will meet and collaborate as well as provide tools, techniques, and where required, tailored training to work groups and/or action officers to ensure plans facilitate coordination and integration of inputs and outputs to meet Major Objective requirements. IMCOM KM will work to align the four pillars of Knowledge Management (People, Process, Tools and Organization) to support IMCOM's strategic planning effort.
 - a. People: IMCOM staff personnel must actively participate in knowledge sharing, collaboration and the re-use of knowledge. Doing so will change the organization from a knowledge hoarding culture to knowledge sharing culture and facilitate command-wide situational awareness and understanding. The Campaign Plan MO Leads and the IMCOM Chief Knowledge Officer (CKO) will initiate dialogues to determine how KM can support the efforts to achieve the MOs.
 - b. Processes: Staff must use approved content management and naming convention rules when sharing knowledge. KM support will introduce KM best practices into task planning and implementation processes.
 - c. Tools: KM enabled Information Technology (IT) supports knowledge sharing thru collaboration, workflows and document sharing. Tool support will focus on 'how' inputs and outputs are delivered rather than 'what' is delivered or produced. Knowledge portals, collaboration and decision support tools provide the means to exchange information, share knowledge and support decision making. KM supports the integration of tools to enhance decision-making.
 - d. Organization: The efficient use of meetings makes staff coordination more routine and facilitates gap assessment and planning. KM will work to mitigate "stovepipes" and enhance cross-functional and organizational knowledge sharing.
3. The proponent for this annex is G3.



Annex G - Army Strategic Alignment



1. The IMCOM 2025 and Beyond Campaign Plan was purposefully aligned with the Army Campaign Plan and the current Army strategic vision, priorities, and the recent efforts to develop Force 2025 and Beyond. Depicted below is a snapshot from the 2014 Army Strategic Planning Guidance. IMCOM 2025 and Beyond strategic themes and efforts are aligned with this Army strategy:

Army/Installation 2025 and Beyond Strategy



Figure G1

Annex A: ASPG Vision of Resolution

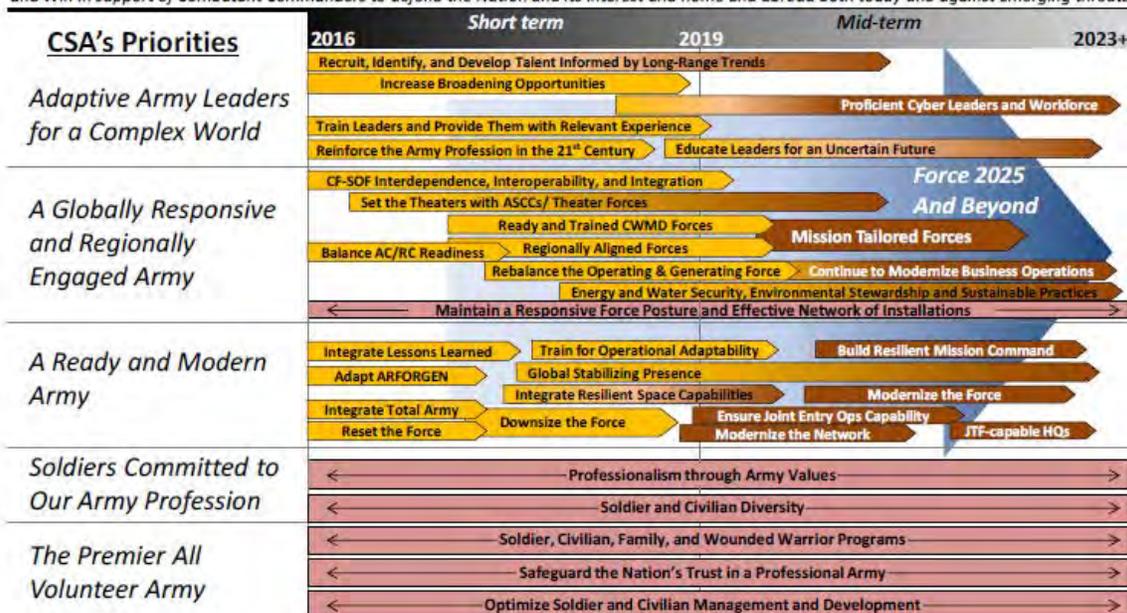


2014 Army Strategic Planning Guidance CSA Strategic Priorities and Objectives by Time Horizon



Army Strategic Vision

The All-Volunteer Army will remain the most highly-trained and professional land force in the world; uniquely organized with the capability and capacity to provide expeditionary, decisive landpower to the Joint Force, ready to perform across the range of military operations to Prevent, Shape, and Win in support of Combatant Commanders to defend the Nation and its interest and home and abroad both today and against emerging threats



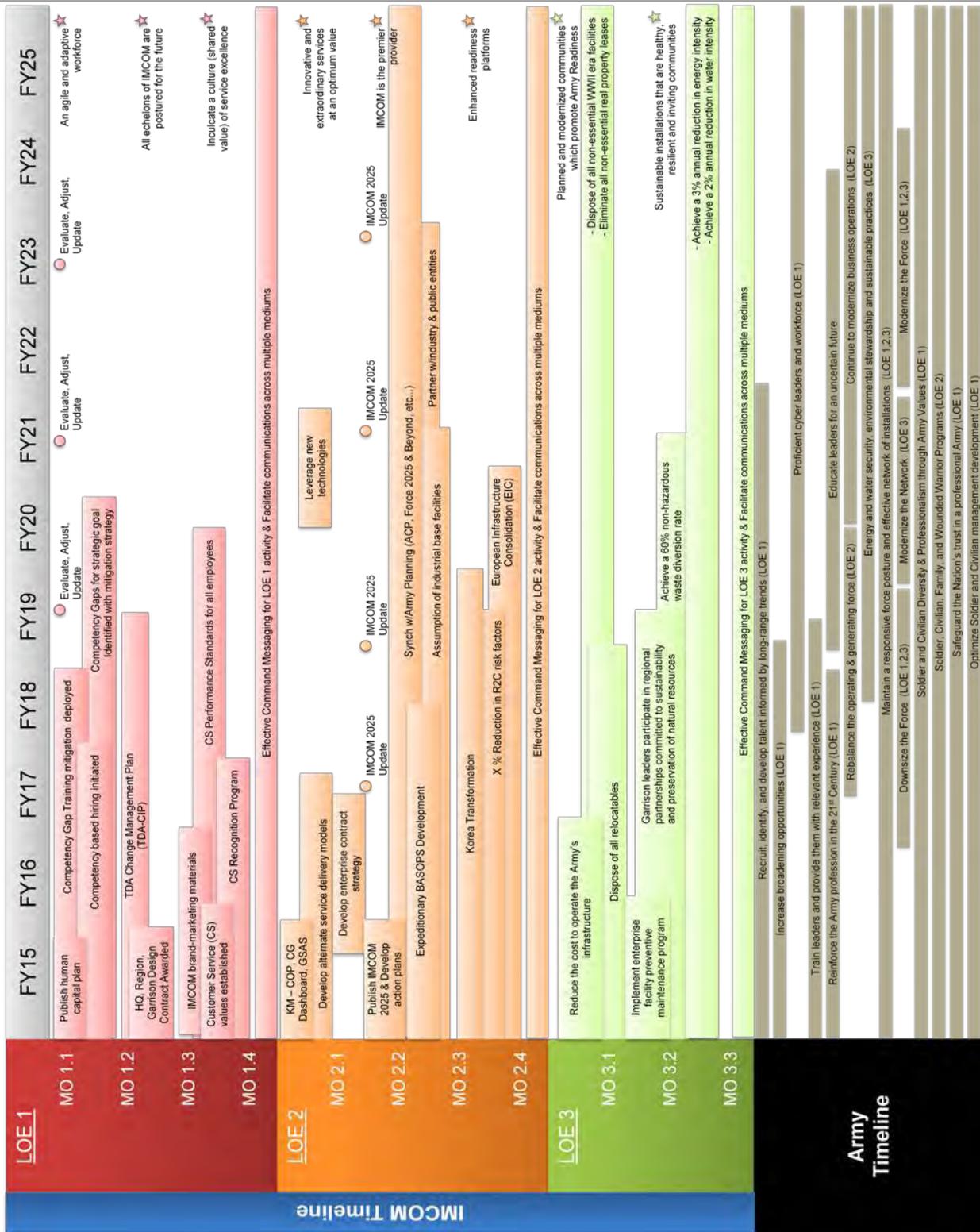
Force 2025 and Beyond will shape the objectives over time as we maintain overmatch and set the conditions for fundamental long-term change in the Army.

Figure G2

2. The proponent for this annex is G5.



Annex H - Army & IMCOM 2025 Timeline



The proponent for this annex is G5.



Annex I - References



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2. Army Doctrine Publication (ADP) 6-0: Mission Command, May 12
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