



U.S. ARMY INSTALLATION MANAGEMENT COMMAND PUBLIC AND CONGRESSIONAL AFFAIRS

FY2025 Playbook



U.S. Army Installation Management Command Public and Congressional Affairs 2025 Playbook

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Updates as of May 2025*



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SUSTAIN, SUPPORT, DEFEND: The heptagon-shaped unit patch has a red field and black border, and is decorated with seven geographic regions, a ring, and two crossed swords. The ring and chain links symbolize the command's continuous service and support for the military community. The crossed swords represent teamwork and the command's focus on training soldiers for combat.

"Installation Management Command's priorities are to our people and senior commanders. Our garrisons are the command's decisive point that execute our core competencies of providing Soldier and family services, managing the Army's infrastructure, ensuring readiness and Deployability, and integrating base operations services for modern, resilient, and sustainable installations that enable the highest quality of life for Soldiers and families."

"Installations provide the foundation on which the Army builds warfighter and unit readiness," Jones said. "They are also where our Soldiers, families, civilians, and contractors live, work, and train, enabling the Army to deploy, fight, and win our nation's wars."

- Lt. Gen. Omar J. Jones IV, Commanding General, IMCOM

IMCOM MISSION: U.S. Army Installation Management Command integrates and delivers installation support to enable quality of life for people and readiness of the Army.

PLAYBOOK OBJECTIVE: Use the IMCOM Communications Playbook to localize your messaging. Our goal is to use data-driven and persuasive writing and rhetoric to inform and educate Army Leaders, elected officials, and stakeholders on how we enable the missions of Senior Army Commanders around the globe. All messaging should be plain language and nested with the Command messaging in this document so we **speak with one voice.**



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HISTORY OF INSTALLATION MANAGEMENT COMMAND

- IMCOM was created to provide efficiencies and standardization of installation programs and services to better support Senior Commanders and ensure our warfighters' ability to project power around the globe.
- On Oct. 1, 2002, the Installation Management Agency was created to ensure an enterprise approach for installation management spearheaded by one command
- Before there were 15 major commands responsible for their respective installations.
 - There were no set standards for the installations, and the installations were divided into "haves" and "have nots."
- IMA's creation helped eliminate those inequities and allowed Senior Commanders to focus on their primary mission of fighting and winning our nation's wars.
- In 2006, General Order 38 created IMCOM as a three-star command.
 - The General Order also integrated U.S. Army Environmental Command and the Family Morale Welfare Command as subordinate to IMCOM.
 - The ability to make larger bulk purchases and implement proven business strategies immediately generated more than \$1 billion in efficiencies.
 - Partnering with the U.S. Army Corps of Engineers as part of the Military Construction transformation led to faster completion of projects at lower costs.
- Most recently in the history of IMCOM, the Army has explicitly strengthened our key role in ensuring Army readiness by shifting our Garrisons into a direct support relationship to Senior Commanders.

IMCOM Overarching Talking Points

- We are the Army's Home!
 - Our global 3-star command manages 5 Directorates with 104 installations in 13 countries, spanning 13.7 million acres across 17 time zones from Korea to Poland.
 - IMCOM Directorates are aligned with major Army commands.
 - IMCOM Sustainment with U.S. Army Materiel Command; Readiness with U.S. Army Forces Command; Training with U.S. Army Training



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- and Doctrine Command; IMCOM Europe with U.S. Army Europe and Africa; and Pacific with U.S. Army Pacific.
- IMCOM manages the equivalent of cities in Belgium, Bulgaria, Germany, Italy, Japan to include Okinawa, Honduras, Kwajalein in the Marshall Islands, Luxembourg, Netherlands, Poland, Romania, Republic of Korea, and across the United States to include Alaska, Hawaii, and Puerto Rico.
- We're 60,000 professionals, 5,000 Soldiers and 55,000 Civilians, working around the world to execute more than \$14 billion per year to deliver 56 programs and services such as airfields, childcare, and housing.
- IMCOM is continuously transforming how we deliver Quality of Life programs and services for Soldiers, Families and civilians on our installations.
 - We use data-driven decision making to improve delivery of installation services in support of Senior Army Commanders to ensure Army readiness.
 - Through Intergovernmental Support Agreements, we partner with state or local governments to innovate and invest in communities – saving approximately \$170 million since 2018 with an anticipated total savings of \$300 million by 2026.
- We are continuously investing in facilities for Soldiers and Families who live, work, and train on our installations.
 - The Army's Facility Investment Plan identifies priorities and sets the path for how the Army will accomplish this mission.
 - The forthcoming Army Installation Strategy 2.0 incorporates Soldier, Family, and stakeholder feedback to better inform installation management.

IMCOM Talking Points

Housing

The Army is committed to providing safe, high-quality housing for Soldiers and their families, and is making significant investments to improve housing conditions. Recent initiatives include ongoing construction and renovation projects aimed at enhancing living standards and addressing the quality of privatized and government-owned housing across installations.

In partnership with privatized housing providers, the Army is investing in new construction, renovations and other projects. To ensure transparency and maintain high standards, the Army has implemented the Tenant Bill of Rights at all 51 installations with



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privatized housing. This initiative strengthens residents' protections and clarifies rights and responsibilities to give families a stronger voice.

The goal is that no Soldier or family goes unheard, if issues are not being resolved or there are concerns within the communities, residents can also provide feedback to leadership through their chains of command.

Additionally, the Army has established comprehensive inspection and oversight procedures, including 100% quality assurance inspections on all major work orders. The service is also conducting independent, third-party inspections of its entire housing inventory, scheduled for completion by 2026.

As part of IMCOM HQ's commitment to oversight and accountability, the IMCOM Commanding General holds weekly meetings with HQ's G4 Facilities and Logistics staff, privatized housing providers, and stakeholders throughout the installations community to review the physical and financial conditions of privatized housing and to receive an update on the status of any displaced families.

- Ensuring safe, high-quality living environments for all Soldiers and their families remains a top priority.
- Army leaders are committed to continuing to improve barracks and housing through concrete actions and deliberate investments to ensure a living experience that enhances well-being, readiness, recruitment, and retention.
- We are committed to holding privatized housing providers accountable, as well as transparent communication, fair practices, and swift resolution of any concerns raised by our military families.
- The Tenant Bill of Rights has been implemented at all 51 installations with privatized housing. These clarify rights and responsibilities and gives residents a more powerful voice in the process.
- The Army and its privatized housing providers are investing in on-post housing.
- The Army Maintenance Application allows tenants to use smartphones to initiate and track work orders for unaccompanied housing, government-owned housing, and other types of government-owned installation infrastructure.
- The Army is currently evaluating the possibility of privatized barracks as part of the barracks improvement strategy.



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- The Army is planning investments in barracks improvements at record levels to ensure high-quality housing for Soldiers, but it will take time to design and construct the needed modernizations and implement the new standard.

Intergovernmental Support Agreements

Intergovernmental Support Agreements are formal public-public partnership agreements between Army installations and their State or local governments that enable IMCOM to procure supplies, equipment, commodities, and installation services.

- These services include electricity, water, and wastewater as well as installation services including police and fire computer-aided dispatch support; road maintenance; custodial services; refuse collection; restoration and modernization construction; and childcare.
- We partner with universities such as Auburn University and the University of Georgia as well as state agencies including the Texas, Alabama, and North Carolina Departments of Transportation.

Family, Morale, Welfare and Recreation (FMWR)

FMWR delivers a broad range of Quality of Life programs and services that support Army readiness, and Soldier and Family resilience.

FMWR programs are generally grouped into three program areas:

- Army Community Service: Prevention, life skills, response and transition services to promote Soldier and Family self-reliance, resiliency, and readiness.
- Child and Youth Services: Reduces the conflict between parental responsibilities and unit mission requirements. Childcare options that contribute to military readiness and retention, workforce productivity, spouse employment, and family financial stability.
- MWR Business and Recreation Development: Programs that strengthen and sustain mental and physical fitness to help build resilient communities.

Child and Youth Services

These programs support Soldier and Family well-being and Army Readiness:

- Mitigates stress of parental responsibilities to ensure soldiers are mission ready.
- Childcare options that contribute to military readiness and retention, workforce productivity, spouse employment, and family financial stability.



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- The programs also mitigate the stress on Families affected by persistent conflict, multiple deployments, transformation, and parental absences.
- CYS programs sustain Soldier readiness to perform missions and strengthen the mental and physical resiliency of children.
- The Army is investing in CYS careers to increase staffing levels and retention to meet the Army's needs.
- The Military Child Care in Your Neighborhood Plus program closes the gap between licensed and accredited care in locations where quality childcare is limited.
- The Army offers increased wages as well as recruiting, relocation, and retention incentives across the CYS enterprise. It also allows childcare providers to transition through the Civilian Employee Assignment Tool between installations to ensure appropriate and high-quality staffing.

IMCOM Permanent Change of Station (PCS) Moves Talking Points

- The Army is focused on providing timely, quality service to Soldiers, civilians, and family members before, during, and after the PCS process.
- While U.S. Transportation Command oversees PCS moves, the Army looks to Installation Management Command to synchronize the moving experience for Soldiers and families by linking them to installation programs and services, making the transition for soldiers and their families as seamless as possible.
- PCS moves can be stressful, and the Army is committed to assessing options to improve the process including assisting families with childcare and spouse employment.
- Transportation offices, Military OneSource, and the My Army Post app are great resources for information and support during the planning and moving process.

IMCOM Spouse Employment Talking Points

- The Army's Nonappropriated Fund Civilian Employee Assignment Tool allows NAF employees working in MWR activities to transfer employment from installation to installation when vacancies exist.
- The Army Career Skills Program (CSP) provides Soldiers (and spouses on a space-available basis) opportunity to participate in apprenticeships, on-the-job, employment skills training, and internships in last 180 days of active duty.
 - Majority of CSPs are free with funding from industry partner or grants.



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- Home Based Businesses (HBB) are non-federal entities that authorizes residents to own or operate and/or offer sales or services from within their residence on an Army installation in accordance with AR 420-1.
- IMCOM standardized and streamlined the HBB application/approval process to make it easier for Soldiers and Families to operate an HBB.

Unified Installation Website

- Our goal is one unified website for MWR and installation websites.
- We are focused on Search Engine Optimization and easily searchable content.
- A centralized calendar with garrison community events will help Soldiers, Civilians, and their families participate in more activities and events.

My Army Post App

- The Army launched the app at AUSA in 2023 to better educate and inform Soldiers and Families about available programs and services.
- MAPA's goal is a user-friendly and tailorable installation experience that includes personalized push notifications with accurate, reliable and timely information.
- MAPA can be downloaded in the Apple App Store or the Google Play Store.
- The app was piloted at Fort Cavazos, Camp Humphreys, Fort Carson, Fort McCoy, Fort Meade, Fort Moore, Fort Wainwright, and USAG Bavaria, and as of April 2025 is live at 45 installations with plans to expand further.

WiFi in Barracks

- IMCOM is partnering with industry partners to explore installing free-to-Soldiers WiFi in barracks.
- Robust WiFi capabilities enable access to Army education, personnel, pay and health platforms as well as connecting with family and friends around the globe on gaming, streaming, and social media platforms.
- A three-year project with the Office of the Under Secretary of Defense for Research and Engineering Research and Engineering at Fort Bliss is testing the MultiNet System's 5G WiFi capability.
- We are concentrating these efforts around 1st Armored Division Headquarters to provide initial free internet service to Soldiers and allow multiple vendors to test the capabilities of the MultiNet system.



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- The Fort Bliss project will help inform future WiFi initiatives in terms of how well the service performs and the needs of Soldiers in terms of internet connectivity.

IMCOM Overarching Data Points

Housing

- The Army has budgeted \$3.9 billion for military construction in FY25 that supports 45 projects to improve the living conditions for Soldiers and Families, including \$2.4 billion for barracks construction, restoration, and sustainment.
- Between 2025-2027, the Army's privatized providers will spend an additional \$2.4B to build over 2,000 new homes, 2,000 medium/major renovations and 5,000 minor renovations. This work will be funded by privatized housing providers and additional government equity contributions.
- The Army made two \$50M equity contributions in FY24 including investing in 76 new homes and 22 major home renovations at Ft Eisenhower and replacing 60 aging homes at Ft Leonard Wood.
- An additional \$50M equity contribution is planned for Ft Eisenhower in FY25.
- 2025 BAH rates resulted in an average portfolio BAH increase of 5.5%, or \$118/month.
- In February 2025 Fort Bliss opened the Department of Defense's first 3-D printed barracks that can house more than 50 Soldiers per building.
 - A cornerstone of our national defense, Fort Bliss trains approximately 70,000 service members annually
- In March 2025 we broke ground on the construction of 212 new homes at Joint Base Lewis-McChord and moved V Corps Soldiers in Poland out of tents and into barracks.

Mold Mitigation

- Data available since October 2022 across all IMCOM facilities
- Mold Work Order Requests
 - 25,000 mold work orders submitted during this time frame.
 - 93% of the time, a mold mitigation specialist responded in less than one day.
 - Remaining 7% was due to substantial work being required or scheduling conflicts i.e. family not in the home.



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- Mold Mitigation Work Orders
 - Translated into 20,000 mold mitigation work orders completed.
 - 1,000 mold mitigation work orders are open.
 - 60% completed in less than seven days.
 - 40% completed in greater than eight days.

Between Occupancy Maintenance

- The Army has budgeted \$3.9 billion for military construction in FY25 that supports 45 projects to improve the living conditions for Soldiers and Families, including \$2.4 billion for barracks construction, restoration, and sustainment.
 - A cornerstone of our national defense, Fort Bliss trains approximately 70,000 service members annually
- Data available from April 2021 through September 2024.
- Currently, we have privatized housing at 50 installations, 48% of IMCOM's 104 installations.
 - Current Between Occupancy Maintenance data includes 43 installations.
- Pass Rate
 - Between Occupancy Maintenance Pass Rate have improved slightly portfolio-wide, rising from 94% to 96% over the reporting period.
 - Portfolio wide, the average pass rate was 95% over the entire reporting period.
 - Of our available data of 43 installations with privatized housing, six historically have an 100% average BOM pass rate; 28 have 98% or above; and 34 have 90% or above.
- Homes can fail Between Occupancy maintenance for any issues impacting life, health, and safety from mold to inoperable smoke detectors or issues with heating, air, or plumbing.
- Timeline
 - From the beginning of this reporting period until now, the average number of days to complete Between Occupancy Maintenance inspections has been cut in half from 29 days to 14 days, reducing wait times by more than 51%.



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Black Start Exercises

- Black Start Exercises are designed to test an installation's ability to operate without access to local power grids in an emergency.
- We completed five Black Start Exercises in FY23 and eight in FY24 with an additional five planned this Fiscal Year.

Intergovernmental Support Agreements

- Since 2018, 182 Intergovernmental Support Agreements, formal public-public partnership agreements between Army installations and their State or local governments, have been approved, and 168 have been executed.
 - In FY24, IMCOM renewed three IGSAs and added 41 new agreements which led to an annual cost savings of over \$111 million
 - Additionally, since 2018, we have had an annual cost avoidance of \$48 million, which means our installations were able to leverage a partner instead of having to pay for a new facility or service.
 - By End of Year 2026 we anticipate a total cost savings of close to \$200 million.
- When we partner with state and local jurisdictions, our neighbors around our installations, we can save the Army upward of 20% while investing money back into the local economy.
 - Most recently, in 2025, Fort Bragg signed an IGSA with Fayetteville, North Carolina, for trash collection and West Point joined forces with Orange County Emergency Services to strengthen our shared commitment to safety.

Infrastructure

- IMCOM manages more than 326,000 facilities across its 104 installations including 90,000 privatized and 10,000 Army-owned family housing units as well as nearly 362,500 barrack unaccompanied bed spaces and 1,600 privatized units for unaccompanied Soldiers.

Installation investments

- On the MWR side, IMCOM manages approximately \$2.8 billion that provide quality of life services to Soldiers and families around the world including lodging, child development centers, and fitness centers while spurring local job growth.
 - Managed more than 85 construction projects in FY24, totaling approximately \$937 million as well as 126 interior design projects totaling \$764 million.



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- Our headquarters employs bankers who sweep profits from all our MWR facilities on a nightly basis and invest these funds to generate profits to fund additional programs and services for our Soldiers and families.
 - In FY24 we generated \$160 million in NAF profits – 40% of which is invested into infrastructure projects on our 104 installations.
 - Every year, since 2022, MWR has also been able to reinvest approximately \$50M in MWR/NAF Capital Purchase Minor Construction Projects.
 - These reinvestments are crucial in sustaining and maintaining quality MWR facilities and operations.

Economic Impact

- Our installations were part of the more than \$609 billion that the Department of Defense invested into spurring economic growth across the 50 states and District of Columbia in FY23.
- DoD spending represents 2.2% of our nation's gross domestic product.
 - 73% of DoD spending was obligated through contracts and grants that spurred job creation and growth.
 - 27% of DoD spending paid the salaries of DoD personnel injecting resources back into the communities where our people live and work.
- Texas, Virginia, and California remained top recipients for overall spending.
 - Texas moved to the top spot, seeing an almost \$9 billion increase over FY22.
 - Fort Cavazos contributes more than \$39 billion to the local community annually.
- Virginia, Hawaii, and Connecticut ranked highest when considering defense spending impacts on their respective state GDPs.
 - Fort Walker contributes \$116 million annually.

Mutual Aid FY24

- In FY24, IMCOM provided Mutual Aid over 8,700 times and received it over 1,800 times.
- Approximately 4,000 civilian and host nation firefighters, and 2,000 civilian and Military Police support our installations and local communities.
- **Mutual Aid Given**
 - 45% of the support given (almost 4,000 responses) was for rescue and Emergency Medical Services.
 - 18% (more than 1,600 responses) was for fire services.



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- **Mutual Aid Received**
 - 80% of the support received (more than 1400 responses) was for rescue and Emergency Medical Services support.
 - 7% of support received (more than 100 responses) was for hazardous conditions.
- Since 2018, IMCOM installations have provided mutual aid to local communities more than 54,450 times.
- During this time, we also received mutual aid from local, and state partners more than 9,470 times.
 - **Mutual Aid Given**
 - 38% of mutual aid (20,400 times) was in support of rescue and Emergency Medical Services.
 - 19% (10,250 times) was in support of fire response.
 - **Mutual Aid Received**
 - 77% of mutual aid (7,260 times) was in support of rescue and Emergency Medical Services.
 - 6% (575 times) was in support of hazardous conditions.

Appropriated Funds Spending

Contracts

- In FY24 IMCOM executed more than 4,280 APF contracts totaling more than \$38.3 billion.
- 80% of these contracts were awarded to small businesses further spurring local economic growth.

Purchases

- More than 5,180 APF Government Purchase Card transactions were made in FY24, totaling more than \$197 million.

Non-Appropriated Funds Spending

Contracts

- In FY24, IMCOM executed more than 5,500 NAF contracts totaling more than \$414 million.

Purchases

- More than 237,000 NAF Government Purchase Card transactions were made in FY24, totaling \$158 million with \$3.1 million in rebates.



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Morale Welfare and Recreation

- In FY23 and FY24, the Army invested approximately \$100 million to sustain MWR facilities and improve the quality of services offered.

MWR Customer Needs Assessment

- In 2025, MWR conducted a Customer Needs Assessment, the first one in over 10 years.
- Data from this survey will provide information and insights from our customers on the relevancy and quality of MWR programming to inform future investments

Childcare

On-Installation Childcare

- We operate 171 Child Development Centers and 153 School Age and Youth Centers, including shared centers, serving more than 129,000 children on installations around the globe.
- The current Army Facility Investment Plan includes the construction of 21 additional CDCs through FY32 for 4,300 children.
 - In 2024 Fort Wainwright opened the largest CDC in the Army, a \$35 million, 42,930-square-foot facility in June 2024, with an operational capacity for 284 children.
 - Fort Leavenworth is working with the Kansas City District, U.S. Army Corps of Engineers, to construct a new 37,000-square-foot CDC for over 300 children. It will be completed in 2027.
- The Army is continually investing in Child and Youth Services careers to increase staffing levels and retention to meet the Army's needs.
 - The Army has improved CYS staffing to 82 percent, through multiple incentives, to include increased pay for childcare providers and a comprehensive CYS Staff Strategic Communication Plan.

Off-Installation Childcare

- For Families who don't have access to installation childcare, the Army Fee Assistance program helps pay higher costs of off-post childcare which translated into more than 6,200 licensed childcare providers for Army families.
 - Army Fee Assistance enabled approximately 20,000 children from over 14,300 Army families to access off-installation childcare in FY24.



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- More than 5,600 of these licensed providers had additional DoD accreditation and/or were enrolled in their state's Quality Rating and Improvement System.

Soldier Transitions

- More than 128,500 Soldiers transitioned out of the Army and set down roots in local communities in FY24.

PCS

- The Army reimburses up to \$550 (CONUS) and \$2,000 (OCONUS) for expenses related to pet transportation.
- The SmartVoucher process reduces travel payments to less than two days.

Spousal Employment

- More than 5,030 spouses were employed as NAF employees in FY24.
 - 70% were employed in Child and Youth Services, providing childcare and education services to Army families.
- We currently have more than 580 active home-based businesses on our installations, and 94% are spouse-owned.
- It reimburses up to \$1,000 in qualified licensing costs and working through the DOD's Military Spouse Employment Partnership to connect spouses to more than 610 U.S. employers. More than 258,000 have been hired.
- Currently, 37 states have policies on enhanced military spouse licensure portability, 36 states have military spouse occupational licensure access, and 47 states have licensing compacts.

Population Impact

- IMCOM manages 104 small cities around the globe with an average of 14,000 Soldiers and civilians assigned at each location.
- In FY24, more than 1.1 million people, including 600,000 Soldiers and 498,000 civilian employees worked, trained, and attended schools on our installations.
- Most of our personnel live off the installations and use housing, childcare, schools, medical services, and businesses in local communities.



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Environmental Impact

- The Army manages 13.5 million acres of land, an area almost as large as the state of West Virginia. It protects forest, grasslands, and 1.3 million acres of wetlands.
- More than 763,000 acres are protected at 28 Army compatible-use buffer installations.
- More than 250 endangered species are protected on 120 sites.
- We also protect over 85,100 archeological sites and 150 American Indian sacred sites.

IMCOM Work Force and DRP

- 55,000 civilian employees across IMCOM
- 98.5% of our workforce work at Installations.
- Only 1.5% at our HQs and IDs.
- We have met our requirement to reduce our civilian authorizations by 3,700.
 - With voluntary reductions – approximately 1500 people took both DRPs across the Installation Enterprise.
 - Hiring freeze and giving back authorizations.



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IMCOM Responses to Queries and Holding Statements

To refer queries:

- **Office of the Secretary of Defense:** osd.pa.dutyofficer@mail.mil
- **Army Media Relations Division:** usarmy.pentagon.hqda-ocpa.mbx.mrd-press-desk@army.mil
- **Army Materiel Command:** armyamcpubaffairs@army.mil

Personnel Impacts

OSD guidance enables an Active posture, but we will remain in a **Response to Query posture** on personnel impacts due to the Deferred Resignation Program/hiring freeze. If you receive queries about personnel impacts, responses must be specific to the Garrison (**DO NOT** respond to queries for senior commander or tenant organizations unless there is a special circumstance) and **ALL** queries must be coordinated through your Senior Command PAO/ID PAO/IMCOM HQs PCA.

Overall Personnel Impacts

- Our job is to take care of our people and communicate the resources we have available to senior commanders, so they are empowered to make decisions and take on risk.
- Across U.S. Army Installation Management Command, approximately 750 out of approximately 60,000 employees accepted the Deferred Resignation Program – representing less than 1% of our workforce.
- Many of IMCOM's most critical positions are exempt from the current DOD hiring freeze
 - Non-Appropriated Fund employees
 - Foreign national employees in countries with cost sharing agreements
 - Positions at depots and arsenals
 - Child and Youth Program staff
 - Installation positions essential for fire, life, and safety

Future personnel actions

- Refer all questions that are speculative in nature or asking you to comment on Executive Orders/Policy to OSD.



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Deferred Resignation Program

- Approximately XX employees out of the approximately XXX Garrison employees who support the Soldiers, families, and civilians who live, work, and train at XXXX accepted the Deferred Resignation Program representing X% of our work force.

Personnel Losses and Hiring Freeze Impacts

- We constantly evaluate mission requirements and available resources to maximize efficiency and productivity in the programs and services we provide the Soldiers, families, and civilians who live, work, and train at XXXX.
- We have closed/adjusted hours/combined, etc. at XXXX (specific facilities, gates, programs, etc.).

Probationary employees

- None of our employees have been impacted at this time.

Future impacts to the Garrison

- We can't speculate on any future impacts.

Hiring Freeze exemptions

- The Department of Defense plans to exempt positions from the hiring freeze that are critical to supporting the Department's core readiness and warfighting mission. Please refer to DoD for specifics.

Defense Civilian Personnel Advisory Service (DCPAS) website:

<https://www.dcpas.osd.mil/hottopics/executive-orders-and-presidential-memorandums>

Holding Statements

- *"XXX is re-evaluating our civilian workforce in accordance with DOD and Army guidance to maximize efficiency and productivity. No decisions have been finalized about reductions at XXX. We remain committed to treating our workforce with dignity and respect and using all voluntary measures for workforce shaping if and when decisions are made to reduce positions."*



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- *“Organizations at XXX are re-evaluating the civilian workforce in accordance with DOD and Army guidance to maximize efficiency and productivity. No decisions have been finalized about reductions at this time. We remain committed to treating our workforce with dignity and respect and using all voluntary measures for workforce shaping if and when decisions are made to reduce positions.”*
- *“The Librarian of the Army is waiting on an opinion from the Army’s Office of General Counsel (OGC) on the way forward regarding all executive orders. Until we get that clarity, removing any items from the collection will need to be done according to our Book Challenge process. For the most current and detailed information, you may contact the OGC directly at usarmy.pentagon.hqda.mbx.ogc-webmaster@army.mil.”*
- *“The Army is committed to providing safe, well-maintained homes for military families. We work with housing providers to ensure timely maintenance, prioritize safety, and offer multiple ways for residents to submit work orders and voice concerns. Recent efforts focus on increasing oversight, standardizing processes, and improving transparency. Army Housing Offices are always available to assist and ensure that no Army family goes unheard.”*

Managing Risk

- Commanders ultimately own the decisions that are made regarding how to handle risk. In combat, this means making split-second decisions to determine the safety of Soldiers and success of the mission.
- For Installation Management Command, this means communicating to Senior Commanders the resources we have versus the requirements needed to run an installation.
 - Being informed on available resources versus requirements enables Senior Commanders to make program and service decisions that ensure the health and safety of their communities while maintaining the installation’s ability to fulfill the Army’s mission to fight and win our nation’s wars.



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Sexual Assault

- OSD Guidance - that installations should not release any numbers. Reporter can be directed to the report for Army numbers. The annual report is the source of information for the services. <https://sapr.mil/reports>.



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Major Army Command Messaging



U.S. Army Materiel Command (AMC) *Redstone Arsenal, Alabama*

- **MISSION:** Army Materiel Command delivers precision sustainment and materiel readiness to an expeditionary global force from the Joint Strategic Support Area to the tactical point of contact across the spectrum of conflict in support of the Joint Force.
 - IMCOM Sustainment installations holistically embrace Warfighter support and readiness inclusive of our Soldiers, Families, and Civilians. Through our customer-driven focus on exceptional services across base operations, we ensure the Warfighter is equipped and agile on all fronts for mission execution and quality of life, from childcare to emergency services to recreational activities.
 - ID-S installations provide the foundation for successful Defense Industrial Base operations by managing and executing essential base operations support for our TDAAPs. ID-S facilitates its ability to focus on manufacturing priorities in delivering materiel support and munitions worldwide to provide the Warfighter what they need when they need it.
 - ID-S installations are the senior commander's subject matter expert for posturing and managing the Joint Strategic Support Area. From managing and executing the Army Facility Investment Plan to leading the resilience and conservation efforts of our natural resources and environment, ID-S works across all levels to ensure exceptional stewardship of our installations.



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U.S. Army Forces Command (FORSCOM)

Fort Bragg, North Carolina

- **MISSION:** FORSCOM trains and prepares a combat ready, globally responsive Total Force to build and sustain readiness to meet Combatant Command requirements.
- **VISION:** FORSCOM produces combat ready and globally responsive Total Army Forces that are well led, disciplined, trained, and expeditionary ready now to deploy and win in Large Scale Combat Operations against near-peer threats.
 - United States Army Forces Command consists of more than 750,000 Active Army, U.S. Army Reserve, and Army National Guard soldiers.
 - FORSCOM is the largest United States Army command and provider of expeditionary, regionally engaged, campaign-capable land forces to combatant commanders.
 - Its organizations are expeditionary, campaign focused, and tailorable to provide combatant commanders the required capabilities to be decisive across the range of military operations.
- **IMCOM Readiness installations help FORSCOM achieve its mission to train and prepare a combat ready, globally responsive Total Force to meet Combatant Command requirements through:**
 - Housing – focusing on barracks quality and maintenance as well as on-post family housing.
 - Food – ensuring availability of high-quality dining facility food and through ongoing dining innovations (such as food trucks, kiosks, other on-post options).
 - Daycare services with quality staffing for Army children and families.
 - Installation Readiness – managing roads, water, sewage, security, power, ranges, railyards, motor pools, hangers, schools and rapidly responding to infrastructure challenges including weather preparations and responses.



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U.S. Army Training and Doctrine Command (TRADOC)

Joint Base Langley-Eustis, Virginia

- **MISSION:** TRADOC trains, educates, develops, and builds the Army; establishes standards; drives improvement; and leads change to ensure the Army can deter, fight, and win on any battlefield now and in the future.
- **VISION:** TRADOC builds and sustains the Army's foundation by Acquiring the best people, Training the most lethal Soldiers, and Developing the most professional leaders as well as providing the connective tissue that Guides Army Culture and Shapes the future force while putting TRADOC on a Sustainable Strategic Path.

Army Service Component Commands Messaging



U.S. Army Europe and Africa (USAREUR-AF)

Wiesbaden, Germany

- **9 [U.S. Army Garrisons](#) in 6 European countries managed by Installation Management Command Directorate - Europe.**
- IMCOM-Europe supports USAREUR-AF and enhances its ability to operate seamlessly with our Nations Allies and Partners and safeguarding our National Interests.
- IMCOM-Europe delivers quality infrastructure and services to Soldiers, Family Members, Civilians, and Retirees to enable U.S. Army Europe and Africa Readiness.
- This support extends to the installation facilities and infrastructure that support the training of Allies and theater Partners. This critical multinational training brings together our partners to strengthen security and stability of Europe and East Africa. Though joint training and collaboration, we enhance our ability to operate effectively together in response to emerging challenges.



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- IMCOM-Europe garrisons are the key to successful communication and coordination with the host nation leaders and support services when exercising force protection, a top priority of the USAREUR-AF Commander.
- Flat, fast, and accurate communication with the host nation authorities is critical to effective force protection and ensuring the safety of our Soldiers, Families, Civilians, and Retirees.



U.S. Army Pacific (USARPAC)

Fort Shafter, Hawaii

- **MISSION:** U.S. Army Pacific organizes, generates, applies, and builds landpower in competition across the Indo-Pacific theater, creating dilemmas for adversaries by achieving positional advantage so that land forces can fight and win on and from the land in a combined, joint, and multidomain operational environment.
- **VISION:** U.S. Army Pacific contributes to a 'Free and Open Indo-Pacific' by leading multidomain transformation and applying landpower for maximum effect in the most consequential region for America's future.
 - **Data Points:**
 - 2/3 of the Largest Economies
 - 3,000 Languages
 - 36 Nations
 - 50% of the Earth's Surface
 - 60% of the World's People



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U.S. Army Space and Missile Defense Command (USASMDC) *Huntsville, Alabama*

- **MISSION:** USASMDC develops and provides current and future global space, missile defense, and high-altitude capabilities to the Army, joint force, and our allies and partners, to enable multidomain combat effects; enhance deterrence, assurance, and detection of strategic attacks; and protect the nation.
- **VISION:** Our vision is “ONE TEAM!” that achieves our shared objectives via collaboration, feedback, assessment, and smart adaptation to continue demonstrating value:
 - Accomplishing our mission as ONE TEAM of empowered, innovative, ready, and resilient professionals.
 - Providing trained and ready forces for space, missile defense, and high-altitude missions.
 - Integrating new and existing space, missile defense, and high-altitude capabilities to create all-domain advantages.



U.S. Army Japan *Camp Zama, Sagami-hara Family Housing Area (SHA), Japan*

- **MISSION:** Deters adversaries, strengthens Japan Ground Self-Defense Force (JGSDF) capability and interoperability, provides U.S. Forces Japan (USFJ) operational mission command in contingency operations, and sets the conditions for the Theater Army to support the Joint Force during competition, crisis, and conflict by assuring allies and partners with a commitment to mission readiness across all domains.



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U.S. Forces Korea

USAG Humphreys, USAG Yongsan, USAG Daegu

- **MISSION:** Deter aggression and, if necessary, defend the Republic of Korea (ROK) to maintain stability in Northeast Asia. The Service Members of the United States and the Republic of Korea have stood together for more than 70 years maintaining the Armistice and setting the conditions for stability and prosperity in the Republic of Korea. As a result, the Republic of Korea has flourished since the end of the Korean War and is now a respected, successful, and thriving democracy.

IMCOM Pacific installations in Korea enable U.S. Forces Korea to:

- Conduct training to maintain readiness, proficiency, credibility, and trust. It's essential for our combined forces to stay sharp and prepared. Combined training ensures interoperability amongst U.S. and Republic of Korea Forces and demonstrates our commitment to the defense of South Korea. Combined training is the foundation of maintaining a combined robust defense posture to protect the ROK against any threat or adversary.
- Ensure USFK forces are ready to "Fight Tonight." Combined training and exercises are defensive in nature, intended to build combat readiness, and ensure we're ready to "Fight Tonight." This readiness underpins the security and stability across the Korean peninsula and NE Asia.
- Maintain military readiness, which is essential to deterrence. We must maintain a high level of readiness to deter potential aggression in the region.
- Strengthen our partnerships. We couldn't sustain our high level of training without partnerships with our sister units in the ROK Army, nor without the support of community and political leaders.