# Common Level of Support (CLS)
## Service Configurations

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This program provides for the following: vision & guidance for the Garrison planning process and oversight of support to military operations & business operations, sustainment of a positive climate of command. Establish and maintain the strategic direction for the Garrison.

COMPONENTS
Oversee and engage the management and oversight of garrison business.

- **LEGAL STATUTE**
  - 10 USC SEC 3013

- **CRITICAL TO QUALITY CHARACTERISTICS**
  - Clear and timely Command Group Guidance / decision-making process
  - Focus on customer service, teamwork, performance excellence, empowerment, innovation and appreciation for employees. (OSA Survey results, ICE, CPMS).
  - Responsive Interactive Customer Evaluation Program
  - Taking formal action on documented (surveys, AFAP, focus groups, etc) customer needs.
  - Senior Leadership should illustrate a positive command climate. Lead by example.

### OUTPUT

**MEASURE**
Conducts quarterly town hall meeting with customers.

**FORMULA**
\[
\text{TARGET} = \frac{\text{# of town hall meetings in last 12 months}}{4}
\]

**DATA OWNER**
Garrison Commander

**DATA SOURCE**
Garrison Commander

**REPORTED TO**
Army Leadership, SMC, HQ IMCOM, Region Director

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Developing Service Indicators to support this

**FORMULA**
TBD

**DATA OWNER**
TBD

**DATA SOURCE**
Garrison Commander

**REPORTED TO**
TBD

**FREQUENCY**
TBD
Garrison Commander Office

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Size and Complexity of Installation Supported

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>=100% TBD

CUSTOMER VIEW
At least four town hall meetings in the last 12 months.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
99.0 Size and Complexity of Installation Supported

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75% TBD

CUSTOMER VIEW
At least three town hall meeting in the last 12 months.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
98.0 Size and Complexity of Installation Supported

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75% TBD

CUSTOMER VIEW
At least two town hall meeting in the last 12 months.
DESCRIPTION
Provide advice in all areas of admin and civil law to commanders in daily operations

COMPONENTS
Research, advise, and draft opinions in all facets of law effecting the installation including, but not limited to:
- Property law, information law, domestic support operations, investigations, intelligence law, health law, installation access and control, MWR and private organizations, civilian misconduct, Juvenile Review Board, and Army Family Housing
- Military Personnel Law (admin sep boards; reports of survey; line of duty; AR 15-6; Summary CM)
- Army Reorganization Services (RCI, A-76, BRAC)

LEGAL STATUTE
Numerous authorities under USC 10, 32 and 37.

REGULATION
Over 70 Army Regulations, DoD Directives, and DoD Instructions

CUSTOMERS
Commanders, Leaders, Staff

CRITICAL TO QUALITY CHARACTERISTICS
Timely, responsive, legal advice in all required areas

OUTPUT
MEASURE
Effectiveness and responsiveness of advice provided
FORMULA
How responsive was the OSJA with regard to accepting requests received, and/or how many requests were responded to within 3 duty days?

DATA OWNER
SJA
DATA SOURCE
OSJA
REPORTED TO
OSJA
FREQUENCY
Quarterly

TARGET
95-100% responsive AND 95-100% within 3 days.

OUTCOME
MEASURE
Are legal services provided in an effective, responsive, and timely manner?

DATA OWNER
OSJA
DATA SOURCE
OSJA
REPORTED TO
OSJA
FREQUENCY
Quarterly

TARGET
Yes
COST FACTOR: 100.0

PRIMARY WORK DRIVER:
Areas of legal practice requested and volume of actions

OUTPUT PERFORMANCE TARGET: 95-100% responsive AND 95-100% within 3 days (radio button)

OUTCOME PERFORMANCE TARGET: Yes

CUSTOMER VIEW:
All areas of legal practice are performed in a timely manner, and without additional external support.

---

COST FACTOR: 75.0

PRIMARY WORK DRIVER:
Areas of legal practice requested and volume of actions

OUTPUT PERFORMANCE TARGET: 90-94% responsive AND/OR 80-94% within 3 days (radio button)

OUTCOME PERFORMANCE TARGET: Yes

CUSTOMER VIEW:
Local SJA, after coordination with SC and OTJAG, determines whether to eliminate an area of legal practice normally performed when this SSP is funded at GREEN. Risk that civilian attorneys will be furloughed or areas of practice either reduced or "farmed out" to other agencies. Likely decrement: Commanders may not be advised on an area of legal practice normally performed under this SSP and the turn around time on legal actions will be increased and may affect installation activities.

---

COST FACTOR: 50.0

PRIMARY WORK DRIVER:
Areas of legal practice requested and volume of actions

OUTPUT PERFORMANCE TARGET: 75-89% responsive AND/OR 51-79% within 3 days (radio button)

OUTCOME PERFORMANCE TARGET: Limited services and/or limited responsiveness

CUSTOMER VIEW:
Local SJA, after coordination with SC and OTJAG, determines whether to eliminate multiple areas of legal practice normally performed when this SSP is funded at GREEN or AMBER. High risk of civilian attorney furlough or termination. High risk of legal services within this SSP going unperformed or performed by other agencies. Likely decrement: Commanders may not be advised on an area of legal practice normally performed under this SSP and the turn around time on legal actions will be significantly increased and may significantly affect installation activities.
**Installation Support Offices**

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<td><strong>SSP:</strong></td>
<td><strong>Provide Labor and Employment Law Services</strong></td>
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**DESCRIPTION**

Provide full legal support including advice and representation to commanders in Labor and Employment matters.

**COMPONENTS**

Includes the following:
- Requests for Legal Advice/Legal Opinion - research, advise, and draft opinions for Command and Staff on any and all matters involving civilian employees including, but not limited to: labor management relations, hiring, training, pay, allowances and benefits, drug and alcohol testing, medical issues and requests for reasonable accommodation.
- Representation of the Army/Litigation - representation in administrative proceedings (e.g., mediations, arbitrations, investigations, Federal Labor Relations Authority, Merit Systems Protection Board, Equal Employment Opportunity Commission); preparation of litigation reports for court cases.

**LEGAL STATUTE**

A broad range of statutes found generally, but not exclusively, in Titles 5, 10, 29, and 38 of the United States Code.

**REGULATION**


**CUSTOMERS**

Commanders, Leaders, Staff

**CRITICAL TO QUALITY CHARACTERISTICS**

Zealous representation in all litigation and timely, responsive legal advice in all required areas.

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<td><strong>MEASURE</strong></td>
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<td>Effectiveness and responsiveness of advice and representation provided</td>
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<td><strong>TARGET</strong></td>
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<td>100% accepted for action AND 95-100% within assigned deadlines.</td>
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**FORMULA**

How many received requests were accepted for action without the need for outside consultation, and/or how many requests were responded to within office timelines?

**DATA OWNER**

SJA

**DATA SOURCE**

OSJA

**REPORTED TO**

OSJA

**FREQUENCY**

Quarterly

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**FORMULA**

Yes/No

**DATA OWNER**

OSJA

**DATA SOURCE**

OSJA

**REPORTED TO**

OSJA

**FREQUENCY**

Quarterly

September 2012 FY13 CLS Configurations 5
**Installation Support Offices**

**102 B**  
Cost %  20.0  
SERVICE: **Administrative and Civil Law**  
SSP: **Provide Labor and Employment Law Services**

---

**CAPABILITY LEVEL - 1**

**COST FACTOR**  100.0  
**PRIMARY WORK DRIVER**  
Volume of complaints, appeals, grievances, and adverse actions

**OUTPUT PERFORMANCE TARGET**  
100% accepted for action AND 95-100% within assigned deadlines (radio button)

**OUTCOME PERFORMANCE TARGET**  
Yes

**CUSTOMER VIEW**  
All areas of legal practice are performed in a timely manner without additional external support.

---

**CAPABILITY LEVEL - 2**

**COST FACTOR**  75.0  
**PRIMARY WORK DRIVER**  
Volume of complaints, appeals, grievances, and adverse actions

**OUTPUT PERFORMANCE TARGET**  
90-99% accepted for action AND/OR 90-94% within assigned deadlines (radio button)

**OUTCOME PERFORMANCE TARGET**  
Yes

**CUSTOMER VIEW**  
Local SJA, after consultation with clients, SC and OTJAG, will triage requests for legal opinions/advice, with potential for delay and/or elimination of areas normally performed when this SSP is funded at GREEN. Local SJA office is able to represent the Army in all MSPB, EEO, FLRA and other workplace dispute cases. Likely decrement: Training will be curtailed and attorneys will not be able to be as proactive with clients.

---

**CAPABILITY LEVEL - 3**

**COST FACTOR**  50.0  
**PRIMARY WORK DRIVER**  
Volume of complaints, appeals, grievances, and adverse actions

**OUTPUT PERFORMANCE TARGET**  
75-89% accepted for action AND/OR 75-89% within assigned deadlines (radio button)

**OUTCOME PERFORMANCE TARGET**  
Limited services

**CUSTOMER VIEW**  
Local SJA, after consultation with clients, SC and OTJAG, will triage requests for legal opinions/advice, with potential for substantial delay and/or elimination of areas normally performed when this SSP is funded at GREEN or AMBER. Likely decrement: Local SJA offices will not be able to represent the Army in all MSPB, EEO, FLRA and other workplace dispute cases.
Installation Support Offices

102 C 12.0 Cost %

SERVICE: Administrative and Civil Law

SSP: Provide Environmental Law Services

DESCRIPTION
Provide full legal support to commanders in Environmental law in accordance with Federal and state law and regulations

COMPONENTS
Includes the following:
- Research, advise, draft opinions, negotiate, and provide representation and litigation support in area of Environmental Law
- Representation in all administrative proceedings before federal/state/local agencies and citizen interest groups (e.g., admin hearings, public hearings, Restoration Advisory Boards, consultations, investigations)

LEGAL STATUTE
A broad range of relevant environmental statutes found generally, but not exclusively, in Titles 7, 16, 33, and 42 of the United States Code.

REGULATION
A broad range of relevant environmental regulations found generally, but not exclusively, in Titles 18, 30, 32, 36, 40, 43 and 50 of the Code of Federal Regulations.

CUSTOMERS
Commanders, Leaders, Staff

CRITICAL TO QUALITY CHARACTERISTICS
Timely, responsive, legal advice in all required areas

OUTPUT

MEASURE
Effectiveness and responsiveness of advice and representation provided

TARGET
100% accepted for action AND 95-100% within assigned deadlines.

FORMULA
How many received requests were accepted for action without the need for outside consultation, and/or how many requests were responded to within office timelines?

DATA OWNER
SJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly

OUTCOME

MEASURE
Are legal services provided in an effective, responsive, and timely manner?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly
Installation Support Offices

102 C

SERVICE: Administrative and Civil Law

SSP: Provide Environmental Law Services

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Areas of legal practice requested and volume of actions

OUTPUT PERFORMANCE TARGET
100% accepted for action AND 95-100% within assigned deadlines (radio button)

OUTCOME PERFORMANCE TARGET
Yes

CUSTOMER VIEW
All areas of legal practice are performed in a timely manner, and without additional external support.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Areas of legal practice requested and volume of actions

OUTPUT PERFORMANCE TARGET
90-99% accepted for action AND/OR 90-94% within assigned deadlines (radio button)

OUTCOME PERFORMANCE TARGET
Yes

CUSTOMER VIEW
Local SJA, after coordination with SC and OTJAG, determines whether to eliminate an area of legal practice normally performed when this SSP is funded at GREEN. Risk that areas of practice either reduced or "farmed out" to other agencies. Increased risk of installations receiving Notices of Violations and administrative fines from federal and state regulatory agencies. Because attorneys cannot negotiate on behalf of installations, there is an increased risk of litigation for environmental non-compliance. Likely decrement: installation legal office would not review environmental impact statements (EIS) and turn around time on other legal actions may impact other installation activities.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Areas of legal practice requested and volume of actions

OUTPUT PERFORMANCE TARGET
75-89% accepted for action AND/OR 75-89% within assigned deadlines (radio button)

OUTCOME PERFORMANCE TARGET
Limited services or limited timeliness

CUSTOMER VIEW
SJA, after coordination with SC and OTJAG, determines whether to eliminate multiple areas of legal practice normally performed when this SSP is funded at GREEN or AMBER. High risk of civilian attorney furlough or termination. High risk of legal services within this SSP going unperformed or performed by other agencies. Substantial increased risk of installations receiving Notices of Violations and administrative fines from federal and state regulatory agencies. Because attorneys cannot negotiate on behalf of installations, there is a substantial increase in risk of litigation for environmental non-compliance. Likely decrement: installation legal office would not review environmental assessments (EAs) and turn around time on other legal actions will have a significant impact on other installation activities.
DESCRIPTION
Provide full legal support to commanders in all facets of contracts and fiscal law in accordance with Federal law and Army regulations.

COMPONENTS
Research, advise, and draft opinions in all facets of law affecting the installation including, but not limited to:

- Review of appropriated and non-appropriated fund contracts applying the FAR/DFAR/AFAR
- Approval of expenditure of appropriated, non-appropriated, prior-year, and .0012 and .0015 funds
- Review of military construction and repair contracts
- Purchase of supplies and equipment with appropriated and non-appropriated funds activities
- Oversight of procurement fraud activities

LEGAL STATUTE
FAR/DFAR/AFAR; 31 USC 1341, 1342, 1350; 10 USC 1125; 31 USC 3302; 31 USC 1301(a)

CUSTOMERS
Commanders, Leaders, Staff

CRITICAL TO QUALITY CHARACTERISTICS
Timely, responsive, legal advice in all required areas

OUTPUT
MEASURE
Effectiveness and responsiveness of advice and representation provided

TARGET
100% accepted for action AND 95-100% within assigned deadlines.

FORMULA
How many received requests were accepted for action without the need for outside consultation, and/or how many requests were responded to within office timelines?

DATA OWNER
SJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly

OUTCOME
MEASURE
Are legal services provided in an effective, responsive, and timely manner?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly
Installation Support Offices

102 D  Cost % 45.0  SERVICE: Administrative and Civil Law
SSP: Provide Contract and Fiscal Law Services

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Volume of actions

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
100% accepted for action AND 95-100% within assigned deadlines (radio button) Yes

CUSTOMER VIEW
All areas of legal practice are performed in a timely manner, and without additional external support.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Volume of actions

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90-99% accepted for action AND/OR 90-94% within assigned deadlines (radio button) Yes

CUSTOMER VIEW
Local SJA, after coordination with SC and OTJAG, determines whether to eliminate an area of legal practice normally performed when this SSP is funded at GREEN. Risk that areas of practice either reduced or "farmed out" to other agencies. Likely decrement: More contract reviews farmed out to ACA, and turn around time on legal actions will be increased and may impact installation activities.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Volume of actions

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75-89% accepted for action AND/OR 75-89% within assigned deadlines (radio button) Limited services or limited timeliness

CUSTOMER VIEW
SJA, after coordination with SC and OTJAG, determines whether to eliminate multiple areas of legal practice normally performed when this SSP is funded at GREEN or AMBER. High risk of civilian attorney furlough or termination. High risk of legal services within this SSP going unperformed or performed by other agencies. Likely decrement: Fewer advisory briefings to investigators and the turn around time on legal actions will be significantly increased and will have significant impact on installation activities. Increased risk of Anti-Deficiency Act violations, litigation, and criminal actions against offenders.
**Description**

Provide full legal support to commanders in Ethics in accordance with the Joint Ethics Regulations and Federal law.

**Components**

Includes the following:
- Research, advise, and draft opinions for Command and Staff in area of Ethics
- Standards of conduct training, advice and review of public and confidential financial disclosure
- Conflict of interest determinations
- Provide advice to management and employees on full range of Standards of Ethical Conduct issues, fiscal law, and use of government resources

**Legal Statute**

- DoD 5500.7-R; 5 C.F.R. 2635

**Regulation**

- AR 27-26

**Customers**

All Army Personnel

**Critical to Quality Characteristics**

Timely, responsive, legal advice in all required areas

---

**Output**

**Measure**

Effectiveness and responsiveness of advice and representation provided

**Target**

100% accepted for action AND 95-100% within assigned deadlines.

**Formula**

How many received requests were accepted for action without the need for outside consultation, and/or how many requests were responded to within office timelines?

**Data Owner**

SJA

**Data Source**

OSJA

**Reported To**

OSJA

**Frequency**

Quarterly

---

**Outcome**

**Measure**

Are legal services provided in an effective, responsive, and timely manner?

**Target**

Yes

**Formula**

Yes/No

**Data Owner**

OSJA

**Data Source**

OSJA

**Reported To**

OSJA

**Frequency**

Quarterly
Installation Support Offices

SST: Provide Ethics Services

**CAPABILITY LEVEL - 1**

**COST FACTOR**  PRIMARY WORK DRIVER
100.0  Areas of legal practice requested and volume of actions

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**
100% accepted for action AND 95-100% within assigned deadlines (radio button)  Yes

**CUSTOMER VIEW**
All areas of legal practice are performed in a timely manner, and without additional external support.

**CAPABILITY LEVEL - 2**

**COST FACTOR**  PRIMARY WORK DRIVER
75.0  Areas of legal practice requested and volume of actions

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**
90-99% accepted for action AND/OR 90-94% within assigned deadlines (radio button)  Yes

**CUSTOMER VIEW**
Local SJA, after coordination with SC and OTJAG, determines whether to eliminate an area of legal practice normally performed when this SSP is funded at GREEN. Risk that areas of practice either reduced or "farmed out" to other agencies. Failure to provide ethics advice could lead to delayed legal opinions, which could cause leaders, managers, and employees to possibly violate statutes and regulations and cause embarrassment to the Army. Likely decrement: Less ethics training not required by law, regulation, or higher headquarters, and turn around time on request for ethics opinions.

**CAPABILITY LEVEL - 3**

**COST FACTOR**  PRIMARY WORK DRIVER
50.0  Areas of legal practice requested and volume of actions

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**
75-89% accepted for action AND/OR 75-89% within assigned deadlines (radio button)  Yes

**CUSTOMER VIEW**
SJA, after coordination with SC and OTJAG, determines whether to eliminate multiple areas of legal practice normally performed when this SSP is funded at GREEN or AMBER. High risk of civilian attorney furlough or termination. High risk of legal services within this SSP going unperformed or performed by other agencies. Failure to provide ethics advice could lead to leaders, managers, and employees to violate statutes and regulations and cause embarrassment to the Army. Likely decrement: No ethics training not required by law, regulation, or higher headquarters. Fewer advisory ethics opinions unless specified by law, regulation or higher headquarters.
### Description
A program to provide legal advice in accordance with law and regulations (AR 635-200, AR 600-8-24, AR 600-37)

### Components
Includes the following:
- Provide advice to commanders in daily operations for issues including
- Serve as primary advisor and guide to law enforcement agencies in conduct of investigations for ultimate prosecution
- Assist in securing search authorizations
- Provide advice to MPs and CID concerning searches and seizures and substantiation of offenses
- Advise commanders on resolution of complaints
- Provide advice on the processing of Article 138 Soldier complaints
- Advise and prepare legal documents for commanders on resolution of offenses; present evidence before administrative board hearings; conduct legal reviews for appeals; draft and process disciplinary measures short of UCMJ action (e.g., LOR)

### Legal Statute

| Article 6, UCMJ |

### Regulation

| AR 27-10, AR 635-200, AR 600-8-24 |

### Customers
Commanders, law enforcement agencies

### Critical to Quality Characteristics
Timely, responsive legal services

## Output

### Measure
Availability of timely, responsive legal services

### Target
100%

### Formula

\[
\text{Availability of timely, responsive legal services} = \frac{\text{# legal actions answered within 3 duty days}}{\text{# legal actions}}
\]

### Data Owner
OSJA

### Data Source
OSJA

### Reported To
OSJA

### Frequency
Quarterly

## Outcome

### Measure
Are timely, responsive legal services available to commanders and law enforcement agencies?

### Target
Yes

### Formula
Yes/No

### Data Owner
OSJA

### Data Source
OSJA

### Reported To
OTJAG

### Frequency
Quarterly
## Installation Support Offices

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.0</td>
<td>Criminal Law and Discipline</td>
<td>Advise and Support Command and Law Enforcement</td>
</tr>
</tbody>
</table>

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Support Requested</td>
<td>90-100%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Full support provided to all requests.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Support Requested</td>
<td>75-89%</td>
<td>Yes, but prioritized</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Full support provided to all requests, but prioritized.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Support Requested</td>
<td>50-74%</td>
<td>Limited</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Full support provided when requested or needed, but prioritized. High risk that commanders act without legal advice due to extended delays in responses to requested support.
DESCRIPTION
A program to discipline Soldiers for major disciplinary infractions in accordance with AR 27-10 and Uniform Code of Military Justice (UCMJ)

COMPONENTS
Includes the following:
- Government counsel conducts courts-martial
- Coordinates pre-trial and post-trial confinement
- Manages post-trial processing
- Defense counsel represents accused and provides defense.
- Military judges conduct courts martial and court reporters prepare transcripts and records of trial
- Paralegals prepare and process documentation
- Support corrections (advise and assist the Commander and inmates at Regional confinement facilities) as applicable

LEGAL STATUTE
Article 27, UCMJ

CUSTOMERS
Soldiers, Leaders, Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Fully supported prosecution and defense of courts-martial.

OUTPUT
MEASURE
Level of support provided to convening authorities in the full range of court-martial procedures.

TARGET
OSJA able to handle 100% of functions without outside help.

FORMULA
Is OSJA able to handle all mission-essential pre-trial and post-trial court-martial functions without outside help?

DATA OWNER
OSJA

REPORTED TO
OTJAG

OUTCOME
MEASURE
Can the OSJA conduct the full range of court-martial functions within its authority?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

REPORTED TO
OTJAG
Installation Support Offices

103 B 25.0  SERVICE: Criminal Law and Discipline  
SSP: Conduct Courts-Martial

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Volume and severity of soldier misconduct</td>
<td>OSJA able to handle 100% of functions without outside help. (radio button)</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Maximum ability to fully support all essential aspects of courts-martial, from pre-trial through post-trial.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Volume and severity of soldier misconduct</td>
<td>OSJA able to handle 100% of functions, but required outside help to do so. (radio button)</td>
<td>Yes, but outside assistance required</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Maximum ability to fully support all essential aspects of courts-martial, but requires resources outside OSJA (e.g., TCAP, borrowed second chair)

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Volume and severity of soldier misconduct</td>
<td>OSJA able to handle 90-99% of functions. (radio button)</td>
<td>Limited</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Courts-martial are not adequately funded; forced to pursue lesser forms of disciplinary action.

---

B 25.0  SSP: Conduct Courts-Martial

### SERVICE:

**Criminal Law and Discipline**

### INSTALLATION SUPPORT OFFICES:

#### Conduct Courts-Martial

<table>
<thead>
<tr>
<th>Cost %</th>
<th>FY13 CLS Configurations</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0</td>
<td>16</td>
</tr>
</tbody>
</table>

September 2012
PROGRAM MANAGES AND ADMINISTERS ALL FACETS OF COMMANDER'S MILITARY JUSTICE PROGRAM IAW UCMJ, AR 27-10, AR 635-200, AR 600-8-24 AND 10 USC 815.

COMPONENTS
Includes the following:
- Provide training to all Soldiers regarding UCMJ offenses and penalties
- Provide training to commanders concerning integrity of the UCMJ and resolution of offenses
- Provide training concerning unlawful command influence
- Provide training to law enforcement personnel

LEGAL STATUTE
Article 137, UCMJ

REGULATION
AR 27-10

CUSTOMERS
Soldiers, leaders, commanders, law enforcement agencies

CRITICAL TO QUALITY CHARACTERISTICS
Timely, responsive military justice training.

OUTPUT

MEASURE
Availability of timely, responsive military justice training.

TARGET
100%

FORMULA
# training events provided / # training events required, requested, and-or considered necessary by the SJA and supported commanders

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly

OUTCOME

MEASURE
Is timely and responsive military justice and training provided to the command and staff?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA/OTJAG

FREQUENCY
Quarterly
Installation Support Offices

C 103 40.0 Cost %

SERVICE: Criminal Law and Discipline

SSP: Administer the Commander's Military Justice Training Program

---

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Support Requested</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

85-100%

**OUTCOME PERFORMANCE TARGET**

Yes

**CUSTOMER VIEW**

Commanders at all levels are fully educated on the MJ process.

---

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Support Requested</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

75-84%

**OUTCOME PERFORMANCE TARGET**

Yes

**CUSTOMER VIEW**

Training to commanders is prioritized.

---

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Support Requested</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

50-74%

**OUTCOME PERFORMANCE TARGET**

Limited

**CUSTOMER VIEW**

Limited resources may not permit regular training.
DESCRIPTION
A program of victim and witness assistance in compliance with Public Law, 42 USC 10601, DoD directive 1030.1 and AR 27-10

COMPONENTS
Includes the following:
- Provide liaison services to victims and witnesses involved in legal proceedings
- Advise victims and witness of their rights (from commission of the crime and continuing for the duration of the confinement of the accused)

LEGAL STATUTE
42 USC 10601; DoD Dir 1030.1

REGULATION
AR 27-10

CUSTOMERS
Soldiers, leaders, commanders, and civilian personnel involved with courts-martial as victims or witnesses.

CRITICAL TO QUALITY CHARACTERISTICS
Responsive victim-witness liaison program.

MEASURE
Availability of VWL services for all victims and witnesses in court-martial proceedings.

TARGET
100%

FORMULA
# clients receiving VWL services / # clients requesting service

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly

OUTPUT

OUTCOME

MEASURE
Are all victims/witnesses fully supported?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly
Installation Support Offices

103 D  
SERVICE: Criminal Law and Discipline  
SSP: Provide Victim/Witness Services  

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Volume of courts-martial and number of witnesses involved

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
100% Yes

CUSTOMER VIEW
All victims and witnesses fully prepared for rigors of military justice system. All requests for support are immediately and fully supported.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Volume of courts-martial and number of witnesses involved

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90-99% Yes

CUSTOMER VIEW
Support available to all victims and witnesses, but may not be readily available due to reduction in civilian staffing. Support prioritized. Small risk that some witnesses not fully prepared for rigors of military justice system.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Volume of courts-martial and number of witnesses involved

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50-89% Limited

CUSTOMER VIEW
Support available to all victims. Support available to witnesses in order of priority. Support may be a substantial delay due to elimination of civilian personnel. Risk that witnesses and victims are either underprepared or not prepared for rigors of military justice system.
Installation Support Offices

103  E  Cost %  10.0  SERVICE:  Criminal Law and Discipline
SSP:  Support Military Magistrate Program

DESCRIPTION
A program to prosecute violations of Federal law committed on Army installations, or violations that involve Army interest or property

COMPONENTS
Includes the following:
-Federal misdemeanor prosecutions in coordination with and support of US Attorney's office.
-Federal felony prosecutions in coordination with and support of US Attorney's office.

LEGAL STATUTE

REGULATION
AR 27-10

CUSTOMERS
Soldiers, Leaders, Commanders, Personnel Living and Working on the Installation

CRITICAL TO QUALITY CHARACTERISTICS
Robust military magistrate program

OUTPUT

MEASURE
Ability to resolve offenses committed on the installation & within the authority of the OSJA

TARGET
100%

FORMULA
# of violations resolved by SAUSA / # of violations within SAUSA resolution authority

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly

OUTCOME

MEASURE
Can the magistrate court program dispose of the full range of offenses within its authority?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly
Installation Support Offices

103 E

Cost %
10.0

SERVICE: Criminal Law and Discipline

SSP: Support Military Magistrate Program

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Volume of civilian offenses committed on installation

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
100% Yes

CUSTOMER VIEW
Installation has a regularly scheduled and fully supported adjudication program for all misdemeanor violations. If applicable, felony program is fully staffed and supported by installation, OSJA, and DoJ. OSJA has assets dedicated to SAUSA/magistrate program.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Volume of civilian offenses committed on installation

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90-99% Yes

CUSTOMER VIEW
Installation has a regularly scheduled and fully supported adjudication program for most misdemeanor violations.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Volume of civilian offenses committed on installation

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50-89% Yes

CUSTOMER VIEW
SJA, after coordination with SC and OTJAG, may need to eliminate or severely restrict the military magistrate program. High risk that program is eliminated and enforcement of on-post violations left to DoJ to prosecute.
**Multi-faceted program:**

- Provides legal assistance to active duty military members through the Soldier readiness processing (SRP); mobilizing and demobilizing personnel in accordance with 10 USC 1044A and AR 27-3; assisting Soldiers with actions involving administrative due process; and assisting and advising on their personal legal affairs.
- Assists and advises Family members with actions involving their personal legal affairs.
- Assists and advises retirees with actions involving their personal legal affairs.
- Assists and advises eligible civilians with actions involving administrative due process.

**COMPONENTS**

Includes the following:

- Provide assistance and support during Soldier Readiness Programs (SRPs), mobilization and demobilization, including wills, Service Members Group Life Insurance (SGLI) counseling and powers of attorney, Service Member Civil Relief Act (SCRA), and Uniform Service Employment and Re-employment Rights Act (USERRA).
- Provide advice and counsel on adverse administrative actions; including but not limited to reports of survey, bars to reenlistment, line of duty, and memorandums of reprimand.
- Provide advice concerning domestic relations issues, including but not limited to separation agreements, paternity, child custody and support, POAs, and adoption.
- Provide assistance concerning contracts regarding personal property, including consultation on bankruptcy and the basic federal and state laws concerning consumer protection.
- Provide notarial services.
- Provide assistance with real property issues, landlord-tenant counseling, to include lease review.
- Provide assistance with wills and estate planning.
- DoD contract employees receive services limited to those outlined in AR 27-3.

**LEGAL STATUTE**

10 USC 1044 (if resources are available)

**CUSTOMERS**

Five Categories: Active duty service members and family members, mobilized reserve component service members, retired service members and family members

**MEASURE**

Time eligible clients must wait for services authorized by AR 27-3 and categories of clients seen

**FORMULA**

How many of the 5 client categories were excluded, and/or how many clients were seen within 5 duty days?

**DATA OWNER**

OSJA

**DATA SOURCE**

OSJA

**REPORTED TO**

OSJA

**FREQUENCY**

Quarterly

**TARGET**

None of the 5 categories are excluded AND 95-100% of eligible clients can be seen in 0-5 duty days.

**OUTPUT**

**MEASURE**

Are legal assistance services available to all categories of eligible clients in a timely manner?

**FORMULA**

Yes/No

**DATA OWNER**

OSJA

**DATA SOURCE**

OSJA

**REPORTED TO**

OSJA

**FREQUENCY**

Quarterly

**TARGET**

Yes
Installation Support Offices

104  A  Cost % 80.0  SERVICE:  Client Services
SSP:  Provide Legal Assistance (except Tax Assistance)

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Size of eligible clients population</td>
<td>None of the 5 categories are excluded AND 95-100% of eligible clients can be seen in 0-5 duty days. (radio button)</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All eligible clients receive responsive, timely support in all areas of Legal Assistance practice. Individual attention readily available to all requests.

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>66.0</td>
<td>Size of eligible clients population</td>
<td>1-2 client categories are excluded AND/OR 95-100% of eligible clients can be seen in 6-10 duty days. (radio button)</td>
<td>Yes, but may exclude one or more categories of eligible clients</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Due to a reduction in civilian workforce, SJA, through coordination with the SC, makes determination whether to limit service to less than full pool of eligible clients. Likely decrement: clients will be forced to make return appointments for legal assistance, or certain categories of eligible clients may be denied certain services.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.0</td>
<td>Size of eligible clients population</td>
<td>Only active duty and deployers are seen on routine basis AND/OR 75-95% of eligible clients are seen in 6-10 duty days. (radio button)</td>
<td>Diminished timeliness and/or limited eligibility for services</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Due to a critical reduction in the civilian workforce, the SJA, through coordination with the SC, makes determination whether to severely restrict areas of practice available to eligible clients, or to eliminate multiple components of the SSP. High risk of increased legal issues as clients act without benefit of legal advice. Likely decrement: Only active duty clients will be serviced and only regarding readiness related services.
DESCRIPTION
A program to educate and identify current legal issues affecting the eligible client pool in the military community.

COMPONENTS
Includes the following:
- Provide preventive law programs including articles, pamphlets, and training

LEGAL STATUTE

REGULATION
AR 27-3 (if resources are available)

CUSTOMERS
Soldiers, Family members, other eligible clients

CRITICAL TO QUALITY CHARACTERISTICS
Informative and effective preventive law program

MEASURE
Level of support provided to commander's preventive law program

TARGET
Average of 2 or more articles published by each attorney per quarter AND 100% participation in command newcomers and deployment briefings.

FORMULA
How many preventive law articles were published per attorney on average, and/or how many requested briefings were provided?

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly

OUTPUT

OUTCOME
Is proactive support provided to commander's preventive law program through informative use of media and command briefings?

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
OSJA

DATA SOURCE
OSJA

REPORTED TO
OSJA

FREQUENCY
Quarterly
### Installation Support Offices

<table>
<thead>
<tr>
<th>B</th>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>104</td>
<td>5.0</td>
<td>Client Services</td>
<td>Support Preventive Law Program</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Size of eligible client population and frequency of command publications and/or briefings</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Average of 2 or more articles published by each attorney per quarter AND 100% participation in command newcomers and deployment briefings.

**OUTCOME PERFORMANCE TARGET**
Yes

**CUSTOMER VIEW**
All eligible client pools (e.g., Soldiers, Family members, and other eligible clients) benefit from the Preventive Law Program. Individual attention readily available to all requests.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>66.0</td>
<td>Size of eligible client population and frequency of command publications and/or briefings</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Average of 1 article published per attorney per quarter AND/OR 75-99% participation in command newcomers and deployment briefings. (radio button)

**OUTCOME PERFORMANCE TARGET**
Yes

**CUSTOMER VIEW**
Due to a reduction in civilian workforce, SJA, through coordination with SC, makes determination whether to limit service to less than full pool of eligible clients. Likely decrement: number of preventive law articles and training opportunities will be reduced significantly.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.0</td>
<td>Size of eligible client population and frequency of command publications and/or briefings</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Average # of articles published per quarter is less than # of attorneys in the LA office AND/OR 50-74% participation in command newcomers and deployment briefings. (radio button)

**OUTCOME PERFORMANCE TARGET**
Limited

**CUSTOMER VIEW**
Due to a critical reduction in the civilian workforce, the SJA, through coordination with the SC, makes determination whether to either limit service to significantly less than full pool of eligible clients, or eliminate the Preventive Law Program completely. High risk of increased legal issues as clients act without benefit of legal advice. Likely decrement: Preventive law program will be terminated, and no articles or training will be offered.
A program to assist military personnel, retirees and their family members in preparing the tax returns and addressing personal tax matters.

**COMPONENTS**
Includes the following:
- Provide Federal and state income tax assistance, to include preparation of returns, amendments to returns, requests for extension, and electronic filing.

**CUSTOMERS**
Five Categories: Active duty service members and family members, mobilized reserve component service members, retired service members and family members

**LEGAL STATUTE**
- [ ]

**REGULATION**
AR 27-3 (if resources are available)

**CRITICAL TO QUALITY CHARACTERISTICS**
Full range of tax preparation and filing services

**OUTPUT**

**MEASURE**
Time eligible clients must wait for services authorized by AR 27-3 and categories of clients seen

**TARGET**
None of the 5 categories are excluded AND 95-100% of eligible clients can be seen in 0-5 duty days.

**FORMULA**
How many of the 5 client categories were excluded, and/or how many clients were seen within 5 duty days?

**DATA OWNER**
OSJA

**DATA SOURCE**
OSJA

**REPORTED TO**
OSJA

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Are tax services available to all categories of eligible clients in a timely manner?

**TARGET**
Yes

**FORMULA**
Yes/No

**DATA OWNER**
OSJA

**DATA SOURCE**
OSJA

**REPORTED TO**
OSJA

**FREQUENCY**
Quarterly
**Installation Support Offices**

104  C  Cost %  15.0  
**SERVICE:** Client Services  
**SSP:** Provide Tax Assistance

---

### CAPABILITY LEVEL - 1

**COST FACTOR**  PRIMARY WORK DRIVER  
100.0  Size of eligible client population

**OUTPUT PERFORMANCE TARGET**

None of the 5 categories are excluded AND 95-100% of eligible clients can be seen in 0-5 duty days. (radio button)

**OUTCOME PERFORMANCE TARGET**

Yes

**CUSTOMER VIEW**

All eligible client pools (e.g., Soldiers, Family members, and other eligible clients) receive prompt tax advice.

---

### CAPABILITY LEVEL - 2

**COST FACTOR**  PRIMARY WORK DRIVER  
66.0  Size of eligible client population

**OUTPUT PERFORMANCE TARGET**

1-2 client categories are excluded AND/OR 95-100% of eligible clients can be seen in 6-10 duty days. (radio button)

**OUTCOME PERFORMANCE TARGET**

Yes, but may exclude one or more categories of eligible clients

**CUSTOMER VIEW**

Due to a reduction in civilian workforce, the SJA, through coordination with SC, makes determination whether to limit service to less than full pool of eligible clients. Moderate risk of collateral legal issues as Soldiers seek off-post tax assistance. Likely decrement: Tax centers will be unable to assist retirees and individuals with difficult tax returns will receive limited tax assistance.

---

### CAPABILITY LEVEL - 3

**COST FACTOR**  PRIMARY WORK DRIVER  
34.0  Size of eligible clients population

**OUTPUT PERFORMANCE TARGET**

Only active duty and deployers are seen on routine basis AND/OR 75-95% of eligible clients are seen in 6-10 duty days. (radio button)

**OUTCOME PERFORMANCE TARGET**

Limited

**CUSTOMER VIEW**

Due to a critical reduction in the civilian workforce, the SJA, through coordination with the SC, makes determination whether to either limit service to significantly less than full pool of eligible clients, or eliminate the tax program completely. High risk of collateral legal issues as Soldiers are forced to seek off-post assistance. Likely Decrement: Tax center will no longer service retirees, and will only prepare 1040EZs or 1040As for all other clients.
DESCRIPTION
A program to receive, investigate, process, and pay for claims filed under Chap 11, AR 27-20 (personnel claims)

COMPONENTS
Includes the following: provide claims information; assist claimants in dealing with carriers; receive and process notice of loss and damage forms (DD Forms 1840R); receive and process claims from soldiers and civilian employees for loss or damage to personal property incident to service; review and take action on claimant's requests for reconsideration.

LEGAL STATUTE
31 USC 3721

CUSTOMERS
Soldiers, family members, civilian employees of Army and Department of Defense agencies and staff, and recently discharged or retired members of DA.

REGULATION
AR 27-20

CRITICAL TO QUALITY CHARACTERISTICS
Fair, prompt compensation for property lost or damaged incident to service (75% of these claims are HHG claims). Amount and quality of assistance in explaining claims process, helping with substantiation of claims, and interceding with carriers.

OUTPUT
MEASURE
Percentage of claims processed within the timelines specified by USARCS.

FORMULA
# of claims completed within time limits specified in 31 USC 3721 and AR27-20 / total # of claims asserted

DATA OWNER
US Army Claims Service (USARCS)

DATA SOURCE
USARCS and input by field claims offices into USARCS-provided automation systems

REPORTED TO
USARCS

FREQUENCY
Quarterly

OUTCOME
MEASURE
All claims received in accordance with legal and regulatory guidelines of 31 USC 3721 and AR 27-20

FORMULA
Yes/No

DATA OWNER
USARCS

DATA SOURCE
USARCS and input by field claims offices into USARCS-provided automation systems

REPORTED TO
USARCS

FREQUENCY
Quarterly
## Installation Support Offices

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Claims filed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

DD Forms 1840R are reviewed and dispatched in a timely manner. Claimants receive individualized advice on claims filing process. Claims personnel investigate and assist with substantiation of claims. Justification for emergency payments, waivers of timely notice requirement and of maximum allowable limits are fully documented in the claims file. Claims forward to USARCS for payment in excess of $25,000 and for final action on reconsiderations supported with fully researched written opinion discussing all factual and legal issues. Claimants receive assistance in dealings with carriers.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>66.0</td>
<td>Claims filed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75-99%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

DD Forms 1840R are reviewed and dispatched in a timely manner. Claims personnel are unable to assist with substantiation of claims. Claims personnel are unable to assist claimants who have filed claims with carriers. Justification for emergency payments, waivers of timely notice requirement and of maximum allowable limits are noted in file but justification provided to USARCS only on request. Claims forwarded to USARCS for payment in excess of $25,000 and for final action on reconsiderations will be supported with fully researched written opinion discussing all factual and legal issues.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.0</td>
<td>Claims filed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-74%</td>
<td>Limited</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

DD Forms 1840R are reviewed and dispatched in a timely manner. Receipt, adjudication and processing payment for claims may have to cease at smaller offices. No support for claimants in any interaction with carriers. No advice in local offices to claimants. Justification for emergency payments, waivers of timely notice requirement and of maximum allowable limits are noted in file but justification provided to USARCS only on request. Claims for payment in excess of $25,000 and for final action on reconsiderations will be forwarded to USARCS without formal memoranda. USARCS will research on legal and factual issues before resolving.

---

**Installation Support Offices**

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>SSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims</td>
<td>Support Chapter 11 Claims</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost %</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>105 A</td>
<td>Cost % 40.0</td>
</tr>
</tbody>
</table>

**SSP:** Support Chapter 11 Claims

**Service:** Claims

**Cost %:** 40.0

**Installation Support Offices**

**SSP:** Support Chapter 11 Claims

**Service:** Claims

**Cost %:** 40.0

**Installation Support Offices**

**SSP:** Support Chapter 11 Claims

**Service:** Claims

**Cost %:** 40.0
A program to adjudicate tort claims against the Government and to provide support to the Government in claims proceeding to litigation.

COMPONENTS
Includes the following:
- Research, advise, draft opinions, negotiate, investigate, adjudicate, settle, and provide litigation support for Command and Staff in area of claims against the Government for non-personel and non-contractual claims

LEGAL STATUTE
28 USC 2671-2680; 10 USC 2734; 10 USC 2733; 10 USC 4801-4804, 4806

CUSTOMERS
Army officials who are alleged tortfeasors; Department of Justice; US Attorney's Office; US Army Claims Service; claimants

CRITICAL TO QUALITY CHARACTERISTICS
Defend the United States and its officials from unjustified tort actions. Claimants, who have a meritorious claim, should achieve a fair and prompt settlement.

MEASURE
The claims office's ability to resolve tort claims within its resolution authority and provide adequate support to USARCS and DOJ for claims outside the claims office's authority. Support Litigation Division in claims proceeding to litigation.

TARGET
100%

DATA OWNER
US Army Claims Service

DATA SOURCE
US Army Claims Service

REPORTED TO
US Army Claims Service

FREQUENCY
Quarterly

OUTCOME
Are claims and requests for workproduct by USARCS, DOJ and Lit Div processed in a timely manner?

TARGET
Yes

DATA OWNER
US Army Claims Service

DATA SOURCE
US Army Claims Service

REPORTED TO
US Army Claims Service

FREQUENCY
Quarterly
### INSTALLATION SUPPORT OFFICES

#### SERVICE: Claims

<table>
<thead>
<tr>
<th>B</th>
<th>Cost %</th>
<th>SSP: Support Tort Claims (FTCA, FCA, MCA &amp; AMCSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>105</td>
<td>35.0</td>
<td></td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
100.0 | Tort Claims and Lawsuits Filed

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
--- | ---
100% (radio button) | Yes

**CUSTOMER VIEW**
Resolve all claims falling within office authority in 90 days or less and fully responsive to all requests for support by USARCS, DOJ and Lit Div within 30 days or less.

#### CAPABILITY LEVEL - 2

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
66.0 | Tort Claims and Lawsuits Filed

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
--- | ---
75-99% (radio button) | Yes

**CUSTOMER VIEW**
Resolve all claims falling within office authority in 180 days or less and fully responsive to all requests for support by USARCS, DOJ and Lit Div within 90 days or less.

#### CAPABILITY LEVEL - 3

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
34.0 | Tort Claims and Lawsuits Filed

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
--- | ---
25-74% (radio button) | Limited

**CUSTOMER VIEW**
Fails to resolve all claims falling within office authority in 180 days or less and/or be fully responsive to all requests for support by USARCS, DOJ and Lit Div within 90 days or less.
## Installation Support Offices

**105 C**  
**SERVICE:** Claims  
**SSP:** Support Other Claims (Art 139, UCMJ claims, etc)

### DESCRIPTION
A program to support other claims filed under the provisions of AR 27-20 including Art 139, UCMJ claims.

### COMPONENTS
Includes the following: Provide claims information, receive and process claims from claimants under miscellaneous provisions of AR 27-20 for claims against the United States.

### LEGAL STATUTE
10 USC 939; 10 USC 2737; 32 USC 715; 10 USC 2734b; 10 USC 4801-04, 4806; 30 USC 411.

### CUSTOMERS
Soldiers, claimants, Commanders

### CRITICAL TO QUALITY CHARACTERISTICS
Prompt and fair resolution of the claim.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of claims settled within applicable timelines.</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td># of claims settled within applicable time limits / total # of claims settled in the period reported</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Army Claims Service</td>
<td>US Army Claims Service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SJA</td>
<td>Quarterly</td>
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### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are claims processed in a timely manner?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes/No</td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>SJA</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Installation Support Offices

105 C  Cost %  5.0  SERVICE:  Claims  
SSP: Support Other Claims (Art 139, UCMJ claims, etc)

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Volume of claims filed

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90-100%  Yes

CUSTOMER VIEW
All claims receive a fully researched and fully developed written legal opinion providing advice on all possible alternatives. Opinions examine all potential issues, however tenuous.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
66.0  Volume of claims filed

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
56-89%  Yes

CUSTOMER VIEW
All claims needing a fully researched and fully developed written legal opinion will receive one. Legal opinion will provide advice on all possible alternatives and examine all potential issues. There will, however, be a significant delay in resolving these claims. Many claimants will be denied prompt payment of their claims. Some may not receive payment at all if soldier who wronged claimant has ETS from the Army during the time necessary to resolve claim.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
34.0  Volume of claims filed

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
25-55%  Limited

CUSTOMER VIEW
All claims needing a fully researched and fully developed written legal opinion will receive one. Legal opinion will provide advice on all possible alternatives and examine all potential issues. There will, however, be a significant delay in resolving these claims. Most claimants will be denied prompt payment of their claims. Many may not receive payment at all if soldier who wronged claimant has ETS from the Army during the time necessary to resolve claim.
## Installation Support Offices

### 105  D  Cost % 15.0  SERVICE:  Claims  
SSP:  Support Affirmative Claims

### Description
A program to recover from tortfeasors and third party payers costs of medical care, lost military pay, and property damage caused by third parties.

### Components
Includes the following: Identify, investigate, assert, negotiate, and settle claims. Collect funds and distribute to appropriate customer (i.e., MTF, TRICARE Management Activity, local units, Federal Treasury).

### Legal Statute
- 42 USC 2651-2653; 10 USC 1095; 10 USC 1095b; 31 USC 3711

### Regulation
- AR 27-20

### Customers
MTFs and TRICARE Management Activity (for medical care costs), local units (for recovered lost pay), Federal Treasury (for property damage)

### Critical to Quality Characteristics
Maximize recoveries through timely identification, assertion, and recovery of claims.

### Output

#### Measure
- Ability to process and assert affirmative claims in accordance with AR 27-20

#### Formula
- Ability of the office to identify compensible incidents, open files, and assert claims on behalf of the Government in a timely manner.

#### Data Owner
- SJA

#### Data Source
- SJA

#### Reported To
- US Army Claims Service

#### Frequency
- Quarterly

### Outcome

#### Measure
- Are affirmative claims processed in a timely manner?

#### Formula
- Yes/No

#### Data Owner
- SJA

#### Data Source
- SJA

#### Reported To
- US Army Claims Service

#### Frequency
- Quarterly
Installation Support Offices

105  D  
Cost %  15.0  
SERVICE:  Claims  
SSP:  Support Affirmative Claims

**CAPABILITY LEVEL - 1**

**COST FACTOR**  PRIMARY WORK DRIVER  
100.0  Volume of affirmative claim incidents occurring in the office's AOR.

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**  
100% (radio button)  Yes

**CUSTOMER VIEW**
Assertion of all affirmative claims within one month of receipt of documentation indicating a recoverable Government interest.

**CAPABILITY LEVEL - 2**

**COST FACTOR**  PRIMARY WORK DRIVER  
66.0  Volume of affirmative claim incidents occurring in the office's AOR.

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**  
75-99% (radio button)  Yes

**CUSTOMER VIEW**
Assertion of 75-99% of all affirmative claims within one month of receipt of documentation indicating a recoverable Government interest.

**CAPABILITY LEVEL - 3**

**COST FACTOR**  PRIMARY WORK DRIVER  
34.0  Volume of affirmative claim incidents occurring in the office's AOR.

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**  
55-74% (radio button)  Limited

**CUSTOMER VIEW**
Assertion of 55-74% of all affirmative claims within one month of receipt of documentation indicating a recoverable Government interest.
Installation Support Offices

105  E  Cost %  5.0  SERVICE:  Claims  
SSP:  Carrier Recovery

DESCRIPTION
A program designed to recover monies from carriers for payment of household goods claims.

COMPONENTS
Includes the following: research, investigation, negotiation, collection and settlement of claims against carriers; defending the Army in carrier offset appeals to Defense Office of Hearings and Appeals.

LEGAL STATUTE
Federal Debt Collection Act; AR 27-20; 31 USC 3711-3720E; Contract Disputes Act

REGULATION
AR 27-20; 31 CFR 900-904; Defense Transportation Regulations, Part IV, DOD 4500.9-R

CUSTOMERS
ABO; Claimants; Private insurance companies

CRITICAL TO QUALITY CHARACTERISTICS
Maximize amounts recovered; complete processing within time standards specified in 31 CFR 900-904.

OUTPUT
MEASURE
Percentage of recovery claims processed within time limits set by USARCS and Department of Treasury.

TARGET
100%

FORMULA
# of claims collected or forwarded for collection within time limits / total # of claims available for collection

DATA OWNER
US Army Claims Service (USARCS)

DATA SOURCE
USARCS and input by field claims offices into USARCS-provided automation systems

REPORTED TO
USARCS Dept of Treasury through DFAS.

FREQUENCY
Quarterly

OUTCOME
MEASURE
Claims forwarded to USARCS or contracting officer for offset within specified time limits are forwarded within specified time limits and in accordance with legal standards.

TARGET
Yes

FORMULA
Yes/No

DATA OWNER
USARCS

DATA SOURCE
USARCS and input by field claims offices into USARCS-provided automation systems

REPORTED TO
USARCS and Dept. of Treasury

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Claims filed</td>
<td>100%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All claims will be fully investigated and substantiated. Claims forwarded to USARCS will contain duplicate copies of substantiating documents and DD Form 1843. Claims sent to contracting offices for final decision on collection by offset will be supported by fully researched and fully developed written legal opinion. Claims forwarded to USARCS will contain substantiating documentation.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>66.0</td>
<td>Claims available for carrier recovery</td>
<td>75-99%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All claims will be fully investigated and substantiation will be documented in the file. Claims sent to USARCS will be forwarded without copies of supporting documents. Claims sent to contracting office for final decision on collection by offset will be forwarded with abbreviated standardized memorandum giving basic information about carrier recovery rules. Memoranda with specific discussion of legal and factual issues of the particular claims will be provided if requested by KO.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.0</td>
<td>Claims available for carrier recovery</td>
<td>25-74%</td>
<td>Limited</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Claims arising from BL/GBL shipments will be forwarded to USARCS or USARCS designated office for recovery processing. Larger Installation will process only DPM claims that require contracting officer decision for collection by offset. Claims sent to contracting office for final decision on collection by offset will be forwarded with abbreviated standardized memorandum giving basic information about carrier recovery rules. Memoranda with specific discussion of legal and factual issues of the particular claims will be provided if requested by KO.
## INSTALLATION SUPPORT OFFICES

<table>
<thead>
<tr>
<th>Cost %</th>
<th>Cost %</th>
<th>SERVICE: Religious Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>37.0</td>
<td>37.0</td>
<td>Provide worship services and religious events, including essential rites,</td>
</tr>
</tbody>
</table>

### DESCRIPTION
This program provides complete worship experiences comparable to the civilian community, integrated within the military community to meet the needs of the authorized population for the free exercise of religion.

### COMPONENTS
Examples include: worship services, Jumma prayers, baptisms, bar/bat mitzvahs, communion, confirmations, confessions, weddings, funerals, memorial services, prayer breakfasts, initiation rites, and other ceremonies.

### LEGAL STATUTE
Title 10 USC

### CUSTOMERS
Soldiers, Family Members, and Authorized DoD Civilians

### CRITICAL TO QUALITY CHARACTERISTICS
Perform/provide worship services, religious events, rites, sacraments, ordinances, and other faith-specific ceremonies.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of required worship programs that are conducted</td>
<td>95-100%</td>
</tr>
</tbody>
</table>

**FORMULA**

\[
\text{number of worship programs conducted} / \text{number of worship programs required as listed on the CMRP (Command Master Religious Plan)}
\]

**DATA OWNER**
Chaplain Ministry Team

**DATA SOURCE**
CMRP and Offering Control Sheet (DA Form 7396)

**REPORTED TO**
Garrison Commander

**FREQUENCY**
Quarterly

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with quality and quantity of worship programs conducted.</td>
<td>4.0-5.0 average customer satisfaction rating on a 1-5 scale.</td>
</tr>
</tbody>
</table>

**FORMULA**

Average of customer satisfaction ratings from customer satisfaction surveys with a 1-5 scale where 5 = very satisfied and 1 = very unsatisfied.

**DATA OWNER**
Chaplain Ministry Team

**DATA SOURCE**
CMRP and Offering Control Sheet (DA Form 7396)

**REPORTED TO**
Garrison Commander

**FREQUENCY**
Annually
### Installation Support Offices

#### SERVICE: Religious Support

- **SSP:** Provide worship services and religious events, including essential rites,

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of worship programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
- 95-100%

**OUTCOME PERFORMANCE TARGET**
- 4.0-5.0

**CUSTOMER VIEW**

Delivery of 95-100% of worship services, religious events, rites, sacraments, ordinances, and other faith-specific ceremonies required by faith groups.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.0</td>
<td>Number of worship programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
- 85-94%

**OUTCOME PERFORMANCE TARGET**
- 3.0-3.9

**CUSTOMER VIEW**

Delivery of 85-95% of worship services, religious events, rites, sacraments, ordinances, and other faith-specific ceremonies required by faith groups.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>70.0</td>
<td>Number of worship programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
- 75-84%

**OUTCOME PERFORMANCE TARGET**
- 2.0-2.9

**CUSTOMER VIEW**

Delivery of 75-85% of worship services, religious events, rites, sacraments, ordinances, and other faith-specific ceremonies required by faith groups.
DESCRIPTION
This program provides for the teaching and training of religious formation and principles comparable to the civilian community, integrated within the military community that complements worship experiences. This includes weekday, as well as weekend, activities.

COMPONENTS
Examples include: Sunday School, Vacation Bible School, Catholic Religious education, Rite of Christian Initiation for Adults (RCIA), sacramental preparation classes, Scripture studies, youth ministry, and other programs.

LEGAL STATUTE
Title 10 USC

CUSTOMERS
Soldiers, Family Members, and Authorized DoD Civilians

REGULATION
AR 165-1

CRITICAL TO QUALITY CHARACTERISTICS
Supporting full participation in a faith group

OUTPUT
MEASURE
Percentage of required religious education programs that are conducted
FORMULA
Number of religious education programs conducted / number of religious education programs required as listed on the CMRP (Command Master Religious Plan)
DATA OWNER
Chaplain Ministry Team
DATA SOURCE
CMRP and Religious Education Program Records
REPORTED TO
Garrison Commander
FREQUENCY
Quarterly

OUTCOME
MEASURE
Customer satisfaction with quality and quantity of religious education programs conducted
FORMULA
Average of customer satisfaction ratings from customer satisfaction surveys with a 1-5 scale where 5 = very satisfied and 1 = very unsatisfied
DATA OWNER
Chaplain Ministry Team
DATA SOURCE
CMRP and Religious Education Program Records
REPORTED TO
Garrison Commander
FREQUENCY
Annually
Installation Support Offices

106  B  Cost % 34.0  SERVICE: Religious Support
      SSP: Provide required religious education

### CAPABILITY LEVEL - 1

**COST FACTOR** PRIMARY WORK DRIVER
100.0 Number of religious education programs required as listed on CMRP

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**
95-100% 4.0-5.0

**CUSTOMER VIEW**
Delivery of 95-100% of required religious education programs

### CAPABILITY LEVEL - 2

**COST FACTOR** PRIMARY WORK DRIVER
85.0 Number of religious education programs required as listed on CMRP

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**
85-94% 3.0-3.9

**CUSTOMER VIEW**
Delivery of 85-95% of required religious education programs

### CAPABILITY LEVEL - 3

**COST FACTOR** PRIMARY WORK DRIVER
70.0 Number of religious education programs conducted as listed on CMRP

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**
75-84% 2.0-2.9

**CUSTOMER VIEW**
Delivery of 75-85% of required religious education programs
This program provides comprehensive pastoral care to include individual and group faith-based counseling, visitation, and complementary faith-based activities.

**COMPONENTS**
Examples include: marriage counseling, crisis intervention, emergency/crisis response, stress, work-related relationships, workplace, hospital, home, and confinement facility visitation, 24-hour on-call support.

| REGULATION | AR 165-1 |
| CRITICAL TO QUALITY CHARACTERISTICS | Timely access to counseling requests, follow-up services and counseling, and visibility in work areas. |

**CUSTOMERS**
Soldiers, Family Members, and Authorized DoD Civilians

| MEASURE | Percentage of required pastoral care and counseling programs that are conducted |
| DATA OWNER | Chaplain Ministry Team |
| DATA SOURCE | CMRP, Chaplain records, chapel records |
| REPORTED TO | Garrison Commander |
| FREQUENCY | Quarterly |

**OUTPUT**

**TARGET**
95-100%

**FORMULA**
Number of pastoral care and counseling programs conducted / number of pastoral care and counseling programs required as listed on the CMRP (Command Master Religious Plan)

**MEASURE**
Customer satisfaction with quality and quantity of pastoral care and counseling programs conducted

**TARGET**
4.0-5.0 average customer satisfaction rating on a 1-5 scale.

**FORMULA**
Average of customer satisfaction ratings from customer satisfaction surveys with a 1-5 scale where 5 = very satisfied and 1 = very unsatisfied

**DATA OWNER**
Chaplain Ministry Team

**DATA SOURCE**
CMRP, Chaplain records, chapel records

**REPORTED TO**
Garrison Commander

**FREQUENCY**
Annually
### Installation Support Offices

| 106  | C | Cost % | SERVICE: Religious Support | SSP: Provide pastoral care and counseling services |

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of pastoral care and counseling programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

| 95-100% |

**OUTCOME PERFORMANCE TARGET**

| 4.0-5.0 |

**CUSTOMER VIEW**

Delivery of 95-100% of required pastoral care and counseling programs

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.0</td>
<td>Number of pastoral care and counseling programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

| 85-94% |

**OUTCOME PERFORMANCE TARGET**

| 3.0-3.9 |

**CUSTOMER VIEW**

Delivery of 85-95% of required pastoral care and counseling programs

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<tbody>
<tr>
<td>70.0</td>
<td>Number of pastoral care and counseling programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

| 75-84% |

**OUTCOME PERFORMANCE TARGET**

| 2.0-2.9 |

**CUSTOMER VIEW**

Delivery of 75-85% of required pastoral care and counseling programs
This program provides faith-based training and programs, under Chaplain leadership, that build and maintain strong family structures, relationships, and values.

COMPONENTS
Examples include: Strong Bonds programs, parenting classes, relationship skills training, support for Family Readiness Groups, and other Family Life Chaplain programs.

LEGAL STATUTE

REGULATION
AR 165-1

CUSTOMERS
Soldiers, Family Members, and Authorized DoD Civilians

CRITICAL TO QUALITY CHARACTERISTICS
Timely access to Family ministry services. Spiritual and relational growth for Families, Couples, and single Soldiers.

OUTPUT

MEASURE
Percentage of required Family ministry programs that are conducted

TARGET
95-100%

FORMULA
Number of Family ministry programs conducted / number of Family ministry programs required as listed on the CMRP (Command Master Religious Plan)

DATA OWNER
Chaplain Ministry Team

DATA SOURCE
CMRP, Family Life Center records, FRG records

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer satisfaction with quality and quantity of Family ministry programs conducted

TARGET
4.0-5.0 average customer satisfaction rating on a 1-5 scale.

FORMULA
Average of customer satisfaction ratings from customer satisfaction surveys with a 1-5 scale where 5 = very satisfied and 1 = very unsatisfied

DATA OWNER
Chaplain Ministry Team

DATA SOURCE
CMRP, Family Life Center records, FRG records

REPORTED TO
Garrison Commander

FREQUENCY
Annually
Installation Support Offices

106  D  

SERVICE: Religious Support
SSP: Provide Family ministry services

CAPABILITY LEVEL - 1

COST FACTOR    PRIMARY WORK DRIVER
100.0  Number of Family Ministry programs required as listed on CMRP

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
95-100%  4.0-5.0

CUSTOMER VIEW
Delivery of 95-100% of Family Ministry programs

CAPABILITY LEVEL - 2

COST FACTOR    PRIMARY WORK DRIVER
85.0  Number of Family Ministry programs required as listed on CMRP

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
85-94%  3.0-3.9

CUSTOMER VIEW
Delivery of 85-95% of Family Ministry programs

CAPABILITY LEVEL - 3

COST FACTOR    PRIMARY WORK DRIVER
70.0  Number of Family Ministry programs required as listed on CMRP

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
75-84%  2.0-2.9

CUSTOMER VIEW
Delivery of 75-85% of Family Ministry programs
This program provides two types of training programs: 1) spiritual fitness training programs to Soldiers (including chaplains and chaplain assistants), Family members, and authorized DoD Civilians, 2) for the professional development of chaplains, chaplain assistants, directors of religious education, and other civilian religious support personnel to maintain professional credentials, military skills, and professional competencies.

Components

Examples of Spiritual Fitness training programs include:
- Suicide Prevention/Awareness Training
- Single Soldier programs
- Preparation and Relationship Enhancement Program (PREP)
- Marriage Enrichment Training
- Bereavement ministry (Gold Star)
- Wounded Warriors
- Deployment Cycle Support (DCS)

Examples of professional development training include:
- Chaplaincy Area Sustainment Training (CAST)
- Chaplaincy Senior Leader Development Training (SLDT)
- Spiritual Renewal of Priests Training (SRPT)
- Information, Resource Management, and Logistics (IRML) Training
- Family Life Chaplain Training
- Director of Religious Education Training
- Preaching workshops
- Training by ecclesiastical endorsing organizations
- Train the Trainer programs (e.g. Suicide Prevention, Marriage Enrichment, etc.)

Customers

Chaplains, Chaplain Assistants, Directors of Religious Education, Civilian Religious Support employees, Soldiers, Family Members, and Authorized DoD Civilians

Legal Statute

Regulation

AR 165-1

Critical to Quality Characteristics

Availability of professional development and spiritual fitness training that sustain or increase professional proficiency and spiritual growth.

Measure

Percentage of required spiritual fitness and professional development training programs that are conducted

Target

95-100%

Formula

Number of spiritual fitness and professional development training programs conducted / number of spiritual fitness and professional development training programs required as listed on the CMRP (Command Master Religious Plan)

Data Owner

Chaplain Ministry Team

Data Source

CMRP, DTS, Chaplain and Chapel records

Reported To

Garrison Commander

Frequency

Quarterly

Outcome

Measure

Customer satisfaction with quality and quantity of spiritual fitness and professional development training programs conducted

Target

4.0-5.0 average customer satisfaction rating on a 1-5 scale.

Formula

Average of customer satisfaction ratings from customer satisfaction surveys with a 1-5 scale where 5 = very satisfied and 1 = very unsatisfied

Data Owner

Chaplain Ministry Team

Data Source

CMRP, DTS, Chaplain and Chapel records

Reported To

Garrison Commander

Frequency

Annually
### Installation Support Offices

<table>
<thead>
<tr>
<th>E</th>
<th>Cost %</th>
<th>Service: Religious Support</th>
<th>SSP: Provide spiritual fitness and professional development training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.0</td>
<td></td>
<td></td>
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</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of spiritual fitness and professional development training programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>95-100%</td>
<td>4.0-5.0</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Delivery of 95-100% of spiritual fitness and professional development training programs

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.0</td>
<td>Number of spiritual fitness and professional development training programs required as listed on CMRP</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>85-94%</td>
<td>3.0-3.9</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Delivery of 85-95% of spiritual fitness and professional development training programs

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>70.0</td>
<td>Number of spiritual fitness and professional development training programs required as listed on CMRP</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75-84%</td>
<td>2.0-2.9</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Delivery of 75-85% of spiritual fitness and professional development training programs
DESCRIPTION

This business process leads the development and execution of strategic communication planning efforts as outlined in the DP 91 implementation guidance and provides PA advice and policy support to the command, staff, and supported tenants. This SSP includes advising the commander and planning. All public affairs plans should be reviewed in the strategic communications planning process for SC opportunities.

COMPONENTS

Includes the following:
- Continually assesses command environment for PA implications, develops communication strategies and solutions and monitors the effects of PA operations.
- Advises the command strategic communication working group on communications issues.
- Supervises and executes the PA planning, policy, research and resource management functions.
- Develops themes/messages supporting commander’s mission.
- Develops PA courses of action, risk assessments, PA annexes and plans, and prepares PA guidance.
- Conducts research on audience attitudes and perceptions of policies, programs, and information needs.
- Monitors ongoing PA campaigns and assesses their effectiveness making adjustments as required.
- Coordinates with higher HQ and provides guidance to supported organizations/commands.
- Conducts follow-up analyses to adjust strategies.
- Identifies media operations center locations and coordinates crisis response communication procedures with tenants and other stakeholders, when appropriate.

LEGAL STATUTE

US CODE: TITLE 10, 3083. PUBLIC AFFAIRS SPECIALTY

CUSTOMERS

Garrison Commander, Senior Commander, supported organizations and commanders, other audiences as defined by the mission

CRITICAL TO QUALITY CHARACTERISTICS

Facilitates the development, refinement, and execution of strategic communications objectives and provides timely and accurate advice and counsel to the GC and supported commands and organizations to promote and protect the public image of the Army and supported organizations.

OUTPUT

MEASURE

% of PA guidance or plans coordinated and developed prior to action

FORMULA

# of PA plans or courses of action developed proactively / total # of PA missions

DATA OWNER

PAO

DATA SOURCE

PAO records

REPORTED TO

GC and other stakeholders as appropriate

FREQUENCY

Quarterly

TARGET

85-100%

OUTCOME

MEASURE

% of PA actions that result in outcomes anticipated in plans

FORMULA

# of expected outcomes / # of PA missions executed

DATA OWNER

PAO

DATA SOURCE

PAO records

REPORTED TO

GC and other stakeholders as appropriate

FREQUENCY

Quarterly

TARGET

90-100%
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>85-100%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>PA planning is proactive and meets strategic and operational communication goals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>85.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>65-84%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>PA planning is less proactive and some strategic goals may not be considered or met.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>65.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>50-64%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>PA planning is nonexistent or ineffective, likely resulting in adverse publicity and uninformed stakeholders.</td>
</tr>
</tbody>
</table>
**DESCRIPTION**

This business process provides an information conduit to provide initial response to specific (general public) inquiries and establishes and maintains relationships with civilian news media representatives to optimize the reporting of accurate information. It also includes the provision of media training to prepare installation representatives to speak to the media when required.

**COMPONENTS**

Includes the following:
- Serves as the liaison between the general public and the installation and its units and institutions (to include tenant units without functioning public affairs offices).
- Pitches stories to media supporting the information strategies plan. Seek to obtain favorable media coverage of key events.
- Conducts media training for subject-matter experts as required to include pre-event preparation and post-event critiques.
- Executes directed HQ DA/DoD and IMCOM media outreach programs.
- Monitors media coverage of relevant issues/events and provide appropriate media analysis to command staff.
- Develops timely strategies on behalf of the commander to address crisis communications scenarios.

**LEGAL STATUTE**

US CODE: TITLE 10, 3083. PUBLIC AFFAIRS SPECIALTY

**CUSTOMERS**

Garrison Commander, command staff, Soldiers and Family members, DA Civilians, media, Retirees, contractors, local/regional/national public.

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of targeted media coverage generated or supported by the garrison PAO</td>
<td>85-100%</td>
</tr>
</tbody>
</table>

**FORMULA**

# stories generated / targeted number of media contacted

Note: Targeted media are defined as specific media targeted as being important to the installation’s strategic communication plan - not all media who are sent a news release. It is possible to send a release to 15 media, but for only five of those media outlets to be “targeted.”

**DATA OWNER**

PAO

**DATA SOURCE**

Media survey/analysis

**REPORTED TO**

GC, SC, other stakeholders as appropriate

**FREQUENCY**

Quarterly

**OUTCOME**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of accurate stories appearing in the media</td>
<td>80-100%</td>
</tr>
</tbody>
</table>

**FORMULA**

# stories with command messaging / number of stories located.

**DATA OWNER**

PAO

**DATA SOURCE**

Media survey/analysis

**REPORTED TO**

GC, SC, other stakeholders as appropriate

**FREQUENCY**

Quarterly
Installation Support Offices

For the above activity, theCost Factor is 15.0%

**Service:** Public Affairs

**SSP:** Execute media relations activities

### CAPABILITY LEVEL - 1

**Cost Factor** | **Primary Work Driver**  
--- | ---  
100.0 | Level of media interest related to installation activities and information to share with audiences  

**Output Performance Target** | **Outcome Performance Target**  
--- | ---  
85-100% | 80-100%  

**Customer View**
The garrison is driving the media agenda rather than just responding to queries.

### CAPABILITY LEVEL - 2

**Cost Factor** | **Primary Work Driver**  
--- | ---  
80.0 | Level of media interest related to installation activities and information to share with audiences  

**Output Performance Target** | **Outcome Performance Target**  
--- | ---  
65-84% | 60-79%  

**Customer View**
Communication will become more reactive without adequate manning, giving up some control of the media agenda.

### CAPABILITY LEVEL - 3

**Cost Factor** | **Primary Work Driver**  
--- | ---  
70.0 | Level of media interest related to installation activities and information to share with audiences  

**Output Performance Target** | **Outcome Performance Target**  
--- | ---  
50-64% | 50-59%  

**Customer View**
Communication will be entirely reactive, resulting in ineffective media relations, likely resulting in adverse publicity or uninformed stakeholders.
Installation Support Offices

107  C  Cost %  20.0  SERVICE:  Public Affairs
SSP:  Produce command information products

DESCRIPTION
This business process provides, prepares for, manages and coordinates the release of relevant and accurate information and strategic communication messages targeted to specific audiences using CI products.

COMPONENTS
Includes the following:
- Coordinates PA capabilities and resources to support strategic communication campaigns for targeted audiences.
- Determines requirements and develops products (brochures, newsletters, fact sheets, broadcasts, web sites and other print & electronic products etc.) to convey command messages.
- Contracts the installation newspaper; edits and writes newspaper articles for garrison/command – write/edit/publish installation newspaper.
- Partners with tenant PA organizations for integration with installation information strategies objectives.
- Maintains CONUS/OCONUS reach back capability for deployed elements.

LEGAL STATUTE
US CODE: TITLE 10, 3083. PUBLIC AFFAIRS SPECIALTY

CUSTOMERS
Garrison Commander, command staff, Soldiers and Family members, DA Civilians, Veterans, Retirees and other internal stakeholders

CRITICAL TO QUALITY CHARACTERISTICS
Provides timely, accurate and updated information to insure command messages reach the intended audiences. Disseminates information via multiple internal channels optimizing participation in command-sponsored events.

OUTPUT

MEASURE
% of information products published accurately and on time

TARGET
85-100%

FORMULA
# of products produced on time / # of products

DATA OWNER
PAO

DATA SOURCE
PAO records

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
CI audience receives relevant command messages

TARGET
90-100%

FORMULA
# of audience receiving CI message / # queried

DATA OWNER
PAO

DATA SOURCE
PAO records

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
Installation Support Offices

107 C  Cost % 20.0  SERVICE: Public Affairs
SSP: Produce command information products

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Size and complexity of the installation audience

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
85-100% 90-100%

CUSTOMER VIEW
The command is in regular and consistent communication with its various audiences

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
80.0 Size and complexity of the installation audience

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
65-84% 80-89%

CUSTOMER VIEW
The installation audience gets command-generated information, but it might be less often or through fewer media or products

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
60.0 Size and complexity of the installation audience

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50-64% 60-79%

CUSTOMER VIEW
CI products may be produced late, less frequently or not at all. The commander's communication with constituent audiences is infrequent or uncertain.
Description
This business process provides for developing and maintaining relationships with local community leaders and stakeholders. It requires events and activities be designed to directly communicate Army and installation strategic themes and messages, and interaction with key individuals and groups who determine or influence relationships between the Army, the installation, and the general public. Community outreach initiatives to special interest groups (environmental, cultural, etc.) will be coordinated through Public Affairs to ensure continuity of messages and that the installation speaks with one voice.

Components
Includes the following:
- Identifies key individuals and community groups and determines their attitudes, needs, and information requirements.
- Determines themes/messages that resonate with these individuals and groups.
- Serves as the outreach officer and command advisor for elected and appointed officials at federal, state, county and local government levels. Coordinates actions with HQ DA OCLL.
- Develops courses of action for community outreach events or activities.
- Plan, execute and manage Army hosted events. Facilitate tours, recruiting support and speaker requests. Manage command displays, command brochures, fact sheets, flyers and other assets.
- Plan, execute and manage Army participation in community hosted events.

Legal Statute
US CODE: TITLE 10, 3083. PUBLIC AFFAIRS SPECIALTY

Customers
Garrison Commander, local community and targeted stakeholders

Critical to Quality Characteristics
Provide appropriate Army participation in civic events and outreach to local civilian leadership

Output
Measure
Legitimate community relations requests supported, IMCOM Customer Management Survey results, Word of mouth surveys

Target
80-100% positive

Formula
# of legitimate requests supported / # of legitimate requests received

Note: In order to be considered legitimate, requests must comply with AR 360-1 and other regulatory guidance.

Data Owner
PAO

Data Source
PAO records

Reported To
Garrison Commander

FREQUENCY
Quarterly

Outcome
Measure
Community feedback. Informal community feedback indicates satisfaction with the installation’s role as a community member. Feedback is acquired by formal or informal feedback, which may include comment cards or other preferred feedback mechanisms gauging satisfaction.

Target
90-100% positive

Formula
# of positive feedback received / # of feedback received

Data Owner
PAO

Data Source
PAO records

Reported To
Garrison Commander

FREQUENCY
Quarterly
Installation Support Offices

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
<th>CAPABILITY LEVEL - 2</th>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>COST FACTOR</strong></td>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
<td>80.0</td>
<td>60.0</td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>Number and complexity of engagement opportunities and SC/GC desire to engage</td>
<td>Number and complexity of engagement opportunities and resources available to engage</td>
<td>Number and complexity of community requests/invitations and SC/GC desire to engage</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>80-100%</td>
<td>65-79%</td>
<td>50-64%</td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>90-100%</td>
<td>65-89%</td>
<td>50-64%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Installation is continuously and constructively involved as a full member of the community.

Installation is still engaged, but limited in outreach activities.

Favorable public information toward installation may suffer due to lack of engagement. Local support for Soldiers may diminish.
**Installation Support Offices**

109 A  
**SERVICE:** EEO (Equal Employment Opportunity)  
**SSP:** Provide Compliance and Program Services

**DESCRIPTION**
This SSP requires the Commander to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

**COMPONENTS**
Includes the following: - Review/interpret applicable laws and regulations; Conduct Surveys; Develop policies; Command inspection Programs; Staff assistance visits; Review personnel actions to include impact analysis (RIF/BRAC)

**LEGAL STATUTE**
29 C.F.R. 1614 Sec 1614.102 Para (11);

**LEGAL STATUTE**
☐ REGULATION
DODD 1440.1 Sec 5.2 Para 5.2.1, 5.2.2, 5.2.3; Sec 6 Para 6.1; Sec 7 Para 7.1 and 7.2; AR 690-12 Sec 1-4 Para e(3)

**CUSTOMERS**
IMCOM Garrison Commander and Managers

**CRITICAL TO QUALITY CHARACTERISTICS**
Commanders and Managers are apprised on the status of compliance on EEO programs

**OUTPUT**

**MEASURE**
Commanders develop, sign, publish, implement and monitor completion of corrective action plans for Parts H, I and J of the MD715 report

**TARGET**
90-100%

**FORMULA**
Using the MD 715 dashboard - add scores of six essential elements/6 and multiply result by 100

**DATA OWNER**
Garrison EEO office

**DATA SOURCE**
Garrison EEO office

**REPORTED TO**
Garrison Commander, HQ IMCOM/Region

**FREQUENCY**
anually

**OUTCOME**

**MEASURE**
Percentage of MD-715 Part G questions answered "Yes"

**TARGET**
90-100%

**FORMULA**
# of MD-715 Part G questions answered "Yes" / Total # of Part G questions

**DATA OWNER**
Garrison EEO office

**DATA SOURCE**
Garrison EEO office

**REPORTED TO**
Garrison Commander, HQ IMCOM/Region

**FREQUENCY**
anually
Installation Support Offices

109 A

Cost % 36.0

SERVICE: EEO (Equal Employment Opportunity)

SSP: Provide Compliance and Program Services

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of MD 715 essential elements which are 90 - 100% compliant

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% 90% - 100%

CUSTOMER VIEW
Commanders and Directors are 90-100% compliant with appropriate statues, laws, and regulations

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Number of MD 715 essential elements that are 80-89% compliant

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% 85% - 89%

CUSTOMER VIEW
Commanders and Directors are 80-89% compliant with appropriate statues, laws, and regulations

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Number of essential elements that are <80% compliant

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 80% - 84%

CUSTOMER VIEW
Commanders and Directors are <80% compliant with appropriate statues, laws, and regulations
Installation Support Offices

109 B Cost % 15.0 SERVICE: EEO (Equal Employment Opportunity) SSP: Provide Advisory Services

DESCRIPTION
EEO Program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's area of responsibility.

COMPONENTS
Provide assessments and recommended courses of action to supported supervisors; Participate in Strategic planning (BRAC/A-76/RIF); Participate in meetings (labor unions) and community focus groups; Provide Program overview to commanders on workforce demographics, barriers, etc.; Research special problems; Conduct Sensing sessions.

LEGAL STATUTE
29 C.F.R. 1614 Sec 1614.102 Para 7c(1);

REGULATION
AR 690-600 Sec 1-12 Para (a) (b)

CUSTOMERS
IMCOM Garrison Commander and Managers

CRITICAL TO QUALITY CHARACTERISTICS
Commanders/Managers receive the highest quality advice on all civilian personnel related matters

OUTPUT

MEASURE
All serviced activity Commanders and Directors on the installation that receive advice on EEO program assessments, workforce analysis and/or briefings.

TARGET
90-100%

FORMULA
Total # of serviced activity Commanders/Directors receiving advice on EEO program assessments, workforce analysis, and/or briefings / Total number of serviced activities requesting advice.

DATA OWNER
Garrison EEO office

DATA SOURCE
Garrison EEO office

REPORTED TO
Garrison Commander, HQ - IMCOM/Region

FREQUENCY
Annually

OUTCOME

MEASURE
Percentage of MD-715 Part G questions answered "Yes"

TARGET
90-100%

FORMULA
# of MD-715 Part G questions answered "Yes" / Total # of Part G questions

DATA OWNER
Garrison Commander

DATA SOURCE
Garrison EEO office

REPORTED TO
Garrison Commander, HQ - IMCOM/Region

FREQUENCY
Annually
### Installation Support Offices

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.0</td>
<td>EEO (Equal Employment Opportunity)</td>
<td>Provide Advisory Services</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of commanders and directors on the installation that require information on the status of their complaints and workforce demographics</td>
<td>90% - 100%</td>
<td>90% - 100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

90-100% required information on civilian employment related matters is provided to commanders and directors in a timely manner.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<td>85% - 89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

80-89% of the required information on civilian employment related matters is provided to commanders and directors in a timely manner.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
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<td>50.0</td>
<td>Number of commanders and directors on the installation that require information on the status of their complaints and workforce demographics</td>
<td>70% - 79%</td>
<td>80% - 84%</td>
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</tbody>
</table>

**CUSTOMER VIEW**

<80% of the required information on civilian employment related matters is provided to commanders and directors in a timely manner.
### Installation Support Offices

<table>
<thead>
<tr>
<th>109</th>
<th>C</th>
<th>Cost %</th>
<th>23.0</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SERVICE:</strong></td>
<td>EEO (Equal Employment Opportunity)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SSP:</strong></td>
<td>Manage the EEO Complaint Program</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### DESCRIPTION
Process EEO complaints of discrimination in accordance with AR 690-600 and other applicable directives and provide required reports.

#### COMPONENTS
Process pre complaints and formal complaints; Conduct alternative dispute resolution; arrange for investigations, hearings, and appeals; reporting requirements

#### REGULATION
- AR 690-600 Sec 1-2 Para C, D, E, F, H, and R

#### CUSTOMERS
IMCOM Garrison Personnel and all Army tenants on the installation

#### CRITICAL TO QUALITY CHARACTERISTICS
- IMCOM Garrison Personnel and Army Tenants: Complaints are processed within guidelines set forth in AR 690-600.

#### MEASURE
Percentage of formal complaints accepted and an investigation requested within 15 calendar days of receipt or dismissed within 15 calendar days of receipt.

#### TARGET
90-100%

#### FORMULA
\[
\frac{\text{# of formal complaints accepted and an investigation requested within 15 calendar days of receipt or dismissed within 15 calendar days of receipt}}{\text{Total # of formal complaints processed}}
\]

#### DATA OWNER
Garrison EEO office

#### DATA SOURCE
- Numerator - Part IX, A1a of the EEOC 462 report
- Denominator - Part II (B) of the EEOC 462 report

#### REPORTED TO
Garrison Commander, HQ - IMCOM/Region

#### FREQUENCY
Annually

## Output

### MEASURE
Percentage of MD-715 Part G questions answered "Yes"

### TARGET
90-100%

### FORMULA
\[
\frac{\text{# of MD-715 Part G questions answered "Yes"}}{\text{Total # of Part G questions}}
\]

### DATA OWNER
Garrison Commander

### DATA SOURCE
- Numerator - Part IX, A1a of the EEOC 462 report
- Denominator - Part II (B) of the EEOC 462 report

### REPORTED TO
Garrison Commander, HQ IMCOM/Region

### FREQUENCY
Annually

---

**Legal Statute**
- 29 C.F.R. 1614 Sec 1614.102 Para 14b(5);
- 109 C

**SSP:** Manage the EEO Complaint Program

**Cost %**
23.0

**Service:** EEO (Equal Employment Opportunity)

**SSP:** Manage the EEO Complaint Program

---

**Installation Support Offices**

<table>
<thead>
<tr>
<th>109</th>
<th>C</th>
<th>Cost %</th>
<th>23.0</th>
</tr>
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<tr>
<td><strong>SERVICE:</strong></td>
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Process EEO complaints of discrimination in accordance with AR 690-600 and other applicable directives and provide required reports.

#### COMPONENTS
Process pre complaints and formal complaints; Conduct alternative dispute resolution; arrange for investigations, hearings, and appeals; reporting requirements

#### REGULATION
- AR 690-600 Sec 1-2 Para C, D, E, F, H, and R

#### CUSTOMERS
IMCOM Garrison Personnel and all Army tenants on the installation

#### CRITICAL TO QUALITY CHARACTERISTICS
- IMCOM Garrison Personnel and Army Tenants: Complaints are processed within guidelines set forth in AR 690-600.

#### MEASURE
Percentage of formal complaints accepted and an investigation requested within 15 calendar days of receipt or dismissed within 15 calendar days of receipt.

#### TARGET
90-100%

#### FORMULA
\[
\frac{\text{# of formal complaints accepted and an investigation requested within 15 calendar days of receipt or dismissed within 15 calendar days of receipt}}{\text{Total # of formal complaints processed}}
\]

#### DATA OWNER
Garrison EEO office

#### DATA SOURCE
- Numerator - Part IX, A1a of the EEOC 462 report
- Denominator - Part II (B) of the EEOC 462 report

#### REPORTED TO
Garrison Commander, HQ - IMCOM/Region

#### FREQUENCY
Annually

## Output

### MEASURE
Percentage of MD-715 Part G questions answered "Yes"

### TARGET
90-100%

### FORMULA
\[
\frac{\text{# of MD-715 Part G questions answered "Yes"}}{\text{Total # of Part G questions}}
\]

#### DATA OWNER
Garrison Commander

#### DATA SOURCE
- Numerator - Part IX, A1a of the EEOC 462 report
- Denominator - Part II (B) of the EEOC 462 report

#### REPORTED TO
Garrison Commander, HQ IMCOM/Region

### FREQUENCY
Annually

---

**Legal Statute**
- 29 C.F.R. 1614 Sec 1614.102 Para 14b(5);
- 109 C

**SSP:** Manage the EEO Complaint Program

**Cost %**
23.0

**Service:** EEO (Equal Employment Opportunity)
## Installation Support Offices

<table>
<thead>
<tr>
<th>109</th>
<th>Cost %</th>
<th>SERVICE: EEO (Equal Employment Opportunity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>23.0</td>
<td>SSP: Manage the EEO Complaint Program</td>
</tr>
</tbody>
</table>

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of formal complaints filed</td>
<td>90% - 100%</td>
<td>90% - 100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
90-100% of formal complaints are processed IAW prescribed timeframes contained in Statutes, Laws, and Regulations

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of formal complaints filed</td>
<td>80% - 89%</td>
<td>85% - 89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
80-90% of formal complaints are processed IAW prescribed timeframes contained in Statutes, Laws, and Regulations

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of formal complaints filed</td>
<td>70% - 79%</td>
<td>80% - 84%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
70-80% of formal complaints are processed IAW prescribed timeframes contained in Statutes, Laws, and Regulations
**Installation Support Offices**

**SERVICE:** EEO (Equal Employment Opportunity)

**SSP:** Provide training and education

**DESCRIPTION**
This SSP requires that the Commander make early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.

**COMPONENTS**
Includes the following: POSH training; EEO for managers/supervisors; Certification training; EEO counselor training; Newcomer briefing; Remedial/sanctioned training; ADR training; Special Emphasis Program committee training.

**LEGAL STATUTE**
- Sec 717 of the Civil Rights Act of 1964 Para b (1); 29 C.F.R 1614 Sec 1614.102 Para 5

**CUSTOMERS**
IMCOM Garrison Personnel and all Army tenants on the installation

**CRITICAL TO QUALITY CHARACTERISTICS**
IMCOM Garrison Personnel and Army Tenants: All managers/supervisors and employees receive appropriate training on EEO related matters.

### OUTPUT

**MEASURE**
No Fear and POSH training offered within 90 days of initial employment and annually thereafter.

**TARGET**
90-100%

**FORMULA**
\[
\text{# of training slots made available/total # of training slots required.}
\]

**DATA OWNER**
Garrison EEO office

**DATA SOURCE**
Garrison EEO office

**REPORTED TO**
Garrison Commander

**FREQUENCY**
annually

### OUTCOME

**MEASURE**
Percentage of MD-715 Part G questions answered "Yes"

**TARGET**
90-100%

**FORMULA**
\[
\frac{\text{# of MD-715 Part G questions answered "Yes"}}{\text{Total # of Part G questions}}
\]

**DATA OWNER**
Garrison EEO Office

**DATA SOURCE**
Garrison EEO office

**REPORTED TO**
Garrison Commander, HQ IMCOM/Region

**FREQUENCY**
annually
## Installation Support Offices

### Capability Level - 1

**Cost Factor:** 100.0  
**Primary Work Driver:** Number of civilian and military supervisors requiring EEO training

**Output Performance Target:** 90% - 100%  
**Outcome Performance Target:** 90% - 100%

**Customer View:**  
90-100% supervisors and employees on the installation receive required EEO training

### Capability Level - 2

**Cost Factor:** 75.0  
**Primary Work Driver:** Number of civilian and military supervisors requiring EEO training

**Output Performance Target:** 80% - 89%  
**Outcome Performance Target:** 85% - 89%

**Customer View:**  
80-89% of all supervisors and employees on the installation receive required EEO training

### Capability Level - 3

**Cost Factor:** 50.0  
**Primary Work Driver:** Number of civilian and military supervisors requiring EEO training

**Output Performance Target:** 70% - 79%  
**Outcome Performance Target:** 80% - 84%

**Customer View:**  
<80% of all supervisors and employees on the installation receive required EEO training
**DESCRIPTION**

Direct, monitor, and implement employment related, career development actions for special emphasis groups and provide required reports.

**COMPONENTS**

Includes the following: Federal Women's Program; Black Employment Program; Hispanic Employment Program; Native American/Alaskan Native Employment Program; Asian Pacific Employment Program; Minority College Relations Program; Programs for individuals with disabilities

**LEGAL STATUTE**

DODD 1440.1 Sec 1 Para 1.3; Sec 4 Para 4.2 and 4.6; Sec 5.2 Para 5.2.5; 5.2.11; Sec 6.2 Para 6.2.6; Section 717 of the Civil Rights Act 1964 Para b(2); AR 690-12 Sec 1-4 Para e(5)

**CUSTOMERS**

IMCOM Garrison Personnel and all Army tenants on the installation

**CRITICAL TO QUALITY CHARACTERISTICS**

IMCOM Garrison Personnel and Army Tenants: Provide training and education to all defined special emphasis groups on employment related matters.

**OUTPUT**

**MEASURE**

Provide documented report of workforce analysis for SEP groups in the areas of underrepresentation, rate of advancement, and distribution of awards to ensure equity.

**FORMULA**

# of data reviews conducted per year/4

**DATA OWNER**

Garrison EEO office

**DATA SOURCE**

Garrison EEO office

**REPORTED TO**

Garrison Commander

**FREQUENCY**

annually

**TARGET**

4 - 6 analyses per quarter

**OUTCOME**

**MEASURE**

Percentage of MD-715 Part G questions answered "Yes"

**FORMULA**

# of MD-715 Part G questions answered "Yes" / Total # of Part G questions

**DATA OWNER**

Garrison EEO Office

**DATA SOURCE**

Garrison EEO office

**REPORTED TO**

Garrison Commander, HQ IMCOM/Region

**FREQUENCY**

annually

**TARGET**

90-100%
Installation Support Offices

109 E

Cost %
11.0

SERVICE: EEO (Equal Employment Opportunity)

SSP: Manage the Special Emphasis Program (SEP)

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Disparity between the National Civilian Labor Workforce percentages for a targeted group and the Federal Labor Workforce percentages

OUTPUT PERFORMANCE TARGET
4-6

OUTCOME PERFORMANCE TARGET
90-100%

CUSTOMER VIEW
4 or more analyses are conducted each quarter.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Disparity between the National Civilian Labor Workforce percentages for a targeted group and the Federal Labor Workforce percentages

OUTPUT PERFORMANCE TARGET
2-3

OUTCOME PERFORMANCE TARGET
85-89%

CUSTOMER VIEW
Between 2 and 3 analyses are conducted each quarter.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Disparity between the National Civilian Labor Workforce percentages for a targeted group and the Federal Labor Workforce percentages

OUTPUT PERFORMANCE TARGET
1

OUTCOME PERFORMANCE TARGET
80%-84%

CUSTOMER VIEW
1 analysis is conducted each quarter.
**DESCRIPTION**
Conduct time sensitive reviews of a critical nature with significant command interest.

**COMPONENTS**
Includes the following:
- Full or limited scope
- Command requested
- Defined timelines and objectives
- ADA or 15-6 investigations
- Fraud investigations
- DoD Hotlines
- Congressional inquiries
- Report to a requestor in a manner that benefits them most, highlight cost benefits when appropriate.

**LEGAL STATUTE**

**CUSTOMERS**
IMCOM and Mission Commanders, IMCOM Directors and their Principle Staff, ACSIM, ASA FM&C

**CRITICAL TO QUALITY CHARACTERISTICS**
Timeliness; Accuracy of information; Quality of analysis, conclusions, and recommended actions.

**OUTPUT**
**MEASURE**
Percentage of requested time critical reviews that are completed.
**TARGET**
95%

**FORMULA**
Total # of time critical reviews completed/total # time critical reviews requested

**DATA OWNER**
Commander/IRACO

**DATA SOURCE**
Garrison annual audit plan

**REPORTED TO**
Customers, IMCOM Region, HQ IMCOM, ACSIM, ASA FM&C

**FREQUENCY**
Quarterly

**OUTCOME**
**MEASURE**
Percentage of recommendations and conclusions agreed-to
**TARGET**
>85%

**FORMULA**
# of recommendations/conclusions agreed-to / # of recommendations/conclusions

**DATA OWNER**
Garrison commander, IRACO, customer,

**DATA SOURCE**
Garrison annual audit plan

**REPORTED TO**
Customers, IMCOM Region, HQ IMCOM, ACSIM, ASA FM&C

**FREQUENCY**
Quarterly
Installation Support Offices

<table>
<thead>
<tr>
<th>111</th>
<th>Cost %</th>
<th>SERVICE: Internal Review</th>
<th>SSP: Time Critical Reviews</th>
</tr>
</thead>
</table>

**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0

**PRIMARY WORK DRIVER**

# of reviews requested.

**OUTPUT PERFORMANCE TARGET** 95% - 100%

**OUTCOME PERFORMANCE TARGET** 85% - 100%

**CUSTOMER VIEW**
Completes Command priority and DA-wide reviews, and various Command, 15-6, and hotline investigations. The reviews are time-sensitive and will provide the highest quality of accurate information, analysis, conclusions, and recommended actions.

**CAPABILITY LEVEL - 2**

**COST FACTOR** 75.0

**PRIMARY WORK DRIVER**

# of reviews requested.

**OUTPUT PERFORMANCE TARGET** 85% - 94%

**OUTCOME PERFORMANCE TARGET** 85% - 100%

**CUSTOMER VIEW**
Will lose from 22% (large) to 50% (small) of the ability to perform special reviews. This loss reduces the Commander's ability to quickly review activities or individuals suspected of fraud, waste or abuse; or other sensitive issues (ADAs, hotline calls, etc).

**CAPABILITY LEVEL - 3**

**COST FACTOR** 50.0

**PRIMARY WORK DRIVER**

# of reviews requested.

**OUTPUT PERFORMANCE TARGET** 75% - 84%

**OUTCOME PERFORMANCE TARGET** 85% - 100%

**CUSTOMER VIEW**
Will lose up to 60% of the ability to perform special reviews, eliminating the Commander's ability to request specific reviews of activities/individuals. Evaluators can only be able to react to adverse events such as ADAs, hotline calls, 15-6s, etc.; greatly increasing the risk of fraud, waste, or abuse, or other violations (see Note 2).
DESCRIPTION
Conduct reviews that provide an independent assessment to command.

COMPONENTS
Includes the following:
- Full or limited scope
- Risk assessment/management
- Internal management controls
- Stewardship
- Effectiveness and efficiency
- Compliance
- Cost benefits associated with the results of the reviews
- Command requested follow-up review of external audit recommendations

LEGAL STATUTE
AR 11-7, Internal Review and Audit Compliance Program; AR 381-41, Intelligence Contingency Funds; AFARS--Part 13 Simplified Acquisition Procedures

CUSTOMERS
IMCOM and Mission Commanders, IMCOM Directors and their Principle Staff, ACSIM, ASAFM&C

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness; Accuracy of information; Quality of analysis, conclusions, dollar savings and recommended actions.

OUTPUT
MEASURE
Percentage of formal reviews completed.

TARGET
85% - 100%

FORMULA
Total # of formal reviews completed/total number formal reviews requested (Total Requested = Annual Program + Additional Requests Received During the Year + Deferred Requests)

DATA OWNER
Garrison Commander, IRACO

DATA SOURCE
Unknown

REPORTED TO
Garrison commanders, IMCOM Region, HQ IMCOM,

FREQUENCY
Quarterly

OUTCOME
MEASURE
Percentage of recommendations/conclusions agreed-to

TARGET
85% - 100%

FORMULA
# of recommendations/conclusions agreed-to / # of recommendations

DATA OWNER
Internal Review and Commander

DATA SOURCE
Unknown

REPORTED TO
Garrison commander, IMCOM Region, HQ IMCOM

FREQUENCY
Quarterly
## Installation Support Offices

### Cost Factor

<table>
<thead>
<tr>
<th>Level</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>100.0</td>
<td>Garrison population/budget</td>
<td>85% - 100%</td>
<td>85% - 100%</td>
</tr>
<tr>
<td>2</td>
<td>75.0</td>
<td>Garrison population/budget</td>
<td>70% - 84%</td>
<td>85% - 100%</td>
</tr>
<tr>
<td>3</td>
<td>50.0</td>
<td>Garrison population/budget</td>
<td>50% - 69%</td>
<td>85% - 100%</td>
</tr>
</tbody>
</table>

### Customer View

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Completes planned program reviews to provide an independent assessment of risk management, internal controls, dollar savings, and economies and efficiencies for an organization.</td>
</tr>
<tr>
<td>2</td>
<td>Will lose between 20% (large) and 60% (small) of the ability to perform planned program reviews. This loss reduces the ability of the Commander to realize cost savings and economies/efficiencies in an organization, and to analyze important controls in an organization that reduce fraud, waste, and abuse.</td>
</tr>
<tr>
<td>3</td>
<td>Will lose 60% of the ability to perform planned program reviews, significantly reducing the number of reviews. This will hamper the Commander's ability to realize cost savings and economies/efficiencies in an organization and increase the garrison's risk of incurring losses due to fraud, waste, and abuse (see Note 2).</td>
</tr>
</tbody>
</table>
DESCRIPTION
Provide objective consult and advice for command decision making.

COMPONENTS
Includes the following:
- Agreed-to deliverables with client
- Counsel command on areas that may be sensitive or subject to review
- Advise command on current trends or other areas of interest
- Facilitate any efforts by command to become better stewards of resources
- Provide training opportunities to command managers on sensitive and high interest areas
- Oversight of Management Control Program

LEGAL STATUTE

CUSTOMERS
IMCOM and Mission Commanders, IMCOM Directors and their Principle Staff, ACSIM, ASAFM&C

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness; Accuracy of information; Quality of analysis, conclusions and suggested actions.

OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of consulting/advisory engagements completed.</td>
<td>85%</td>
</tr>
</tbody>
</table>

FORMULA
Total # of Consulting/Advisory engagements completed / total number engagements requested (Total Requested = Annual Program + Additional Requests Received During the Year + Deferred Requests)

DATA OWNER
Commander/IRACO

DATA SOURCE
Semi annual report

REPORTED TO
Garrison/Mission Cmdrs, IMCOM Region, HQ IMCOM

FREQUENCY
Quarterly

OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of conclusions and suggested actions agreed-to</td>
<td>85%</td>
</tr>
</tbody>
</table>

FORMULA
# of conclusions and suggested actions agreed to / total number made

DATA OWNER
Internal Review and Commander

DATA SOURCE
Semi annual report

REPORTED TO
Garrison Commander, IMCOM Region, HQ IMCOM

FREQUENCY
Quarterly
Installation Support Offices

111 C Cost % 18.0 SERVICE: Internal Review
SSP: Consulting/Advisory Services

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Garrison population/budget # of organizations on the garrison

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 100% 85% - 100%

CUSTOMER VIEW
Completes consulting and advisory products that provide independent objective information for command decision making.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Garrison population/budget # of organizations under the garrison

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 85% - 100%

CUSTOMER VIEW
Will lose 23% (large) to 80% (small) of the ability to perform consulting/advisory reviews. This loss reduces the Commander's ability to obtain independent information to make decisions, resulting in possible losses of economy and efficiencies in garrison/mission operations.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Garrison population/budget # of organizations on the garrison

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50% - 69% 85% - 100%

CUSTOMER VIEW
Will incur a significant decrement (69% - large, 80% - small) in the ability to perform consulting/advisory reviews - an FTE below a 1/2 manyear of support. This greatly reduces the Commander's ability to obtain independent information to make decisions, resulting in possible losses of economy and efficiencies in garrison operations.
## Installation Support Offices

<table>
<thead>
<tr>
<th>111 D</th>
<th>Cost %</th>
<th>SERVICE:</th>
<th>Internal Review</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17.0</td>
<td>SSP:</td>
<td>Liaison Services</td>
</tr>
</tbody>
</table>

### DESCRIPTION

Manage audits, surveys, and reviews performed by external agencies as required by law, directed by regulation or by the Commander.

### COMPONENTS

Includes the following:
- Coordinate with outside agencies to include AAA, GAO, DODIG, and DAIG to minimize duplication.
- Advise IMCOM managers and functional experts on release of information to external audit agencies.
- Keep command/management informed on the status of ongoing audits.
- Mediate resolution of disagreements between command/management and the auditors.
- Ensure that responses to draft and final reports are reviewed for accuracy, adequacy and responsiveness, have been properly coordinated and meet assigned suspense dates.
- Confirming implementation of external audit recommendations.

### REGULATION

AR 11-7 only

### CUSTOMERS

External Audit Agencies, Army Secretariat and Staff, IMCOM and Mission Commanders and IMCOM Directors.

### CRITICAL TO QUALITY CHARACTERISTICS

Timeliness; Matching external audits with correct functional staff, ensuring external audit reports, recommendations and command replies fairly represent actual operations and conditions, and support reasonable and beneficial changes as needed.

### OUTPUT

**MEASURE**

External Liaison Engagements are managed for Garrison, Mission, or Tenants.

**TARGET**

Yes

**FORMULA**

Yes/No

**DATA OWNER**

IRACO

**DATA SOURCE**

Internal garrison records/Can be excel spreadsheet

**REPORTED TO**

Garrison Commander, IMCOM, USAAA, ACSIM, ASAFM&C

**FREQUENCY**

Quarterly

### OUTCOME

**MEASURE**

Accurate representation of command position. % of Timely Command replies will include accurate description of what command will do to answer the recommendation as well as a valid target implementation date.

**TARGET**

95-100%

**FORMULA**

\# of external audit reports replied to within 30 days/total number of external audits requiring responses

**DATA OWNER**

Internal Review and Commander

**DATA SOURCE**

Internal garrison records/Can be excel spreadsheet

**REPORTED TO**

Garrison Cmdr, IMCOM, ACSIM, ASAFM&C, USAAA

**FREQUENCY**

Quarterly

---

September 2012  
FY13 CLS Configurations  
73
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of external audit reviews (GAO, DODIG, AAA)</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Yes

**OUTCOME PERFORMANCE TARGET**
95-100%

**CUSTOMER VIEW**
Manage audits, surveys, and reviews by external agencies as required by law or regulation. Matches external audits with correct functional staff, ensures external reports, recommendations and command replies fairly represent actual conditions, and support reasonable and beneficial changes as needed

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td># of external audit reviews (GAO, DODIG, AAA)</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Yes

**OUTCOME PERFORMANCE TARGET**
95-100%

**CUSTOMER VIEW**
Manage audits, surveys, and reviews by external agencies as required by law or regulation. Matches external audits with correct functional staff, ensures external reports, recommendations and command replies fairly represent actual conditions, and support reasonable and beneficial changes as needed (see Note 1)

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td># of external audit reviews (GAO, DODIG, AAA)</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Yes

**OUTCOME PERFORMANCE TARGET**
95-100%

**CUSTOMER VIEW**
Manage audits, surveys, and reviews by external agencies as required by law or regulation. Matches external audits with correct functional staff, ensures external reports, recommendations and command replies fairly represent actual conditions, and support reasonable and beneficial changes as needed (see Note 1)
Conduct follow-up reviews to determine whether internal and/or external recommendations have been implemented.

**COMPONENTS**
Includes the following:
- Track status of external audit recommendations.
- Track status of Internal Review recommendations.
- Semi-annually report status of recommendations.
- Follow-up recommendations within six months of their implementation target date.
- Provide assurance the actions implemented have corrected the identified problems.

**LEGAL STATUTE**
Service required by Law--FMFIA of 1982, OMB Cir. A-50. Sep 82 and IG Act 1978. DIMA supports funding. Detailed Legal support provided to HQs Plans Div on 1 Mar 06.

**CUSTOMERS**
IMCOM and Mission Commanders, IMCOM Directors and their Principle Staff, ACSIM, ASAFM&C, External Audit Agencies other Army Secretariat and Staff

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely and effective follow-up reviews to ensure implementation of agreed to recommendations.

**OUTPUT**

**MEASURE**
Percentage of recommendations followed-up within 6 months of target implementation date.

**TARGET**
100%

**FORMULA**
\[
\frac{\text{# of recommendations followed-up within 6 months}}{\text{Total # of recommendations available for follow-up}}
\]

**DATA OWNER**
IRACO

**DATA SOURCE**
Asist data base and semi annual report

**REPORTED TO**
Garrison/Mission Cmdrs, IMCOM, USAAA, ACSIM, ASAFM

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Percentage of implemented beneficial recommendations

**TARGET**
100%

**FORMULA**
\[
\frac{\text{# of implemented recommendations that achieved desired results}}{\text{# of implemented recommendations}}
\]

**DATA OWNER**
Internal Review and functional managers

**DATA SOURCE**
Asist data base and semi annual report

**REPORTED TO**
Garrison Cmdr, IMCOM, ACSIM, ASAFM&C, USAAA

**FREQUENCY**
Quarterly
### Installation Support Offices

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of external and internal audit reports issued</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

- 100%

**OUTCOME PERFORMANCE TARGET**

- 100%

**CUSTOMER VIEW**

Timely and effective follow-up reviews to determine and report to DA/Congress whether internal and/or external recommendations have been satisfactorily implemented (see Note 1).

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td># of external and internal audit reports issued</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

- 95% - 99%

**OUTCOME PERFORMANCE TARGET**

- 100%

**CUSTOMER VIEW**

Timely and effective follow-up reviews to determine and report to DA/Congress whether internal and/or external recommendations have been satisfactorily implemented (see Note 1).

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td># of external and internal audit reports issued</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

- 90% - 94%

**OUTCOME PERFORMANCE TARGET**

- 100%

**CUSTOMER VIEW**

Timely and effective follow-up reviews to determine and report to DA/Congress whether internal and/or external recommendations have been satisfactorily implemented (see Note 1).
### Installation Support Offices

**Cost %**  
24.0

**SERVICE:** Installation Safety and Occupational Health  
**SSP:** Manage and direct safety core programs

### DESCRIPTION
Manage and Direct Safety Core Programs, Policy Development, Command, Staff, and Plans Integration; Risk Management Integration, Councils and Committees.

### COMPONENTS
Includes the following:
- Advise and Guidance
- Oversight Management
- Commanders Policy
- Goals and Objectives
- Regulations & other guidance for components outlined in AR385-10
- Execute Provisions of Core Safety Program functions not addressed in the other SSPs for this service
- ISR, QTB, PMR, committees, boards, conferences, Plans and SOP reviews
- Liaison w/ agencies
- Licensing and cooperative agreements
- ISSA
- Master planning board
- Lessons learned
- Policy development
- Technical assistance and advise

### LEGAL STATUTE
- Dept. of Labor, OSHA
- Public Law 91-596
- Executive Order 12196
- 29CFR.1910/1960

### REGULATION
- AR 385-10 The Army Safety Program

### CUSTOMERS
Soldiers, Leaders, Commanders and civilians

### CRITICAL TO QUALITY CHARACTERISTICS
Everyone is entitled to a safe and healthful workplace and living environment.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of required core safety programs that are provided.</td>
<td>100%</td>
</tr>
</tbody>
</table>

**FORMULA**

# of core safety programs provided / # of core safety programs required

**DATA OWNER**  
Safety Office

**DATA SOURCE**  
Safety Office

**REPORTED TO**  
Garrison Commander via the Safety & Occupational Health Advisory Council

**FREQUENCY**  
Quarterly

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).</td>
<td>5</td>
</tr>
</tbody>
</table>

**FORMULA**

Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

**DATA OWNER**  
Safety office

**DATA SOURCE**  
Safety Office

**REPORTED TO**  
Garrison Commander via the Safety & Occupational Health Advisory Council

**FREQUENCY**  
Quarterly
Installation Support Offices

112 A

Cost % 24.0

SERVICE: Installation Safety and Occupational Health

SSP: Manage and direct safety core programs

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Size of organizations; missions; sub-programs

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% 4.5 - 5

CUSTOMER VIEW
Majority of required core safety programs are provided with a high level of customer satisfaction.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Size of organizations; missions; sub-programs

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% 3.5 - 4.4

CUSTOMER VIEW
80-89% of required safety programs are provided, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Size of organizations; missions; sub-programs

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 2.5 - 3.4

CUSTOMER VIEW
70-79% of required safety programs are provided, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
DESCRIPTION
Identify & Mitigate Facility and Workplace Hazards

COMPONENTS
Perform and Process Range/Explosive site plan/submissions licenses, waivers and exemptions. Provide Construction Project Reviews, Conduct Acceptance Surveys, Perform Ergonomic Surveys/Assessments

LEGAL STATUTE
Dept. of Labor, OSHA
Public Law 91-596
Executive Order 12196
29CFR.1910/1960
29 CFR 1926

CUSTOMERS
Soldiers, Leaders, Commanders and civilians

CRITICAL TO QUALITY CHARACTERISTICS
This is a statute by law, must meet building codes, etc.

OUTPUT
MEASURE
Percentage of requested workplace design and engineering reviews conducted within 30 days of safety office receiving blueprints or engineering designs.

TARGET
100%

FORMULA
# of workplace design and engineering reviews conducted within 30 days of safety office receiving blueprints or engineering designs / # of requested workplace design and engineering reviews

DATA OWNER
Safety Office

DATA SOURCE
Safety Office & DPW; Preventive Medicine

REPORTED TO
Customer

FREQUENCY
Quarterly

OUTCOME
MEASURE
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

DATA OWNER
Safety Office & DPW; Preventive Medicine

DATA SOURCE
Safety Office & DPW; Preventive Medicine

REPORTED TO
Customer

FREQUENCY
Quarterly
Installation Support Offices

112 B Cost % 6.0 SERVICE: Installation Safety and Occupational Health
SSP: Conduct Workplace Design and Engineering Review

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% 4.5 - 5

CUSTOMER VIEW
Majority of reviews are conducted within requested timeframe or suspense with a high level of customer satisfaction.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% 3.5 - 4.4

CUSTOMER VIEW
80-89% of reviews are conducted within requested timeframe or suspense, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 2.5 - 3.4

CUSTOMER VIEW
70-79% of reviews are conducted within requested timeframe or suspense, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.

September 2012 FY13 CLS Configurations
DESCRIPTION

COMPONENTS
Workplace Training includes the following:
- Confined Space
- Lock Out/Tag Out
- Blood borne pathogens
- Radiation

LEGAL STATUTE
Dept. of Labor, OSHA
Public Law 91-596
Executive Order 12196
29CFR.1910/1960

CUSTOMERS
Soldiers, Leaders, Commanders and civilians

CRITICAL TO QUALITY CHARACTERISTICS
This is required by law for some critical safety training, safety training and education that is identified to save lives.

OUTPUT

MEASURE
Percentage of required training opportunities that are scheduled.

FORMULA
# of training opportunities scheduled / # of training opportunities required

DATA OWNER
Safety Office

DATA SOURCE
Training assessment survey

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

DATA OWNER
Safety Office

DATA SOURCE
Training assessment survey

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council

FREQUENCY
Quarterly
COST FACTOR 100.0

PRIMARY WORK DRIVER
Number of training requirements/events required by population

OUTPUT PERFORMANCE TARGET
90% - 100%

OUTCOME PERFORMANCE TARGET
4.5 - 5

CUSTOMER VIEW
Majority of required training opportunities are scheduled with a high level of customer satisfaction.

CAPABILITY LEVEL - 2

COST FACTOR 90.0

PRIMARY WORK DRIVER
Number of training requirements/events required by population

OUTPUT PERFORMANCE TARGET
80% - 89%

OUTCOME PERFORMANCE TARGET
3.5 - 4.4

CUSTOMER VIEW
80-89% of required training opportunities are scheduled, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

CAPABILITY LEVEL - 3

COST FACTOR 80.0

PRIMARY WORK DRIVER
Number of training requirements/events required by population

OUTPUT PERFORMANCE TARGET
70% - 79%

OUTCOME PERFORMANCE TARGET
2.5 - 3.4

CUSTOMER VIEW
70%-79% of required training opportunities are scheduled, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
Accident Reporting, Accident Investigations, Countermeasure Development, Accident Recordkeeping.

Includes the following:
- Accident Screening
- Notification
- Investigation
- Report review
- Report processing
- FECA
- Accident logs
- Blotters
- Board appointments
- FRB
- Countermeasure development
- Malfunction recording for components outlined in AR 385-40

REGULATION
AR 383-10 The Army Safety Program

CUSTOMERS
Soldiers, Leaders, Commanders and civilians

This is mandated by DoD and Army regulation.

MEASURE
Percentage of accident investigations completed within the timeframe outlined in Army Regulation 385-10 and DA Pam 385-40.

FORMULA
# of accident investigations completed within the timeframe outlined in Army Regulation 385-10 and DA Pam 385-40 / # accidents reported.

Note:
- All class A, B, and C on-duty accidents: the report of investigation will be completed and submitted to the USACRC within 90 calendar days.
- All off duty accidents and other classes of on duty accidents: the report of investigation will be completed and submitted to the USACRC within 30 calendar days.

DATA OWNER
Safety Office

DATA SOURCE
Accident Records

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council

CRITICAL TO QUALITY CHARACTERISTICS
This is mandated by DoD and Army regulation.

MEASURE
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

DATA OWNER
Safety Office

DATA SOURCE
Accident Records

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council
U.S. Army Combat Readiness Center (CRC); Dept. of Labor

September 2012
FY13 CLS Configurations
Installation Support Offices

112 D  
Cost % 9.0  
SERVICE: Installation Safety and Occupational Health  
SSP: Provide Accident Investigation and Reporting Services

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Population served; Risk factors</td>
<td>90% - 100%</td>
<td>4.5 - 5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Majority of reported accident investigations are completed within Army standard timeframe with a high level of customer satisfaction.

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Population served; Risk factors</td>
<td>80% - 89%</td>
<td>3.5 - 4.4</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
80-89% of reported accident investigations are completed within Army standard timeframe, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Population served; Risk factors</td>
<td>70% - 79%</td>
<td>2.5 - 3.4</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
70%-79% of reported accident investigations are completed within Army standard timeframe, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
Installation Support Offices

112  E  Cost % 11.0  SERVICE: Installation Safety and Occupational Health
     SSP: Inspect and Evaluate High Hazards

DESCRIPTION

COMPONENTS
Includes the following:
- Inspect facilities and activities that requires a safety professional to conduct more than annually, e.g. aviation, explosives, radiological, ranges, CYS as outlined in AR 608-10 and applicable ISSA's

LEGAL STATUTE
Dept. of Labor, OSHA
Public Law 91-596
Executive Order 12196
29CFR.1910/1960

REGULATION
AR 383-10 The Army Safety Program

CUSTOMERS
Soldiers, Leaders, Commanders and civilians

CRITICAL TO QUALITY CHARACTERISTICS
This is required by DoD and Army regulation and by Federal law.

OUTPUT

MEASURE
Percentage of required high risk hazard inspections that are completed.

TARGET
100%

FORMULA
# of high risk hazards inspections completed / # of high risk hazard inspections required

DATA OWNER
Safety Office

DATA SOURCE
Safety Office

REPORTED TO
Higher HQ through ISR III

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

DATA OWNER
Safety Office

DATA SOURCE
Safety Office

REPORTED TO
Higher HQ through ISR III

FREQUENCY
Quarterly
Installation Support Offices

112  E  Cost %  11.0  SERVICE:  Installation Safety and Occupational Health
      SSP:  Inspect and Evaluate High Hazards

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90% - 100%  4.5 - 5

CUSTOMER VIEW
Majority of required high risk hazards inspections are completed with a high level of customer satisfaction.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80% - 89%  3.5 - 4.4

CUSTOMER VIEW
80-89% of required high risk hazards inspections are completed, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70% - 79%  2.5 - 3.4

CUSTOMER VIEW
70-79% of required high risk hazards inspections are completed, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
DESCRIPTION
Hazard Abatement Planning.

COMPONENTS
Includes the following:
- Identification
- Classification
- Prioritization
- Funding
- Abatement of hazards.

LEGAL STATUTE
Dept. of Labor, OSHA, Environmental Protection Agency
Public Law 91-596
Executive Order 12196
29CFR 1910/1960
29CFR 1926
40CFR

CUSTOMERS
Soldiers, Leaders, Commanders and civilians

CRITICAL TO QUALITY CHARACTERISTICS
This is required by law.

OUTPUT

MEASURE
Percentage of hazards identified for which abatement plans are implemented.

FORMULA
# of abatement plans implemented / # of hazards identified

DATA OWNER
Safety Office

DATA SOURCE
Safety Office

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

DATA OWNER
Safety Office

DATA SOURCE
Safety Office

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council

FREQUENCY
Quarterly
## Installation Support Offices

**112 F**  
**SERVICE:** Installation Safety and Occupational Health  
**SSP:** Implement Hazard Abatement Plan

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of units, facilities supported; Risk factors</td>
<td>90% - 100%</td>
<td>4.5 - 5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Majority of hazards identified are addressed with abatement plans with a high level of customer satisfaction.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Number of units, facilities supported; Risk factors</td>
<td>80% - 89%</td>
<td>3.5 - 4.4</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

80%-89% of hazards identified are addressed with abatement plans, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of units, facilities supported; Risk factors</td>
<td>70% - 79%</td>
<td>2.5 - 3.4</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

70-79% of hazards identified are addressed with abatement plans, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
**Installation Support Offices**

**112 G**

**SERVICE:** Installation Safety and Occupational Health

**SSP:** Inspect and Evaluate Medium Hazards

**DESCRIPTION**

**COMPONENTS**
Includes the following:
- Inspect facilities and activities (other than administrative) that require a safety professional to conduct annually as outlined in AR 385-10

**LEGAL STATUTE**
- Dept. of Labor, OSHA
- Public Law 91-596
- Executive Order 12196
- 29CFR.1910/1961

**CUSTOMERS**
Soldier, Leaders, Commanders and civilians

**REGULATION**
AR 385-10 The Army Safety Program

**CRITICAL TO QUALITY CHARACTERISTICS**
This is required by law and Army Regulation.

### OUTPUT

**MEASURE**
Percentage of required medium risk hazard inspections that are completed.

**TARGET**
100%

**FORMULA**
\[
\frac{\text{# of medium risk hazards inspections completed}}{\text{# of medium risk hazard inspections required}}
\]

**DATA OWNER**
Safety Office

**DATA SOURCE**
Safety Office

**REPORTED TO**
Higher HQ through ISR III

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

**TARGET**
5

**FORMULA**
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

**DATA OWNER**
Safety Office

**DATA SOURCE**
Safety Office

**REPORTED TO**
Higher HQ through ISR III

**FREQUENCY**
Quarterly
**Installation Support Offices**

112  G  Cost % 15.0  SERVICE: **Installation Safety and Occupational Health**  
SSP: **Inspect and Evaluate Medium Hazards**

### CAPABILITY LEVEL - 1

**COST FACTOR**  PRIMARY WORK DRIVER  
100.0  Number of units, facilities, events, projects supported

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**  
90% - 100%  4.5 - 5

**CUSTOMER VIEW**  
Majority of required medium risk hazard inspections are completed with a high level of customer satisfaction.

### CAPABILITY LEVEL - 2

**COST FACTOR**  PRIMARY WORK DRIVER  
90.0  Number of units, facilities, events, projects supported

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**  
80% - 89%  3.5 - 4.4

**CUSTOMER VIEW**  
80-89% of required medium risk hazard inspections are completed, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

### CAPABILITY LEVEL - 3

**COST FACTOR**  PRIMARY WORK DRIVER  
80.0  Number of units, facilities, events, projects supported

**OUTPUT PERFORMANCE TARGET**  **OUTCOME PERFORMANCE TARGET**  
70% - 79%  2.5 - 3.4

**CUSTOMER VIEW**  
70-79% of required medium risk hazard inspections are completed, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
## Installation Support Offices

**SERVICE:** Installation Safety and Occupational Health  
**SSP:** Inspect and Evaluate Low Hazards

### DESCRIPTION

### COMPONENTS
Includes the following:
- Manage collateral duty safety inspection program for low hazard facilities and activities that do not require a safety professional as outlined in AR 385-10

### CUSTOMERS
Soldiers, Leaders, Commanders and civilians

### CRITICAL TO QUALITY CHARACTERISTICS
This is required by law and Army Regulation.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of required low risk hazard inspections that are completed.</td>
<td>100%</td>
</tr>
</tbody>
</table>

**FORMULA**
\[
\frac{\text{# of low risk hazards inspections completed}}{\text{# of low risk hazard inspections required}}
\]

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Office</td>
<td>Safety Office</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher HQ through ISR III</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).</td>
<td>5</td>
</tr>
</tbody>
</table>

**FORMULA**
\[
\frac{\text{Total of all Customer Management Services (CMS) Performance scores}}{\text{Total # of CMS entries}}
\]

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Office</td>
<td>Safety Office</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher HQ through ISR III</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Installation Support Offices

112 H

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90% - 100%  4.5 - 5

CUSTOMER VIEW
Majority of required low risk hazard inspections are completed with a high level of customer satisfaction.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80% - 89%  3.5 - 4.4

CUSTOMER VIEW
80-89% of required low risk hazard inspections are completed, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  Number of units, facilities, events, projects supported

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70% - 79%  2.5 - 3.4

CUSTOMER VIEW
70-79% of required low risk hazard inspections are completed, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
Installation Support Offices

112  J  Cost % 5.0  SERVICE: Installation Safety and Occupational Health
SSP: Provide Safety Awareness Programs

DESCRIPTION
Administer Awards Program, Outreach Programs, Promotions, Marketing.

COMPONENTS
Includes the following:
- Awards program in accordance w/ AR 672-74 and local policies
- Public Service Announcements, interviews, command channel/newspapers

CUSTOMERS
Soldiers, Leaders, Commanders, civilians, and Family members

CRITICAL TO QUALITY CHARACTERISTICS
This is required by law and Army Regulation.

OUTPUT

MEASURE
Percentage of planned awareness products that are implemented and distributed.

FORMULA
# of awareness products implemented and distributed / # of awareness products planned for implementation and distribution

*Note: Awareness products are as follows: Installation Public Affairs Office promoting safety awareness via various communiqué’s, conduction of health and safety screenings, the Defense Commissary Agency providing nutrition awareness programs, the Installation Fire Department providing programs on fire safety, the Installation Child and Youth Services providing programs on child safety, the Army Installation Management Command, administering its contracted motorcycle and driver’s awareness programs. Local safety affiliations generally offer up their services without cost; i.e., Mothers Against Drunk Driving (MADD), jurisdictional Police with their safety outreach initiatives, local fire departments using Smokey the Bear to promote fire safety, etc.

DATA OWNER
Safety Office

DATA SOURCE
Safety Office

REPORTED TO
Garrison Commander via the Safety & Occupational Health Advisory Council

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

DATA OWNER
Safety Office

DATA SOURCE
Safety Office

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
Installation Support Offices

112 J  Cost % 5.0  SERVICE: Installation Safety and Occupational Health  
SSP: Provide Safety Awareness Programs

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Population served; Risk factors

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% 4.5 - 5

CUSTOMER VIEW
Majority of planned marketing products are implemented and distributed with a high level of customer satisfaction.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Population served; Risk factors

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% 3.5 - 4.4

CUSTOMER VIEW
80-89% of planned marketing products are implemented and distributed, and customer satisfaction is decreased to a 3.5-4.4 score out of a possible 5.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Population served; Risk factors

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 2.5 - 3.4

CUSTOMER VIEW
70-79% of planned marketing products are implemented and distributed, and customer satisfaction is reduced to a 2.5-3.4 score out of a possible 5.
DESCRIPTION
Process incoming official mail and distribution for the installation in accordance with DODI 4525.8, DOD manual 4525.8 - M, and AR-25-51, 18 USC, 39 USC

COMPONENTS
Includes:
- Process incoming mail
  - Receive and sanitize incoming mail where there are pre-existing facilities
  - Sorting
  - Process accountable mail
  - Distribution of internal mail, flyers, bulletins, etc.
  - Manning the counter for units that pick up their own processed mail
- Standardized address management / zip+4
- Coordinate with USPS to conform with local grid
- Comply with emergency services requirements
- Coordinate with DPW and/or Engineering and/or Housing
- Disseminate street address information (for example, pamphlet or electronic address book)

LEGAL STATUTE
41-CFR Part 102-192 "Mail Management"

REGULATION
- AR 25-51 - requires official mail services
- DODI 4525.8, DOD 4525.8-M

CUSTOMERS
All authorized official mail customers

CRITICAL TO QUALITY CHARACTERISTICS
Accurate and timely delivery

OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of mail successfully delivered within 1 business day of receipt</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td># of mail pieces delivered within 1 business day of receipt / Total # of mail pieces received</td>
<td>Official Mail Manager</td>
<td>Official Mail Manager Files</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of authorized customers registering validated complaints in a quarter</td>
<td>&lt;10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td># of authorized customers registering validated complaints in a quarter / # of authorized customers serviced</td>
<td>Official Mail Manager</td>
<td>Official Mail Manager Files</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Human Resources (DHR)

<table>
<thead>
<tr>
<th>A</th>
<th>Cost %</th>
<th>SERVICE: Administrative Management</th>
<th>SSP: Provide incoming official mail and distribution management services</th>
</tr>
</thead>
</table>

**CAPABILITY LEVEL - 1**

**COST FACTOR** PRIMARY WORK DRIVER

100.0  
Number of dissatisfied incoming mail/distribution customers

**OUTPUT PERFORMANCE TARGET**  
90% - 100% per day

**OUTCOME PERFORMANCE TARGET**  
0% - 9%

**CUSTOMER VIEW**
9% or less serviced authorized customers dissatisfied with incoming official mail/distribution services AND 100% or more official incoming mail successfully delivered within 1 business day.

**CAPABILITY LEVEL - 2**

**COST FACTOR** PRIMARY WORK DRIVER

75.0  
Number of dissatisfied incoming mail/distribution customers

**OUTPUT PERFORMANCE TARGET**  
80% - 89% per day

**OUTCOME PERFORMANCE TARGET**  
10% - 24%

**CUSTOMER VIEW**
10% or less authorized customers dissatisfied with incoming official mail/distribution services AND 89% or more official incoming mail successfully delivered within 1 business day.

**CAPABILITY LEVEL - 3**

**COST FACTOR** PRIMARY WORK DRIVER

50.0  
Number of dissatisfied incoming mail/distribution customers

**OUTPUT PERFORMANCE TARGET**  
70% - 79% per day

**OUTCOME PERFORMANCE TARGET**  
25% - 30%

**CUSTOMER VIEW**
25% or less authorized customers dissatisfied with incoming official mail/distribution services AND 79% or more official incoming mail successfully delivered within 1 business day.
Human Resources (DHR)

113  B  Cost %  5.0  SERVICE:  Administrative Management
SSP:  Provide Freedom of Information Act (FOIA) and Privacy Act (PA) service

DESCRIPTION
Provide Freedom of Information Act (FOIA) and Privacy Act (PA) support to Garrison Commander and staff in accordance with 5 USC 552 & 552a, EO 13392, Federal Information Security Management Act (FISMA), and DOD and Army Regulations,

COMPONENTS
Includes the following:
- Tracking and control of FOIA and PA requests
- Coordinate and prepare FOIA and PA responses
- Conduct required annual FOIA and PA training
- Disseminate FOIA and PA guidance
- Gather and collect information on business practices for FOIA and PA reporting
- Make release and fee determinations

LEGAL STATUTE
5 USC 552 & 552a, EO 13392

REGULATION
AR 25-55, AR 340-21, DA PAM 25-51, DODD 5400.7, DODD 5400.7-R, DODD 5400.11, DODD 5400.11-R

CUSTOMERS
American public, media, Congress, federal agencies

CRITICAL TO QUALITY CHARACTERISTICS
Transparency of garrison activities; timely and complete responses to requests; quality of released information

OUTPUT

MEASURE
Percent of FOIA requestors receiving a final response to a FOIA within 20-business days of receipt of request

TARGET
100%

FORMULA
# of FOIA requestors receiving final response to a FOIA within 20 business days of receipt of request / total # of FOIA requests received

DATA OWNER
FOIA Officer

DATA SOURCE
FOIA Log

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of authorized customers registering validated complaints in a quarter

TARGET
<10%

FORMULA
# of authorized customers registering validated complaints in a quarter / # of authorized customers serviced

DATA OWNER
DHR

DATA SOURCE
FOIA Log

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly

September 2012  FY13 CLS Configurations  97
### Human Resources (DHR)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
<th>CUSTOMER VIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.0</td>
<td>B</td>
<td>100.0</td>
<td>Compliance with identified FOIA/PA program requirements, timely responses to FOIA/PA requests</td>
<td>90% - 100%</td>
<td>0% - 9%</td>
<td>9% or less of authorized customers dissatisfied with FOIA/PA services AND 100% compliance with identified FOIA/PA program requirements.</td>
</tr>
<tr>
<td>5.0</td>
<td>SSP:</td>
<td>75.0</td>
<td>Compliance with identified FOIA/PA program requirements, timely responses to FOIA/PA requests</td>
<td>80% - 89%</td>
<td>10% - 24%</td>
<td>10% or less of authorized customers dissatisfied with FOIA/PA services AND 89% compliance with identified FOIA/PA program requirements.</td>
</tr>
<tr>
<td>5.0</td>
<td>Administrative Management</td>
<td>50.0</td>
<td>Compliance with identified FOIA/PA program requirements, timely responses to FOIA/PA requests</td>
<td>70% - 79%</td>
<td>25% - 30%</td>
<td>25% or less of authorized customers dissatisfied with FOIA/PA services AND 79% compliance with identified FOIA/PA program requirements.</td>
</tr>
</tbody>
</table>
DESCRIPTION
Process outgoing official mail and distribution for the installation in accordance with DODI 4525.8, DOD manual 4525.8 - M, and AR-25-51, 18 USC, 39 USC

COMPONENTS
Process outgoing mail, including:
- Sorting
- Affixing postage
- Process accountable mail
- Process consolidated mail

LEGAL STATUTE
41-CFR Part 102-192 "Mail Management"

REGULATION
AR 25-51 - requires official mail services
DODI 4525.8, DOD 4525.8-M

CUSTOMERS
All authorized official mail customers

CRITICAL TO QUALITY CHARACTERISTICS
Accurate and timely processing

OUTPUT

MEASURE
% of properly addressed mail that has been metered and dispatched within one business day of receipt

TARGET
100%

FORMULA
# of properly addressed mail that has been metered and dispatched within one business day of receipt / total # properly addressed pieces of mail received

DATA OWNER
Official Mail Manager

DATA SOURCE
Mail Meter and physical count of mail pieces

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of authorized customers registering validated complaints in a quarter

TARGET
<10%

FORMULA
# of authorized customers registering validated complaints in a quarter / # of authorized customers serviced

DATA OWNER
Official Mail Manager

DATA SOURCE
Mail Meter and physical count of mail pieces

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly
COST FACTOR PRIMARY WORK DRIVER

100.0 Number of properly addressed/metered official mail dispatched

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% per day 0% - 9%

CUSTOMER VIEW
9% or less serviced authorized customers dissatisfied with outgoing official mail/distribution services AND 100% or more properly addressed mail is metered and dispatched within 1 business day of receipt.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER

75.0 Number of properly addressed/metered official mail dispatched

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% per day 10% - 24%

CUSTOMER VIEW
10% or less serviced authorized customers dissatisfied with outgoing official mail/distribution services AND 89% or more properly addressed mail is metered and dispatched within 1 business day of receipt.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER

50.0 Number of properly addressed/metered official mail dispatched

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% per day 25% - 30%

CUSTOMER VIEW
25% or less serviced authorized customers dissatisfied with outgoing official mail/distribution services AND 79% or more properly addressed mail is metered and dispatched within 1 business day of receipt.
DESCRIPTION
Provide personal mail services as specified by this SSP

COMPONENTS
- Redirect personal mail (i.e., locate departed soldier and forward personal mail to proper location)
- Train and test unit mail room personnel. Score and provide feedback
- Inspect unit mail rooms

LEGAL STATUTE
39 USC

CUSTOMERS
All authorized personal mail customers

REGULATION
DoD 4525.6-M; AR 600-8-3

CRITICAL TO QUALITY CHARACTERISTICS
Inspected unit mail rooms, accurate and timely processing of redirect mail

OUTPUT

MEASURE
% of serviced unit mail rooms inspected once per quarter during the FY

TARGET
100% by end of FY

FORMULA
# of serviced unit mail rooms inspected once per quarter during the FY / total # of serviced unit mail rooms

DATA OWNER
Installation Postal Officer

DATA SOURCE
Installation Postal Officer files

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of authorized customers registering validated complaints in a quarter

TARGET
<10%

FORMULA
# of authorized customers registering validated complaints in a quarter / # of authorized customers serviced.

DATA OWNER
Installation Postal Officer

DATA SOURCE
Installation Postal Officer files

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly
Human Resources (DHR)

113 D

SERVICE: Administrative Management
SSP: Provide personal mail services

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of inspected unit mail rooms, properly forwarded redirect personal mail

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90% - 100% by end of FY  0% - 9%

CUSTOMER VIEW
9% or less serviced authorized customers dissatisfied with personal mail services AND 100% or more serviced unit mail rooms are inspected once per quarter during the FY

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
85.0  Number of inspected unit mail rooms, properly forwarded redirect personal mail

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80% - 89% by end of FY  10% - 24%

CUSTOMER VIEW
10% or less serviced authorized customers dissatisfied with personal mail services AND 89% or more serviced unit mail rooms are inspected once per quarter during the FY

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
66.0  Number of inspected unit mail rooms, properly forwarded redirect personal mail

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70% - 79%  25% - 30%

CUSTOMER VIEW
25% or less serviced authorized customers dissatisfied with personal mail services AND 79% or more serviced unit mail rooms are inspected once per quarter during the FY
**Human Resources (DHR)**

<table>
<thead>
<tr>
<th>Cost %</th>
<th>14.0</th>
</tr>
</thead>
</table>

**SERVICE:** Administrative Management  
**SSP:** Provide Army Records Information Management System (ARIMS) service

### DESCRIPTION

Provide Army Records Information Management System (ARIMS) services to garrison commander and staff in accordance with AR25-400-2 and AR25-1.

### COMPONENTS

Includes the following:
- Provide Records Management services, including managing the:
  - ARIMS program for garrison commander and staff and provide relevant training
  - Monitor the appointment of records coordinators
  - Approve Office Records Lists (ORLs) for garrisons
- Provide other recordkeeping services in accordance with AR 25-400-2 and AR 25-1

### REGULATION

AR 25-400-2, AR 25-1, DODD 5015.2

### CUSTOMERS

Garrison commander and staff

### CRITICAL TO QUALITY CHARACTERISTICS

Quality and consistent assistance that enables garrison customers to identify, archive, transfer, and retrieve records in a timely manner

### OUTPUT

#### MEASURE

<table>
<thead>
<tr>
<th>% of serviced garrison organizations that receive their records management survey at least once every three years</th>
</tr>
</thead>
</table>

**TARGET**

100%

**FORMULA**

\[
\text{# of serviced garrison organizations that receive their records management survey at least once every three years} / \text{total # of garrison serviced organizations}
\]

**DATA OWNER**

Records Manager

**DATA SOURCE**

Records Managers' Files

**REPORTED TO**

Director, Human Resources

**FREQUENCY**

Annually

### OUTCOME

#### MEASURE

<table>
<thead>
<tr>
<th>% of garrison customers receiving satisfactory results on their assistance visit</th>
</tr>
</thead>
</table>

**TARGET**

100%

**FORMULA**

\[
\text{# of garrison customers receiving satisfactory results on their assistance visit} / \text{# of garrison customers surveyed}
\]

**DATA OWNER**

Records Manager

**DATA SOURCE**

Records Managers' Files

**REPORTED TO**

Director, Human Resources

**FREQUENCY**

Quarterly
### Human Resources (DHR)

**113 E**

**SERVICE:** Administrative Management  
**SSP:** Provide Army Records Information Management System (ARIMS) service

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of satisfactory records management surveys performed for the Garrison Commander and Staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% - 100%</td>
<td>90% - 100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

100% of serviced garrison organizations receive their records management survey at least once every 3 years AND 100% or more receive satisfactory survey results.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of satisfactory records management surveys performed for the Garrison Commander and Staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% - 89%</td>
<td>80% - 89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

89% of serviced garrison organizations receive their records management survey at least once every 3 years AND 89% or more receive satisfactory survey results.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of satisfactory records management surveys performed for the Garrison Commander and Staff</td>
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</tbody>
</table>

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<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% - 79%</td>
<td>70% - 79%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

79% of serviced garrison organizations receive their records management survey at least once every 3 years AND 79% or more receive satisfactory survey results.

---

**SSP:** Provide Army Records Information Management System (ARIMS) service  
**Cost %:** 14.0  
**Service:** Administrative Management  
**FY13 CLS Configurations:** 104
DESCRIPTION
Provide initial review, edit, and authentication services for installation-level forms and publications

COMPONENTS
Determine:
- Correct media
- Target audience

Provide Management Information Control Officer (MICO) services, such as:
- Research data sources
- Authorizes access to data

Create and design installation-level forms using automated tools (i.e., PureEdge)

LEGAL STATUTE
44 USC Section 102

CUSTOMERS
Garrison commander and staff

CRITICAL TO QUALITY CHARACTERISTICS
Reviews of installation-level forms and publications are accurate and processed in a timely manner

OUTPUT

MEASURE
% of reviews of installation-level forms and publications (including staffing, editing, and authenticating) completed within 30 business days of request.

TARGET
100%

FORMULA
# of reviews of installation-level forms and publications (including staffing, editing, and authenticating) completed within 30 business days of request / total # of reviews requested.

DATA OWNER
Garrison Offices

DATA SOURCE
Garrison Office

REPORTED TO
IMCOM HQ

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of authorized customers registering validated complaints in a quarter

TARGET
<10%

FORMULA
# of authorized customers registering validated complaints in a quarter / # of authorized customers serviced.

DATA OWNER
Publications Control Officer (PCO)

DATA SOURCE
Garrison Office

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly
COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of authenticated installation-level forms/publications, appointed Garrison Publication and Forms Management officers and SOPs

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90% - 100%  0% - 9%

CUSTOMER VIEW
9% or less serviced authorized customers dissatisfied with installation-level forms and publications services AND 100% of garrisons have Publications and Forms Control Officers appointed and 100% of garrisons have established Standing Operating Procedures

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  Number of authenticated installation-level forms/publications, appointed Garrison Publication and Forms Management officers and SOPs

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80% - 89%  10% - 24%

CUSTOMER VIEW
10% or less services authorized customers dissatisfied with outgoing official mail/distribution services AND 89% of garrisons have Publications and Forms Control Officers appointed and 89% of garrisons have established Standing Operating Procedures

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  Number of authenticated installation-level forms/publications, appointed Garrison Publication and Forms Management officers and SOPs

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70% - 79%  25% - 30%

CUSTOMER VIEW
25% or less serviced authorized customers dissatisfied with installation-level forms and publications services AND 79% of garrisons have Publications and Forms Control Officers appointed and 79% of garrisons have established Standing Operating Procedures
**Human Resources (DHR)**

**SSP:** Operate Installation Records Holding Area (RHA)

**SERVICE:** Administrative Management

---

**DESCRIPTION**
Establish, fund, and operate records staging/holding areas for installation-wide customers, as required, in accordance with AR 25-400-2

**COMPONENTS**
Includes, but not limited to:
- Storage of CD-ROMs, paper, microfiche, etc.
- Processing of incoming records
- Processing of requested records
- Establish a locator disposition file
- Arrange for the transfer and destruction of records, as necessary
- Review and validate Standard Form (SF) 135's

**LEGAL STATUTE**
- PL 106-398, 36 CFR 1228 requires agencies to maintain a records management program

**CUSTOMERS**
All authorized RHA users

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely, efficient, safe, and secure transfer, storage, and retrieval of records

**OUTPUT**

**MEASURE**
% of records available for pick-up or delivery within 10 business days of receipt of request

**TARGET**
100%

**FORMULA**

\[
\frac{\text{# of records available for pick-up or delivery within 10 business days of receipt of request}}{\text{total # of records requested}}
\]

**DATA OWNER**
RHA Manager

**DATA SOURCE**
RHA Manager Files

**REPORTED TO**
Director, Human Resources

**FREQUENCY**
Quarterly

---

**OUTCOME**

**MEASURE**
% of authorized customers registering validated complaints in a quarter

**TARGET**
<10%

**FORMULA**

\[
\frac{\text{# of authorized customers registering validated complaints in a quarter}}{\text{# of authorized customers serviced.}}
\]

**DATA OWNER**
Records Holding Area Manager

**DATA SOURCE**
RHA Manager Files

**REPORTED TO**
Director, Human Resources

**FREQUENCY**
Quarterly
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>90% - 100%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>9% or less serviced authorized customers dissatisfied with installation Records Holding Area (RHA) services AND 100% or more of requested records are available for pick-up or delivery within 10 business days.</td>
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</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
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</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
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<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
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<tr>
<td><strong>COST FACTOR</strong></td>
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<tr>
<td>50.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>70% - 79%</td>
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<tr>
<td><strong>CUSTOMER VIEW</strong></td>
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<tr>
<td>25% or less serviced authorized customers dissatisfied with installation Records Holding Area (RHA) AND 79% or more of requested records are available for pick-up or delivery within 10 business days.</td>
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</table>
Description
Provide advice on the acquisition and procedures for obtaining local printing and reproduction services through the Document Automation and Production Service (DAPS), as required, in accordance with AR 25-30 and Title 44 of the U.S.C.

Components
May include advice on how to obtain:
- Hard copy printing services
- Automated production services, such as:
  - CD-ROM
  - Web pages
- Control print funds
- Review and process printing request
- Processing specifications and reconciliations of billing amounts from DAPS

References:
- According to DODI 5330.03, Army is required to use DAPS as the first service provider
- AR 25-1

Legal Statute

Regulation
AR 25-30, paragraph 1-23

Customers
Installation activities

Critical to Quality Characteristics
Technically precise printing specifications and advice on how best to acquire printing services

Output

Measure
% of installation customers receiving service within 3 business day of request

Target
100%

Formula
# of installation customers receiving service within 3 business day of request / total # of installation customers requesting service

Data Owner
PCO

Data Source
PCO Files

Reported To
Director, Human Resources

Frequency
Quarterly

Outcome

Measure
% of authorized customers registering validated complaints in a quarter

Target
<10%

Formula
# of authorized customers registering validated complaints in a quarter / # of authorized customers serviced.

Data Owner
Printing and Reproduction Control Officer

Data Source
PCO Files

Reported To
Director, Human Resources

Frequency
Quarterly
Human Resources (DHR)

113 H

SERVICE: Administrative Management

SSP: Provide advice on procedures to acquire local printing and reproduction

COST FACTOR

6.0

COST FACTOR PRIMARY WORK DRIVER

100.0 Number of customers serviced

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

90% - 100% 0% - 9%

CUSTOMER VIEW

9% or less serviced authorized customers dissatisfied with printing and reproduction services AND 100% or more installation customers receive satisfactory advisory service for printing/reproduction requests within 3 business days.

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER

75.0 Number of customers serviced

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

80% - 89% 10% - 24%

CUSTOMER VIEW

10% or less serviced authorized customers dissatisfied with printing and reproduction services AND 89% or more installation customers receive satisfactory advisory service for printing/reproduction requests within 3 business days.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER

33.0 Number of customers serviced

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

70% - 79% 25% - 30%

CUSTOMER VIEW

25% or less serviced authorized customers dissatisfied with printing and reproduction services AND 79% or more installation customers receive satisfactory advisory service for printing/reproduction requests within 3 business days.
**DESCRIPTION**
Stock, warehouse, and inventory certain forms and publications for the installation in accordance with AR 25-30 and Title 44 of the U.S.C.

**COMPONENTS**
Includes:
- Stock, warehouse, and inventory of local garrison and certain forms and publications for the installation
- Stock, warehouse, and inventory hard copies of certain DA, DD, DOD, OPM, SF and other forms that are not available electronically.

**LEGAL STATUTE**

**REGULATION**
AR 25-30

**CUSTOMERS**
Authorized installation activities

**CRITICAL TO QUALITY CHARACTERISTICS**
Required publications and forms are up-to-date, available in sufficient quantity, and provided in a timely manner.

### OUTPUT

**MEASURE**
% of forms and any required publications made available within 3 business days of request

**TARGET**
100%

**FORMULA**

\[
\text{# of forms and any required publications available within 3 business days of request} / \text{total # of forms and required publications requested}
\]

**DATA OWNER**
Publications Stockroom Manager (PSM) or Publications Control Officer (PCO)

**DATA SOURCE**
PSM/PCO Files

**REPORTED TO**
Director, Human Resources

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
% of authorized customers registering validated complaints in a quarter

**TARGET**
<10%

**FORMULA**

\[
\text{# of authorized customers registering validated complaints in a quarter} / \text{# of authorized customers serviced.}
\]

**DATA OWNER**
Publications Stockroom Manager (PSM) or Publications Control Officer (PCO)

**DATA SOURCE**
PSM/PCO Files

**REPORTED TO**
Director, Human Resources

**FREQUENCY**
Quarterly
### Human Resources (DHR)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE: Administrative Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.0</td>
<td>SSP: Provide publications and forms stocking, warehousing, and inventory se</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>100.0</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% - 100%</td>
<td>0% - 9%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
9% or less serviced authorized customers dissatisfied with forms and publications services AND 100% or more of required forms and publications not in stock are made available within 3 business days.

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>75.0</td>
</tr>
</tbody>
</table>

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</thead>
<tbody>
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<td>80% - 89%</td>
<td>10% - 24%</td>
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</tbody>
</table>

**CUSTOMER VIEW**
10% or less serviced authorized customers dissatisfied with forms and publications services AND 89% or more of required forms and publications not in stock are made available within 3 business days.

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>50.0</td>
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</tbody>
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<table>
<thead>
<tr>
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<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% - 79%</td>
<td>25% - 30%</td>
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</tbody>
</table>

**CUSTOMER VIEW**
25% or less serviced authorized customers dissatisfied with forms and publications services AND 79% or more of required forms and publications not in stock are made available within 3 business days.

---

**September 2012**

FY13 CLS Configurations
**Human Resources (DHR)**

**113 K**  
Cost %  
11.0  
**SERVICE:** Administrative Management  
**SSP:** Provide pick-up and delivery of official mail to administrative offices

**DESCRIPTION**
Provide pick-up and delivery of official mail to the administrative offices of each organization on the installation in accordance with AR 25-51 (paragraph 1-5g), DODI 4525.8, DOD manual 4525.8 - M, 18 USC, 39 USC

**COMPONENTS**
Includes:
- Pick-up internal out-going mail from installation units (requires vehicle/driver)
- Deliver incoming mail in bulk to unit administrative offices (requires vehicle/driver)
- Comply with accountable mail receipt procedures

**REGULATION**

- AR 25-51 - requires official mail services
- DODI 4525.8-M - DOD official mail manual

**CUSTOMERS**
Administrative offices authorized official mail service

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely delivery and pick-up

### OUTPUT

**MEASURE**
% of business days processed mail is delivered and outgoing mail is picked-up from established courier routes

**TARGET**
100%

**FORMULA**
\[
\frac{\text{# of business days processed mail is delivered and outgoing mail is picked-up from established courier routes}}{\text{# of business days per reporting period}}
\]

**DATA OWNER**
Official Mail Manager

**DATA SOURCE**
Official Mail Manager Files

**REPORTED TO**
Director, Human Resources

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
% of authorized customers registering validated complaints in a quarter

**TARGET**
<10%

**FORMULA**
\[
\frac{\text{# of authorized customers registering validated complaints in a quarter}}{\text{# of authorized customers serviced.}}
\]

**DATA OWNER**
Official Mail Manager

**DATA SOURCE**
Official Mail Manager Files

**REPORTED TO**
Director, Human Resources

**FREQUENCY**
Quarterly
Human Resources (DHR)

113 K Cost % 11.0 SERVICE: Administrative Management
SSP: Provide pick-up and delivery of official mail to administrative offices

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 # of days processed mail is delivered and outgoing mail is picked-up from established courier routes.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% 0% - 9%

CUSTOMER VIEW
9% or less serviced authorized customers dissatisfied with outgoing official mail/distribution services AND processed mail is delivered and outgoing mail is picked-up from established courier routes 100% of business days.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 # of days processed mail is delivered and outgoing mail is picked-up from established courier routes.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% 10% - 24%

CUSTOMER VIEW
10% or less serviced authorized customers dissatisfied with outgoing official mail/distribution services AND processed mail is delivered and outgoing mail is picked-up from established courier routes 89% of business days.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 # of days processed mail is delivered and outgoing mail is picked-up from established courier routes.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 25% - 30%

CUSTOMER VIEW
25% or less serviced authorized customers dissatisfied with outgoing official mail/distribution services AND processed mail is delivered and outgoing mail is picked-up from established courier routes 79% of business days.
Approve and assign office symbols for Garrison Commander and staff, in accordance with AR 25-59.

Includes:
- Approve/disapprove office symbols
- Maintain a valid/current list of approved office symbols
- Enter symbols into Army Addresses Online (AAO) database
- Notify customers (e.g., distribution centers) of updated office symbols.
- Conduct annual review of office symbols

CUSTOMERS
Garrison commander and staff

CRITICAL TO QUALITY CHARACTERISTICS
Establishment of accurate and current office symbols for the Garrison Command and Staff

OUTPUT

MEASURE
% of Garrison offices that have been assigned approved office symbols by the Garrison Records Manager

TARGET
100%

FORMULA
# of Garrison offices that have been assigned approved office symbols by the Garrison Records Manager / total # of Garrison offices

DATA OWNER
Garrison Records Manager

DATA SOURCE
Garrison Office Symbols files

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of authorized customers registering validated complaints in a quarter

TARGET
<10%

FORMULA
# of authorized customers registering validated complaints in a quarter / # of authorized customers serviced.

DATA OWNER
Garrison Records Manager

DATA SOURCE
Garrison Office Symbols files

REPORTED TO
Director, Human Resources

FREQUENCY
Quarterly
Human Resources (DHR)

113 L Cost % 5.0 SERVICE: Administrative Management
SSP: Provide office symbol management (Garrison Commander and Staff)

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of garrison offices assigned approved office symbols

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% 0% - 9%

CUSTOMER VIEW
9% or less serviced authorized customers dissatisfied with office symbol management services AND 100% or more garrison offices assigned approved office symbols by the Garrison Records Manager

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Number of garrison offices assigned approved office symbols

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80% - 89% 10% - 24%

CUSTOMER VIEW
10% or less serviced authorized customers dissatisfied with office symbol management services AND 89% or more garrison offices assigned approved office symbols by the Garrison Records Manager

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Number of garrison offices assigned approved office symbols

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% - 79% 25% - 30%

CUSTOMER VIEW
25% or less serviced authorized customers dissatisfied with office symbol management services AND 79% or more garrison offices assigned approved office symbols by the Garrison Records Manager

SSP: Provide office symbol management (Garrison Commander and Staff)
This program is funded with OSD Fenced Funding (VCND). This program allows for the operation of a forensically secure Installation Biochemical Testing Collection Point. The program identifies and deters drug use and enhances individual readiness, and delivers Unit Prevention Leader (UPL) certification and recertification training, in accordance with applicable policy and regulations.

COMPONENTS
Includes the following: Collection, shipment and quality assurance of urine specimens; alcohol testing; monitoring rehabilitation drug testing; Medical Review Officer (MRO) coordination; legal testimony when results are litigated through Uniform Code of Military Justice (UCMJ) procedures; inspect unit drug testing collections/procedures; staff training/certification oversight; delivery of 40 hour didactic and practical application training course for UPL certification and annual recertification requirement; unit UPL inspections; conduct personal background checks.

LEGAL STATUTE
PL 92-129, DoDD 1010.4

CUSTOMERS
Commanders, Leaders, Unit Prevention Leaders (UPLs)

CRITICAL TO QUALITY CHARACTERISTICS
The minimum rate of testing is one (1) random sample per Active Duty Soldier per year.

MEASURE
Rate of specimens shipped to the supporting FTDTL on the duty day received, plus one (1) additional duty day, and quality controlled by the Drug Test Coordinator (DTC).

TARGET
100% of specimens are QC'd and shipped to the lab. 95%-100% will be shipped within the duty day received plus one (1) additional duty day.

FORMULA
Rate of specimens shipped to the supporting FTDTL on the duty day received plus one (1) additional duty day divided by # of samples received on that duty day.

DATA OWNER
Drug Test Coordinator (DTC)/ADCO

DATA SOURCE
Drug and Alcohol Management Information System (DAMIS)

REPORTED TO
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

FREQUENCY
Quarterly

OUTCOME
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries.

DATA OWNER
DTC/ADCO

DATA SOURCE
Drug and Alcohol Management Information System (DAMIS)

REPORTED TO
Garrison Commander, HQ - IMCOM, Region

FREQUENCY
Quarterly
COST FACTOR 100.0
PRIMARY WORK DRIVER
# Assigned Soldiers tested; # specimens tested

OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET
95 - 100% | 4.5 - 5.0

CUSTOMER VIEW
95% of specimens are shipped to the FTDTL on the duty day received plus one (1) additional duty day, accomplished quarterly

CAPABILITY LEVEL - 2

COST FACTOR 80.0
PRIMARY WORK DRIVER
# Assigned Soldiers tested; # specimens tested

OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET
90 - 94% | 3.5 - 4.4

CUSTOMER VIEW
90% of specimens are shipped to the supporting FTDTL on the duty day received, plus two (2) additional duty days, accomplished quarterly

CAPABILITY LEVEL - 3

COST FACTOR 60.0
PRIMARY WORK DRIVER
# Assigned Soldiers tested; # specimens tested

OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET
85 - 89% | 2.5 - 3.4

CUSTOMER VIEW
85% of specimens are shipped to the supporting FTDTL on the duty day received, plus three (3) additional duty days, accomplished quarterly
**DESCRIPTION**
This program is funded with OSD Fenced Funding. This program allows for the operation of a forensically secure Installation Biochemical Testing Collection Point. The program identifies and deters drug use and enhances individual readiness, in accordance with drug-free workplace and applicable regulations.

**COMPONENTS**
Includes the following: Maintaining and managing Testing Designated Position (TDP) database; TDP random selection; coordinating testing requirements with supervisors and Civilian Personnel Advisory Center (CPAC); collection, shipment and quality assurance of urine specimens; alcohol testing; Medical Review Officer (MRO) coordination; pre-employment, follow-up, post accident and reasonable suspicion testing; TDP training for supervisors and employees; staff training/certification oversight; conduct personal background checks

**LEGAL STATUTE**
- PL 92-129, PL 92-255, PL 91-616, PL 100-690, EO 12564, DoDD 1010.9

**CUSTOMERS**
Garrison Commanders, Civilian supervisors at all levels

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
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<tbody>
<tr>
<td>Rate of Random Test specimens received at Testing Collection Point and quality controlled by Drug Test Coordinator (DTC).</td>
<td>100% of quarterly goal selected</td>
</tr>
</tbody>
</table>

**FORMULA**

# TDPs randomly selected to be tested / 1/4 total TDP population

**DATA OWNER**
DTC/ADCO

**DATA SOURCE**
Drug-Free Federal Workplace Annual Survey Report

**REPORTED TO**
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**FREQUENCY**
Quarterly

**OUTCOME**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).</td>
<td>5</td>
</tr>
</tbody>
</table>

**FORMULA**
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries.

**DATA OWNER**
DTC/ADCO

**DATA SOURCE**
Drug-Free Federal Workplace Annual Survey Report

**REPORTED TO**
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**FREQUENCY**
Quarterly
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>100% of quarterly goal selected</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>100% random selection of Employees in Testing Designated Position (TDP) accomplished quarterly; applicant testing is accomplished as requested; all specimens collected are tested; testing is accomplished with minimal discrepancy or error.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>75.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>75%-99% of quarterly goal selected</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>75% random selection of employees in Testing Designated Position (TDP) accomplished quarterly; applicant testing is accomplished as requested; all specimens collected are tested; testing is accomplished with minimal discrepancy or error.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>50.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>50%-74% of quarterly goal selected</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>50% random selection of employees in Testing Designated Position (TDP) accomplished quarterly; applicant testing is accomplished as requested; all specimens collected are tested; testing is accomplished with minimal discrepancy or error.</td>
</tr>
</tbody>
</table>
This program plans, manages, directs and evaluates substance abuse education and training activities. This program promotes marketing, networking and consulting strategies for military personnel in accordance with applicable regulations.

**COMPONENTS**

Prevention Coordination for Military Population. 10 Services delivered and ranked in terms of priority with 1 being most important to 10 being least important: 1. Provide training and any other services to assist organizations in ensuring all military are provided prevention education training (that is, a minimum of four hours annually for military personnel). PCs will track all training conducted by unit or directorate as appropriate. 2. Design, develop, and administer target group-oriented alcohol and other drug prevention education and training programs in coordination with the ASAP staff and other installation prevention professionals. 3. Maintain class rosters for all training annotated on the DA Form 3711 and track all substance abuse training on the installation by unit. 4. Conduct pre- and post-deployment substance abuse training. 5. Schedule sufficient training opportunities to provide prevention education to not less than 25% of supported unit population per quarter, to include training conducted by UPLs. 6. Promote ASAP services using marketing, networking, and consulting strategies. 7. Develop, in consultation with ASAP staff members, a substance abuse prevention plan annually. 8. Coordinate with the installation training officer to assist in integrating the preventive education and training efforts into the overall installation training program. 9. Maintain lists of available continuing education and training courses and workshops provided by ACSAP, IMCOM, and appropriate civilian agencies for ASAP garrison staff and coordinate allocations for military and civilian training courses through the IMCOM. 10. Maintain liaison with schools serving military family members, civic organizations, civilian agencies, and military organizations to integrate the efforts of all community preventive education resources.

**LEGAL STATUTE**

PL 92-129, DoDD 1010.4

**CUSTOMERS**

Unit Commanders, Soldiers

**REGULATION**

AR 600-85

**CRITICAL TO QUALITY CHARACTERISTICS**

Provide prevention education on alcohol and other drug abuse on a timely basis; information provided is accurate and relevant; accurate program evaluation and statistics on a timely basis.

**MEASURE**

Develop/Administer ASAP Prevention & Education Program

**TARGET**

10 out of 10 deliverables

**FORMULA**

# of deliverables met divided by 10

**DATA OWNER**

PC/ADCO

**DATA SOURCE**

PC Tracking Records and DAMIS

**REPORTED TO**

Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**FREQUENCY**

Quarterly

**OUTPUT**

**MEASURE**

Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

**TARGET**

5

**FORMULA**

Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries

**DATA OWNER**

PC/ADCO

**DATA SOURCE**

PC Tracking Records and DAMIS

**REPORTED TO**

Garrison Commander, HQ - IMCOM, Region

**FREQUENCY**

Quarterly

**OUTCOME**

**MEASURE**

PC/ADCO

**DATA SOURCE**

PC Tracking Records and DAMIS

**REPORTED TO**

Garrison Commander, HQ - IMCOM, Region

**FREQUENCY**

Quarterly

September 2012  FY13 CLS Configurations
COST FACTOR  PRIMARY WORK DRIVER
100.0  # of Soldiers and/or units to be trained

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
100%, 10 out of 10 deliverables  4.5 - 5.0

CUSTOMER VIEW
Factual up to date drug and alcohol information provided within acceptable time line. Services delivered: 1. Provide training and any other services to assist organizations in ensuring all military are provided prevention education training (that is, a minimum of four hours annually for military personnel. PCs will track all training conducted by unit or directorate as appropriate. 2. Design, develop, and administer target group-oriented alcohol and other drug prevention education and training programs in coordination with the ASAP staff and other installation prevention professionals. 3. Maintain class rosters for all training annotated on the DA Form 3711 and track all substance abuse training on the installation by unit. 4. Conduct pre- and post-deployment substance abuse training. 5. Schedule sufficient training opportunities to provide prevention education to not less than 25% of supported unit population per quarter, to include training conducted by UPLs. 6. Promote ASAP services using marketing, networking, and consulting strategies. 7. Develop, in consultation with ASAP staff members, a substance abuse prevention plan annually. 8. Coordinate with the installation training officer to assist in integrating the preventive education and training efforts into the overall installation training program. 9. Maintain lists of available continuing education and training courses and workshops provided by ACSAP, IMCOM, and appropriate civilian agencies for ASAP garrison staff and coordinate allocations for military and civilian training courses through the IMCOM. 10. Maintain liaison with schools serving military family members, civic organizations, civilian agencies, and military organizations to integrate the efforts of all community preventive education resources.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  # of Soldiers and/or units to be trained

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70%-90%, 7-9 deliverables, out of 10 deliverables  3.5 and 4.4

CUSTOMER VIEW
Factual up to date drug and alcohol information provided within acceptable time line. Services delivered: 1. Provide training and any other services to assist organizations in ensuring all military are provided prevention education training (that is, a minimum of four hours annually for military personnel. PCs will track all training conducted by unit or directorate as appropriate. 2. Design, develop, and administer target group-oriented alcohol and other drug prevention education and training programs in coordination with the ASAP staff and other installation prevention professionals. 3. Maintain class rosters for all training annotated on the DA Form 3711 and track all substance abuse training on the installation by unit. 4. Conduct pre- and post-deployment substance abuse training. 5. Schedule sufficient training opportunities to provide prevention education to not less than 25% of supported unit population per quarter, to include training conducted by UPLs. 6. Promote ASAP services using marketing, networking, and consulting strategies. 7. Develop, in consultation with ASAP staff members, a substance abuse prevention plan annually.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  # of Soldiers and/or units to be trained

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
40%-60%, 4 to 6 deliverables, out of 10 deliverables  2.5 and 3.4

CUSTOMER VIEW
Factual up to date drug and alcohol information provided within acceptable time line. Services delivered: 1. Provide training and any other services to assist organizations in ensuring all military are provided prevention education training (that is, a minimum of four hours annually for military personnel. PCs will track all training conducted by unit or directorate as appropriate. 2. Design, develop, and administer target group-oriented alcohol and other drug prevention education and training programs in coordination with the ASAP staff and other installation prevention professionals. 3. Maintain class rosters for all training annotated on the DA Form 3711 and track all substance abuse training on the installation by unit. 4. Conduct pre- and post-deployment substance abuse training.
This program, as required by Public Law in support of the Drug Free Workplace program and DA PAM 600-85, plans, manages, implements and evaluates a program designed to assist civilian employees, family members and military retirees with substance abuse and other personal problems affecting their well being and job performance. Additionally, this program also provides prevention/education services, program marketing, campaigns, and public service announcements to this population to prevent problems before they occur.

**COMPONENTS**
Includes the following: Assessments and referral; short term counseling; follow up services; crisis intervention; supervisor/management consultation; coordination with installation and private sector treatment facilities; coordination/consultation with CPAC and labor relations; providing, (in support of the mandatory 2 hours prevention education training for civilians) substance abuse and non-substance abuse related training, i.e. stress management, prevention of workplace violence, new employee orientation etc.; maintaining resource library; marketing and promotion of the installation EAP.

**LEGAL STATUTE**
PL 92-129, PL91616, EO 12564, DoDD 1010.4

**CUSTOMERS**
Civilian employees, family members, military retirees, civilian supervisors, garrison leadership.

**OUTPUT**

**MEASURE**
Complete EAP assessment and/or referral within 7 working days of initial appointment

**FORMULA**
# of completed assessments and/or referrals within 7 working days of initial appointment/total # of initial appointments.

**DATA OWNER**
Employee Assistance Program Coordinator (EAPC)/ADCO

**DATA SOURCE**
Drug and Alcohol Management Information System (DAMIS)

**REPORTED TO**
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**TARGET**
90 to 100%

**CRITICAL TO QUALITY CHARACTERISTICS**
Provide EAP services on a timely basis; individual assessment and referral occurs on a timely basis; appropriate referral made to address individual’s presenting problem; improved employee job performance; provide current, accurate and relevant substance abuse prevention/education and other related trainings in a timely basis. Conduct awareness campaigns, program marketing and develop public service announcements.

**OUTCOME**

**MEASURE**
Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

**FORMULA**
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries.

**DATA OWNER**
EAPC/ADCO

**DATA SOURCE**
Drug and Alcohol Management Information System (DAMIS)

**REPORTED TO**
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**TARGET**
5
Human Resources (DHR)

COST FACTOR
100.0

PRIMARY WORK DRIVER
# of EAP appointments; # of assessments/referrals completed within 7 working days of initial appointment; short term counseling; referrals; follow up services; crisis intervention; supervisor/management consultation; coordination with installation and private sector treatment facilities; coordination/consultation with CPAC and labor relations; providing, (in support of the mandatory 2 hours prevention education training for civilians) substance abuse and non-substance abuse related training, i.e. stress management, prevention of workplace violence, new employee orientation etc.; maintaining resource library; marketing and promotion of the installation EAP.

OUTPUT PERFORMANCE TARGET
90 to 100%

OUTCOME PERFORMANCE TARGET
4.5 - 5.0

CUSTOMER VIEW
Full range of EAP services to include: Assessments and referral; short term counseling; follow up services; crisis intervention; supervisor/management consultation; coordination with installation and private sector treatment facilities; coordination/consultation with CPAC and labor relations; providing (in support of the mandatory 2 hours prevention education training for civilians) substance abuse and non-substance abuse related training, i.e. stress management, prevention of workplace violence, new employee orientation etc.; maintaining resource library; marketing and promotion of the installation EAP.

CAPABILITY LEVEL - 2

COST FACTOR
75.0

PRIMARY WORK DRIVER
# of EAP appointments; # of assessments completed within 10 working days of initial appointment; short term counseling; referrals; follow up services; crisis intervention; supervisor/management consultation; coordination with installation and private sector treatment facilities; coordination/consultation with CPAC and labor relations; providing (in support of the mandatory 2 hours prevention education training for civilians) substance abuse and non-substance abuse related training, i.e. stress management, prevention of workplace violence, new employee orientation etc.; maintaining resource library; marketing and promotion of the installation EAP.

OUTPUT PERFORMANCE TARGET
70 to 89%

OUTCOME PERFORMANCE TARGET
3.5 and 4.4

CUSTOMER VIEW
Modified range of EAP services to include: Assessments and referral; short term counseling; follow up services; crisis intervention; supervisor/management consultation; coordination with installation and private sector treatment facilities; coordination/consultation with CPAC and labor relations; providing new employee orientation; maintaining resource library.

CAPABILITY LEVEL - 3

COST FACTOR
50.0

PRIMARY WORK DRIVER
# of EAP appointments; # of assessments completed within 14 working days of initial appointment; short term counseling; referrals; follow up services; crisis intervention; supervisor/management consultation; coordination with installation and private sector treatment facilities; coordination/consultation with CPAC and labor relations; providing (in support of the mandatory 2 hours prevention education training for civilians) substance abuse and non-substance abuse related training, i.e., stress management, prevention of workplace violence, new employee orientation etc.; maintaining resource library; marketing and promotion of the installation EAP.

OUTPUT PERFORMANCE TARGET
50 to 69%

OUTCOME PERFORMANCE TARGET
2.5 - 3.4

CUSTOMER VIEW
Modified range of EAP services to include: Assessments and referral; short term counseling; follow up services; crisis intervention; supervisor/management consultation.
# Description

This program is an educational/motivational intervention which focuses on the adverse effects and consequences of alcohol and other drug abuse. The ADAPT course is 12 hours of material IAW AR 600-85.

## Components

Includes the following: Training for Soldiers, eligible civilians, self and command and ASAP clinical/other medical referrals for substance abuse prevention designed to provide an opportunity to intervene with identified individuals who have exhibited high-risk substance abuse behaviors through education and awareness activities. Consultations with commanders and ASAP clinicians; follow-up surveys on training impact.

## Numbers

**Soldiers, Leaders, Commanders and eligible civilians**

## Critical to Quality Characteristics

Provide prevention and awareness training on a timely basis within 45 days of referral; information provided is current based on objective, relevance, and appropriate; incorporating biological, psychological, sociological and behavioral in explaining the etiology of alcohol and other drug problems and the steps necessary for preventing them.

## Measure

Schedule 12 hour ADAPT training to command and/or self referred Soldiers and eligible civilians.

<table>
<thead>
<tr>
<th>Target</th>
<th>Data Owner</th>
<th>Data Source</th>
<th>Reported To</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>PC/ADCO</td>
<td>Drug and Alcohol Management Information System (DAMIS)</td>
<td>Commanders (Post-wide), HQ-IMCOM &amp; Regions, HQDA</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

## Outcome

Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).

<table>
<thead>
<tr>
<th>Target</th>
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</tr>
</tbody>
</table>
### Human Resources (DHR)

<table>
<thead>
<tr>
<th>Service</th>
<th>SSP</th>
<th>Cost %</th>
<th>Cost Factor</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Substance Abuse</td>
<td>Provide Alcohol &amp; Drug Abuse Prevention Training (ADAPT) Course</td>
<td>20.0</td>
<td>100.0</td>
<td># Referred Individuals and self referrals ADAPT trained</td>
<td>90 to 100%</td>
<td>4.5 - 5.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70 to 89%</td>
<td>3.5 - 4.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50 to 69%</td>
<td>2.5 - 3.4</td>
</tr>
</tbody>
</table>
**Human Resources (DHR)**

**250 F**

<table>
<thead>
<tr>
<th>SERVICE:</th>
<th>Substance Abuse</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSP:</td>
<td>Provide Risk Reduction Program (RRP) for Active Army Units</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This program is fully funded through a HQ IMCOM Central Contract for RRP. This program plans, manages, directs and evaluates the identification of Soldier high risk behaviors and trends, analyzes risk data and recommends and implements intervention strategies to mitigate Soldier risk behaviors and enhance mission readiness.

**COMPONENTS**
Includes the following: Data collection (includes coordination with various installation agencies/elements); data/trend analysis; command consultation and briefings; providing Unit Risk Inventories (URI); Installation Prevention Team (IPT) Training; manage/participate in Installation Risk Reduction council/forum and safety councils; coordination of installation suicide prevention activities; developing prevention plans; coordination/implementation of intervention activities; printing and distributing RRP reports; staff training/certification oversight.

**LEGAL STATUTE**

**REGULATION**
AR 600-85, Deployment Cycle Support Directive (November 2007)

**CUSTOMERS**
Soldiers, Leaders, Commanders

**CRITICAL TO QUALITY CHARACTERISTICS**
RRP data is collected and presented to Commanders/leaders, quarterly; data analysis is accurate and relevant; timely and accurate intervention provided based upon unit risk behavior trends.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Rate of company level units or larger receiving Risk Reduction Program services</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET</td>
<td>&gt; = 95%</td>
</tr>
</tbody>
</table>

**FORMULA**
# RRP command consultations and/or interventions provided/# total number units requiring RRP services.

**DATA OWNER**
Risk Reduction Program Coordinator/ADCO

**DATA SOURCE**
Risk Reduction Program Information System

**REPORTED TO**
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**FREQUENCY**
Quarterly

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Customer Satisfaction rating on scale of 1 to 5 (1 is poor and 5 is excellent).</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET</td>
<td>5</td>
</tr>
</tbody>
</table>

**FORMULA**
Total of all Customer Management Services (CMS) Performance scores / Total # of CMS entries.

**DATA OWNER**
RRP Coordinator/ADCO

**DATA SOURCE**
Risk Reduction Program Information System

**REPORTED TO**
Commanders (Post-wide), HQ-IMCOM & Regions, HQDA

**FREQUENCY**
Quarterly
# Human Resources (DHR)

**SSP:** Provide Risk Reduction Program (RRP) for Active Army Units

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
<th>CAPABILITY LEVEL - 2</th>
<th>CAPABILITY LEVEL - 3</th>
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<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>COST FACTOR</strong></td>
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</tr>
<tr>
<td>100.0</td>
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<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
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</tr>
<tr>
<td># Soldier risk behavior incidents; # briefings provided; # IPT meetings accomplished; # intervention activities provided</td>
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<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>90%-100%</td>
<td>70%-89%</td>
<td>50%-69%</td>
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<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
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</tr>
<tr>
<td>4.5 - 5.0</td>
<td>3.5 - 4.4</td>
<td>2.5 - 3.4</td>
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<tr>
<td><strong>CUSTOMER VIEW</strong></td>
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</tr>
<tr>
<td>95% data collected on 15 RRP risk behavior categories quarterly; 95% RRP data collected is analyzed for trends; 95% data collected/analyzed briefed to all installation BN and/or BDE level commanders, quarterly; Installation Prevention Team (IPT) meets quarterly to design interventions appropriate to unit risk behavior trends; 95% planned interventions are implemented and provided to identified units.</td>
<td>100% data collected on 15 RRP risk behavior categories quarterly; 100% RRP data collected is analyzed for trends; 75% data collected/analyzed briefed to all installation BN and/or BDE level commanders, quarterly; Installation Prevention Team (IPT) meets 3 times per year to design interventions appropriate to unit risk behavior trends; &gt;=75% planned interventions are implemented and provided to identified units.</td>
<td>100% data collected on 15 RRP risk behavior categories quarterly; 100% RRP data collected is analyzed for trends; 50% data collected/analyzed briefed to all installation BN and/or BDE level commanders, quarterly; Installation Prevention Team (IPT) meets bi-annually to design interventions appropriate to unit risk behavior trends; &gt;=50% planned interventions are implemented and provided to identified units.</td>
</tr>
</tbody>
</table>
This SSP provides Military personnel with a Clinical screening and assessment regarding Alcohol/Drug Abuse and Dependency.

**COMPONENTS**
Assessment and referral to outpatient drug and alcohol and other services as necessary.

**LEGAL STATUTE**

**CUSTOMERS**
Military service members

**CRITICAL TO QUALITY CHARACTERISTICS**
Bio/psycho/social assessment and referral to out/in patient services

**OUTPUT**

**MEASURE**

**TARGET**

**FORMULA**

**DATA OWNER**

**DATA SOURCE**

**REPORTED TO**

**FREQUENCY**

**OUTCOME**

**MEASURE**

**TARGET**

**FORMULA**

**DATA OWNER**

**DATA SOURCE**

**REPORTED TO**

**FREQUENCY**
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

CUSTOMER VIEW

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

CUSTOMER VIEW

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

CUSTOMER VIEW
DESCRIPTION
Provides ADAPT and weekly Clinical outpatient treatment and complete documentation to referred Military personnel.

COMPONENTS
Assessment and referral to outpatient drug and alcohol and other services as necessary.

CUSTOMERS
Military service members

CRITICAL TO QUALITY CHARACTERISTICS
Provided clinical treatment and clinical documentation to military
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</table>
Human Resources (DHR)

800 A  

SERVICE: Military Personnel Services

SSP: Provide Personnel Services

DESCRIPTION
This program provides those personnel services required by customers upon arrival/departure from an installation and other personnel actions initiated by the customer.

COMPONENTS
Includes the following:
- In/Out processing
- Passport/visa
- Soldier actions
- Soldier Boards
- Manage Soldier Surveys
- Congressional Processing
- Soldier Applications
- Deserter Control

LEGAL STATUTE

CUSTOMERS
Soldiers, Unit Commanders, Family Members, Retirees, Civilians, Contractors

CRITICAL TO QUALITY CHARACTERISTICS
Wait time for ID Cards

OUTPUT

MEASURE
In/Out processing within 5 days following arrival at installation

TARGET
100%

FORMULA
Number of Soldiers completing installation inprocessing within 5 working days/ Number of Soldiers arriving on installation

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System ICE, eMILPO, MPF, DIMHRS, Local Records

REPORTED TO
MPD

FREQUENCY
Quarterly

OUTCOME

MEASURE
Percentage of Soldiers who have completed installation inprocessing prior to final release to gaining unit

TARGET
100%

FORMULA
Number of Soldiers who completed installation inprocessing within 5 working days of arrival at installation/ Number of Soldiers released to units

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System ICE, eMILPO, MPF, DIMHRS, Local Records

REPORTED TO
MPD

FREQUENCY
Quarterly

LEGAL STATUTE

AFI36-30261(i) para 1.4, AR 600-8-14, AR600-8-6 para 1-10, AR600-8-101

CUSTOMERS
Soldiers, Unit Commanders, Family Members, Retirees, Civilians, Contractors

CRITICAL TO QUALITY CHARACTERISTICS
Wait time for ID Cards

OUTPUT

MEASURE
In/Out processing within 5 days following arrival at installation

TARGET
100%

FORMULA
Number of Soldiers completing installation inprocessing within 5 working days/ Number of Soldiers arriving on installation

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System ICE, eMILPO, MPF, DIMHRS, Local Records

REPORTED TO
MPD

FREQUENCY
Quarterly

OUTCOME

MEASURE
Percentage of Soldiers who have completed installation inprocessing prior to final release to gaining unit

TARGET
100%

FORMULA
Number of Soldiers who completed installation inprocessing within 5 working days of arrival at installation/ Number of Soldiers released to units

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System ICE, eMILPO, MPF, DIMHRS, Local Records

REPORTED TO
MPD

FREQUENCY
Quarterly
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Total Population Serviced</td>
<td>100%-95%</td>
<td>100%-95%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Actions processed by suspense date

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.0</td>
<td>Total Population Serviced</td>
<td>90%-94%</td>
<td>85%-94%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Actions processed by suspense date

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>79.0</td>
<td>Total Population Serviced</td>
<td>85%-89%</td>
<td>70%-84%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Actions processed by suspense date
This program provides CAC/ID Card services to customers as required by personnel actions initiated by the customer.

**COMPONENTS**
ID cards/tags

**LEGAL STATUTE**

**CUSTOMERS**
Soldiers, Unit Commanders, Family Members, Retirees, Civilians, Contractors

**CRITICAL TO QUALITY CHARACTERISTICS**
Wait time for ID Cards

**OUTPUT**

**MEASURE**
Receive ID Card within 30 minutes

**TARGET**
>95%

**FORMULA**

# of customers served within 30 minutes of arrival at ID Card office/# of customers serviced

**DATA OWNER**
MPD, Unit Commander

**DATA SOURCE**
Automated System, ICE, eMILPO, MPF, Local Records

**REPORTED TO**
MPD

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Accuracy of data

**TARGET**
>95%

**FORMULA**

# of errors/# of actions processed

**DATA OWNER**
MPD, Unit Commander

**DATA SOURCE**
Automated System, ICE, eMILPO, MPF, Local Records

**REPORTED TO**
MPD

**FREQUENCY**
Quarterly
Human Resources (DHR)

800 B  Cost % SERVICE: Military Personnel Services
       6.0  SSP: Provide CAC/ID Card Services

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER  OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
100.0  Total Population Serviced  95%-100%  0%-5%

CUSTOMER VIEW
Actions Processed by suspense date

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER  OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
89.0  Total Population Serviced  90%-94%  6%-15%

CUSTOMER VIEW
Actions processed by suspense date

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER  OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
79.0  Total Population Serviced  85%-89%  16%-30%

CUSTOMER VIEW
Actions Processed by suspense date

SSP: Provide CAC/ID Card Services

Cost %

6.0

SERVICE:

Military Personnel Services

SSP:

Provide CAC/ID Card Services

September 2012  FY13 CLS Configurations  136
This program provides Military casualty services and liaison services for Family members between local funeral personnel and military burial personnel.

**COMPONENTS**
Includes the following:
- Casualty affairs
- Mortuary affairs
- Memorial affairs
- Burial honors
- Line of Duties (LODs)

**LEGAL STATUTE**

**CUSTOMERS**
Retirees, Family Members, Unit Commanders, Soldiers, all Military Components

**CRITICAL TO QUALITY CHARACTERISTICS**
Timeliness of Casualty Notifications

### OUTPUT

**MEASURE**
Casualty notifications made within 4 hours of CMAOC notification

**TARGET**
100%

**FORMULA**
\[
\frac{\text{# of casualty notifications processed within 4 hours of receipt}}{\text{# of casualty notifications received}}
\]

**DATA OWNER**
MPD, Unit Commander

**DATA SOURCE**
Automated System eMILPO, DIMHRS, Local records

**REPORTED TO**
MPD

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Casualty Actions made without error

**TARGET**
>98%

**FORMULA**
\[
\frac{\text{# of error free Casualty action completed}}{\text{# of actions completed}}
\]

**DATA OWNER**
MPD, Unit Commander

**DATA SOURCE**
Automated System eMILPO, DIMHRS, Local records

**REPORTED TO**
MPD

**FREQUENCY**
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Total Population Serviced</td>
<td>100%-98%</td>
<td>100%-95%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Casualty actions/notifications processed within 8 hours of receipt

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>98.0</td>
<td>Total Population Serviced</td>
<td>95%-97%</td>
<td>94%-90%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Casualty actions/notifications processed within 8 hours of receipt

### CAPABILITY LEVEL - 3

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<td>95.0</td>
<td>Total Population Serviced</td>
<td>90%-94%</td>
<td>80%-89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Casualty actions/notifications processed within 8 hours of receipt
**Human Resources (DHR)**

<table>
<thead>
<tr>
<th>800</th>
<th>D</th>
<th><strong>SERVICE:</strong> Military Personnel Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>SSP:</strong> Provide Deployment Cycle Services</td>
</tr>
</tbody>
</table>

**DESCRIPTION**

This program provides those services required to deploy and redeploy Soldiers.

**COMPONENTS**

Includes the following:
- SRP/SRC Soldier Readiness Checks
- Review and verification of individual soldier readiness information
- Coordination with work centers
- Preparation of temporary change of station orders
- Accession to active duty
- Maintain mobilization folders
- Assist in unit validation for deployment
- Process early returns and extensions
- Medical holdover processing
- Coordinate demobilization processing

**LEGAL STATUTE**

☐ **REGULATION**

AR 600-8 para 1-10, AR 600-8-101

**CUSTOMERS**

Soldiers, Unit Commanders

**CRITICAL TO QUALITY CHARACTERISTICS**

Timeliness of Action Processing  Accountability of casualty information (Service member's Group Life (SGL) / DD 93 - Record of Emergency Data)

### OUTPUT

<table>
<thead>
<tr>
<th><strong>MEASURE</strong></th>
<th><strong>TARGET</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeliness of personnel actions</td>
<td>&gt;95%</td>
</tr>
</tbody>
</table>

**FORMULA**

# of actions processed by suspense date/# of actions received

<table>
<thead>
<tr>
<th><strong>DATA OWNER</strong></th>
<th><strong>DATA SOURCE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>MPD, Unit Commander</td>
<td>Local records</td>
</tr>
</tbody>
</table>

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<tr>
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<th><strong>FREQUENCY</strong></th>
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### OUTCOME

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<tr>
<th><strong>MEASURE</strong></th>
<th><strong>TARGET</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Soldiers Readiness Rate</td>
<td>&gt; 95%</td>
</tr>
</tbody>
</table>

**FORMULA**

# of Soldiers with Satisfactory Readiness /# of Soldiers in serviced population

<table>
<thead>
<tr>
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### Human Resources (DHR)

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<th></th>
<th>SERVICE: Military Personnel Services</th>
<th>SSP: Provide Deployment Cycle Services</th>
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<tbody>
<tr>
<td>800</td>
<td>D</td>
<td>Cost % 12.0</td>
<td></td>
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#### CAPABILITY LEVEL - 1

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<tr>
<th>COST FACTOR</th>
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<th>OUTCOME PERFORMANCE TARGET</th>
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<tbody>
<tr>
<td>100.0</td>
<td>Total Population Serviced</td>
<td>95%-100%</td>
<td>95%-100%</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW

Actions processed by suspense date

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<td>Total Population Serviced</td>
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CUSTOMER VIEW

Actions processed by suspense date

#### CAPABILITY LEVEL - 3

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CUSTOMER VIEW

Actions processed by suspense date
DESCRIPTION
This program provides personnel processing necessary to manage Soldier career development.

COMPONENTS
Includes the following:
- Records maintenance
- Monitoring data quality and strength-related timeliness
- Management of reports
- Reconciliation of data
- Staff assistance and training
- Processing of personal asset inventories
- Awards and Decorations
- Review of Junior enlisted promotions
- Non-Commissioned Officer (NCO)/Officer promotions
- Reassignments
- Reductions
- Semi-Centralized Promotions (E5/E6)
- Centralized Promotions (E7 and above)
- Publish and Distribute Orders
- Promotions/Reductions

LEGAL STATUTE

REGULATION
AR 600-8 para 1-4n, AR 600-8-101 para 1-4g, AR 600-8-6 para 1-10, AR 600-8-19, AR 600-8-29, AR 600-8-11

CUSTOMERS
Soldiers, Unit Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness of Soldier Notification for Reassignment

OUTPUT

MEASURE
Notification of Reassignment made to Enlisted within 30 days and Officers made within 15 days

TARGET
>95%

FORMULA
# of notifications made within 30/15 days/# of notifications actions received

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated Sys, ICE, eMILPO, MPF, ATRRS, Local Records

REPORTED TO
MPD

FREQUENCY
Quarterly

OUTCOME

MEASURE
Timeliness of PCS Notification

TARGET
>95%

FORMULA
# of PCS notifications made on time/# of PCS notifications made

DATA OWNER
MPD, Unit Commander, S-1

DATA SOURCE
Automated Sys, ICE, eMILPO, MPF, ATRRS, Local Records

FREQUENCY
Quarterly
### Human Resources (DHR)

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<table>
<thead>
<tr>
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<th>OUTCOME PERFORMANCE TARGET</th>
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<tbody>
<tr>
<td>95%-100%</td>
<td>95%-100%</td>
</tr>
</tbody>
</table>

#### CUSTOMER VIEW
Actions processed by suspense date

### CAPABILITY LEVEL - 2

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<tbody>
<tr>
<td>90%-94%</td>
<td>85%-94%</td>
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</table>

#### CUSTOMER VIEW
Actions processed by suspense date

### CAPABILITY LEVEL - 3

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</tr>
</thead>
<tbody>
<tr>
<td>80%-89%</td>
<td>70%-84%</td>
</tr>
</tbody>
</table>

#### CUSTOMER VIEW
Actions processed by suspense date
DESCRIPTION
This program provides installation MilPay services for Soldier pay inquiries and pay problem resolution.

COMPONENTS
Includes the following:
- Personnel MilPay/Finance services
- Process Pay Actions
- Conduct Pay Inquiries

CUSTOMERS
Soldiers, Unit Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness of Action Processing

OUTPUT

MEASURE
Timeliness of personnel actions

TARGET
>98%

FORMULA
# of actions processed within 2 days/# of actions received

DATA OWNER
DFAS, MPD

DATA SOURCE
Automated System DIMHRS, DFAS

REPORTED TO
MPD

FREQUENCY
Quarterly

OUTCOME

MEASURE
# of Customer complaints

TARGET
<05%

FORMULA
# of complaints received/# of actions processed

DATA OWNER
DFAS, MPD

DATA SOURCE
Automated System DIMHRS, DFAS

REPORTED TO
MPD

FREQUENCY
Quarterly
## Human Resources (DHR)

| CAPABILITY LEVEL - 1 |  |
|----------------------|-----------------
| COST FACTOR          | PRIMARY WORK DRIVER |
| 100.0                | Total Population Serviced |
| OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET |
| 98%-100%             | 0%-5% |
| CUSTOMER VIEW        | Actions processed within 2 days |

## CAPABILITY LEVEL - 2

| CAPABILITY LEVEL - 2 |  |
|----------------------|-----------------
| COST FACTOR          | PRIMARY WORK DRIVER |
| 95.0                 | Total Population Serviced |
| OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET |
| 95%-97%              | 6%-10% |
| CUSTOMER VIEW        | Actions processed within 2 days |

## CAPABILITY LEVEL - 3

| CAPABILITY LEVEL - 3 |  |
|----------------------|-----------------
| COST FACTOR          | PRIMARY WORK DRIVER |
| 79.0                 | Total Population Serviced |
| OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET |
| 90%-94%              | 11%-30% |
| CUSTOMER VIEW        | Actions processed within 2 days |
This program provides transition services for Soldiers resigning and retiring. This includes customers requiring post-retirement services.

COMPONENTS
Includes the following:
- Transition Assistance
- Transition Services Manager
- ACAP
- Pre-transition benefits briefing
- Separation orders
- DD 214 and DD220
- Post-separation document processing
- Retirement applications
- Survivor benefits plan

LEGAL STATUTE
AR 600-8-7 para 1-12

CUSTOMERS
Soldiers, Family Members

CRITICAL TO QUALITY CHARACTERISTICS
Separations Actions Processed On Time

OUTPUT

MEASURE
# of Separation Actions Processed within 5 Days/# of Separation Actions Received

TARGET
>95%

FORMULA
# of actions processed by suspense date/# of actions received

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System eMILPO, EDAS, TOPMIS, TRANSPROC, DIMHRS, iPERMS, ICE, local records

REPORTED TO
MPD

FREQUENCY
Quarterly

OUTCOME

MEASURE
Accuracy of data

TARGET
>95%

FORMULA
# of errors/# of actions processed

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System eMILPO, EDAS, TOPMIS, TRANSPROC, DIMHRS, iPERMS, ICE, local records

REPORTED TO
MPD

FREQUENCY
Quarterly
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
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</thead>
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<td>100.0</td>
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<table>
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<td>CUSTOMER VIEW</td>
</tr>
</tbody>
</table>
DESCRIPTION
This program provides processing of individual personnel actions. This program provides the spectrum of military personnel support specifically for students and trainees.

COMPONENTS
Includes the following:
- Processing individual awards and decorations
- OCONUS leave/TDY
- Officer procurement
- Compassionate reassignment and hardship discharges
- MMRB results processing
- Special duty assignment pay (SDAP) processing
- Passports and visas
- In/out processing
- ATRRS accountability
- Inactive student reporting
- Classification, special duty pay, reassignments, separations, and personnel actions

LEGAL STATUTE

CUSTOMERS
Soldiers, Unit Commanders, School Commandants

CRITICAL TO QUALITY CHARACTERISTICS
Student Actions Processed in a timely manner

OUTPUT

MEASURE
Student Actions Processed within 5 days

FORMULA
# of Student actions processed within 5 days / # of student actions received

DATA OWNER
MPD, School Commandant

DATA SOURCE
Automated System (ATRRS), local records

REPORTED TO
MPD

FREQUENCY
Quarterly

OUTCOME

MEASURE
# of Customer Complaints

FORMULA
# of complaints received / # of actions processed

DATA OWNER
MPD, School Commandant

DATA SOURCE
Automated System (ATRRS), local records

REPORTED TO
MPD

FREQUENCY
Quarterly
Human Resources (DHR)

800  H  10.0  SERVICE: Military Personnel Services
      SSP: Process Individual Personnel Actions and Provide Military Personnel Ser

<table>
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</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>95%-100%</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
Actions processed by suspense date

<table>
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<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
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<tr>
<td>90%-94%</td>
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CUSTOMER VIEW
Actions processed by suspense date
DESCRIPTION
This program provides strength reporting, distribution and accounting services between units and the installation.

COMPONENTS
Includes the following:
- Strength Distribution
- Strength Accounting
- Strength Reporting
- Personnel Asset Inventory (PAI) Processing

LEGAL STATUTE
☑ REGULATION
AR 600-8-6 para 1-10
AR 600-8 para 1-4n
AR 600-8-11
AR 600-8-101

CUSTOMERS
Soldiers, Unit Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness and accuracy of reports

OUTPUT
MEASURE
Timeliness of personnel actions

FORMULA
# of actions processed by suspense date/# of actions received

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System ICE, eMILPO, MPF, DIMHRS, ATRRS, Local Records

REPORTED TO
MPD

FREQUENCY
Monthly

TARGET
>95%

OUTCOME
MEASURE
Accuracy of data

FORMULA
# of errors/# of actions processed

DATA OWNER
MPD, Unit Commander

DATA SOURCE
Automated System ICE, eMILPO, MPF, DIMHRS, ATRRS, Local Records

REPORTED TO
MPD

FREQUENCY
Monthly

TARGET
>95%
<table>
<thead>
<tr>
<th>Capability Level</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>100.0</td>
<td>Total Population Serviced</td>
<td>95%-100%</td>
<td>0%-5%</td>
<td>Actions processed by suspense date</td>
</tr>
<tr>
<td>2</td>
<td>89.0</td>
<td>Total Population Serviced</td>
<td>90%-94%</td>
<td>6%-10%</td>
<td>Actions processed by suspense date</td>
</tr>
<tr>
<td>3</td>
<td>79.0</td>
<td>Total Population Serviced</td>
<td>80%-89%</td>
<td>11%-30%</td>
<td>Actions processed by suspense date</td>
</tr>
</tbody>
</table>
### Human Resources (DHR)

**Service:** Military Personnel Services  
**SSP:** Provide Human Capital System Automation Services

<table>
<thead>
<tr>
<th>Cost %</th>
<th>K</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.0</td>
<td></td>
</tr>
</tbody>
</table>

#### Description
This program provides a full range of automation support services for all applicable personnel systems.

#### Components
Includes the following (as applicable):
- eMILPO/DIMHRS Management
- Establishing and controlling end user accounts and passwords
- Operating personnel systems help desk for customers
- Provide Training and Support

#### Legislation

<table>
<thead>
<tr>
<th>LEGAL STATUTE</th>
</tr>
</thead>
</table>

#### Regulation

<table>
<thead>
<tr>
<th>REGULATION</th>
</tr>
</thead>
</table>

#### Customers
Soldiers, Unit Commanders, Retirees, Family members, Government Civilians, Contractors

<table>
<thead>
<tr>
<th>CRITICAL TO QUALITY CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of system usage</td>
</tr>
</tbody>
</table>

### Output

#### Measure
Total Automation System Requests Completed

#### Target
>99%

#### Formula
\[
\frac{\text{# of hours systems are operational}}{\text{# of hours available}}
\]

#### Data Owner
MPD, Unit Commander

#### Data Source
Automated Systems (eMILPO, EDAS, HRC-Online, TOPMIS, iPerms, DIMHRS)

#### Reported To
MPD

#### Frequency
Quarterly

### Outcome

#### Measure
# of automation system requests completed/# of actions requested

#### Target
<05%

#### Formula
\[
\frac{\text{# of complaints received}}{\text{# of actions processed}}
\]

#### Data Owner
MPD, Unit Commander

#### Data Source
Automated Systems (eMILPO, EDAS, HRC-Online, TOPMIS, iPerms, DIMHRS)

#### Frequency
Quarterly
Human Resources (DHR)

800 K Cost % 6.0 SERVICE: Military Personnel Services
SSP: Provide Human Capital System Automation Services

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Total Population Serviced

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
99%-100% 0%-5%

CUSTOMER VIEW
Systems are operational full time

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
89.0 Total Population Serviced

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95%-98% 6%-10%

CUSTOMER VIEW
Systems are operational when needed

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
79.0 Total Population Serviced

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90%-94% 11%-30%

CUSTOMER VIEW
Systems are operational when needed
DESCRIPTION
This program provides post-retirement services to customers in the geographical area.

COMPONENTS
This includes:
- Customers requiring post-retirement services.
- Retiree News Letter
- Retiree Appreciation Activity Day
- Walk-in advice and referral
- Retiree council
- Retiree Services

LEGAL STATUTE
Title X, 1142

CUSTOMERS
Retirees, Family Members

CRITICAL TO QUALITY CHARACTERISTICS
Customer Satisfaction

OUTPUT
MEASURE
Timeliness of customer service
FORMULA
# of retirees serviced within 30 minutes of arrival/#retirees serviced
DATA OWNER
MPD
DATA SOURCE
Local Records
REPORTED TO
MPD
FREQUENCY
Quarterly

OUTCOME
MEASURE
# of Customer Complaints
FORMULA
# of complaints received/# of actions processed
DATA OWNER
MPD
DATA SOURCE
Local Records
REPORTED TO
MPD
FREQUENCY
Quarterly
## Human Resources (DHR)

<table>
<thead>
<tr>
<th>Capability Level</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPABILITY LEVEL - 1</strong></td>
<td>100.0</td>
<td>Total Population Serviced</td>
<td>95%-100%</td>
<td>0%-5%</td>
<td>Customers receive prompt and attentive service</td>
</tr>
<tr>
<td><strong>CAPABILITY LEVEL - 2</strong></td>
<td>85.0</td>
<td>Total Population Serviced</td>
<td>90%-95%</td>
<td>6%-10%</td>
<td>Customers receive prompt and attentive service</td>
</tr>
<tr>
<td><strong>CAPABILITY LEVEL - 3</strong></td>
<td>60.0</td>
<td>Total Population Serviced</td>
<td>80%-89%</td>
<td>11%-30%</td>
<td>Customers receive prompt and attentive service</td>
</tr>
</tbody>
</table>

**SERVICE:** Military Personnel Services  
**SSP:** Provide Post-Transition Services
DESCRIPTION
A session appropriate in length and content to meet client needs as expressed during intake, validated during the counseling process, and resulting in a plan, referral, or recommendation.

COMPONENTS
Determine needs; establish and discuss goal(s); provide information; analyze options; establish plans; document sessions; follow up, monitor progress; administer support services contracts; perform post session research; provide para-professional services.

LEGAL STATUTE
10 USC 1142

REGULATION
AR 621-5
DODI 1322.25
DODD 1322.8

CUSTOMERS
Soldiers. If space available: Adult Family Members, DACs, Retirees, Other Military Service Members, Local National Employees, Logistically Supported Contractors (OCONUS).

CRITICAL TO QUALITY CHARACTERISTICS
A requirements gathering process delivered after a reasonable wait time where all client issues are identified, analyzed and addressed by counselors.

OUTPUT
MEASURE
Time spent with clients by professional counseling staff to develop a plan, recommendation or referral.

FORMULA
Count [Professional Counseling sessions =>30 minutes] / [Total Number of Professional Counseling sessions]

DATA OWNER
ESO

DATA SOURCE
CMT

REPORTED TO
IMCOM

FREQUENCY
Quarterly

OUTCOME
MEASURE
Clients dissatisfied with counseling services

FORMULA
Count [ICE Complaints] / [Total Number of ICE Comments Received]

DATA OWNER
ESO

DATA SOURCE
CMT

REPORTED TO
IMCOM

FREQUENCY
Quarterly
### Human Resources (DHR)

#### 803 A

**SERVICE:** Continuing Education Services  
**SSP:** Education Counseling

---

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of Professional Counseling Sessions</td>
<td>Equal to or greater than 70%</td>
<td>Equal to or less than 4% of submitted comments</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Substantial interaction between counselor and client resulting in a complete and validated plan of action. Includes counselor research and/or follow up.

---

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of Professional Counseling Sessions</td>
<td>Equal to or greater than 50% but less than 70%</td>
<td>Greater than 4% but less than 11% of submitted comments</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Moderate interaction between counselor and client resulting in a limited, partially validated plan of action. Information provided to help refine plan of action. Includes some counselor research or follow up.

---

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of Professional Counseling Sessions</td>
<td>Equal to or greater than 30% but less than 50%</td>
<td>Equal to or greater than 11% but less than 18%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Minimal interaction between counselor and client resulting in no agreed upon and/or validated plan of action. Information provided to read and develop own plan. Includes no counselor research or follow up.
Facilitate Soldier access to post-secondary programs and classes.

Assess student needs; establish/maintain MOUs/tri-service contracts with on post providers (i.e., colleges); schedule classes; market to students; analyze enrollment trends; analyze student course evaluations; administer GoArmyEd; assign class rooms/perform facility management; administer support services contracts; network with colleges.

LEGAL STATUTE

REGULATION
AR 621-5
DODI 1322.25
DODD 1322.8

CUSTOMERS
Soldiers. If space available: Adult Family Members, DACs, Retirees, Other Military Service Members, Local National Employees, Logistically Supported Contractors (OCONUS).

CRITICAL TO QUALITY CHARACTERISTICS
Impediments to Soldiers enrollment in post-secondary program receive attention.

MEASURE
Number of Customer Relations Management (CRM) cases in GOArmyEd awaiting attention by Education Center Staff.

TARGET
No CRM cases older than 10 days.

FORMULA
Number of Customer Relations Management (CRM) cases in GoArmyEd awaiting attention by education center staff.

DATA OWNER
ESO

DATA SOURCE
Last GoArmyEd Dashboard Report in the quarter.

REPORTED TO
IMCOM

FREQUENCY
Quarterly

OUTPUT

OUTCOME

MEASURE
Post-Secondary Program Satisfied Students

TARGET
Equal to or greater than 90%

FORMULA
[# of satisfied comments] / [# of total comments]

DATA OWNER
ESO

DATA SOURCE
Last GoArmyEd Dashboard Report in the quarter.

REPORTED TO
IMCOM

FREQUENCY
Quarterly
CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of CRM cases in Dashboard Report.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
No CRM cases older than 10 days.  Equal to or greater than 90%

CUSTOMER VIEW
Customers receive the prompt resolution of most problems relating to enrollment in the post-secondary program.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  Number of CRM cases in Dashboard Report.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
One or more CRM cases between 11 and 30 days old.  Equal to or greater than 80% but less than 90%

CUSTOMER VIEW
Customers receive the prompt resolution of many problems relating to enrollment in the post-secondary program.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  Number of CRM cases in the Dashboard Report.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
One or more CRM cases between 31 and 45 days old.  Equal to or greater than 70% but less than 80%

CUSTOMER VIEW
Customers receive the prompt resolution of some problems relating to enrollment in the post-secondary program.
This program provides basic skills education and GT improvement.

COMPONENTS
Assess Command and student needs; marketing; establish appropriate and effective materials/delivery modes (classes, tutorial, independent); schedule delivery of instruction; perform pre/interim/post assessment and placement/referral; monitor and document attendance/performance/progress; assess program effectiveness; administer support services contracts; document participation.

CUSTOMERS
Soldiers. If space available: Adult Family Members, DACs, Retirees, Other Military Service Members, Local National Employees, Logistically Supported Contractors (OCONUS).

CRITICAL TO QUALITY CHARACTERISTICS
Classes support academic progress towards Soldier's goals.

MEASURE
The number of Soldiers recommended by counselor for AFCT testing after course participation.

FORMULA
[# Soldiers AFCT tested obtaining 10 point GT increase or 110 GT] / [# Soldiers AFCT tested]

DATA OWNER
ESO

DATA SOURCE
Instructor

REPORTED TO
IMCOM

FREQUENCY
Quarterly

TARGET
Equal to or greater than 70% of Soldiers obtaining 10 point GT increase or 110 GT.

SUCCESS MEASURE
FAST program satisfied students

FORMULA
[# of Satisfied comments] / [# of total comments]

DATA OWNER
ESO

DATA SOURCE
Instructor

REPORTED TO
IMCOM

FREQUENCY
Quarterly

TARGET
Equal to or greater than 90% are positive comments
Human Resources (DHR)

803  C  Cost % 10.0  SERVICE: Continuing Education Services  
SSP: Functional Academic Skills Training (FAST)

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER  
100.0  # Soldiers recommended by counselors for AFCT

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET  
Equal to or greater than 70% of Soldiers obtaining 10 point GT increase or 110 GT  
Equal to or greater than 90% are positive comments

CUSTOMER VIEW  
Most students benefited from the class by increasing their GT scores.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER  
75.0  # Soldiers recommended by counselors for AFCT

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET  
Equal to or greater than 60% but less than 70% of Soldiers obtaining 10 point GT increase or 110 GT.  
Equal to or greater than 80% but less than 90% are positive comments

CUSTOMER VIEW  
Many students benefited from the class by increasing their GT scores.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER  
50.0  # Soldiers recommended by counselors for AFCT

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET  
Equal to or greater than 50% but less than 60% of Soldiers obtaining 10 point GT increase or 110 GT.  
Equal to or greater than 70% but less than 80% are positive comments

CUSTOMER VIEW  
Some students benefited from the class by increasing their GT scores.
DESCRIPTION
This program provides academic, assessment, and certification testing.

COMPONENTS
Marketing; scheduling tests; administering; scoring; recording; reporting; maintaining automated delivery systems; perform needs assessments; order tests; assure security; conduct inventories; maintain conducive testing environment; administer support services contracts; document usage; coordinate with certification testing proponents.

LEGAL STATUTE
☐ REGULATION
AR 621-5
DODI 1322.25
DODD 1322.8
DANTES Examination Program Handbook (DEPH)

CUSTOMERS
Soldiers. If space available: Adult Family Members, DACs, Retirees, Other Military Service Members, Local National Employees, Logistically Supported Contractors (OCONUS)

CRITICAL TO QUALITY CHARACTERISTICS
Tests administered within reasonable timeframe and in a conducive environment.

OUTPUT
MEASURE
Percentage of tests given within client's timeline.

TARGET
Equal to or greater than 90% of tests will be given within client's timeline

FORMULA
[# tests given within client's timeline] / [# tests requested]

DATA OWNER
ESO

DATA SOURCE
EDMIS - yes/no response

REPORTED TO
IMCOM

FREQUENCY
Quarterly

OUTCOME
MEASURE
Testing program satisfied customers

TARGET
Equal to or greater than 90% are positive comments

FORMULA
[# of satisfied comments] / [# of total comments]

DATA OWNER
ESO

DATA SOURCE
EDMIS - yes/no response

REPORTED TO
IMCOM

FREQUENCY
Quarterly
### Human Resources (DHR)

**803** D  
Cost % 12.0  
**SERVICE:** Continuing Education Services  
**SSP:** Education Testing

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of tests requested</td>
<td>Equal to or greater than 90% of tests will be given within client's timeline</td>
<td>Equal to or greater than 90% are positive comments</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
Most tests requested are given within client's timeline.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of tests requested</td>
<td>Equal to or greater than 80% but less than 90% of tests will be given within client's timeline</td>
<td>Equal to or greater than 80% but less than 90% are positive comments</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
Many tests requested are given within client's timeline.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of tests requested</td>
<td>Equal to or greater than 70% but less than 80% of tests will be given within client's timeline</td>
<td>Equal to or greater than 70% but less than 80% are positive comments</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
Some tests requested are given within client's timeline.
**Human Resources (DHR)**

**803 E**

**SERVICE:** Continuing Education Services  
**SSP:** Army Personnel Testing (APT)

**DESCRIPTION**
APT includes standardized tests to determine eligibility for specialized training and supports the Army's personnel retention, selection and classification process including language proficiency testing.

**COMPONENTS**
Marketing; scheduling tests; administering; scoring; recording; reporting; maintaining automated delivery systems; perform needs assessments; order tests; assure security; conduct inventories; maintain conducive testing environment; administer support services contracts; document usage; coordinate with certification testing proponents.

**LEGAL STATUTE**

**CUSTOMERS**
Soldiers. If space available: Adult Family Members, DACs, Retirees, Other Military Service Members, Local National Employees, Logistically Supported Contractors (OCONUS)

**REGULATION**
AR 621-5

**CRITICAL TO QUALITY CHARACTERISTICS**
Tests administered within reasonable timeframe and in a conducive environment

### OUTPUT

**MEASURE**
Percentage of tests given within client's timeline.

**FORMULA**
\[
\frac{\# \text{ tests given within client's timeline}}{\# \text{ tests requested}}
\]

**DATA OWNER**
ESO

**REPORTED TO**
IMCOM

**TARGET**
Equal to or greater than 90% of tests will be given within client's timeline

**DATA SOURCE**
EDMIS - yes/no response

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Testing program satisfies customers

**FORMULA**
\[
\frac{\# \text{ of satisfied comments}}{\# \text{ of total comments}}
\]

**DATA OWNER**
ESO

**REPORTED TO**
IMCOM

**TARGET**
Equal to or greater than 90% are positive comments

**DATA SOURCE**
EDMIS - yes/no response

**FREQUENCY**
Quarterly
Human Resources (DHR)

803 E  
SERVICE: Continuing Education Services  
SSP: Army Personnel Testing (APT)

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of tests required

OUTPUT PERFORMANCE TARGET
Equal to or greater than 90% of tests will be given within client's timeline

OUTCOME PERFORMANCE TARGET
Equal to or greater than 90% are positive comments

CUSTOMER VIEW
Most tests requested are given within client's timeline.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  Number of tests requested

OUTPUT PERFORMANCE TARGET
Equal to or greater than 80% but less than 90% of tests will be given within client's timeline

OUTCOME PERFORMANCE TARGET
Equal to or greater than 80% but less than 90% are positive comments

CUSTOMER VIEW
Many tests requested are given within client's timeline.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  Number of tests requested

OUTPUT PERFORMANCE TARGET
Equal to or greater than 80% but less than 90% are positive

OUTCOME PERFORMANCE TARGET
Equal to or greater than 70% but less than 80% are positive comments

CUSTOMER VIEW
Some tests requested are given within client's timeline.
This program is the statutory and regulatory defined management of appropriated funds.

Includes the following:
- Status of funds
- Funds certification
- Ledgers
- Document control
- Reimbursables management
- Allocation/Funds Distribution/Funds Request
- Audit Trails
- Checks and Balances

Financial Management Regulation (DOD FMR 7000.14R)
DFAS 37-1 Regulation
DFAS-IN Manual 37-100-XX

Garrison Commander; CLS Service Directors; Tenant Organizations; HQ

Funds distributed and reconciled to PBAS; IMCOM online and supporting accounting systems are accurate; Funds fully distributed at 2400 EST on 30 Sept.; Distributions are validated or cleared

Transactions accurately certified and recorded (no ADA’s) in accordance with Program Budget Guidance, Narrative Funding Guidance, and statutory and regulatory limitations.

Number of transactions certified and recorded/Number of transactions received within available funding

Resource Management Officer

Financial System and Transaction Log;

Quarterly

Percentage of documents processed without returns and within two business days

Number of documents processed without returns and within two business days/Number of documents processed and certified.

Resource Management Officer

Financial System and Transaction Log;

Quarterly
Resource Management Office (RMO)

115 A

Cost % 25.0
SERVICE: Program/Budget
SSP: Control all Appropriated Funds

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of commitments input into Official Financial System

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95 -100% 95 -100%

CUSTOMER VIEW
Distributed at 100% by 30 Sept. Timely distribution of allocated funds and all data available.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Number of commitments input into Official Financial System

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90 - 94% 90 - 94%

CUSTOMER VIEW
Distributed at 100% by 30 Sept. Timely distribution of allocated funds and all data available.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Number of commitments input into Official Financial System

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
85-89% 85-89%

CUSTOMER VIEW
Distributed at 100% by 30 Sept. Timely distribution of allocated funds.
DESCRIPTION
This program tracks and executes current/prior year annual funding and the reimbursable program. Mid-year review.

COMPONENTS
Includes the following:
- Distribution
- Commitments
- Current/Prior year obligations
- Current/Prior year obligation adjustments
- Current/Prior year program adjustment
- Reconciliation
- DFAS coordination
- Audit Trails
- Analysis & year-end close
- Internal controls
- Reports
- SBC data load
- Defense Travel System (DTS)

LEGAL STATUTE

REGULATION
Financial Management Regulation (DOD FMR 7000.14R)
DFAS 37-1 Regulation
DFAS-IN Manual 37-100-XX
PBD 610E05 (EA-10 Foreign Currency Exchange Rates)

CUSTOMERS
Garrison Commander; CLS Service Directors; Tenant Organizations; HQ

CRITICAL TO QUALITY CHARACTERISTICS
CLS Service/SSPs executed according to guidance; Joint reviews are accurate and complete; Funds fully obligated at 2400 EST on 30 Sept.; Obligations are validated or cleared

OUTPUT

MEASURE
Achieve proper ledger management by ensuring obligations and commitments match

TARGET
98% or higher

FORMULA
Total obligations (in dollars) at the end of the quarter / Total commitments (in dollars) at the end of the quarter

DATA OWNER
IMCOM HQ RM

DATA SOURCE
Managerial Accounting Report

REPORTED TO
IMCOM DRM

FREQUENCY
Quarterly

OUTCOME

MEASURE
Reduce aged commitments in ledgers

TARGET
3% or less

FORMULA
Total dollar value of commitments over 30 days old / Total dollar value of all commitments

DATA OWNER
Resource Management Officer

DATA SOURCE
Managerial Accounting Report

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
Resource Management Office (RMO)

115 B

Cost %
46.0

SERVICE: Program/Budget

SSP: Execute the Current/Prior Year Budget

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of obligations and commitments

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
100% down to 98% 0% up to 3%

CUSTOMER VIEW
98% or more of obligations match commitments and 3% or less of commitments are over 30 days old.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Number of obligations and commitments

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Less than 98% down to 93% More than 3% up to 5%

CUSTOMER VIEW
Between 93% and 98% of obligations match commitments and between 3% and 5% of commitments are over 30 days old.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Number of obligations and commitments

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Less than 93% down to 88% More than 5% up to 7%

CUSTOMER VIEW
Between 88% and 93% of obligations match commitments and between 5% and 7% of commitments are over 30 days old.
DESCRIPTION
This program provides liaison and assistance to Garrison Commander, staff, and external agencies.

COMPONENTS
Includes the following:
- Provide guidance
- PBAC
- Briefings
- Reports
- Staff assistance visits
- Recommend
- Manages the execution plans for the agency's SIECMP (Services & Infrastructure Contract Management Program)

LEGAL STATUTE

REGULATION
DFAS 37-1 Regulation
DFAS-IN Manual 37-100-XX
PBD 610E05 (EA-10 Foreign Currency Exchange Rates)

CUSTOMERS
Garrison Commander; CLS Service Directors

CRITICAL TO QUALITY CHARACTERISTICS
Monthly status of funding to support all services; Provide prompt and accurate advice

OUTPUT

MEASURE
Percentage of Financial Reports provided within 5 days to the Service Director.

TARGET
90-100%

FORMULA
Number of Financial Reports provided within 5 days to Service Directors divided by total number of Financial Reports prepared

DATA OWNER
Service Directors

DATA SOURCE
Email and file copy of Financial Reports

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
Percentage of operational goals met in the Army Garrison strategic plan

TARGET
90% or higher

FORMULA
Total number of operational goals met in the Army Garrison strategic plan / Total number of operational goals in the Army Garrison strategic plan

DATA OWNER
Region Resource Management Office

DATA SOURCE
Email and file copy of Financial Reports

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of Financial Reports provided</td>
<td>90-100%</td>
<td>100% down to 90%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Timely distribution of monthly status of funds / Budget Execution report. Customers satisfied with service delivery.

---

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of Financial Reports provided</td>
<td>80-89%</td>
<td>Less than 90% down to 80%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Timely distribution of bi-monthly status of funds / Budget Execution report. Customers satisfied with service delivery.

---

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of Financial Reports provided</td>
<td>70 -79%</td>
<td>Less than 80% down to 70%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Timely distribution of quarterly status of funds / Budget Execution report. Customers satisfied with service delivery.
DESCRIPTION
This program identifies budget requirements and anticipated funding for next year's annual funding.

COMPONENTS
Includes the following:
- Requirements determination
- Issue planning guidance
- Allocation
- Analysis
- Unfinanced requirements
- Establish master files
- Responding to data calls

LEGAL STATUTE

REGULATION

CUSTOMERS
Garrison Commander; CLS Service Directors & Budget Analysts; Tenant Organizations; HQ

CRITICAL TO QUALITY CHARACTERISTICS
Requirements and anticipated funding available on or about 1 Apr.; Timely and clear funding guidance from ABO

OUTPUT

TARGET
Meet tasker suspense

FORMULA
Time taken to complete budget build

DATA SOURCE
Historical financial reports & new requirements

FREQUENCY
Quarterly

MEASURE
Develop requirements for Budget Year (Number of days taken to complete budget build after receipt of the official tasker).

DATA OWNER
Garrison CTO

REPORTED TO
Garrison Commander

OUTCOME

TARGET
98% to 99% executed to spend plan

FORMULA
Monthly Actual / Monthly Plan = Execution Rate

DATA SOURCE
Historical financial reports & new requirements

FREQUENCY
Quarterly

MEASURE
Execution to spend plan

DATA OWNER
Region Resource Management Office

REPORTED TO
Region Resource Management Office
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Workload is driven by requirements from ASA(FM), G8, etc. based on AR 1-1, PPBES System, RFG</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**: Met suspense

**OUTCOME PERFORMANCE TARGET**: 98% to 99% executed to spend plan

**CUSTOMER VIEW**: Complete an accurate Installation spend plan submitted in accordance with HQ fiscal guidance as required. Spend Plan submitted in a timely manner

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>66.0</td>
<td>Workload is driven by requirements from ASA(FM), G8, etc. based on AR 1-1, PPBES System, RFG</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**: Completed no more than 15 days after the suspense

**OUTCOME PERFORMANCE TARGET**: 93% to 97% executed to spend plan

**CUSTOMER VIEW**: Complete an accurate Installation spend plan submitted in accordance with HQ fiscal guidance as required. Spend Plan submitted in a timely manner

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.0</td>
<td>Workload is driven by requirements from ASA(FM), G8, etc. based on AR 1-1, PPBES System, RFG</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**: Completed between 16 and 30 days after the suspense

**OUTCOME PERFORMANCE TARGET**: 92% to 89% executed to spend plan

**CUSTOMER VIEW**: Complete an accurate Installation spend plan submitted in accordance with HQ fiscal guidance as required. Spend Plan submitted in a timely manner
This program will negotiate, develop, and conclude a variety of high-emphasis agreements with Inter-Service Intra-Governmental agencies. This includes the reimbursable relationship required by DoD regulations. In coordination with the MACOM and/or Regional lead and legal advisor, this program will also negotiate, develop, and conclude agreements with a variety of international customers. This includes a reimbursable relationship required by law.

COMPONENTS
Includes the following:
- Reimbursable customers
- Leadership-directed
- Situational dependence
- High visibility/dollar value
- NATO
- Non-NATO
- Other host nation governmental and private organizations
- Providing front-line customer service related to agreements
- Providing interpretation of guidance
- Providing analysis
- Conducting data calls
- Providing ongoing issue resolution
- Providing single point of contact and assistance
- Develop and maintain data regarding agreements and estimated reimbursements, electronically or on the internet (e.g., a new IMCOM On-line Module)
- Participate in the Joint Inter-service Regional Support Group (JIRSG)

LEGAL STATUTE
Status of Forces Agreement (SOFA); Purpose Statute (31 USC. § 1301(a)); Acquisition Cross Servicing Agreements is Title 10, Subtitle A, Part IV, Chapter 138, —COOPERATIVE AGREEMENTS WITH NATO ALLIES AND OTHER COUNTRIES

CRITICAL TO QUALITY CHARACTERISTICS
Reimbursable relationships are identified, documented accurately and acted upon in relation to the agreement; agreements are reconciled with financial documents annually; cost factors are updated annually.

OUTPUT

MEASURE
Percentage of funding annexes reviewed to ensure reimbursements collected against what was in the agreement.

TARGET
CL1 90%-100%
CL2 80%-89%
CL3 70%-79%

FORMULA
Number of support agreements with funding annexes reviewed by the SAM and the Budget Office/total number of existing support agreements with funding annexes

DATA OWNER
Installation Support Agreements Manager

DATA SOURCE
Support Agreement Records (includes all ISSAs, MOUs and MOAs that are executed at the installation level).

REPORTED TO
Garrison Commander, HQ - IMCOM/Region

FREQUENCY
Quarterly

OUTCOME

MEASURE
Percentage of estimated reimbursable dollars received from non Army and all working captiol fund customers.

TARGET
>85%

FORMULA
Estimated reimbursable dollars received / estimated reimbursable dollars from non Army and all working captiol fund customers.

DATA OWNER
Installation Support Agreement Manager

DATA SOURCE
Support Agreement Records (includes all ISSAs, MOUs and MOAs that are executed at the installation level).

REPORTED TO
Garrison Commander, HQ - IMCOM/Region

FREQUENCY
Quarterly
Resource Management Office (RMO)

116  A  Cost %  66.0  SERVICE: Support Agreement/MOU/MOA Management
     SSP: Provide New Agreements with Reimbursement

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Identified support requirements. Negotiations between applicable parties. Development of MOU/MOAs and ISSAs. Staffing and coordination of MOU/MOAs and ISSAs. Completion of signed MOU/MOAs and ISSAs.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90%-100%  100%

CUSTOMER VIEW
100% of supports agreements with funding annexes that were reviewed to ensure the reimbursements were collected against what was agreed to in the support agreement. 100% of non Army and all working capital fund customers.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  Identified support requirements. Negotiations between applicable parties. Development of MOU/MOAs and ISSAs. Staffing and coordination of MOU/MOAs and ISSAs. Completion of signed MOU/MOAs and ISSAs.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80%-89%  98%

CUSTOMER VIEW
98% of support agreement with funding annexes that were reviewed to ensure the reimbursements were collected against what was agreed to in the support agreement. 98% of non Army and all working capital fund customers.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  Identified support requirements. Negotiations between applicable parties. Development of MOU/MOAs and ISSAs. Staffing and coordination of MOU/MOAs and ISSAs. Completion of signed MOU/MOAs and ISSAs.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70%-79%  95%

CUSTOMER VIEW
95% support agreements with funding annexes that were reviewed to ensure the reimbursements were collected against what was agreed to in the support agreement. 95% of non Army and all working capital fund customers.
Resource Management Office (RMO)

116  B  Cost %  25.0  SERVICE: Support Agreement/MOU/MOA Management  SSP: Provide Maintenance to Existing Agreements

DESCRIPTION
This program will conduct regular reviews of existing agreements, updating or terminating as necessary.

COMPONENTS
Includes the following:
- Reviewing cost estimates/data
- Files maintenance (electronic and manual)
- Taking termination actions
- Tracking SA status
- Conducting review agreements
- Modifying and amending agreements
- Developing templates
- Monitoring reimbursement tracking

REGULATION
DODI 4000.19; Army Reimbursable Policy

CUSTOMERS
Garrison Commander; Customer On/off Post; Budget Branch

LEGAL STATUTE

CRITICAL TO QUALITY CHARACTERISTICS
Garrison accurately calculates estimated reimbursement from agreement customers; Agreements are prepared in timely manner; Agreements meet all regulations and laws; Reimbursement calculation instructions are accurate and complete. Stakeholders are informed of agreement details.

OUTPUT

MEASURE
Review agreements by required date or every 3 years; whichever comes first.

TARGET
CL1 90%-100%
CL2 80%-89%
CL3 70%-79%

FORMULA
# of agreements reviewed by required date/# of agreements requiring review

DATA OWNER
Installation Support Agreements Manager

DATA SOURCE
Support Agreement Records (includes all ISSAs, MOUs and MOAs that are executed at the installation level).

REPORTED TO
Garrison Commander, HQ - IMCOM/Region

FREQUENCY
Quarterly

OUTCOME

MEASURE
Percentage of existing agreements that are current IAW DOD/DA policies and verified by a documented review or signed update agreement with three years from date of last signature.

TARGET
CL1: 100-85%
CL2: 84-75%
CL3: 74-65%

FORMULA
Number of existing agreements that are current IAW DOD/DA policies and verified by a documented review or signed update agreement with three years from date of last signature/Total number of agreements

DATA OWNER
Installation Support Agreement Manager

DATA SOURCE
Support Agreement Records (includes all ISSAs, MOUs and MOAs that are executed at the installation level).

REPORTED TO
Garrison Commander, HQ - IMCOM/Region

FREQUENCY
Quarterly
Resource Management Office (RMO)

116 B

Cost % 25.0

SERVICE: Support Agreement/ MOU/ MOA Management

SSP: Provide Maintenance to Existing Agreements

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of agreements at the garrison. Complexity of said agreements. Requirements outlined in applicable rules and regulations.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90%-100% 85%-100%

CUSTOMER VIEW
Reimbursable relationships are identified, documented accurately and acted upon in relation to the agreement. Agreements are reconciled with financial documents annually. Cost Factors are updated annually. All agreements are reviewed and updated as necessary. Administration of agreements are IAW applicable rules and regulations.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Number of agreements at the garrison. Complexity of said agreements. Requirements outlined in applicable rules and regulations.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80%-89% 75%-84%

CUSTOMER VIEW
Reimbursable relationships are identified, documented accurately and acted upon in relation to the agreement with at least an 85% degree of accuracy. Agreements are reconciled with financial documents biannually. Cost Factors are updated biannually. The majority of the agreements are reviewed and updated as necessary. Administration of agreements are IAW applicable rules and regulations.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Number of agreements at the garrison. Complexity of said agreements. Requirements outlined in applicable rules and regulations.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70%-79% 65%-74%

CUSTOMER VIEW
40% of the reimbursable relationships identified. 40% degree of accuracy related to agreements documentation acted upon. 40% of agreements are reconciled with financial documents as time permits. Cost Factors are updated as time permits. Some of the agreements are reviewed and updated as necessary. Administration of agreements are IAW applicable rules and regulations.
**DESCRIPTION**
This program provides oversight of mandatory Federal management controls programs.

**COMPONENTS**
Includes the following:
- Conducting Risk Assessments for development of Five Year Plan and execution of said plan
- Training of personnel
- Conducting management control evaluations
- Identifying weaknesses and developing a corrective plan of action
- Development of the Annual Statement of Assurance

**LEGAL STATUTE**
USC 31 Section 3512, Federal Managers Financial Integrity Act; OMB Cir A-123

**CUSTOMERS**
DCG IMCOM, Assessable Unit Managers

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### OUTPUT

**MEASURE**
Commander's Annual Statement of Assurance (ASA)

**TARGET**
Yes

**FORMULA**
ASA submitted on time and IAW published guidance.

**DATA OWNER**
Assessable Unit Managers (AUMs) and Management Control Administrators (MCAs)

**DATA SOURCE**
IMCOM Five Year Plan

**REPORTED TO**
HQ IMCOM/Regions AUMs and MCAs

**FREQUENCY**
Annually

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### OUTCOME

**MEASURE**
Management Controls are tested and the development of the Commander's Annual Statement of Assurance

**TARGET**
Yes.

**FORMULA**
Accomplished IAW established guidance and the Five Year Plan

**DATA OWNER**
Assessable Unit Manager (AUM) and Management Control Administrator (MCA)

**DATA SOURCE**
IMCOM Five Year Plan

**REPORTED TO**
HQ IMCOM/Regions AUMs and MCAs

**FREQUENCY**
Annually
## Resource Management Office (RMO)

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>C</strong> 9.0</td>
<td>Development of local program. Obtaining and providing training. Review and inputting into the Five Year Plan. Ensuring execution of program is accomplished to include certification of controls, identification of material weaknesses and action plan for correction. Development of the Annual Statement of Assurance.</td>
<td>Yes</td>
<td>Yes</td>
<td>A viable, effective and efficient Management Control Program with trained personnel who execute the program IAW established guidelines. Perform risk assessments and provide input into the Five Year Plan. Control measures are assessed and evaluated by actual testing with results properly documented. Controls are certified regarding their being in place and effective with material weaknesses being identified and corrective actions developed. The Annual Statement of Assurance is developed and forwarded IAW established guidelines and in a timely manner.</td>
</tr>
<tr>
<td><strong>C</strong> 7.5</td>
<td>Development of local program. Obtaining and providing training. Review and inputting into the Five Year Plan. Ensuring execution of program is accomplished to include certification of controls, identification of material weaknesses and action plan for correction. Development of the Annual Statement of Assurance.</td>
<td>Yes</td>
<td>Yes</td>
<td>A viable Management Control Program but one where personnel are not adequately trained who execute the program IAW established guidelines. Risk assessments and input into the Five Year Plan are only 85% accurate. Control measures are assessed and evaluated by actual testing with results properly documented. Controls are certified regarding their being in place and effective with material weaknesses being identified and corrective actions developed. The Annual Statement of Assurance is developed and forwarded IAW established guidelines but maybe submitted late.</td>
</tr>
<tr>
<td><strong>C</strong> 5.0</td>
<td>Development of local program. Obtaining and providing training. Review and inputting into the Five Year Plan. Ensuring execution of program is accomplished to include certification of controls, identification of material weaknesses and action plan for correction. Development of the Annual Statement of Assurance.</td>
<td>Yes</td>
<td>Yes</td>
<td>A Management Control Program exists but one where personnel are not adequately trained who execute the program IAW established guidelines. Risk assessments and input into the Five Year Plan are only 65% accurate. Control measures are assessed and evaluated by actual testing with results properly documented. Controls are certified regarding their being in place and effective with material weaknesses being identified and corrective actions developed. The Annual Statement of Assurance is developed and forwarded IAW established guidelines but will be submitted late.</td>
</tr>
</tbody>
</table>
This program provides manpower execution guidance/data analysis to the Garrison Commander, Garrison activities, and higher HQs. It also processes equipment requests for Garrison activities.

COMPONENTS
Includes but not limited to the following:
- Execute manpower changes upon approval
- Validate Request for Personnel Action (RPA)
- Process Table 30 updates
- Develop Civilian Execution Plan (CEP)
- Track Organization TDAs
- Track Contractor data
- Track Strenght Report
- Track Reimbursables and Overhires
- Provide Execution Guidance
- Answer Data Calls
- NSPS Pay Setting
- ATAAPS
- Defense Travel System (DTS)
- Local approval of non-TDA items
- Submission of 4610R to higher HQ
- Equipment utilization analysis
- Base Commercial Equipment (BCE) identification
- Basis of Issue Plan (BOIP) review
- Execution of changes upon HQ approval
- Common Tables of Allowance (CTA) recommendations

LEGAL STATUTE

REGULATION
AR 71-32, AR 570-4, Chap 6 Equipment Authorization and Usage Program and Chapter 7 TAADS-R; DOD Dir 1100.4, Guidance for Manpower Programs, pgs 1-9.

CUSTOMERS
Region Office personnel (Cmd Staff) and Garrisons Cdrs (Comd Staff)

CRITICAL TO QUALITY CHARACTERISTICS
Analysis and identification of manpower changes, manpower utilization data, tracking contractor data and strength reports critical to the review/approval and recommendations.

OUTPUT

MEASURE
Percent of equipment validated

FORMULA
Number of equipment requests validated / number of equipment requests received

DATA OWNER
RM

REPORTED TO
GC, Deputy GC

TARGET
90% or higher

DATA SOURCE
Actual: Army Standard System Workyr Execution Rpt

FREQUENCY
Quarterly

OUTCOME

MEASURE
Workyears executed to tolerance level plan

FORMULA
Actual Workyears / Execution Plan

DATA OWNER
Management Analysts (Chief of Manpower), RM

REPORTED TO
GC, Deputy GC

TARGET
3% or less

DATA SOURCE
Actual: Army Standard System Workyr Execution Rpt

FREQUENCY
Annual
COST FACTOR 100.0

PRIMARY WORK DRIVER
- Manpower Execution - Analyze garrison/region/HQ IMCOM utilization data, validate Request for Personnel Action (RPA), process Table 30 updates, develop Civilian Execution Plan (CEP), track Organization TDAs, track Contractor data, track strength report data, and provide Execution Guidance to Commanders and Staff.
- Equipment Management - Garrison/Region submission of equipment requests IAW AR 71-32.

OUTPUT PERFORMANCE TARGET 100% down to 90%

OUTCOME PERFORMANCE TARGET 0% up to 3%

CUSTOMER VIEW
- Manpower Execution - All IMCOM-mandated TDA changes are processed 96% - 100% of discretionary, garrison-level TDA change requests from functional proponents are processed. HQDA will receive TDA documentation submissions that match the PBG 100%.
- Equipment Management - Equipment Request (4610R) 100% correctly reviewed, staffed, and forwarded within 3 weeks to HQDA G3 Equipment Review Board for approval.

COST FACTOR 75.0

PRIMARY WORK DRIVER
- Manpower Execution - Analyze garrison/region/HQ IMCOM utilization data, validate Request for Personnel Action (RPA), process Table 30 updates, develop Civilian Execution Plan (CEP), track Organization TDAs, track Contractor data, track Strength Report data, and provide Execution Guidance to Commanders and Staff.
- Equipment Management - Garrison/Region submission of equipment requests IAW AR 71-32.

OUTPUT PERFORMANCE TARGET 89% down to 80%

OUTCOME PERFORMANCE TARGET Less than 4% down to greater than 3%

CUSTOMER VIEW
- Manpower Execution - All IMCOM-mandated TDA changes are processed 96% - 100% of discretionary, garrison-level TDA change requests from functional proponents are processed. HQDA will receive TDA documentation submissions that match the PBG 100%.
- Equipment Management - Equipment Request (4610R) 90% correctly reviewed, staffed, and forwarded within six weeks to HQDA G3 Equipment Review Board for approval.

COST FACTOR 50.0

PRIMARY WORK DRIVER
- Manpower Execution - Analyze garrison/region/HQ IMCOM utilization data, validate Request for Personnel Action (RPA), process Table 30 updates, develop Civilian Execution Plan (CEP), track Organization TDAs, track Contractor data, track Strength Report data, and provide Execution Guidance to Commanders and Staff.
- Equipment Management - Garrison/Region submission of equipment requests IAW AR 71-32.

OUTPUT PERFORMANCE TARGET 79% down to 70%

OUTCOME PERFORMANCE TARGET 5% down to greater than 4%

CUSTOMER VIEW
- Manpower Execution - All IMCOM-mandated TDA changes are processed 96% - 100% of discretionary, garrison-level TDA change requests from functional proponents are processed. HQDA will receive TDA documentation submissions that match the PBG 100%.
- Equipment Management - Equipment Management - Equipment Request (4610R) 70% correctly reviewed, staffed, and forwarded within six weeks to HQDA G3 Equipment Review Board for approval.
Resource Management Office (RMO)

118 B

SERVICE: Installation TDA Management
SSP: Provide Manpower Management, Analytical and Advisory Services

DESCRIPTION
This program provides analytical and advisory support to the Garrison Command Group.

COMPONENTS
- Analyze manpower/org structure
- Analyze manpower impact of 5-10 packages
- A-76 manpower support
- Regulation/Policy/Guidance interpretation
- Guidance and recommendations to Garrison Commander and Staff-Manpower and equipment reports
- Audit trails
- Current/Future manpower documents
- Historical data
- Lean Six Sigma
- Analyze utilization data
- MEOs - Analyze and prepare for documentation on TDA
- Analyze manpower Program Budget Guidance (PBG)
- Provide/review/analyze POM manpower data

REGULATION

CUSTOMERS
Higher HQ, Commanders and Staff

LEGAL STATUTE

CRITICAL TO QUALITY CHARACTERISTICS
Analysis and identification of manpower/organization structure and regulation/policy/guidance critical to the review/approval and recommendations of HQDA. Analysis and identification of audit trails and current/future TDAs in reflecting manpower changes and rationale to HQDA.

MEASURE
Provide timely advice in accordance with regulations/guidance.

TARGET
> = 95%

FORMULA
# of times requested analysis and/or suspenses were met on time / total number of analyses requested *100

For example, 80% (for Amber) of advice was given in a timely manner to Garrison Commander upon request. 80% of advice was given in a timely manner to Garrison Commander….

DATA OWNER
Management Analysts (Chief of Manpower), RM

DATA SOURCE
Region MSO & Garrison Internal Suspense Log

REPORTED TO
Garrison Command Group

FREQUENCY
Quarterly

OUTCOME

MEASURE
Provide sound advice in accordance with regulations/guidance

TARGET
All SSPs are green (How much control does manpower have over the funding?)

FORMULA
Cumulative performance of all funded SSPs. (Let's discuss this further. What is the intent? How will it be calculated?)

DATA OWNER
Management Analysts (Chief of Manpower), RM

DATA SOURCE
Region MSO & Garrison Internal Suspense Log

REPORTED TO
GC, Deputy GC

FREQUENCY
Annually
COST FACTOR 100.0
PRIMARY WORK DRIVER
Review/analyze manpower/org structures, impact of 5-10 packages, A-76 MEOs, and interpretation of Regulation/Policy/Guidance stemming from HQDA/ACSIM/DCG IMCOM/Region/Garrison taskings.

OUTPUT PERFORMANCE TARGET 100-95%
OUTCOME PERFORMANCE TARGET All SSPs are green

CUSTOMER VIEW
95% timely, related to detailed and accurate review/development/distribution of analytical and advisory guidance and forward to regions/garrisons IAW HQDA/ACSIM/DCG IMCOM guidance/suspenses.

COST FACTOR 75.0
PRIMARY WORK DRIVER
Review/analyze manpower/org structures, impact of 5-10 packages, A-76 MEOs, and interpretation of Regulation/Policy/Guidance stemming from HQDA/ACSIM/DCG IMCOM/Region/Garrison taskings.

OUTPUT PERFORMANCE TARGET 94-80%
OUTCOME PERFORMANCE TARGET Amber

CUSTOMER VIEW
80% timely but less time on research impacting accuracy review/development/distribution of analytical and advisory guidance and forward to regions/garrisons IAW HQDA/ACSIM/DCG IMCOM guidance/suspenses. This would create an increase risk in providing accurate guidance.

COST FACTOR 50.0
PRIMARY WORK DRIVER
Review/analyze manpower/org structures, impact of 5-10 packages, A-76 MEOs, and interpretation of Regulation/Policy/Guidance stemming from HQDA/ACSIM/DCG IMCOM/Region/Garrison taskings.

OUTPUT PERFORMANCE TARGET 79-70%
OUTCOME PERFORMANCE TARGET Red

CUSTOMER VIEW
70% timely but less time on research impacting accuracy review/development/distribution of analytical and advisory guidance and forward to regions/garrisons IAW HQDA/ACSIM/DCG IMCOM guidance/suspenses. This would significantly increase risk in providing accurate guidance.
This program provides TDA Documentation/Command Plan input and processes equipment requests for Garrison activities.

COMPONENTS
- Identify TDA adjustments for recommendation to Garrison Commander
- Assist Garrison activity in TDA development
- Incorporate Garrison manpower and equipment changes
- Apply standards of grade
- Review Notification of Future Changes (NOFC)
- Document Emergency Essential Civilians (EEC/Mission Essential Civilians (MEC) (OCONUS)
- Review and implement Command Plan guidance
- Review and implement application of staffing models
- Analyze manpower Program Budget Guidance (PBG)
- Reprogramming requirements and authorizations
- Local approval of non-TDA items
- Submission of 4610R to Higher HQ (Ms. Graham revising based on new FMS Web)
- Equipment utilization analysis
- Base Commercial Equipment (BCE) identification
- Basis of Issue Plan (BOIP) review
- Execution of changes upon HQ approval
- Common Tables of Allowance (CTA) recommendations
- Review and update MOBTDA in accordance with higher HQ guidance
- Review Individual Mobilization Augmentee (IMA) Positions
- Coordinate with servicing civilian personnel office, AG DIMA POC and DPTMS MOB Officer as required
- Assess manpower and structure implications of mission changes
- Review study/risk assessment results
- Apply Functional Estimating Equations (FEE)
- Determine LN/US position delineation (OCONUS)
- Manage and input changes thru IMCOM-on-Line
- Document MEOs

LEGAL STATUTE
- AR 570-4, Chapter 5 Manpower Management Considerations and Chapter 8, Army Management HQs Activities (AMHA).
- AR 71-32, Chap 6 Equipment Authorization and Usage Program and Chapter 7 TAADS-R.
- DA 10-XX "Title?"
- Supply Bulletin (SB) 700-20 "Title?"

CUSTOMERS
Region Office personnel (Cmd Staff) and Garrisons Cdrs (Comd Staff)

CRITICAL TO QUALITY CHARACTERISTICS
Analysis and identification of TDA documentation and equipment management critical to the review/approval and recommendations of HQDA.

MEASURE
% of TDA change requests processed

FORMULA
# of TDA changes requests processed/# of TDA change requests

DATA OWNER
Management Analysts (Chief of Manpower), RM

DATA SOURCE
Region MSO Suspense Log

REPORTED TO
HHQ

FREQUENCY
Annually

MEASURE
Provide accurate TDA Documentation in accordance with regulations/guidance

FORMULA
Yes/No

OUTPUT
TARGET
The Manpower Office will process all IMCOM-mandated TDA changes and as many garrisons-level, discretionary TDA changes allowable per assigned CL.

OUTCOME
TARGET
Yes
DATA OWNER
Management Analysts
(Manpower), RM

REPORTED TO
HHQ

DATA SOURCE
Region MSO Suspense Log

FREQUENCY
Annually
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>HQDA yearly command plan guidance and Garrison/Region submission of TDA documents.</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

100% by suspense (see caveat in Output Measure-Target column)

**OUTCOME PERFORMANCE TARGET**

Yes

**CUSTOMER VIEW**

All IMCOM-mandated TDA changes are processed 96-100% of discretionary, garrison-level TDA change requests from functional proponents are processed. HQDA will receive TDA documentation submissions that match the PBG 100%.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>HQDA yearly command plan guidance and Garrison/Region submission of TDA documents.</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

100% NLT two business days after suspense (see caveat in Output Measure-Target column)

**OUTCOME PERFORMANCE TARGET**

Yes

**CUSTOMER VIEW**

100% TDA documentation IAW Command Plan guidance, matching PBG, and capturing Garrison manpower and equipment requirements, authorizations, and structure and forward to Higher HQs two days after the suspense.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>HQDA yearly command plan guidance and Garrison/Region submission of TDA documents.</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

100% NLT five business days after suspense (see caveat in Output Measure-Target column)

**OUTCOME PERFORMANCE TARGET**

Yes

**CUSTOMER VIEW**

100% TDA documentation IAW Command Plan guidance, matching PBG, and capturing Garrison manpower and equipment requirements, authorizations, and structure and forward to Higher HQs 5 business days after the suspense.
This program provides input to higher HQs to assist in the identification and validation of civilian and military manpower requirements.

COMPONENTS
Includes but not limited to the following:
- Assess manpower and structure implications of mission changes
- Review study/risk assessment results
- Apply Functional Estimating Equations (FEE)
- Develop/Submit concept plan to higher HQ
- Determine LN/US position delineation (OCONUS)
- Equipment Surveys Preparation

LEGAL STATUTE

REGULATION

CUSTOMERS
Region Office personnel (Cmd Staff) and Garrisons Cdrs (Comd Staff)

CRITICAL TO QUALITY CHARACTERISTICS
Analysis and identification in determining equipment levels/ manpower models/requirements critical to the review/approval and recommendations of HQDA.

MEASURE
Provide timely and accurate Concept Plans in accordance with regulations/guidance. Provide correct requirements submissions, equipment survey packages.

FORMULA
Concept Plans or other submissions/requirements are submitted to Region by Oct of each year as required

DATA OWNER
Management Analysts (Chief of Manpower), RM

DATA SOURCE
HHQ

REPORTED TO
RM

FREQUENCY
Annually

OUTPUT

TARGET
100% within four weeks

OUTCOME

MEASURE
Concept Plans/requirements submissions result in majority of requirements being approved. (PLEASE VERIFY THIS CHANGE)

FORMULA
# of requirements approved / total # of requirements submitted

DATA OWNER
Management Analysts (Chief of Manpower), RM

DATA SOURCE
HHQ

REPORTED TO
GC, Deputy GC

FREQUENCY
Annually
<table>
<thead>
<tr>
<th>Cap Level</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>100.0</td>
<td>Garrison/Region submission of concept plans.</td>
<td>100% within four weeks</td>
<td>100%</td>
<td>100% concept plans/requirements &quot;correctly&quot; review/staff/forward to HHQ within four weeks</td>
</tr>
<tr>
<td>2</td>
<td>75.0</td>
<td>Garrison/Region submission of concept plans.</td>
<td>100% within six weeks</td>
<td>100%</td>
<td>100% concept plans &quot;correctly&quot; review/staff/forward to HHQ within six weeks</td>
</tr>
<tr>
<td>3</td>
<td>50.0</td>
<td>Garrison/Region submission of concept plans.</td>
<td>100% within eight weeks</td>
<td>100%</td>
<td>100% concept plans &quot;correctly&quot; review/staff/forward to HHQ within eight weeks or longer</td>
</tr>
</tbody>
</table>
This program provides overall program integration, planning, monitoring, coordination of BRAC and stationing (AR 5-10) activities.

COMPONENTS
Includes the following:
- Data calls
- Gap analysis
- Implementation monitoring
- Integration Planning and Oversight
- Stakeholder and staff coordination
- BRAC Action plans & integration with the installation and local community government plans.
- Community integration (e.g. meeting and board participation)
- BRAC strategic communications
- Quality control of stationing packets

LEGAL STATUTE

CUSTOMERS
Garrison Commander, garrison community, supporting community, garrison base operations customers, Senior Mission Commander, and Operational Commanders.

CRITICAL TO QUALITY CHARACTERISTICS
BRAC actions occur on time and do not exceed budget; Unit effectiveness is not unnecessarily degraded; Units want all requirements met when they show up at gaining site; Units want support to help them with their move from losing site; A plan exists and tasks are executed on schedule; Timely and adequate communication occurs with stakeholders; On Time Delivery of Quality Products, Services; NEPA and MILCON requirements completed; adequate funding for relocation of personnel and equipment; unit realignments occur on schedule without unplanned degradation of unit readiness ratings; strategic and operations implications, military and civilian personnel impact; anticipated cost savings; adequacy of facilities; training and requirements; adequacy of quality of life; impact on the local community.

MEASURE
% BRAC/ Stationing Planning elements accomplished (see SSP details for prioritized list of elements)

TARGET
100%

FORMULA
# of BRAC/stationing planning elements accomplished / # of BRAC/stationing planning elements

DATA OWNER
DPTMS/DPW, PAIO, DRM/PAIO

DATA SOURCE
PAIO

REPORTED TO
DCG IMCOM, RD, GC, SMC

FREQUENCY
Quarterly

OUTCOME
Garrison Commander's satisfaction with the results delivered by the PAIO

TARGET
Very Satisfied

FORMULA
Commander's assessment

DATA OWNER
PAIO

DATA SOURCE
PAIO

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
# Plans, Analysis and Integration Office (PAIO)

<table>
<thead>
<tr>
<th></th>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15.0</td>
<td>Management Analysis</td>
<td>Base Realignment and Closure Actions and Stationing</td>
</tr>
</tbody>
</table>

## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of BRAC Actions</td>
<td>PAIOs perform 100% of BRAC/stationing planning elements accomplished to include: 1. Guidance to staff/stakeholders 2. Integrate input and prepare package 3. Coordination of requirements with stakeholders 4. BRAC planning/data management 5. Review and analysis 6. Strategic communication with external community 7. Quality control</td>
<td>Very satisfied</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW

Fully complete BRAC/stationing package

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td># of BRAC Actions</td>
<td>PAIOs perform 71.0% - 99.9% of the BRAC/ Stationing Planning Elements Accomplished to include: 1. Guidance to staff/stakeholders 2. Integrate input and prepare package 3. Coordination of requirements with stakeholders 4. BRAC/ Stationing planning/data management 5. Review and analysis</td>
<td>Moderately satisfied</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW

Moderately complete BRAC/stationing package with possibility of inconsistencies and misunderstandings

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td># of BRAC Actions</td>
<td>PAIOs perform 42.0% - 70.9% of the BRAC/ Stationing Planning Elements Accomplished to include: 1. Guidance to staff/stakeholders 2. Integrate input and prepare package 3. Coordination of requirements with stakeholders</td>
<td>Minimally satisfied</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW

Minimally complete BRAC/stationing package with possibility of inconsistencies and misunderstandings, as well as overlapping or under-lapping actions
This program provides IMO support at all OCONUS Garrisons.

**COMPONENTS**
Coordinates and monitors delivery of common-user C4IM baseline services to garrison organizations with the DOIM; Manages Information Assurance requirements in accordance with AR 25-2. Serves as the Garrison Information Assurance Manager (IAM); Implements, develops and establishes organizational IM policies/procedures; Manages the content and oversees development and security of organizational automated applications including the Garrison website; Develops and maintains the organization's Information Resource Management Program (IRMP) including life-cycle replacement of automation and required software upgrades to comply with Army Enterprise Licensing and security requirements; Implements Automation Asset Redistribution, Frequency Management, Terminal Services Access (TSACS), Federal Information Processing (FIPS) program and Software Management; Serves as Telephone Control Officer for the organization; Acts as the organization/activity's first-line point of contact (POC) for the triage of IT equipment, software, or process failures.

**LEGAL STATUTE**
SR: Title 10, USC., Section 117 requires installation reporting, GPRA.

**CUSTOMERS**
Garrison Staff

**CRITICAL TO QUALITY CHARACTERISTICS**
Coordination of all IM functions for the Garrison Command; Liaison with the local Sig BN for obtaining common-user Command, Control, Communications (IMO, Telephone Control Officer, Information Assurance Manager); Provide feed back to Region on IT taskings; Perform IMO/IAM duties at Garrison level; First line of defense with common user problems; Articulate Garrison IT requirements (HW/SW/Systems) and maintain accurate accountability of licensed software.

**MEASURE**
Desks tops with registered MS-ELA software licenses /100% Registered Licenses

**TARGET**
100% Registered Licenses

**FORMULA**
# desktops with registered MS-ELA software licenses / # desktops

**DATA OWNER**
PAIO

**DATA SOURCE**
IMCOM ELA Database

**REPORTED TO**
1. IMCOM
2. IMCOM-EURO & USAREUR

**OUTPUT**

**OUTCOME**
Garrison Commander's satisfaction with the results delivered by the PAIO

**TARGET**
Very Satisfied

**FORMULA**
Commander's assessment

**DATA OWNER**
PAIO

**DATA SOURCE**
IMCOM ELA Database

**REPORTED TO**
Garrison Commander

**FREQUENCY**
Quarterly
<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of systems supported</td>
<td>100% Registered licenses</td>
<td>Very satisfied</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
Timeliness met regarding: Coordinates and monitors delivery of common-user C4IM baseline services to garrison organizations with the DOIM; Manages Information Assurance requirements in accordance with AR 25-2. Serves as the Garrison Information Assurance Manager (IAM); Implements, develops and establishes organizational IM policies/procedures; Manages the content and oversees development and security of organizational automated applications including the Garrison website; Develops and maintains the organization's Information Resource Management Program (IRMP) including life-cycle replacement of automation and required software upgrades to comply with Army Enterprise Licensing and security requirements; Manages Automation Asset Redistribution, Frequency Management, Terminal Services Access (TSACS), Federal Information Processing (FIPS) program and Software Management; Serves as Telephone Control Officer for the organization; Acts as the organization's/activity's first-line point of contact (POC) for the triage of IT equipment, software, or process failures.

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<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>95.0</td>
<td># of systems supported</td>
<td>95.0%-99.9% registered licenses</td>
<td>Moderately satisfied</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
95.0%-99.9% of the following services provided: Coordinates and monitors delivery of common-user C4IM baseline services to garrison organizations with the DOIM; Manages Information Assurance requirements in accordance with AR 25-2. Serves as the Garrison Information Assurance Manager (IAM); Implements, develops and establishes organizational IM policies/procedures; Manages the content and oversees development and security of organizational automated applications including the Garrison website; Develops and maintains the organization's Information Resource Management Program (IRMP) including life-cycle replacement of automation and required software upgrades to comply with Army Enterprise Licensing and security requirements; Manages Automation Asset Redistribution, Frequency Management, Terminal Services Access (TSACS), Federal Information Processing (FIPS) program and Software Management; Serves as Telephone Control Officer for the organization; Acts as the organization's/activity's first-line point of contact (POC) for the triage of IT equipment, software, or process failures.

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<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td># of Systems Supported</td>
<td>90.0%-94.9% registered licenses</td>
<td>Minimally Satisfied</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
90.0%-94.9% of the following services provided: Coordinates and monitors delivery of common-user C4IM baseline services to garrison organizations with the DOIM; Manages Information Assurance requirements in accordance with AR 25-2. Serves as the Garrison Information Assurance Manager (IAM); Implements, develops and establishes organizational IM policies/procedures; Manages the content and oversees development and security of organizational automated applications including the Garrison website; Develops and maintains the organization's Information Resource Management Program (IRMP) including life-cycle replacement of automation and required software upgrades to comply with Army Enterprise Licensing and security requirements; Manages Automation Asset Redistribution, Frequency Management, Terminal Services Access (TSACS), Federal Information Processing (FIPS) program and Software Management; Serves as Telephone Control Officer for the organization; Acts as the organization's/activity's first-line point of contact (POC) for the triage of IT equipment, software, or process failures.

---
Plans, Analysis and Integration Office (PAIO)

121 C 10.0  SERVICE: Management Analysis
  SSP: Support Base Operations Requirements

DESCRIPTION
Ensures the accurate reporting of data elements that feed the base operations requirements model.

COMPONENTS
Includes
- ISR Services (cost)
- ATAAPS/WMT analysis
- ASIP

LEGAL STATUTE
SR: Title 10, USC., Section 117 requires installation reporting, GPRA. Other programs, none.

CUSTOMERS
Garrison Commander, Garrison Directorates, HQ & Region leaders/managers

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness of data submission; Quality of data (data is accurate, credible and validated); Easy accessible.

OUTPUT

MEASURE
% of elements completed

TARGET
100%

FORMULA
# of elements completed/3

DATA OWNER
PAIO

DATA SOURCE
ISR Services (cost), ASIP, ATAAPS/WMT, DST/ISRWeb

REPORTED TO
Garrison Commander, RD, HQ IMCOM, ACSIM

FREQUENCY
Quarterly

OUTCOME

MEASURE
Garrison Commander's satisfaction with the results delivered by the PAIO

TARGET
Very Satisfied

FORMULA
Commander's assessment

DATA OWNER
PAIO

DATA SOURCE
ISR Services (cost), ASIP, ATAAPS/WMT, DST/ISRWeb

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
<table>
<thead>
<tr>
<th>SERVICE: Management Analysis</th>
<th>Callsign: Support Base Operations Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPABILITY LEVEL - 1</strong></td>
<td></td>
</tr>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>100.0</td>
<td>Number of data elements to be reported across all reporting requirements (ASIP, ISR Services (cost), ATAAPS/WMT)</td>
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<tr>
<td></td>
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<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CAPABILITY LEVEL - 2</strong></td>
<td></td>
</tr>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>66.0</td>
<td>Number of data elements to be reported across reporting requirements (ASIP, ISR Services (cost), ATAAPS/WMT)</td>
</tr>
<tr>
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<td></td>
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<tr>
<td></td>
<td></td>
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<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CAPABILITY LEVEL - 3</strong></td>
<td></td>
</tr>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>33.0</td>
<td>Number of data elements to be reported across all reporting requirements (ASIP, ISR Services (cost), ATAAPS/WMT).</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td></td>
</tr>
</tbody>
</table>
This program provides processes to evaluate garrison/installation performance and compare to approved plans and standards.

COMPONENTS
Includes, but is not limited to:
- Conduct the OSA
- Army Communities of Excellence (ACOE) packet preparation and submission
- Conduct CLS program management and performance reporting
- ISR performance reporting
- Coordinate the Region/Garrison PMRs
- Serve as Subject Matter Experts for EPMT
- Oversee the Customer Management Services (includes ICE)

LEGAL STATUTE
Government Performance and Results Act of 1993 Presidents Management Agenda

CUSTOMERS
Garrison Commander, Garrison Community, Garrison Directors/Managers, HQ & Region Leaders & Managers

CRITICAL TO QUALITY CHARACTERISTICS
Performance data about garrison business processes and activities is captured, managed, and reported in a timely manner; Garrison-defined performance measures are aligned strategic planning and cost management objectives; Garrison-defined performance measures include leading indicators of business performance; Easily accessible

MEASURE
% of elements performed

TARGET
100%

FORMULA
# of elements performed/3

DATA OWNER
PAIO

DATA SOURCE
PAIO records

REPORTED TO
GC, Region, HQ IMCOM

FREQUENCY
Quarterly

OUTPUT

MEASURE
Garrison Commander's satisfaction with the results delivered by the PAIO

TARGET
Very Satisfied

FORMULA
Commander's assessment

DATA OWNER
PAIO

DATA SOURCE
PAIO records

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTCOME
121  D  Cost % 33.0  SERVICE: Management Analysis  
SSP: Measure Performance to Standard  

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER  # of performance measures required
100.0

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
PAIOs perform 100% of elements to include:
1. All CLS and ISR measures are reported
2. QA/QC of data reported
3. Conduct analysis of data and report findings
Very satisfied

CUSTOMER VIEW
Required measures collected, reviewed, and analyzed. Performance results in corrective action plans and improvement in performance scores.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER  # of performance measures required
70.0

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
PAIOs perform 66.6% - 99.9% of the elements to include:
1) All CLS and ISR measures are reported
2) QA/QC of data reported
Moderately satisfied

CUSTOMER VIEW
Required measures collected, reviewed, and analyzed. Performance results in corrective action plans and improvement in performance scores.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER  # of performance measures required
10.0

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
PAIOs perform 33.3% - 66.5% of the elements to include:
1) All CLS and ISR measures are reported
Minimally satisfied

CUSTOMER VIEW
Required measures collected, reviewed, and analyzed. Performance results in corrective action plans and improvement in performance scores.
This program provides for the full spectrum of tools used to facilitate business transformation and process improvement.

COMPONENTS
- Administer and Coordinate LSS (PowerSteering)
- Commercial Services Management (to include DCAMIS, A76, AHPO)
- Implement the Standard Garrison Organization (SGO)
- Army Suggestion Program
- Identification of Business Process Improvement Opportunities (cost management)

LEGAL STATUTE
DoD Directive Number 5010.42 (subject: DoD-Wide Continuous Process Improvement (CPI)/ Lean Six Sigma (LSS) Program)

CUSTOMERS
Garrison Commander, Garrison Staff, Region, HQ IMCOM

CRITICAL TO QUALITY CHARACTERISTICS
Garrison is operating effectively and efficiently; services are improved and costs are reduced.

MEASURE
% of elements performed (see SSP details for prioritized list of elements)

TARGET
100%

FORMULA
# elements performed / 5

DATA OWNER
PAIO

DATA SOURCE
PAIO

REPORTED TO
DCG, IMCOM, RD, GC

FREQUENCY
Quarterly

OUTCOME
Garrison Commander's satisfaction with the results delivered by the PAIO

TARGET
Very Satisfied

FORMULA
Commander's assessment

DATA OWNER
PAIO

DATA SOURCE
PAIO

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
### Plans, Analysis and Integration Office (PAIO)

**Cost Factor** 100.0  
**Primary Work Driver**  
# of active and completed organizational studies (studies/initiatives, analysis, reports)

**Output Performance Target**  
PAIOs perform 100% of the coordination and integration of activities to include:  
1. Coordinate/integrate HQ directed studies and initiatives  
2. Complete required documentation for executed studies/initiatives  
3. Conduct analysis to identify candidates for improvement  
4. Complete optional documentation (lessons learned, best business practices, etc.)  
5. Perform follow-up and periodic re-evaluation on implemented solutions

**Outcome Performance Target**  
Very satisfied

**Customer View**  
Garrison is proactively initiating, conducting and documenting organizational improvement efforts

### CAPABILITY LEVEL - 1

**Cost Factor** 75.0  
**Primary Work Driver**  
# of active and completed organizational studies (studies/initiatives, analysis, reports)

**Output Performance Target**  
PAIOs perform > = 60%- 80.0% of the elements to include:  
1. Coordinate/integrate HQ directed studies and initiatives  
2. Complete required documentation for executed studies/initiatives  
3. Conduct analysis to identify candidates for improvement

**Outcome Performance Target**  
Moderately satisfied

**Customer View**  
Garrison is proactively initiating, conducting and documenting organizational improvement efforts

### CAPABILITY LEVEL - 2

**Cost Factor** 50.0  
**Primary Work Driver**  
# of active and completed organizational studies (studies/initiatives, analysis, reports)

**Output Performance Target**  
PAIOs perform >= 40%- 60.00% of the elements to include:  
1. Coordinate/integrate HQ directed studies and initiatives  
2. Complete required documentation for executed studies/initiatives

**Outcome Performance Target**  
Minimally satisfied

**Customer View**  
Garrison is proactively initiating, conducting, and documenting organizational improvement efforts

### CAPABILITY LEVEL - 3

**Cost Factor** 
**Primary Work Driver**  
# of active and completed organizational studies (studies/initiatives, analysis, reports)

**Output Performance Target**  
PAIOs perform >= 40%- 60.00% of the elements to include:  
1. Coordinate/integrate HQ directed studies and initiatives  
2. Complete required documentation for executed studies/initiatives

**Outcome Performance Target**  
Garrison is proactively initiating, conducting, and documenting organizational improvement efforts.
Plans, Analysis and Integration Office (PAIO)

121  F  Cost % 15.0  SERVICE: Management Analysis
SSP: Conduct Strategic Planning

DESCRIPTION
This program performs long-range planning activities to address overall installation operations and provide appropriate strategic communications to achieve objectives.

COMPONENTS
Includes the following:
- Strategic Action Planning
- Installation Planning Board (IPB)
- Integration and coordination for IGI&S
- Information Management Decision Support
- Integrate functional sustainability goals into future planning activities and strategic plan

LEGAL STATUTE
Government Performance and Results Act of 1993 Presidents Management Agenda

CUSTOMERS
Garrison Commander, Garrison Community, Supporting Community, Garrison Staff

CRITICAL TO QUALITY CHARACTERISTICS
IPBs are held semi-annually to bring together all installation stakeholders in order to focus efforts on strategic planning; resulting in a top-ten set of items from which action plans will be developed to guide the installation in its movement over the next 3-5 years.

OUTPUT

MEASURE
# of IPBs conducted per year and % of top 10 IPB items with completed action plans

TARGET
2 IPBs held per year with 10 out of 10 action plans completed

FORMULA
# of IPBs Conducted per year with # of approved IPB action plans completed/ # of IPB action plans identified

DATA OWNER
PAIO

DATA SOURCE
IPB minutes

REPORTED TO
GC, Region, HQ IMCOM

FREQUENCY
Annual

OUTCOME

MEASURE
Garrison Commander's satisfaction with the results delivered by the PAIO

TARGET
Very Satisfied

FORMULA
Commander's assessment

DATA OWNER
PAIO

DATA SOURCE
IPB minutes

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

September 2012  FY13 CLS Configurations  198
# Plans, Analysis and Integration Office (PAIO)

### 121 F

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE: Management Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.0</td>
<td>SSP: Conduct Strategic Planning</td>
</tr>
</tbody>
</table>

## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of IPBs required</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
2 IPBs conducted and action plans completed for 100% of top 10 IPB items

**OUTCOME PERFORMANCE TARGET**
Very satisfied

**CUSTOMER VIEW**
100% Completion with regards to the Top 10 action plans. Information coming from the IPB is timely, complete, accurate and understandable. All stakeholders are aware of the process and procedures for completing the identified priority actions. PAIO is known as the one-source for information regarding the identified priority actions.

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.0</td>
<td># of IPBs required</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
2 IPBs conducted and action plans completed for 50% or greater of the top 10 IPB items

**OUTCOME PERFORMANCE TARGET**
Moderately satisfied

**CUSTOMER VIEW**
50% - 90% completion with regards to the Top 10 action plans. Information coming from the IPB is complete, accurate and understandable. All stakeholders are aware of the process and procedures for completing the identified priority actions. PAIO is known as the one-source for information regarding the identified priority actions.

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.0</td>
<td># of IPBs required</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
1 IPB conducted and action plans completed for 50% or greater of the top 10 IPB items

**OUTCOME PERFORMANCE TARGET**
Minimally satisfied

**CUSTOMER VIEW**
10%- or less completion with regards to the Top 10 action plans. Information coming from the IPB is complete, accurate and understandable. All stakeholders are aware of the process and procedures for completing the identified priority actions.PAIO is known as the one-source for information regarding the identified priority actions.
### Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0</td>
<td>Army Lodging Management</td>
<td>Accommodations</td>
</tr>
</tbody>
</table>

#### DESCRIPTION
Provide accommodations to authorized travelers.

#### COMPONENTS
Includes:
- Procurement, Accounting, Executive Control and Essential Command Supervision (ECECS), Room Inventory Management, Furnishing/Facility/Hotel Management,

#### REGULATION
- DoD 4165.63M-Department of Defense Housing Management
- DoDD 4165.63-Department of Defense Housing Directive
- DoDI 1015.11-Lodging Resource Policy
- DoDI 1015.12-Lodging Program Resource Management
- DoDI 1015.15-Establishment and Control of NAF
- AR-11-2 Army Risk Management
- AR-420-1 Army Facilities Management
- AR-215-1 Army Risk Management
- AR-215-3 Non-Appropriated Fund Personnel Policy
- AR-215-4 Non-Appropriated Fund Contracting
- DFAS-IN 37-1 Chapter 32 Army NAF
- FMR Financial Management Regulation
- AR-690-200 General Personnel Provisions

#### CUSTOMERS
Official travelers and other authorized users as identified in DoD 4165.63M.

#### CRITICAL TO QUALITY CHARACTERISTICS
Army Lodging Standards

#### MEASURE
Ratio of demand for total available rooms. If the result is greater than 100%, then official demand is not being met.

#### FORMULA
\[
\frac{(\text{on post occupancy} + \text{certificates of non-availability (CNA) + other official unmet demand per data call})}{\text{on post rooms available for sale}}
\]

#### DATA OWNER
Garrison Lodging Manager

#### DATA SOURCE
Property Management System & Occupancy Report

#### REPORTED TO
FMWRC HP

#### FREQUENCY
Quarterly

#### OUTPUT

#### MEASURE
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)

#### FORMULA
\[
.2*(\text{total points from A/282})+.3*(\text{total points from B/298})+.5*(\text{total points from C/232})
\]

#### DATA OWNER
Garrison Lodging Manager

#### DATA SOURCE
Property Management System & Occupancy Report

#### REPORTED TO
FMWRC HP

#### FREQUENCY
Quarterly

---

September 2012

FY13 CLS Configurations

200
### Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>Cost</th>
<th>SSP:</th>
<th>SERVICE:</th>
<th>Cost %</th>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>A</td>
<td>Army Lodging Management</td>
<td>25.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accommodations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Demand of rooms</td>
<td>Greater than 80% but less than 110%</td>
<td>100% compliant with Army Lodging Standards A, B, &amp; C</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

All available rooms 100% compliant with Army Lodging Standards. 100% room inventory available for sale and no rate change.

---

<table>
<thead>
<tr>
<th>Cost</th>
<th>SSP:</th>
<th>SERVICE:</th>
<th>Cost %</th>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td></td>
<td>Army Lodging Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accommodations</td>
<td></td>
<td></td>
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#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Demand of rooms</td>
<td>Greater than 110% but less than 120%, or between 70-80%</td>
<td>75%-99% compliant with Army Lodging Standards A, B, &amp; C</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

All available rooms 75% compliant with Army Lodging Standards. 65% room inventory available for sale or increase room rate accordingly.

---

<table>
<thead>
<tr>
<th>Cost</th>
<th>SSP:</th>
<th>SERVICE:</th>
<th>Cost %</th>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td></td>
<td>Army Lodging Management</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Accommodations</td>
<td></td>
<td></td>
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</table>

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Demand of rooms</td>
<td>Equal to or greater than 120% but less than 130%, or between 30-70%</td>
<td>50%-74% compliant with Army Lodging Standards A, B, &amp; C</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

All available rooms 50% compliant with Army Lodging Standards. 40% room inventory available for sale or increase room rate accordingly.
**DESCRIPTION**
Perform scheduled and unscheduled maintenance/repair services.

**COMPONENTS**
Includes:
- Procurement, Accounting, Executive Control and Essential Command Supervision (ECECS), Room Inventory Management, Furnishing/Facility/Hotel Management,
- Emergency Repair, Inventory, Equipment Maintenance & Repair, Facility Maintenance & Repair, Environmental Program, Ground Maintenance, Maintenance for Table of Distribution and Allowances (TDA) Vehicles, Work Orders, Service Orders, Minor Construction

**LEGAL STATUTE**
- [DoD 4165.63M](#) - Department of Defense Housing Management
- [DoDD 4165.63](#) - Department of Defense Housing Directive
- [DoDI 1015.11](#) - Lodging Resource Policy
- [DoDI 1015.12](#) - Lodging Program Resource Management
- [DoDI 1015.15](#) - Establishment and Control of NAF
- [AR-11-2](#) - Army Risk Management
- [AR-420-1](#) - Army Facilities Management
- [AR-215-1](#) - Military, Morale, Welfare, & Recreation Programs and Non-Appropriated Fund Instrumentalities
- [AR-215-3](#) - Non-Appropriated Fund Personnel Policy
- [AR-215-4](#) - Non-Appropriated Fund Contracting
- [DFAS-IN 37-1 Chapter 32 Army NAF](#)
- [FMR Financial Management Regulation](#)
- [AR-690-200](#) - General Personnel Provisions

**CUSTOMERS**
Official travelers and other authorized users as identified in DoD 4165.63M

**CRITICAL TO QUALITY CHARACTERISTICS**
Army Lodging Standards

### OUTPUT

**MEASURE**
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)

**TARGET**
Greater than or equal to 95%

**FORMULA**
\[0.1 \times \text{(total points from A/282)} + 0.2 \times \text{(total points from B/298)} + 0.7 \times \text{(total points from C/232)}\]

**DATA OWNER**
Garrison Lodging Manager

**DATA SOURCE**
Army Lodging Standards Self Assessment

**REPORTED TO**
FMWRC HP

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Army Lodging Meets Approved Standards of Facilities & Physical Plant Condition (booklet 35) for Quality and Missiona Ratings

**TARGET**
Quality Rating is equal to or less than 10% of PRV. Mission rating is =2.5-3.0

**FORMULA**
Quality: Facility Ration = Sum of Restoration costs for all components/Plan Replacement Value (PRV) of facility
Mission: Weighted Value/Mission Weight

**DATA OWNER**
ACSIM

**DATA SOURCE**
Army Lodging Standards Self Assessment

**REPORTED TO**
FMWRC HP

**FREQUENCY**
Annual
## Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE: Army Lodging Management</th>
<th>SSP: Facilities and Equipment Maintenance</th>
</tr>
</thead>
</table>

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Occupancy Rate</td>
<td>100% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Equal to or less than 10%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

All facilities 100% compliant with Army Lodging Standards. All services provided. Ground Maintenance performed weekly. Maintenance & repair for equipment performed within 4 hour standard. Preventative maintenance for vehicles performed quarterly. Preventative maintenance for facilities performed quarterly.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Occupancy Rate</td>
<td>75%-99% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Greater than 10%, up to 20%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**


### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Occupancy Rate</td>
<td>50%-74% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Greater than 20%, up to 30%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

All facilities 50% compliant with Army Lodging Standards. Ground maintenance performed only when it becomes a life safety issue. Maintenance & repair for equipment performed only when it becomes a life safety issue. Preventative maintenance for vehicles not performed. Preventative maintenance for facilities not performed. Training and travel not authorized. Loss of GSA vehicle.
DESCRIPTION
Perform reservations, assignments, termination; and provide customer services.

COMPONENTS
Includes:
Procurement, Accounting, Executive Control and Essential Command Supervision (ECECS), Room Inventory Management, Facility/Hotel Management, Institutional Training Directive Lodging Meals Policy (ITDLM), Warrior In-Transition (WT), Temporary Change in Station (TCS), Human Resources, Command Report, Training, Lodging Capital Assessment (LCA), Guest Security, Fire and Safety/Health, Management Information System, Guest Services, Cash Management, Management/Internal Controls, Reservations, Check In/Out, and Night Audit.

LEGAL STATUTE

CUSTOMERS
Official travelers and other authorized users as identified in DoD 4165.63M.

CRITICAL TO QUALITY CHARACTERISTICS
Army Lodging Standards

OUTPUT

MEASURE
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)

TARGET
Greater than or equal to 95%

FORMULA
.7*(total points from A/282)+ .2*(total points from B/298)+.1*(total points from C/232)

DATA OWNER
Garrison Lodging Manager

DATA SOURCE
Army Lodging Standards Self Assessment

REPORTED TO
FMWRC HP

FREQUENCY
Quarterly

OUTCOME

MEASURE
Army Lodging Approved Standards for Service and Operations as per Installation Status Report 3, Service 51 rating for Services and Operations

TARGET
Equal to or greater than 4.0, up to 5.0

FORMULA
Cumulative Average Scores on all Customer Comment Cards / # of Customer Comment Cards Received

DATA OWNER
Garrison Lodging Manager

DATA SOURCE
Army Lodging Standards Self Assessment

REPORTED TO
ACSIM

FREQUENCY
Quarterly
**Morale, Welfare, and Recreation (DMWR)**

**202 C**  
**Cost %** 15.0  
**SERVICE:** Army Lodging Management  
**SSP:** Front Desk Operations

---

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Customer Satisfaction</td>
<td>100% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Equal or greater than 4.0, up to 5.0</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
All available rooms 100% compliant with Army Lodging Standards. Front desk hours open 100%. Guest security provided. Minimal internal control risk. Customer service response time at a high level. ITDLM/TCS functions performed.

---

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Customer Satisfaction</td>
<td>75%-99% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Less than 4.0, down to 3.0.</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
All available rooms 75% compliant with Army Lodging Standards. Front desk hours reduced 33%. Guest security reduced 50%. Medium internal control risk. Customer service response time at a medium level. ITDLM/TCS functions reduced.

---

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Customer Satisfaction</td>
<td>50%-74% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Less than 3.0, down to 1.0</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
All available rooms 50% compliant with Army Lodging Standards. Front desk hours reduced 66%. Guest security not provided. High internal control risk. Customer service response time at a low level. ITDLM/TCS functions not performed.
**Morale, Welfare, and Recreation (DMWR)**

**SERVICE:** Army Lodging Management

**SSP:** Housekeeping Operations (Common Support)

### DESCRIPTION
Provide common area cleaning, laundry, and supply services.

### COMPONENTS
Includes:
- Procurement, Accounting, Executive Control and Essential Command Supervision (ECECS), Furnishing/Facility/Hotel Management, Human Resources, Training, Guest Security, Entomology, Fire and Safety/Health, Snow Removal, Trash Removal, essential repair for providing habitable accommodations and Inventory Sanitation and Cleaning, Laundry, Laundry/Supply Pick up & Delivery, Uniform Cleaning Services

### LEGAL STATUTE
- [ ] DoD 4165.63M-Department of Defense Housing Management
- DoDD 4165.63-Department of Defense Housing Directive
- DoDI 1015.11-Lodging Resource Policy
- DoDI 1015.12-Lodging Program Resource Management
- DoDI 1015.15-Establishment and Control of NAF
- AR-11-2 Army Risk Management
- AR-420-1 Army Facilities Management
- AR-215-1 Military, Morale, Welfare, & Recreation Programs and Non-Appropriated Fund Instrumentalities
- AR-215-3 Non-Appropriated Fund Personnel Policy
- DFAS-IN 37-1 Chapter 32 Army NAF
- FMR Financial Management Regulation
- AR-690-200 General Personnel Provisions

### CUSTOMERS
Official travelers and other authorized users as identified in DoD 4165.63M

### CRITICAL TO QUALITY CHARACTERISTICS
Army Lodging Standards

### MEASURE
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)

### TARGET
Greater than or equal to 95%

### FORMULA
\[ .7 \times (\text{total points from A}/282) + .2 \times (\text{total points from B}/298) + .1 \times (\text{total points from C}/232) \]

### DATA OWNER
Garrison Lodging Manager

### DATA SOURCE
Army Lodging Standards Self Assessment

### REPORTED TO
FMWRC HP

### FREQUENCY
Quarterly

### OUTPUT

### MEASURE
Army Lodging Approved Standards for Service and Operations as per Installation Status Report 3, Service 51 rating for Services and Operations

### TARGET
Equal to or greater than 4.0, up to 5.0

### FORMULA
Cumulative average scores on all comment cards / # of comment cards received

### DATA OWNER
Garrison Lodging Manager

### DATA SOURCE
Army Lodging Standards Self Assessment

### REPORTED TO
ACSIM

### FREQUENCY
Quarterly

---

September 2012

FY13 CLS Configurations 206
Morale, Welfare, and Recreation (DMWR)

202 D Cost % 14.0 SERVICE: Army Lodging Management
SSP: Housekeeping Operations (Common Support)

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Customer Satisfaction

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
100% compliant with Army Lodging Standards A, B, & C Equal or greater than 4.0, up to 5.0

CUSTOMER VIEW
All available rooms 100% compliant with Army Lodging Standards. Common area cleaned twice daily. Quality control performed. Laundering functions result in bed/bath linen exchanged daily.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Customer Satisfaction

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75%-99% compliant with Army Lodging Standards A, B, & C Less than 4.0, down to 3.0

CUSTOMER VIEW
All available rooms 75% compliant with Army Lodging Standards. Common area cleaned every other day. Quality control limited. Laundering restrictions result in bed/bath linen exchanged twice weekly and upon check out.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Customer Satisfaction

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50%-74% compliant with Army Lodging Standards A, B, & C Less than 3.0, down to 1.0

CUSTOMER VIEW
All available rooms 50% compliant with Army Lodging Standards. Common area cleaned weekly. Quality control not performed. Laundering restrictions result in bed/bath linen exchanged only at check out.

September 2012 FY13 CLS Configurations 207
DESCRIPTION
Provide guest room cleaning.

COMPONENTS
Includes:
NAF Procurement; NAF Accounting; NAF Cleaning of Guestroom Furnishings, Carpeting, Wall Coverings, Light Fixtures, Drapes, Bedspreads, and Blinds; NAF Human Resources for Guestroom Housekeepers and Janitors, including Supervisors; Replenish NAF Guest Amenities: Safety and Risk Insurance Management Program (RIMP).

LEGAL STATUTE
DoD 4165.63M-Department of Defense Housing Management
DoDD 4165.63-Department of Defense Housing Directive
DoDI 1015.11-Lodging Resource Policy
DoDI 1015.12-Lodging Program Resource Management
DoDI 1015.15-Establishment and Control of NAF
AR-11-2 Army Risk Management
AR-420-1 Army Facilities Management
AR-215-1 Military, Morale, Welfare, & Recreation Programs and Non-Appropriated Fund Instrumentalities
AR-215-3 Non-Appropriated Fund Personnel Policy
AR-215-4 Non-Appropriated Fund Contracting
DFAS-IN 37-1 Chapter 32 Army NAF
FMR Financial Management Regulation
AR-690-200 General Personnel Provisions

CUSTOMERS
Official travelers and other authorized users as identified in DoD 4165.63M.

CRITICAL TO QUALITY CHARACTERISTICS
Army Lodging Standards

OUTPUT
MEASURE
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)

TARGET
Greater than or equal to 95%

FORMULA
.7*(total points from A/282)+.2*(total points from B/298)+.1*(total points from C/232)

DATA OWNER
Garrison Lodging Manager

DATA SOURCE
Army Lodging Standards Self Assessment

FREQUENCY
Quarterly

OUTCOME
MEASURE
Army Lodging Approved Standards for Service and Operations as per Installation Status Report 3, Service 51 rating for Services and Operations

TARGET
Equal to or greater than 4.0, up to 5.0

FORMULA
Cumulative average scores on all comment cards / # of comment cards received

DATA OWNER
Garrison Lodging Manager

DATA SOURCE
Army Lodging Standards Self Assessment

FREQUENCY
Quarterly
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>100% compliant with Army Lodging Standards A, B, &amp; C</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>75.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>75%-99% compliant with Army Lodging Standards A, B, &amp; C</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>50.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>50%-74% compliant with Army Lodging Standards A, B, &amp; C</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
</tbody>
</table>
Perform scheduled and unscheduled maintenance/repair services.

COMPONENTS
Includes:
NAF Procurement; NAF Accounting; NAF Maintenance, Repair of NAF Authorized Equipment, Refurbishment and Repair by Replacement of Furnishings, Carpeting, Wall Coverings, Light Fixtures, Drapes, Bedspreads, and Blinds Not Related to Construction or Repair Work; NAF Contract Administration; NAF Vehicles for Housekeeping and Maintenance Requirements; NAF Vending and Amusement Machines; Safety and Risk Insurance Management Program (RIMP).

LEGAL STATUTE
DoD 4165.63M-Department of Defense Housing Management
DoDD 4165.63-Department of Defense Housing Directive
DoDI 1015.11-Lodging Resource Policy
DoDI 1015.12-Lodging Program Resource Management
DoDI 1015.15-Establishment and Control of NAF
AR-11-2 Army Risk Management
AR-420-1 Army Facilities Management
AR-215-1 Military, Morale, Welfare, & Recreation Programs and Non-Appropriated Fund Instrumentalities
AR-215-3 Non-Appropriated Fund Personnel Policy
AR-215-4 Non-Appropriated Fund Contracting
DFAS-IN 37-1 Chapter 32 Army NAF
FMR Financial Management Regulation
AR-690-200 General Personnel Provisions

CUSTOMERS
Official travelers and other authorized users as identified in DoD 4165.63M.

CRITICAL TO QUALITY CHARACTERISTICS
Army Lodging Standards

OUTPUT
MEASURE
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)
FORMULA
\.1*(total points from A/282)+.2*(total points from B/298)+.7*(total points from C/232)
DATA OWNER
Garrison Lodging Manager
DATA SOURCE
Army Lodging Standards Self Assessment
REPORTED TO
FMWRC HP
FREQUENCY
Quarterly

OUTCOME
MEASURE
Army Lodging Meets Approved Standards of Facilities & Physical Plant Condition (booklet 35) for Quality and Missiona Ratings
FORMULA
Quality: Facility Ration = Sum of Restoration costs for all components/Plan Replacement Value (PRV) of facility
(MPRV=ASSETS*CCF*ACF*HRA*P&D*SIOH*CONT)
Mission: Weighted Value/Mission Weight
DATA OWNER
ACSIM
DATA SOURCE
Army Lodging Standards Self Assessment
REPORTED TO
FMWRC HP
FREQUENCY
Annual
### Morale, Welfare, and Recreation (DMWR)

#### CAPABILITY LEVEL - 1

**COST FACTOR**  
100.0  
**PRIMARY WORK DRIVER**  
Occupancy Rate  

**OUTPUT PERFORMANCE TARGET**  
100% compliant with Army Lodging Standards A, B, & C  

**OUTCOME PERFORMANCE TARGET**  
Equal to or less than 10%.  

**CUSTOMER VIEW**  
All equipment and furnishings 100% compliant with Army Lodging Standards. Average response time for repair services performed within four hours. Vending machines refilled monthly and as needed.

#### CAPABILITY LEVEL - 2

**COST FACTOR**  
75.0  
**PRIMARY WORK DRIVER**  
Occupancy Rate  

**OUTPUT PERFORMANCE TARGET**  
75%-99% compliant with Army Lodging Standards A, B, & C  

**OUTCOME PERFORMANCE TARGET**  
Greater than 10%, up to 20%.  

**CUSTOMER VIEW**  
Equipment and furnishings 75% compliant with Army Lodging Standards. Average response time for repair services performed within 72 hours. Preventative maintenance for vehicles performed semi-annually. Vending machines refilled monthly.

#### CAPABILITY LEVEL - 3

**COST FACTOR**  
50.0  
**PRIMARY WORK DRIVER**  
Occupancy Rate  

**OUTPUT PERFORMANCE TARGET**  
50%-74% compliant with Army Lodging Standards A, B, & C  

**OUTCOME PERFORMANCE TARGET**  
Greater than 20%, up to 30%.  

**CUSTOMER VIEW**  
All facilities 50% compliant with Army Lodging Standards. All facilities and equipment maintenance services performed when it becomes a life safety issue. Preventative maintenance for vehicles performed annually. Vending machine service discontinued.
DESCRIPTION
Perform reservations, assignments, termination, and provide customer services.

COMPONENTS
Includes:
NAF Procurement; NAF Accounting; NAF Contract Administration, NAF Human Resources for Flex Front Desk Clerks; NAF Flex Schedule Desk Clerks (Short Term NAF Fill for Vacant APF Positions or to Meet Seasonal Workload).

LEGAL STATUTE
☐ REGULATION
DoD 4165.63M-Department of Defense Housing Management
DoDD 4165.63-Department of Defense Housing Directive
DoDI 1015.11-Lodging Resource Policy
DoDI 1015.12-Lodging Program Resource Management
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AR-215-4 Non-Appropriated Fund Contracting
DFAS-IN 37-1 Chapter 32 Army NAF
FMR Financial Management Regulation
AR-690-200 General Personnel Provisions

CUSTOMERS
Official travelers and other authorized users as identified in DoD 4165.63M.

CRITICAL TO QUALITY CHARACTERISTICS
Army Lodging Standards

MEASURE
Meeting Army Lodging Standards A (Services), B (Operations), and C (Facilities)

TARGET
Greater than or equal to 95%

FORMULA
.7*(total points from A/282)+.2*(total points from B/298)+.1*(total points from C/232)

DATA OWNER
Garrison Lodging Manager

DATA SOURCE
Army Lodging Standards Self Assessment

REPORTED TO
FMWRC HP

FREQUENCY
Quarterly

OUTCOME

MEASURE
Army Lodging Approved Standards for Service and Operations as per Installation Status Report 3, Service 51 rating for Services and Operations

TARGET
Equal to or greater than 4.0, up to 5.0

FORMULA
Cumulative average scores on all Customer Comment Cards / # of Customer Comment Cards received

DATA OWNER
Garrison Lodging Manager

DATA SOURCE
Army Lodging Standards Self Assessment

REPORTED TO
ACSIM

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Customer Satisfaction</td>
<td>100% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Equal or greater than 4.0, up to 5.0</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All available rooms 100% compliant with Army Lodging Standards. Front desk hours open 100%. Guest security provided. Minimal internal control risk. Customer service response time at a high level. ITDLM/TCS functions performed.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Customer Satisfaction</td>
<td>75%-99% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Less than 4.0, down to 3.0</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All available rooms 75% compliant with Army Lodging Standards. Front desk hours reduced 33%. Guest security reduced 50%. Medium internal control risk. Customer service response time at a medium level. ITDLM/TCS functions reduced. Increase room rate accordingly.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Customer Satisfaction</td>
<td>50%-74% compliant with Army Lodging Standards A, B, &amp; C</td>
<td>Less than 3.0, down to 1.0</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All available rooms 50% compliant with Army Lodging Standards. Front desk hours reduced 66%. Guest security not provided. High internal control risk. Customer service response time at a low level. ITDLM/TCS functions not performed. Increase room rate accordingly.
**DESCRIPTION**
Provide standard hotel amenities and guest services.

**COMPONENTS**
Includes:
Procurement, Accounting, Executive Control and Essential Command Supervision (ECECS), Room Inventory Management, Furnishing/Facility/Hotel Management, Contract Administration, Human Resources, Command Report, Training, Guest Security, Fire and Safety/Health, Cable TV, Internet, Guest Laundry, Business Services, Exercise Facilities, Ice Machines, Guest Storage, Telephone Service (excludes guest charged calls), Mud Room.

**LEGAL STATUTE**
- DoD 4165.63M-Department of Defense Housing Management
- DoDD 4165.63-Department of Defense Housing Directive
- DoDI 1015.11-Lodging Resource Policy
- DoDI 1015.12-Lodging Program Resource Management
- DoDI 1015.15-Establishment and Control of NAF
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- AR-215-3 Non-Appropriated Fund Personnel Policy
- AR-215-4 Non-Appropriated Fund Contracting
- DFAS-IN 37-1 Chapter 32 Army NAF
- FMR Financial Management Regulation
- AR-690-200 General Personnel Provisions

**CUSTOMERS**
Official travelers and other authorized users as identified in DoD 4165.63M.

**CRITICAL TO QUALITY CHARACTERISTICS**
Army Lodging Standards

**OUTPUT**

**MEASURE**
Meeting Army Lodging Standards A (Services), Category 3

**TARGET**
Greater than or equal to 95%

**FORMULA**
Points achieved on Standards Assessment / Total points available for Category 3 (114)

**DATA OWNER**
Garrison Lodging Manager

**DATA SOURCE**
Army Lodging Standards Self Assessment

**REPORTED TO**
FMWRC HP

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Army Lodging Approved Standards for Service and Operations as per Installation Status Report 3, Service 51 rating for Services and Operations

**TARGET**
Equal to or greater than 4.0, up to 5.0

**FORMULA**
Cumulative average scores on all comment cards / # of comment cards received

**DATA OWNER**
Garrison Lodging Manager

**DATA SOURCE**
Army Lodging Standards Self Assessment

**REPORTED TO**
ACSIM

**FREQUENCY**
Quarterly
Morale, Welfare, and Recreation (DMWR)

202  H  Cost %  14.0  SERVICE:  Army Lodging Management  
SSP:  Ancillary/Guest Services

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Customer Satisfaction

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
100% compliant with Army Lodging Standards A  Equal to or greater than 4.0, up to 5.0

CUSTOMER VIEW
All available rooms 100% compliant with Army Lodging Standards. All services provided.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  Customer Satisfaction

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
75%-99% compliant with Army Lodging Standards A  Less than 4.0, down to 3.0.

CUSTOMER VIEW
All available rooms 75% compliant with Army Lodging Standards. Non-mandatory training curtailed. Guest security reduced 50%. Maintenance and upkeep of associated equipment decreased to useable conditions.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  Customer Satisfaction

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
50%-74% compliant with Army Lodging Standards A  Less than 3.0, down to 1.0

CUSTOMER VIEW
All available rooms 50% compliant with Army Lodging Standards. Training and travel not authorized. Guest security not provided. Maintenance and upkeep of associated equipment removed and services discontinued (e.g. cable, internet, telephone, guest laundry).
Support and enhance all Army Community Service programs by expanding their resource base through promoting and utilizing available tools and resources

COMPONENTS
Information and Referral, Intake, Client intake, ACS Director, Management

LEGAL STATUTE
EO 12606 The Family; FMFIA 1982 Federal Manager's Financial Integrity Act; PL 105-19 Volunteer Protection Act of 1997; 10 USC 1588 Authority to Accept Certain Voluntary Services; 10 USC 1056 Relocation Assistance Programs; DoDD 1342.17 Family Policy; DoDD 1400.5 DoD Policy for Civilian Personnel; DoDI 1342.22 Family Centers; DoDI 1400.33 Military spouse employment rights;

CUSTOMERS
Soldiers, Family members, civilians

CRITICAL TO QUALITY CHARACTERISTICS
Program meets accreditation standards. Services provide accurate information and are easily accessible; services are well publicized; information is comprehensive and useful; services are accessible through multiple channels (e.g. multi media); staff are well trained in assessing customer needs, providing service and making referrals. Services are aligned and responsive to changing community needs (strategic thinking).

OUTPUT
MEASURE
Clients receive accurate information and intake for services in a timely manner

TARGET
95%

FORMULA
# of extended contacts performed through follow-up / # of extended contacts

DATA OWNER
ACS, IMCOM HQ

DATA SOURCE
ACS Client Tracking System (CTS)

REPORTED TO
IMA HQ, DA CFSC

FREQUENCY
Quarterly

OUTCOME
MEASURE
Clients receive accurate information and intake for services in a timely manner
Customer satisfaction (determined through follow-up survey question)

TARGET
85%

FORMULA
# who say they are satisfied when responding to the Client Management survey/# who respond to the Client Management survey

DATA OWNER
ACS, IMCOM HQ

DATA SOURCE
ACS Client Tracking System (CTS)

REPORTED TO
IMA HQ, DA CFSC

FREQUENCY
Quarterly
### Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>SERVICE: Army Community Services</th>
<th>Cost %</th>
<th>11.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSP: Community Information Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of Soldiers, Family members, and DA civilians seeking information and referral</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

| 95% - 100% |

**OUTCOME PERFORMANCE TARGET**

| 95% - 100% |

**CUSTOMER VIEW**

100% of Army Community Service Centers provide accurate information and coordinated referral, clients receive contact and intake for services in a timely manner. Expanded resource base beyond the gate and within the broader catchment area of ACS, more aggressive actions promoting available tools for the geographically dispersed Soldiers and their Families, e.g. Military One Source, etc.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.0</td>
<td># of Soldiers, Family members, and DA civilians seeking information and referral</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

| 85% - 94% |

**OUTCOME PERFORMANCE TARGET**

| 85% - 94% |

**CUSTOMER VIEW**

60% of Army Community Service Centers provide accurate information and coordinated referral, reduced staffing means that clients receive contact and intake for services with some delay.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># of Soldiers, Family members, and DA civilians seeking information and referral</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

| 75% - 84% |

**OUTCOME PERFORMANCE TARGET**

| 75% - 84% |

**CUSTOMER VIEW**

Reduced staffing means increased client wait times, reduced promotion of available tools and resources for geographically dispersed Soldiers and their Families.
DESCRIPTION

Prevention and intervention programs and services for a wide range of support from individual life situations

COMPONENTS

Spouse and child abuse prevention, intervention, and Treatment
Victim Advocacy services
Commander and Senior Non-Commissioned Officer and troop Briefings
New Parent Support Program-Home Visitation
Parenting Classes
Anger and Stress Management classes
Sexual Assault Prevention and Response Program
Advocacy and liaison to services for Exceptional Family Members
EFMP Support Groups and Coordinating Committees
EFMP Respite Care
Emergency Placement Care
Committees: Fatality Review

LEGAL STATUTE


CUSTOMERS

Soldiers, Commanders, Family Members

CRITICAL TO QUALITY CHARACTERISTICS

Program meets all accreditation standards. Program is available, accessible and responsive to needs of customer. Program meets accreditation standards. Program results in reduced instances of domestic abuse sexual abuse and family violence. Program has established partnerships with surrounding community. Reduced lost duty time.

OUTPUT

MEASURE
Percentage of target audience reached

TARGET
100%

FORMULA

# of victims with written safety plans/# of victims referred to the Victim Advocate Program

DATA OWNER
Army Community Service

DATA SOURCE
Local Records

REPORTED TO
FMWRC

FREQUENCY
Quarterly

OUTCOME

MEASURE
Increased % of victims requesting subsequent contact from the victim advocate

TARGET
80%

September 2012
FY13 CLS Configurations
218
<table>
<thead>
<tr>
<th>FORMULA</th>
<th># of victim who seek additional services/# of reported victims</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DATA OWNER</strong></td>
<td>Army Community Service</td>
</tr>
<tr>
<td><strong>REPORTED TO</strong></td>
<td>FMWRC and HQ IMCOM</td>
</tr>
<tr>
<td><strong>DATA SOURCE</strong></td>
<td>Local Records</td>
</tr>
<tr>
<td><strong>FREQUENCY</strong></td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
### Cost Factor: 100.0

**Primary Work Driver:**
- Provide crises intervention
- Provide FAP Treatment to include monthly Case Review Committee
- Provide assistance for Out of Home cases for child sexual abuse
- Provide outreach, education and assistance for at risk parents
- Provide victim advocacy
- Provide emergency placement/foster care
- Convene Family Advocacy Committee meeting with Garrison Commander quarterly
- Convene Fatality Review Committee meeting annually
- Provide NPSP Home visits
- Provide prevention/education trainings and briefings for child and spouse prevention monthly

#### Output Performance Target
- 99% - 100%

#### Outcome Performance Target
- 90% - 100%

#### Customer View
- 100% of requests for assistance and support through prevention and intervention programs are provided upon request

### Cost Factor: 89.0

**Primary Work Driver:**
- # of Victims
- # of Troops, Senior NCOs and Commanders (annual and new to command briefings); community briefings
- # of Families with children 0-3 (NPSP)
- # of victims (DA, SA child and adult as appropriate)
- # of Families with children (especially dual military, single parents, other at risk parents)
- Provide prevention/education trainings and briefings for child and spouse prevention monthly
- Provide crises intervention
- Provide FAP Treatment to include monthly Case Review Committee
- Provide assistance for Out of Home cases for child sexual abuse
- Provide outreach, education and assistance for at risk parents
- Provide victim advocacy
- Provide emergency placement/foster care
- Convene Family Advocacy Committee meeting with Garrison Commander quarterly
- Convene Fatality Review Committee meeting annually
- Provide NPSP Home visits

#### Output Performance Target
- 89% - 98%

#### Outcome Performance Target
- 75% - 89%

#### Customer View
- Requests for assistance and support are met with some delay

### Cost Factor: 75.0

**Primary Work Driver:**
- # of Victims
- # of Troops, Senior NCOs and Commanders (annual and new to command briefings); community briefings
- # of Families with children 0-3 (NPSP)
- # of victims (DA, SA child and adult as appropriate)
- # of Families with children (especially dual military, single parents, other at risk parents)
- Provide prevention/education trainings and briefings for child and spouse prevention monthly
- Provide crises intervention
- Provide FAP Treatment to include monthly Case Review Committee
- Provide assistance for Out of Home cases for child sexual abuse
- Provide outreach, education and assistance for at risk parents
- Provide victim advocacy
- Provide emergency placement/foster care
- Convene Family Advocacy Committee meeting with Garrison Commander quarterly
- Convene Fatality Review Committee meeting annually
- Provide NPSP Home visits

#### Output Performance Target
- 80% - 88%

#### Outcome Performance Target
- 50% - 74%
CUSTOMER VIEW
Requests for assistance and support are met with significant delay. Regulatory requirements may not be met.
**Morale, Welfare, and Recreation (DMWR)**

<table>
<thead>
<tr>
<th>251</th>
<th>Cost %</th>
<th>23.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVICE:</td>
<td>Army Community Services</td>
<td></td>
</tr>
<tr>
<td>SSP:</td>
<td>Mobilization and Deployment (includes Army OneSource)</td>
<td></td>
</tr>
</tbody>
</table>

**DESCRIPTION**

Programs and support activities designed to assist leaders, Soldiers, their Families and Department of Army Civilians who deploy and their families to successfully manage the challenges of mobilization and deployments before, during, and after they are mobilized regardless of their geographic location.

**COMPONENTS**

"Provide support to reintegration and reset requirements, continually adjust training delivery and topics to address ""lessons learned"", i.e. RESET pilot surveys identified need for smaller interactive classes rather than large theater style briefings. Staff SRP station with ACS personnel to assist with completion of Family Assistance Information Sheets and ensure all deploying Soldiers and Civilians receive Family Support information. Review Family Assistance Information sheets to identify high risk Families and specific support requested by deploying Soldiers and Civilians; Provide individual follow-up assistance to address all support requirements identified on Family Assistance Information Sheets and referrals from Command leadership "

**LEGAL STATUTE**

- EO 12656 Assignment of Emergency Preparedness Responsibilities; DoDD 1342.17 Family Policy; DoDI 1342.22 Family Centers

**CUSTOMERS**

Soldiers, Commanders, Family Members of all components and Department of Army Civilians and Families

**REGULATION**

- AR 608-1 Army Community Service Center

**CRITICAL TO QUALITY CHARACTERISTICS**

Program meets accreditation standards. Program supports all phases of ARFORGEN deployment cycle; FRG leaders and RDC Commanders are well trained. Reduced incidences of family problems during deployment cycle. High-risk families identified/assisted during deployment cycle. Program responds to surge requirements. Reduced lost duty time.

**OUTPUT**

**MEASURE**

Percentage of requested deployment and mobilization briefs/programs; services and training are provided to all alerted mobilized Soldiers and their Family members to meet deployment requirements

**TARGET**

100%

**FORMULA**

\[
\text{Percentage} = \frac{\text{# units trained}}{\text{# units deploying}} \times 100
\]

**DATA OWNER**

Army Community Service

**DATA SOURCE**

ACS Client Tracking System

**REPORTED TO**

FMWRC

**FREQUENCY**

Quarterly

**OUTCOME**

**MEASURE**

Increased use of available resources and programs by all components

**TARGET**

25%

**FORMULA**

\[
\text{Percentage} = \frac{\text{# Soldiers and Family Members reporting satisfaction}}{\text{# of Soldiers and Family Members completing survey}} \times 100
\]

**DATA OWNER**

ACS

**DATA SOURCE**

ACS Client Tracking System

**REPORTED TO**

FMWRC

**FREQUENCY**

Quarterly
**Morale, Welfare, and Recreation (DMWR)**

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
</table>
| 100.0       | # of deployable units
|             | # of deployable Soldiers
|             | # of Family members of deployable Soldiers
|             | # of deployable Department of Army Civilians and their Family members
|             | # of briefings and trainings for mobilizing units requested through the SRP process
|             | Number of Pre-Deployment, Deployment and post-deployment classes provided upon request
|             | Number of Rear Detachments trained monthly
|             | Number of FRG trained monthly
|             | Number of commanders/units supported with training materials Support and assistance provided for NEO (overseas)
|             | Number of individuals receiving safe haven support

**OUTPUT PERFORMANCE TARGET**

90% - 100%

**OUTCOME PERFORMANCE TARGET**

90% - 100% report satisfaction with services

**CUSTOMER VIEW**

100% of requests for briefings and trainings are provided upon request

Family Readiness support to commanders of active and reserve component forces and emergency essential civilians during pre-deployment, mobilization, deployment, re-integration/reunion, repatriation, mass casualty events, and natural disasters (installation contingency plan). Includes the following: Entire deployment cycle briefings; FRG assistance and training; Rear-detachment training; Family assistance center; and Safe haven support for overseas evacuation

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**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
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</thead>
</table>
| 89.0        | # of deployable units
|             | # of deployable Soldiers
|             | # of Family members of deployable Soldiers
|             | # of deployable Department of Army Civilians and their Family members
|             | # of briefings and trainings for mobilizing units requested through the SRP process
|             | Number of Pre-Deployment, Deployment and post-deployment classes provided upon request
|             | Number of Rear Detachments trained monthly
|             | Number of FRG trained monthly
|             | Number of commanders/units supported with training materials Support and assistance provided for NEO (overseas)
|             | Number of individuals receiving safe haven support

**OUTPUT PERFORMANCE TARGET**

76% - 89%

**OUTCOME PERFORMANCE TARGET**

75% and 90%

**CUSTOMER VIEW**

Requests for assistance and support are met with some delay

---

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
</table>
| 75.0        | # of deployable units
|             | # of deployable Soldiers
|             | # of Family members of deployable Soldiers
|             | # of deployable Department of Army Civilians and their Family members
|             | # of briefings and trainings for mobilizing units requested through the SRP process
|             | Number of Pre-Deployment, Deployment and post-deployment classes provided upon request
|             | Number of Rear Detachments trained monthly
|             | Number of FRG trained monthly
|             | Number of commanders/units supported with training materials Support and assistance provided for NEO (overseas)
|             | Number of individuals receiving safe haven support

**OUTPUT PERFORMANCE TARGET**

50% - 75%

**OUTCOME PERFORMANCE TARGET**

50% - 75%
CUSTOMER VIEW

Requests for assistance and support are met with significant delay. Limited knowledge and understanding of available resources from Soldiers and Families of mobilizing units.
DESCRIPTION
Assistance to include timely and effective transition support programs and services to include building personal and/or Family financial readiness

COMPONENTS
Provide Soldier and Family financial counseling services
Conduct financial competency training classes for First Term Soldiers and others
Maintain contact with employers for job listings
Resume assistance for spouses
Conduct job fairs, classes and workshops
Operate the ACS Lending Closet
Conduct briefings/classes for relocating Soldiers and Families
Provide Soldier and Family members information on local consumer laws and issues

LEGAL STATUTE
37 USC 402a Supplemental Subsistence Allowance for Low Income members with Dependents; DoDD 1344.7 Commercial solicitation on DoD Installations; DoDD 1342.17 Family Policy; DoDD 5030.56 DoD Consumer Affairs Program; DoDI 1342.27 Personal Financial Management for Service Members; DoDI 1344.12 Indebtedness Processing Procedures for Military Personnel; DoDI 1338.19 Relocation Assistance Programs; DoDI 1342.22 Family Centers;

CUSTOMERS
Soldiers and Family Members

CRITICAL TO QUALITY CHARACTERISTICS
Program meets accreditation standards. Results in reduced incidences of financial indebtedness of soldiers. Increased financial stability of soldiers' and family members; training and counseling is accessible and timely. Program has established partnership with surrounding community. Reduced lost duty time. Program results in greater Soldier and Family satisfaction with Army support systems

MEASURE
Percentage of First Term Soldiers and Family members that receive extended counseling

TARGET
100%

FORMULA
# of First Term Soldiers and Family members with extended counseling contacts (CTS)/#of First Term Soldiers and Family Member

DATA OWNER
ACS and HQ IMCOM

DATA SOURCE
CTS and HQ IMCOM

REPORTED TO
FMWRC, HQ-IMCOM

FREQUENCY
Quarterly

OUTCOME
Decrease in credit and debt levels for Soldiers receiving training/counseling

TARGET
10%

FORMULA
% of total First Term Soldiers seeking debt counseling debt decreased/%of total First Term Soldier seeking debt counseling

DATA OWNER
ACS, IMCOM HQ

DATA SOURCE
CTS and HQ IMCOM

REPORTED TO
FMWRC, HQ-IMCOM

FREQUENCY
Quarterly
### Morale, Welfare, and Recreation (DMWR)

#### CAPABILITY LEVEL - 1

**COST FACTOR**  
100.0  
**PRIMARY WORK DRIVER**  
- # of First term Soldiers  
- Number of first term Soldiers trained monthly  
- Number of Soldiers receiving refresher classes for misused check cashing monthly  
- Number of financial management and consumer affairs classes monthly  
- Number of financial planning and counseling relating to initial PCS monthly  
- Number of Soldiers receiving debt liquidation assistance  
- Number of Soldiers receiving financial counseling  
- Number of consumer complaints resolved  
- Number of Soldiers requesting emergency assistance  
- Number of AER loans/grants processes  
- Number of Soldiers screened and counseled for FSSA screening  
- Number of individuals using food locker  

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% - 100%</td>
<td>10% decrease in credit and other debt for First term Soldiers trained and/or receiving counseling</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
Full availability of mobility and economic readiness programs to include requests for education, assistance, and resources.

#### CAPABILITY LEVEL - 2

**COST FACTOR**  
89.0  
**PRIMARY WORK DRIVER**  
- # of First term Soldiers  
- Number of first term Soldiers trained monthly  
- Number of Soldiers receiving refresher classes for misused check cashing monthly  
- Number of financial management and consumer affairs classes monthly  
- Number of financial planning and counseling relating to initial PCS monthly  
- Number of Soldiers receiving debt liquidation assistance  
- Number of Soldiers receiving financial counseling  
- Number of consumer complaints resolved  
- Number of Soldiers requesting emergency assistance  
- Number of AER loans/grants processes  
- Number of Soldiers screened and counseled for FSSA screening  
- Number of individuals using food locker  

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<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% - 94%</td>
<td>7% decrease in credit and other debt for First Term Soldiers receiving training and/or counseling</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
Most support services are available for client population. Reduced staffing means some delay to meet requests for assistance.

#### CAPABILITY LEVEL - 3

**COST FACTOR**  
75.0  
**PRIMARY WORK DRIVER**  
- # of First term Soldiers  
- Number of first term Soldiers trained monthly  
- Number of Soldiers receiving refresher classes for misused check cashing monthly  
- Number of financial management and consumer affairs classes monthly  
- Number of financial planning and counseling relating to initial PCS monthly  
- Number of Soldiers receiving debt liquidation assistance  
- Number of Soldiers receiving financial counseling  
- Number of consumer complaints resolved  
- Number of Soldiers requesting emergency assistance  
- Number of AER loans/grants processes  
- Number of Soldiers screened and counseled for FSSA screening  
- Number of individuals using food locker  

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>60% - 74%</td>
<td>3% decrease in credit and other debt for First Term Soldier receiving training and/or counseling</td>
</tr>
</tbody>
</table>

---

**D**  
Cost %  
17.0  
**SERVICE:**  
Army Community Services  
**SSP:**  
Transition Support Services (Financial, Employment, and Relocation Re...
CUSTOMER VIEW
Reduced staffing means increased client wait times and delay to meet requests for assistance
Long term specialized support for wounded and fallen Soldiers and their Families

COMPONENTS
Facilitate survivor groups
Coordinate with outside agencies on behalf of wounded Soldiers and their Families
Outreach to survivors via Support Coordinators
Provide support services coordination (at a minimum in financial & benefits entitlements) to survivors
Facilitate survivor groups
Provide pre-deployment training on support for the wounded and fallen
Train widows as peer
Train Family Readiness Group and Care Teams on SOS services
Add to the Deployment Cycle Support (DCS) survivor support program
Train unit senior leaders in responsibility to survivors and available support services
Provide pre-deployment briefings to Soldiers and Family members regarding SOS services

LEGAL STATUTE
Yes

CUSTOMERS
Wounded and fallen Soldiers and their survivors

CRITICAL TO QUALITY CHARACTERISTICS
Services will meet developed accreditation standards

OUTPUT

MEASURE
Percentage of soldiers and family members who have either contacted or engaged with SFAC

TARGET
95%

FORMULA
# of customers (Soldiers and Family Members WTU and WTB who have either been contacted (outreach) or engaged (come in on their own) with SFAC/# of potential customers.(Soldiers and Family Members in a WTU or WTB)

DATA OWNER
ACS and HQ IMCOM

DATA SOURCE
CTS and CMS

REPORTED TO
FMWRC, HQ-IMCOM

FREQUENCY
Quarterly

OUTCOME

MEASURE
Clients receive accurate information and intake for services in a timely manner

TARGET
85%

FORMULA
# who report satisfaction when responding to the CMS/# who respond to the CMS

DATA OWNER
ACS, IMCOM HQ

DATA SOURCE
CTS and CMS

REPORTED TO
FMWRC, HQ-IMCOM

FREQUENCY
Quarterly
### Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of wounded and fallen Soldiers and Family members</td>
<td>99% -100% of the requests for assistance and support, including referrals and coordinated planning are met</td>
<td>99% - 100% of requests for assistance and support are met and CMS indicates an increase in the satisfaction level for Army support systems for this specialized population</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Support services for wounded Soldiers and survivors of fallen Soldiers are available to meet all identified needs and requirements within a timely manner.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.0</td>
<td># of wounded and fallen Soldiers and Family members</td>
<td>89% - 98% of requests for assistance and support are met</td>
<td>89% - 98% increase in the satisfaction level for Army support systems</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Most support services are available for client population. Reduced staffing means some delay to meet requests for assistance.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># of wounded and fallen Soldiers and their Family members</td>
<td>79% - 88% of requests for assistance and support are met</td>
<td>79% - 88% increase in the satisfaction level for Army support systems</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Reduced staffing means increased client wait times and delay to meet requests for assistance.

---

**SSP:** Support for Wounded and Fallen (Soldier and Family Assistance Center, COST % 23.0)

**SERVICE:** Army Community Services

**SERVICE:** Morale, Welfare, and Recreation (DMWR)

**FY13 CLS Configurations**

September 2012

FY13 CLS Configurations

229
**DESCRIPTION**
Programs to promote and sustain Army volunteerism and Army volunteers

**COMPONENTS**
- Plan and coordinate Army volunteer Corp Programs
- Assess and coordinate volunteer opportunities within the Army community
- Increase awareness of military and civilian resources
- Recruit, train, and retain Army volunteers
- Conduct marketing and outreach activities associated with Army volunteerism
- Conduct annual AFAP Conference

**LEGAL STATUTE**
- 10 USC 1588
- PL 105-19 Volunteer Protection Act; 10 USC 1588 Authority to accept voluntary services; DoDI 1100.21 Training and support for officially sanctioned volunteers

**CUSTOMERS**
Soldiers, Family Members, Commanders, DoD/DA Civilian Employees

**CRITICAL TO QUALITY CHARACTERISTICS**
Program meets accreditation standards. Families assimilate more quickly into the military community through involvement in volunteer activities. Issues affecting military life and readiness are addressed and solved at the lowest possible levels.

**OUTPUT**

**MEASURE**
Level of command support

**TARGET**
80%

**FORMULA**
The level of command support as measured by the program managers survey

**DATA OWNER**
ACS

**DATA SOURCE**
ACS CTS, and CMS

**REPORTED TO**
FMWRC, HQ-IMCOM

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Increase % in issues locally resolved

**TARGET**
10%

**FORMULA**
# of issues resolved at the local level divided by # of issues that were within command control to resolve

**DATA OWNER**
ACS, IMCOM HQ

**DATA SOURCE**
ACS CTS, and CMS

**REPORTED TO**
FMWRC, HQ-IMCOM

**FREQUENCY**
Quarterly
### Morale, Welfare, and Recreation (DMWR)

#### 251 F

**SERVICE:** Army Community Services  
**SSP:** Volunteer Programs (Army Family Action Plan, Army Family Team Buildi

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of issues identified</td>
<td>90% - 100%</td>
<td>20% increase in commander knowledge and support for AFAP activities</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All support services for volunteers are available for client population. Coordinated outreach to potential volunteers in the geographical area. All AFAP processes are in place and working.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.0</td>
<td># of issues identified</td>
<td>75% - 89% of issues resolved at the installation level</td>
<td>10% increase in commander knowledge and support for AFAP activities</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Most support services are available for client population. Reduced staffing means some delay to meet requests for training. Fewer commander steering committee meetings. Less outreach to the geographically dispersed.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># of issues identified</td>
<td>50% - 74% of identified issues are resolved at the installation level</td>
<td>CMS surveys indicate minimal knowledge and support for AFAP activities, e.g. no commander steering committee meetings are conducted, no annual AFAP conference</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Reduced staffing means reduced ability of staff to work the issues to be resolved at the local level; reduced command support for the program; reduced support for volunteers.
Morale, Welfare, and Recreation (DMWR)

252 A  

SPP: Child, Youth & School Services  

SERVICE: Child and Youth School Services

DESCRIPTION
Deliver Child and Youth Services for eligible children to reduce the conflict between parental responsibilities and mission requirements. Services delivered using integrated Child and Youth System based on a "child and youth space" as a unit of service and associated funding.

Note: The process of managing by Child and Youth spaces gives the Army clear choices for delivering garrison services at acceptable levels. This process, jointly developed by DoD and the Military Departments, is designed to provide flexibility within metric parameters and is understood by Congress and by Program Objective Memorandum (POM) Program Evaluation Groups (PEGs) to be a common level of service. The direct costs required to operate Child and Youth Systems, consistently and predictably across IMA garrisons, are embedded in a Child and Youth space. Availability, Affordability and Quality metrics determine the allocation of the spaces and the required associated funding. When funding or demand for services expands or declines, the number of Child and Youth spaces is adjusted accordingly.

COMPONENTS
This SSP includes:

Child and Youth spaces which are the foundation of the Child and Youth System. This SSP addresses the required number of Child and Youth spaces (availability), the validated cost of spaces (affordability), and statutory driven standards of operation (quality).

Availability
• Age Groups: Infants, Preschoolers, Schoolage, Middle School, Teens
• Services: Full & Part Day, Hourly, Extended Hours, 24/7, Seasonal, Weekends, Evenings, Special Events, Outreach, School Transition/Liaison Services, Youth Sponsorship
• Delivery System Space Components* :
  -- Child Development Centers (6 wks to 5yrs)
  -- Child Development Centers (6-10 yrs)
  -- Youth Centers (Middle School (11-15 yrs) & (Teens 16-18 years)
  -- Family Child Care Homes (4 wks-12 yrs)
  -- Youth Sports and Fitness (6-18 years)
  -- Army Sponsored Community Based Child Care (6 weeks - 12 years)
  -- Army Sponsored Community Based Youth Program (11-18 years)
* Include Special Needs Children and Youth
• Locations : On and Off Post Locations (includes area adjacent to the garrison and geographically dispersed)

Affordability
• DoD/Army: APF unit costs per child and youth spaces
• DoD/Army: Parent Fees based on “fair share” ability to pay
  Note: Many youth programs provided at no cost or minimal fees to mitigate at risk behaviors

Quality (PL 104-106, 1996)
• DoD Certification: Annual Requirement
• National Accreditation: 3 years
• Staff Training and Credentials : Metrics

CUSTOMERS
Soldiers, DoD Civilians, and all other eligible recipients of service as per DoDI 6060.2, 6060.3, and 6060.4

CRITICAL TO QUALITY CHARACTERISTICS
(Quality) Healthy, safe environments; Predictable services and standards of care; Child and youth well-being; School readiness for younger children; School success/transition for school aged children; Customer responsive, trained staff; (Available) Mission/Workforce support; Services availability on and off-post where the patron resides; Mix of care and supervision options; (Affordable) Affordable fees; parent fees based on "fair share" ability to pay.

MEASURE
Percentage of total Youth Program and Child Care spaces provided compared to garrison allocation.

TARGET
95% to 100%

FORMULA
Total of Youth Program and Child Care spaces provided/Total of Youth Program and Child Care spaces allocated

DATA OWNER
CYS Coordinator

DATA SOURCE
Integrated Reporting OnLine (IRO) & FY Allocation

REPORTED TO
HQ CYS Services; Region & Garrison CYS Services

FREQUENCY
Annual

September 2012 FY13 CLS Configurations 232
<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are eligible Child Development Services (CDS), School Age Services (SAS), and Youth Programs Nationally Accredited/Department of Defense Certified?</td>
<td>Yes (accredited/certified)</td>
</tr>
</tbody>
</table>

**FORMULA**
- Yes = All eligible programs accredited/certified;
- Conditional = Any one eligible program is conditionally accredited/certified;
- No = Any one eligible program is not accredited/certified

**DATA OWNER**
- CYS Program Directors

**REPORTED TO**
- CYS Coordinator

**DATA SOURCE**
- Integrated Reporting OnLine (IRO) & FY Allocation

**FREQUENCY**
- Annual
## Morale, Welfare, and Recreation (DMWR)

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of Child Care and Youth Program Spaces</td>
<td>95% to 100%</td>
<td>Yes (accredited/certified)</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Provide affordable, quality Child, Youth & School Services programs. Programs help to reduce the conflict between mission requirements and parental responsibilities, allow spouses to work, contribute to the economic viability of families, and support Army Transformation and sustain the all volunteer force.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Number of Child Care and Youth Program Spaces</td>
<td>90% to 94%</td>
<td>Conditional (accredited/certified)</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Provide affordable, quality Child, Youth & School Services programs. Programs help to reduce the conflict between mission requirements and parental responsibilities, allow spouses to work, contribute to the economic viability of families, and support Army Transformation and sustain the all volunteer force.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
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<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of Child Care and Youth Program Spaces</td>
<td>89%-75%</td>
<td>No (not accredited/certified)</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Provide affordable, quality Child, Youth & School Services programs. Programs help to reduce the conflict between mission requirements and parental responsibilities, allow spouses to work, contribute to the economic viability of families, and support Army Transformation and sustain the all volunteer force.
This program provides Soldiers, Family Members, and other authorized patrons, opportunities to enhance combat readiness, general physical fitness and overall wellness. Ref: FM 21-20

COMPONENTS
The establishment of Army fitness facilities/programs for the active duty personnel at the individual or unit level and below. SSP includes: personnel salaries to operate fitness facilities, funds for equipment, supplies, and staff training

LEGAL STATUTE
Enables the Garrison to provide "Direct Mission Support" for the accomplishment of the Army's Title 10 responsibilities to man and train the Force

REGULATION
DODI 1015.10, AR-215-1

CUSTOMERS
Soldiers, Leaders, Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Provide daily access to fitness equipment. Soldiers pass the APFT, and can meet METL physical requirements. Supports accomplishments of the basic military mission

OUTPUT

MEASURE
% of MWR BOD Standards met

TARGET
Green rating on Army Baseline Standards

FORMULA
\( \frac{2A+B+C+D}{5} \)

DATA OWNER
DMWR

DATA SOURCE
Army BOD MWR Baseline Standards

REPORTED TO
Army MWR BOD & Congress

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Satisfaction

TARGET
91 - 100%

FORMULA
Score on Leisure Needs Survey (1-5 scale) divided by 5

DATA OWNER
DMWR

DATA SOURCE
Army BOD MWR Baseline Standards

REPORTED TO
Garrison Commander, HQ IMCOM/Region, DoD, Congress

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** | **PRIMARY WORK DRIVER**  
--- | ---  
100.0 | Availability (hours of operation) size and complexity of the facilities

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**  
--- | ---  
91 - 100% MWR Baseline Standards met | 90% - 100%

**CUSTOMER VIEW**
Dedicated facilities designed, equipped and staffed in order to support individual/unit fitness programs and services. Facilities (authorized SQFT) are open, at a minimum 90 hrs per week, provide both one on one personal assistance/instruction and opportunities and equipment for self directed activities. Professional staff provides instructions on "how to" on a variety of cardio/strength equipment. All equipment is modern and out of order equipment is returned to use within 72 hrs. No wait time or time limit on equipment use and no wait for equipment issue time during peak business hours.

### CAPABILITY LEVEL - 2

**COST FACTOR** | **PRIMARY WORK DRIVER**  
--- | ---  
90.0 | Availability (hours of operation) size and complexity of the facilities

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**  
--- | ---  
86-90% MWR Baseline Standards met | 80% - 89%

**CUSTOMER VIEW**
Dedicated facilities designed, equipped and staffed in order to support individual/unit fitness programs and services. Facilities (authorized SQFT) are open, at a minimum 90 hrs per week. Provide group instruction and opportunities and equipment for self directed activities. Professional staff provides instructions on "how to" on a variety of cardio/strength equipment. All equipment is modern and out of order equipment is returned to use within 96 hrs. NTE 5 minutes wait time for equipment use and issue and at least a 45 minute time slot on equipment during peak business hours.

### CAPABILITY LEVEL - 3

**COST FACTOR** | **PRIMARY WORK DRIVER**  
--- | ---  
85.0 | Availability (hours of operation) size and complexity of the facilities

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**  
--- | ---  
80-85% MWR Baseline Standards met | 70% - 79%

**CUSTOMER VIEW**
Dedicated facilities designed, equipped and staffed in order to support individual/unit fitness programs and services. One main facility is open at a minimum 90 hrs per week. Additional facilities (authorized SQFT) are opened to support peak usage periods and scheduled fitness programs. Facilities provide both assistance/instruction and opportunities and equipment for self directed activities. Professional staff provides instructions on "how to" on a variety of cardio/strength equipment. All equipment is serviceable and out of order equipment is returned to use with in 7 days. NTE 10 minutes wait time for equipment use and issue and at least a 30 minute time slot on equipment during peak business hours.
This program provides Soldiers, Family Members, and other authorized patrons, opportunities to participate in intramural sports that contribute to unit cohesion and esprit de corps. Ref: FM 21-20

The establishment of Army sports facilities/programs for the active duty personnel at the individual or unit level and below. SSP includes: personnel salaries to operate sports facilities, funds for equipment, supplies, and staff training (and includes field maintenance costs). Authorizes funds for intramural and self-directed sports programs.

Legal Statute
Enables the Garrisons to provide "Direct Mission Support" for the accomplishment of the Army's Title 10 responsibilities to man, equip and train the Force

Regulation
DODI 1015.10, AR-215-1

Customers
Soldiers, Leaders, Commanders and other authorized patrons

Critical to Quality Characteristics
Provide daily access to sports facilities and equipment. Enables diverse sports activities. Supports accomplishment of the basic military mission

Output

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of MWR BOD Standards met</td>
<td>Green Rating on Army Baseline Standards</td>
</tr>
</tbody>
</table>

Formula
\[(2A+B+C+D)/5\] # of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training) = %.

Data Owner
DMWR

Data Source
Army BOD MWR Baseline Standards

Reported To
Army MWR BOD & Congress

Frequency
Quarterly

Outcome

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>4.5 or 90%</td>
</tr>
</tbody>
</table>

Formula
Leisure Needs Results - (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

Data Owner
DMWR

Data Source
Army BOD MWR Baseline Standards

Reported To
Garrison Commander, HQ IMCOM/Region, DoD, Congress

Frequency
Quarterly
COST FACTOR PRIMARY WORK DRIVER

Unit level intramural program offers opportunities for participations in a variety of team and individual sports programs from the following baseline standards sports categories:

- PROGRAM OPERATIONS (Additional Staff & Officials Training Requirements; Unit Level Team Sports (Intramural Sports); SPORTS ABOVE INTRAMURALS (OCONUS, remote/isolated Garrisons Only);
- GROUP AND INDIVIDUAL SPORTS; LIFETIME SPORTS; INSTRUCTIONAL CLASSES (Delivered to Customers); SPECIAL EVENT PROGRAMS

OUTPUT PERFORMANCE TARGET
91 - 100% MWR Baseline Standards met

OUTCOME PERFORMANCE TARGET
90% - 100%

CUSTOMER VIEW
The number of activities offered are based on 08 baseline standard results for CONUS and OCONUS, and was calculated by segregating CONUS from OCONUS Garrisons, calculating the average number of activities offered by Garrison size, and assigning similar standards if the average difference in number of activities offered by different size Garrison is 5 or less. The information presented below should be interpreted as (region: garrison size/number of activities); CONUS: L/45, M/39, S/24, VS/24, XL/45, XS/24, XXL/49, XXXL/65; OCONUS: L/54, M/54, S/54, VS/45, XL/56, XS/34, XXL/49, XXXL/57

COST FACTOR PRIMARY WORK DRIVER

Unit level intramural program offers opportunities for participations in a variety of team and individual sports programs from the following baseline standards sports categories:

- PROGRAM OPERATIONS (Additional Staff & Officials Training Requirements; Unit Level Team Sports (Intramural Sports); SPORTS ABOVE INTRAMURALS (OCONUS, remote/isolated Garrisons Only);
- GROUP AND INDIVIDUAL SPORTS; LIFETIME SPORTS; INSTRUCTIONAL CLASSES (Delivered to Customers); SPECIAL EVENT PROGRAMS

OUTPUT PERFORMANCE TARGET
86-90% MWR Baseline Standards met

OUTCOME PERFORMANCE TARGET
80% - 89%

CUSTOMER VIEW
The number of activities offered are based on 08 baseline standard results for CONUS and OCONUS, and was calculated by segregating CONUS from OCONUS Garrisons, calculating the average number of activities offered by Garrison size, and assigning similar standards if the average difference in number of activities offered by different size Garrison is 5 or less. The information presented below should be interpreted as (region: garrison size/number of activities); CONUS: L/38, M/33, S/20, VS/20, XL/38, XS/20, XXL/42, XXXL/55; OCONUS: L/46, M/46, S/46, VS/38, XL/48, XS/29, XXL/42, XXXL/48
**Morale, Welfare, and Recreation (DMWR)**

<table>
<thead>
<tr>
<th>253</th>
<th>Cost %</th>
<th>7.0</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SERVICE:</strong></td>
<td><strong>SSP:</strong></td>
<td><strong>Provide Aquatics Training</strong></td>
</tr>
</tbody>
</table>

### DESCRIPTION
This program provides swimming activities to promote fitness mission and skill development.

### COMPONENTS
Personnel salaries, equipment and supplies required to provide instruction, equipment issue, facilities and lifeguard services.

**LEGAL STATUTE**
Enables the Garrison to provide "Direct Mission Support" for the accomplishment of the Army's Title 10 responsibilities to man, equip and train the force.

**REGULATION**
DODI 1015.10, AR215-1, FM 21-20

### CUSTOMERS
Soldiers, Family members, Commanders, Leaders, other authorized customers (IAW AR215-1)

### CRITICAL TO QUALITY CHARACTERISTICS
Provides the opportunity for increased personal skill development for water survival training and mission fitness.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of MWR Baseline Standards met</td>
<td>Green rating on Army Baseline Standards</td>
</tr>
</tbody>
</table>

**FORMULA**
\[
\frac{(2A+B+C+D)}{5} = \%
\]

- \(A\): # of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training)

**DATA OWNER**
DMWR

**REPORTED TO**
Army MWR BOD & Congress

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>4.5 or 90%</td>
</tr>
</tbody>
</table>

**FORMULA**

Leisure Needs Survey Results (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

**DATA OWNER**
DMWR

**REPORTED TO**
Garrison Commander, HQ IMCOM/Region, DoD, Congress

**DATA SOURCE**
Army BOD MWR Baseline Standards

**FREQUENCY**
Quarterly
Morale, Welfare, and Recreation (DMWR)

Service: Sports, Recreation, and Libraries
SSP: Provide Aquatics Training

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of Activities based on Baseline Standards Aquatic Training Activities - Swimming Instruction; Lifeguard Training; Lifeguard Instructor; Water Safety Instructor; Unit PT; Military Water Fitness/Combat Tests; Water Therapy; Lap Swimming; Intramural Sports Team Meet(s); Water Survival Training

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
91 - 100% MWR Baseline Standards met 90% - 100%

CUSTOMER VIEW
Indoor and outdoor swimming facilities available 12/7. Life guard staffing meets TB Med 575 and AR 215-1 guidelines and allows for continued use of facilities after opening to closing. All equipment and supplies required to provide instruction, issue equipment, and support a minimum of 8 activities from the Baseline Standards Aquatic Training category are available throughout operating hours

COST FACTOR PRIMARY WORK DRIVER
90.0 Number of Activities based on Baseline Standards Aquatic Training Activities - Swimming Instruction; Lifeguard Training; Lifeguard Instructor; Water Safety Instructor; Unit PT; Military Water Fitness/Combat Tests; Water Therapy; Lap Swimming; Intramural Sports Team Meet(s); Water Survival Training

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
86-90% of MWR Baseline Standards met 80% - 89%

CUSTOMER VIEW
Indoor and outdoor swimming facilities available 12/7. Life guard staffing meets TB Med 575 and AR 215-1 guidelines and allows for continued use of facilities after opening to closing. All equipment and supplies required to provide instruction, issue equipment, and support a minimum of 7 activities from the Baseline Standards Aquatic Training category, are available throughout operating hours

COST FACTOR PRIMARY WORK DRIVER
85.0 Number of Activities based on Baseline Standards Aquatic Training Activities - Swimming Instruction; Lifeguard Training; Lifeguard Instructor; Water Safety Instructor; Unit PT; Military Water Fitness/Combat Tests; Water Therapy; Lap Swimming; Intramural Sports Team Meet(s); Water Survival Training

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
80-85% MWR Baseline Standards met 70% - 79%

CUSTOMER VIEW
Indoor and outdoor swimming facilities available 12/7. Life guard staffing meets TB Med 575 and AR 215-1 guidelines and allows for continued use of facilities after opening to closing. All equipment and supplies required to provide instruction, issue equipment, and support a minimum of 6 activities from the Baseline Standards Aquatic Training category, are available throughout operating hours

September 2012 FY13 CLS Configurations 240
Morale, Welfare, and Recreation (DMWR)

253  D  Cost  %  11.0

SERVICE:  Sports, Recreation, and Libraries
SSP:  Provide Library/Information Services

DESCRIPTION
This program provides and assists authorized patrons with access to information resources for educational support (to include distance learning) and recreational purposes, consistent with Army Library Association benchmarks.

COMPONENTS
personnel salaries to plan and execute reading programs, maintain collections of reading materials (books, periodicals and journals) and media (DVDs, books on tape), man and operate facilities and funds for equipment, supplies, staff training and travel.

LEGAL STATUTE
Enables the Garrison to provide "Direct Mission Support" for the accomplishment of the Army's Title 10 responsibilities to man, equip and train the force.

REGULATION
DODI 1015.10, AR-215-1

CUSTOMERS
Soldiers, Leaders, Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Provide access to recreational & educational reading/research material that supports accomplishment of the basic military mission.

OUTPUT

MEASURE
% of MWR Baseline Standards met

TARGET
Green Rating on Army Baseline Standards

FORMULA
\[(2A+B+C+D)/5\]

# of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training) = %.

DATA OWNER
DMWR

DATA SOURCE
Army BOD MWR Baseline Standards

REPORTED TO
Army MWR BOD & Congress

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer satisfaction

TARGET
4.5 or 90%

FORMULA
Leisure Needs Survey Results (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

DATA OWNER
DMWR

DATA SOURCE
Army BOD MWR Baseline Standards

REPORTED TO
Garrison Commander, HQ - IMA/Region, DoD

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** availability (hours of operation) size and complexity of the collection, automation available for customer use

**OUTPUT PERFORMANCE TARGET** 91 - 100% MWR Baseline Standards met  
**OUTCOME PERFORMANCE TARGET** 90% - 100%

**CUSTOMER VIEW**  
Dedicated facility designed and operated for support of various Library functions, Automated information resources, reading programs and services. Facility is open, at a minimum, 60 hrs per week, provides both one on one personal assistance/information on available resources, automation, collection of recreation/research reading materials, books, periodicals and journals. "Top Ten" titles are always available via GILS or on-hand. Reading programs for children & adults are offered on a regular schedule. Automation is state of the art and provides high speed internet access for individual use (no wait time or time limit on computer use). Staff is professional (degree/certification in the library sciences)

### CAPABILITY LEVEL - 2

**COST FACTOR** 90.0  
**PRIMARY WORK DRIVER** availability (hours of operation) size and complexity of the collection, automation available for customer use

**OUTPUT PERFORMANCE TARGET** 86-90% MWR Baseline Standards met  
**OUTCOME PERFORMANCE TARGET** 80% - 89%

**CUSTOMER VIEW**  
Dedicated facility designed and operated for support of various Library functions, Automated information resources, reading programs and services. Facility is open, at a minimum, 50 hrs per week, provides both one on one personal assistance/information on available resources, automation, collection of recreation/research reading materials, books, periodicals and journals. "Top Ten" titles are always available via GILS or on-hand. Reading programs for children & adults are offered on a regular schedule. Automation is state of the art and provides high speed internet access for individual use (wait time not greater then 10 minutes and at least a 45 minute slot on computer use). Staff is professional (degree/certification in the library sciences)

### CAPABILITY LEVEL - 3

**COST FACTOR** 85.0  
**PRIMARY WORK DRIVER** availability (hours of operation) size and complexity of the collection, automation available for customer use

**OUTPUT PERFORMANCE TARGET** 80-85% of MWR Baseline Standards met  
**OUTCOME PERFORMANCE TARGET** 70% - 79%

**CUSTOMER VIEW**  
Dedicated facility designed and operated for support of various Library functions, Automated information resources, reading programs and services. Facility is open, at a minimum, 40 hrs per week, provides both one on one personal assistance/information on available resources, automation, collection of recreation/research reading materials, books, periodicals and journals. "Top Ten" titles are always available via GILS. Reading programs for children are offered during the summer months. Automation is up to date and provides internet access for individual use (wait time not greater then 20 minutes and at least a 30 minute slot on computer use). Staff is professional (degree/certification in the library sciences)
### DESCRIPTION
This program provides community recreation facilities, program personnel and leisure activities among authorized patrons.

### COMPONENTS
Community Activity Centers (CAC) (e.g. Internet cafés, BOSS, snack bar, game rooms, video games, mini-theater, televisions, music rooms, classrooms, and multi-purpose rooms)

### LEGAL STATUTE
Enables the Garrison to provide "Direct Mission Support" for the accomplishment of the Army's Title 10 responsibilities to man, equip and train the force

### REGULATION
DODI 1015.10, AR-215-1

### CUSTOMERS
Soldiers, Leaders, Commanders

### CRITICAL TO QUALITY CHARACTERISTICS
Provide opportunity to participate in activities that, increase unit cohesion and esprit de corps. Supports accomplishment of the basic military mission. Increased personal skill development, social interaction and sense of community

### OUTPUT

#### MEASURE
% of MWR BOD Standards met

#### DATA OWNER
DMWR

#### DATA SOURCE
Army BOD MWR Baseline Standards

#### REPORTED TO
Army MWR BOD & Congress

#### FREQUENCY
Quarterly

#### FORMULA
\[
\frac{(2A+B+C+D)}{5} = \%
\]

#### TARGET
Green rating on Army Baseline Standards

### OUTCOME

#### MEASURE
Customer Satisfaction

#### DATA OWNER
DMWR

#### DATA SOURCE
Army BOD MWR Baseline Standards

#### REPORTED TO
Garrison Commander, HQ IMCOM/Region, DoD

#### FREQUENCY
Quarterly

#### FORMULA
Leisure needs Survey Results (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

#### TARGET
4.5 or 90%
Morale, Welfare, and Recreation (DMWR)

| SERVICE: Sports, Recreation, and Libraries | SSP: Provide Community/Recreation Programs |

| CAPABILITY LEVEL - 1 |

- **Cost Factor**: 90.0
- **Primary Work Driver**: Availability (hours of operation) Programs/activity areas offered
- **Output Performance Target**: 91 - 100% MWR Baseline Standards met
- **Outcome Performance Target**: 90% - 100%
- **Customer View**: Dedicated facility designed and operated for support of various social recreation programs services and classes. Facility is open, at a minimum, 70 hrs per week, providing both group and one on one personal assistance/instruction and opportunities & equipments for self directed activities. Professional staff provides instruction on "how to" for a variety of facility & Non-facility based programs/events and activities. All equipment is modern and competitive equipment meets US governing body manufacturing standards. No wait time for service and equipment issue/setup time NTE 5 minutes during peak business hours. Community Activity Centers (CAC) (e.g. Internet cafés, BOSS office/program, game rooms, video games, mini-theater, televisions, music rooms, classrooms, and multi-purpose rooms) Facility code 74068(CAC)/74034 Rec

| CAPABILITY LEVEL - 2 |

- **Cost Factor**: 90.0
- **Primary Work Driver**: Availability (hours of operation) Programs/activity areas offered
- **Output Performance Target**: 86-90% MWR Baseline Standards met
- **Outcome Performance Target**: 80% - 89%
- **Customer View**: Dedicated facility designed and operated for support of various social recreation programs services and classes. Facility is open, at a minimum, 60 hrs per week, provide both one on one personal assistance/instruction and opportunities & equipments for self directed activities. Professional staff provides instruction on "how to" for a variety of facility & Non-facility based programs/events and activities. All equipment is modern and competitive equipment meets US governing body manufacturing standards. Wait time for service NTE 5 minutes and equipment issue/setup time NTE 10 minutes during peak business hours. Community Activity Centers (CAC) (e.g. Internet cafés, BOSS office/program, game rooms, video games, mini-theater, televisions, music rooms, classrooms, and multi-purpose rooms)

| CAPABILITY LEVEL - 3 |

- **Cost Factor**: 85.0
- **Primary Work Driver**: Availability (hours of operation) Programs/activity areas offered
- **Output Performance Target**: 80-85% of MWR Baseline Standards met
- **Outcome Performance Target**: 70% - 79%
- **Customer View**: Dedicated facility designed and operated for support of various social recreation programs services and classes. Facility is open, at a minimum, 50 hrs per week, provide both one on one personal assistance/instruction and opportunities & equipments for self directed activities. Professional staff provides instruction on "how to" for a variety of facility based programs/events and activities. All equipment is modern and competitive equipment meets US governing body manufacturing standards. Wait time for service NTE 5 minutes and equipment issue/setup time NTE 15 minutes during peak business hours. Community Activity Centers (CAC) (e.g. Internet cafés, BOSS office/program, game rooms, video games, mini-theater, televisions, music rooms, classrooms, and multi-purpose rooms)
**Morale, Welfare, and Recreation (DMWR)**

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.0</td>
<td><strong>Sports, Recreation, and Libraries</strong></td>
<td><strong>Provide Outdoor Recreation Program</strong></td>
</tr>
</tbody>
</table>

### DESCRIPTION
This program provides Soldiers, Family members and other authorized patrons with diverse outdoor recreation opportunities which enhance self/community well-being. SSP includes: Parks & Picnic areas, Lake operations, Cabins, RV Parks, Horse Stables,and outdoor equipment operations center.

### COMPONENTS
The establishment of the Outdoor Recreation facilities/programs for Soldiers and authorized personnel. SSP includes: Staff salaries, funding for outdoor facility equipment, maintenance and supplies and staff training. Authorizes funds for organized programs,and educational, safety and high adventure instructional classes.

### LEGAL STATUTE
☐

### REGULATION
- DODI 1015.10, AR-215-1

### CUSTOMERS
Soldiers, Family members, Commanders, Leaders, other authorized users IAW AR215-1

### CRITICAL TO QUALITY CHARACTERISTICS
Provide opportunity to participate in activities that, increase unit cohesion and esprit de corps, increased personal skill development, social interaction and sense of community

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of MWR Baseline Standards met</td>
<td>Green Rating on Army Baseline Standards</td>
</tr>
</tbody>
</table>

#### FORMULA
\[
\frac{(2A+B+C+D)}{5} = \%.
\]

#### DATA OWNER
DMWR

#### REPORTED TO
Army MWR BOD & Congress

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>4.5 or 90%</td>
</tr>
</tbody>
</table>

#### FORMULA
Leisure Needs Survey (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

#### DATA OWNER
DMWR

#### REPORTED TO
Garrison Commander, HQ IMCOM/Region, DOD, Congress

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**253 F**
### CAPABILITY LEVEL - 1

**COST FACTOR**  
100.0  
**PRIMARY WORK DRIVER**  
availability (hours of operation) Programs/activity areas offered

**OUTPUT PERFORMANCE TARGET**  
91 - 100% MWR Baseline Standards met

**OUTCOME PERFORMANCE TARGET**  
90% - 100%

**CUSTOMER VIEW**  
Dedicated facilities designed and operated for support of various outdoor recreation programs services and classes. Facilities are open, at a minimum, 70 hrs per week, provide both group and one on one personal assistance/instruction and opportunities & equipments for self directed activities. Professional staff provides instruction on how to for a variety of adventure/extreme activities. All equipment is modern and competitive equipment meets US governing body manufacturing standards. Wait time for service NTE 5 minutes and equipment issue/fitting time NTE 10 minutes during peak business hours. Parks & Picnic areas are maintained/serviced daily, reservations/activities are scheduled through a central location and recreation equipment is available on site.

### CAPABILITY LEVEL - 2

**COST FACTOR**  
90.0  
**PRIMARY WORK DRIVER**  
availability (hours of operation) Programs/activity areas offered

**OUTPUT PERFORMANCE TARGET**  
86-90% MWR Baseline Standards met

**OUTCOME PERFORMANCE TARGET**  
80% - 89%

**CUSTOMER VIEW**  
Dedicated facilities designed and operated for support of various outdoor recreation programs services and classes. Facilities are open, at a minimum, 55 hrs per week, provide both one on one personal assistance/instruction and opportunities & equipments for self directed activities. Professional staff provides instruction on safety for a variety of adventure/extreme activities. All equipment is serviceable and competitive equipment meets US governing body manufacturing standards. Wait time for service NTE 10 minutes and equipment issue/fitting time NTE 15minutes during peak business hours. Parks & Picnic areas are maintained/serviced daily, reservations/activities are scheduled through a central location and recreation equipment is available on site.

### CAPABILITY LEVEL - 3

**COST FACTOR**  
85.0  
**PRIMARY WORK DRIVER**  
availability (hours of operation) Programs/activity areas offered

**OUTPUT PERFORMANCE TARGET**  
80-85% of MWR Baseline Standards met

**OUTCOME PERFORMANCE TARGET**  
70% - 79%

**CUSTOMER VIEW**  
Dedicated facility designed and operated for support of various outdoor recreation programs services. Facilities are open, at a minimum, 40 hrs per week, providing opportunities & equipment for self directed activities. Staff provides instruction on safety for a variety of adventure/extreme activities. All equipment is serviceable and competitive equipment meets US governing body manufacturing standards. Wait time for service NTE 10 minutes and equipment issue/fitting time NTE 15minutes during peak business hours. Parks & Picnic areas are maintained/serviced weekly, reservations/activities are scheduled through a central location and recreation equipment is available on site.
DESCRIPTION
H-M in remote/isolated/OCONUS locations

COMPONENTS
H-M in remote/isolated/OCONUS locations

LEGAL STATUTE
Enables the Garrison to provide "Direct Mission Support" for the accomplishment of the Army's Title 10 responsibilities to man, equip and train the force

CUSTOMERS
Soldiers, Leaders, Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Provide opportunity to participate in activities that, increase unit cohesion and esprit de corps. Supports accomplishment of the basic military mission. increased personal skill development, social interaction and sense of community

OUTPUT
MEASURE
% of MWR BOD Standards met

TARGET
Green rating on Army baseline Standards

FORMULA
\[
\frac{(2A+B+C+D)}{5} = \%.
\]

# of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training) = %.

DATA OWNER
DMWR

DATA SOURCE
Army BOD MWR Baseline Standards

REPORTED TO
Army MWR BOD & Congress

FREQUENCY
Quarterly

OUTCOME
MEASURE
Customer Satisfaction

TARGET
4.5 or 90%

FORMULA
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

DATA OWNER
DMWR

DATA SOURCE
Army BOD MWR Baseline Standards

REPORTED TO
Garrison Commander, HQ- IMCOM/Region, DoD

FREQUENCY
Quarterly
## Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE: Sports, Recreation, and Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.0</td>
<td>SSP: Provide recreation programs that address special regional consideratio</td>
</tr>
</tbody>
</table>

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>H-M in remote/isolated/OCONUS locations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>91 - 100% MWR Baseline Standards met</td>
<td>90% - 100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUSTOMER VIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>H-M in remote/isolated/OCONUS locations</td>
</tr>
</tbody>
</table>

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>H-M in remote/isolated/OCONUS locations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>86-90% MWR Baseline Standards met</td>
<td>80% - 89%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUSTOMER VIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>H-M in remote/isolated/OCONUS locations</td>
</tr>
</tbody>
</table>

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.0</td>
<td>H-M in remote/isolated/OCONUS locations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80-85% of MWR Baseline Standards met</td>
<td>70% - 79%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUSTOMER VIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>H-M in remote/isolated/OCONUS locations</td>
</tr>
</tbody>
</table>
This program provides and assists with automotive repair and maintenance activities to promote skill development in maintaining personal vehicles.

COMPONENTS
includes personnel salaries to operate facilities and provide instruction, funds for equipment, supplies, staff training and travel and tool issue for automotive skills activities. Activities may include the following: oil changes, car wash, brake jobs

CUSTOMERS
All Authorized users (AR 215-1)

CRITICAL TO QUALITY CHARACTERISTICS
Provides the opportunity for increased personal skill development, social interaction and sense of community -

OUTPUT

MEASURE
% of MWR Baseline Standards met

TARGET
Green Rating on Army Baseline Standards

FORMULA
(2A+B+C+D)/5
# of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training) = %.

DATA OWNER
DMWR

DATA SOURCE
MWR Baseline Standards

REPORTED TO
IMCOM/FMWRC

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of population that uses the program/total Population
Customer satisfaction 1-5 scale

TARGET
>=15%  
>=4

FORMULA
Leisure Needs Survey (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

DATA OWNER
DMWR

DATA SOURCE
MWR Baseline Standards

REPORTED TO
Garrison Commander, HQ-IMCOM/Region, DoD

FREQUENCY
Quarterly
Morale, Welfare, and Recreation (DMWR)

253  H  Cost %  5.0  SERVICE:  Sports, Recreation, and Libraries
SSP:  Provide Automotive Skills Program

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  availability (hours of operation times the number of Bays)

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
76 - 100% MWR Baseline Standards met  90% - 100%

CUSTOMER VIEW
Dedicated facilities designed and operated for support of general automotive programs services and classes. Facilities are open, at a minimum, 48 hrs per week, provide both one on one personal assistance and areas for self directed activities. Professional staff provides instruction on how to for a variety of activities. All equipment is modern and the tool room stocked with all standard tools that meet heavy commercial use standards. Wait time for Bay use NTE 15 minutes and service wait time NTE 10 minutes during peak business hours.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  availability (hours of operation times the number of Bays)

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
66-75% of MWR Baseline Standards met  80% - 89%

CUSTOMER VIEW
Dedicated facilities designed and operated for support of general automotive programs services and classes. Facilities are open, at a minimum, 40 hrs per week, provide both one on one personal assistance and areas for self directed activities. Professional staff provides instruction on how to for a variety of activities. All equipment is serviceable and the tool room stocked with all standard tools that meet heavy commercial use standards. Wait time for Bay use NTE 20 minutes and service wait time NTE 15 minutes during peak business hours.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  availability (hours of operation times the number of Bays)

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
50-65% of MWR Baseline Standards met  70% - 79%

CUSTOMER VIEW
Dedicated facilities designed and operated for support of general automotive programs services and classes. Facilities are open, at a minimum, 30 hrs (Primarily Fri-Sun), provide limited personal assistance and areas for self directed work. staff provides instruction on safety standards for self direct repairs. All equipment is serviceable and the tool room stocked with the basic tools for basic repair & maintenance of most makes and models. Wait time for Bay use NTE 30 minutes and service wait time NTE 20 minutes during business hours.
DESCRIPTION
This program provides swimming activities and promote skill development

COMPONENTS
Personnel salaries, equipment, and supplies required to provide instruction, equipment issue, and life guard services for recreational swimming activities

CUSTOMERS
All Authorized users (AR 215-1)

CRITICAL TO QUALITY CHARACTERISTICS
Provides the opportunity for increased personal skill development, social interaction and sense of community

OUTPUT
MEASURE
% of MWR BOD Standards met

FORMULA
\[ \frac{2A + B + C + D}{5} \]  
# of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training) = %.

DATA OWNER
DMWR
REPORTED TO
Army MWR BOD & Congress

TARGET
Green rating on Army Baseline Standards

DATA SOURCE
Army BOD MWR Baseline Standards
FREQUENCY
Quarterly

OUTCOME
MEASURE
Customer Satisfaction

FORMULA
Leisure Needs Survey (1-5 scale)  
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

DATA OWNER
DMWR
REPORTED TO
Garrison Commander, HQ IMCOM/Region, DoD, Congress

TARGET
4.5 or 90%

DATA SOURCE
Army BOD MWR Baseline Standards
FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Availability (hours of operation)</td>
<td>76 - 100% MWR Baseline Standards met</td>
<td>90% - 100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Indoor facilities available 12/7 and outdoor seasonal facilities available seven days per week weather permitting. Life guard staffing meets TB Med 575 and AR 215 - 1 guidelines and allows for continued use of the facility from opening to closing. All equipment and supplies required to provide instruction, equipment issue, and program recreational swimming activities throughout the day are available.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Availability (hours of operation)</td>
<td>66-75% of MWR Baseline Standards met</td>
<td>80% - 89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Indoor facilities available 70 hours per week and outdoor seasonal facilities available 56 hours per week weather permitting. Life guard staffing meets TB Med 575 and AR 215 - 1 guidelines and allows for continued use of the facility from opening to closing. All equipment and supplies required to provide for a safe secure environment for the user is available.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Availability (hours of operation)</td>
<td>50-65% of MWR Baseline Standards met</td>
<td>70% - 79%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Indoor facilities available 56 hours per week and outdoor seasonal facilities available 30 hours per week weather permitting. Life guard staffing meets TB Med 575 and AR 215 - 1 guidelines and allows for 45 minutes of facility use/hr from opening to closing. All equipment and supplies required to provide for a safe secure environment for the user is available.
This program provides art and multi-craft activities to promote skill development, stress-relief and general well-being.

COMPONENTS
includes personnel salaries to operate facilities and provide instruction, funds for equipment, supplies, staff training and travel and tool issue for A&C skills activities.

CUSTOMERS
All Authorized users (AR 215-1)

CRITICAL TO QUALITY CHARACTERISTICS
Provides the opportunity for increased personal skill development, social interaction and sense of community -

OUTPUT
MEASURE
% of MWR BOD Standards met

TARGET
Green rating on Army baseline Standards

FORMULA
\[(2A+B+C+D)/5\]
# of hours (2 Staffing) X availability (Equipment) X Opportunity (Programs) X Capability (Training) = %.

DATA OWNER
DMWR

REPORTED TO
Army MWR BOD & Congress

OUTCOME
MEASURE
Customer Satisfaction

TARGET
4.5 or 90%

FORMULA
Leisure Needs Survey (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

DATA OWNER
DMWR

REPORTED TO
Garrison Commander, HQ IMCOM/Region, DoD, Congress
Morale, Welfare, and Recreation (DMWR)

253  K  Cost %  3.0  SERVICE: Sports, Recreation, and Libraries
SSP: Provide Arts and Crafts Program

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 availability (hours of operation) and work (framing, wood shop, etc) space provided

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
76 - 100% MWR Baseline Standards met 90 % -100%

CUSTOMER VIEW
Dedicated facilities designed and operated for support of general/fine arts programs services and classes. Facilities are open, at a minimum, 40 hrs per week, provide both one on one personal assistance and areas for self directed activities. Professional staff provides instruction on how to for a variety of activities (pottery, painting, woodworking, framing etc.). All equipment is modern and meets heavy commercial use standards. service wait time NTE 10 minutes during peak business hours

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 availability (hours of operation) and work (framing, wood shop, etc) space provided

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
66-75% of MWR Baseline Standards met 80% - 89%

CUSTOMER VIEW
Dedicated facilities designed and operated for support of general/fine arts programs services and classes. Facilities are open, at a minimum, 40 hrs per week, provide limited assistance and areas for self directed activities. Professional staff provides instruction on how to for a variety of activities (pottery, painting, woodworking, framing etc.). All equipment is serviceable and meets heavy commercial use standards. service wait time NTE 15 minutes during peak business hours

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 availability (hours of operation) and work (framing, wood shop, etc) space provided

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50-65% of MWR Baseline Standards met 70% - 79%

CUSTOMER VIEW
Dedicated facilities designed and operated for support of general arts programs and services. Classes are provided on a fee basis. Facilities are open, at a minimum, 30 hrs per week, and provide areas for self directed activities. Staff provides supervision for health/safety issues. All equipment is serviceable and meets commercial home use standards. service wait time NTE 15 minutes during peak business hours
**Morale, Welfare, and Recreation (DMWR)**

<table>
<thead>
<tr>
<th>L</th>
<th>Cost %</th>
<th>SERVICE:</th>
<th>Sports, Recreation, and Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0</td>
<td></td>
<td>SSP:</td>
<td>Provide Leisure Ticketing Services</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This program provides discount ticketing services to authorized patrons for entertainment and leisure activities.

**COMPONENTS**
includes personnel salaries to man and operate facilities and funds for equipment, supplies, staff training and travel

<table>
<thead>
<tr>
<th>LEGAL STATUTE</th>
<th>REGULATION</th>
</tr>
</thead>
</table>

**CUSTOMERS**
All Authorized users (AR 215-1)

**CRITICAL TO QUALITY CHARACTERISTICS**
Provides the opportunity for increased personal skill development, social interaction and sense of community -

## OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of MWR BOD Standards met</td>
<td>Green rating on Army Baseline Standards</td>
</tr>
</tbody>
</table>

**FORMULA**

\[
\frac{(2A+B+C+D)}{5} \times \text{Availability (Equipment)} \times \text{Opportunity (Programs)} \times \text{Capability (Training)} = \%
\]

**DATA OWNER**
DMWR

**REPORTED TO**
Army MWR BOD & Congress

## OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>4.5 or 90%</td>
</tr>
</tbody>
</table>

**FORMULA**

Leisure Needs Survey (1-5 scale)
Formula is Score on Leisure Needs Survey divided by 5 equals a percentage

**DATA OWNER**
DMWR

**REPORTED TO**
Garrison Commander, HQ IMCOM/Region, DoD, Congress

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September 2012
FY13 CLS Configurations 255
Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>L</td>
<td>3.0</td>
<td>Sports, Recreation, and Libraries</td>
<td>Provide Leisure Ticketing Services</td>
</tr>
</tbody>
</table>

CAPABILITY LEVEL - 1

**COST FACTOR**
100.0

**PRIMARY WORK DRIVER**
availability (hours of operation) and IT services

**OUTPUT PERFORMANCE TARGET**
76 - 100% MWR Baseline Standards met

**OUTCOME PERFORMANCE TARGET**
90% - 100%

**CUSTOMER VIEW**
Dedicated facilities designed and operated for support of leisure travelers. Facilities are open, at a minimum, 40 hrs per week, provide both one on one personal assistance and web based service (latest & greatest automation terminals for purchasing tickets for worldwide entertainment venues, travel plans, flights, etc.). Professional agents (degree/certified in various areas of the travel industry). Service wait time NTE 10 minutes during peak business hours

CAPABILITY LEVEL - 2

**COST FACTOR**
75.0

**PRIMARY WORK DRIVER**
availability (hours of operation) and IT services

**OUTPUT PERFORMANCE TARGET**
66-75% of MWR Baseline Standards met

**OUTCOME PERFORMANCE TARGET**
80% - 89%

**CUSTOMER VIEW**
Dedicated facilities designed and operated for support of leisure travelers. Facilities are open, at a minimum, 30 hrs per week and provide limited personal assistance and web based service terminals for purchasing tickets for worldwide entertainment venues, travel plans. Professional agent (degree/certified in various areas of the travel industry). Service wait time NTE 15 minutes during peak business hours

CAPABILITY LEVEL - 3

**COST FACTOR**
50.0

**PRIMARY WORK DRIVER**
availability (hours of operation) and IT services

**OUTPUT PERFORMANCE TARGET**
50-65% of MWR Baseline Standards met

**OUTCOME PERFORMANCE TARGET**
70% - 79%

**CUSTOMER VIEW**
Non facility based computer (web based) service, space provided in some other community support facility (ODR/Recreation Center). Service is available at a minimum, 30 hrs per week. Very limited personal assistance and web based service terminals for purchasing tickets for worldwide entertainment venues, travel plans. Basic Recreation Aid on duty to provide assistance with using the web based programs. Service wait time NTE 20-30 minutes during peak business hours
### Morale, Welfare, and Recreation (DMWR)

<table>
<thead>
<tr>
<th>M</th>
<th>Cost %</th>
<th>SERVICE:</th>
<th>Sports, Recreation, and Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0</td>
<td><strong>SSP:</strong> Provide Music and Theater Program</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### DESCRIPTION
This program entails sponsoring of music and theater productions for participation by authorized patrons.

#### COMPONENTS
includes personnel salaries to operate facilities and provide instruction, funds for equipment, supplies, staff training and travel for M&T activities.

#### CUSTOMERS
All Authorized users (AR 215-1)

#### CRITICAL TO QUALITY CHARACTERISTICS
Provides the opportunity for increased personal skill development, social interaction and sense of community -

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>% of MWR BOD Standards met</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET</td>
<td>Green rating on Army Baseline Standards</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>FORMULA</th>
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<tbody>
<tr>
<td>$\frac{(2A+B+C+D)}{5}$</td>
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</table>

<table>
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<th>DMWR</th>
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<tr>
<td>REPORTED TO</td>
<td>Army MWR BOD &amp; Congress</td>
</tr>
</tbody>
</table>

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>Customer Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET</td>
<td>4.5 or 90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Needs Survey (1-5 scale)</td>
</tr>
</tbody>
</table>

<table>
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<th>DMWR</th>
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<tbody>
<tr>
<td>REPORTED TO</td>
<td>Garrison Commander, HQ IMCOM/Region, DoD, Congress</td>
</tr>
</tbody>
</table>

| DATA SOURCE | Army BOD MWR Baseline Standards And ISR III |
| FREQUENCY | Quarterly |
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>availability (hours of operation and programs produced)</td>
<td>76 - 100% MWR Baseline Standards met</td>
<td>90% - 100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Dedicated facilities designed and operated for theater/musical productions. Facilities are open, at a minimum, 40 hrs per week. Stage sets/musical instruments are of professional construct/quality. Professional Instructors (degree/certified in various areas of the entertainment industry). Productions (for spectators/participants) are available on a weekly scheduled basis.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>availability (hours of operation and programs produced)</td>
<td>66-75% of MWR Baseline Standards met</td>
<td>80% - 89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Dedicated facilities designed and operated for theater/musical productions. Facilities are open, at a minimum, 40 hrs per week. Stage sets are custom made, musical instrument are serviceable. Instructors (certified in various areas of the entertainment industry). Productions (for spectators/participants) are available on a monthly basis.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>availability (hours of operation and programs produced)</td>
<td>50-65% of MWR Baseline Standards met</td>
<td>70% - 79%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Non-Facility Based program, theater/musical productions performed at various venues (Clubs/Recreation centers). Stage sets are custom made, musical instrument are serviceable. Volunteer instructor (s) or by contract (participant pays the fee) Productions (for spectators/participants) are available on a Quarterly basis.
DESCRIPTION

Provide a bowling program that is growing to meet industry standards as a leisure and recreation destination that delivers a quality product while achieving Army financial standards.

Ensure Soldiers and Families have an opportunity to participate in bowling programs and centers offering open and league bowling and services such as bowling instruction, retail, food and beverage, and other market-driven recreational activities as facility allows.

Installations that currently do not have a bowling center should consider negotiating a fair price for play and/or access with an outside service provider.

Note: During deployment, training or significant population loss or gain, adjust operations at locations to reflect market size.

Note: If an installation is designated remote and isolated per AR215-1, APF support is

COMPONENTS

This SSP includes:

• Lane Operations (shoe rental, locker rental, and lane fees)
• Food Operations (may include snack bars, regular dining, themed operations, catering, etc.)
• Bar Operations (may include regular bar, themed bars, catered bars, etc.)
• Administrative (includes accounting, personnel, inventory control, purchasing, contracts, concessionaries, entertainment, vending machine income, management and facility expenses)
• Bingo
• Mechanical and Maintenance
• Pro Shop
• Arcade/Recreational Machines
• Other Entertainment Options, both out and indoor
• Facility, Furnishings and Fixtures
• Bowling Equipment (all that pertains to game of bowling, e.g. pinsetters, lanes, returns, bumpers, scoring, etc.)
• Special Events & Programming
• Resale/revenue generation including bowling aids and all items incidental to the game of bowling (i.e. bowling fees, instruction, pro shop, shoe and locker rental, electronic entertainment).

Note: Lanes and equipment must be certified by the United States Bowling Congress (USBC)

Note: HVAC and humidity control needed to maintain lane operations and bowling equipment

LEGAL STATUTE

CUSTOMERS

Authorized Patrons per AR 215-1, Chapter 7 (Patronage), other users by exception, Host Nation Authorities

CRITICAL TO QUALITY CHARACTERISTICS

Lane conditions delivering fair scoring, perceived value, access to bowling services (e.g. parties, leagues, open bowling, tournaments, ball drilling, coaching, etc.) available, quality customer service, center amenities, management leadership and oversight, motivated and well trained management and staff

MEASURE

Participation, Lines (games) per Lane per Day (LLD)

FORMULA

Total number of lines (games) bowled/total number of lanes/total number of days open

DATA OWNER

Bowling Center Manager

DATA SOURCE

Bowling scoring systems

REPORTED TO

Chief Business Operations Division (BOD)

FREQUENCY

Quarterly

OUTPUT

TARGET

LLD Benchmark, as published in the IMCOM Policy #44 Corporate Strategy

OUTCOME

MEASURE

Customer Service

FORMULA

Total survey points (score) achieved/total possible points (score) for all questions in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

TARGET

Score of >= 90 percent from the Bowling Survey in the Program Scorecard, Customer Service section as published in the IMCOM Policy #44 Corporate Strategy
DATA OWNER
Bowling Center Manager

REPORTED TO
Chief Business Operations Division (BOD)

DATA SOURCE
Bowling scoring systems

FREQUENCY
Quarterly
Morale, Welfare, and Recreation (DMWR)

CAPABILITY LEVEL - 1

COST FACTOR: 100.0
PRIMARY WORK DRIVER: Customers

OUTPUT PERFORMANCE TARGET: 80% - 100% of Lines per Lane per Day (LLD) Benchmark - as published in the IMCOM Policy #44, Corporate Strategy

OUTCOME PERFORMANCE TARGET: 90% - 100% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

CUSTOMER VIEW:
Bowling is an entertainment business and customers expect it to provide a variety of products and programs to attract both casual and repetitive bowlers. Bowling centers must be fun, inviting destinations where people enjoy the programs and activities. Management must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling centers need to be attractive, operate based on the market, and have certified lanes. In addition to attractive facilities, the center features a la carte and catered food and beverage services for the customer’s social needs and enjoyment. Centers range from 4 to 52 lane operations and should be the equivalent of an upper end public operation. Standards and pricing structure for bowling operations are IAW the IMCOM Policy Letter #44, Corporate Strategy.

CAPABILITY LEVEL - 2

COST FACTOR: 75.0
PRIMARY WORK DRIVER: Customers

OUTPUT PERFORMANCE TARGET: 40% - 79% of Lines per Lane per Day (LLD) Benchmark - as published in the IMCOM Policy #44, Corporate Strategy

OUTCOME PERFORMANCE TARGET: 75% - 89% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

CUSTOMER VIEW:
Bowling is an entertainment business and customers expect it to provide a variety of products and programs to attract both casual and repetitive bowlers. Bowling centers must be fun, inviting destinations where people enjoy the programs and activities. Management must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling centers need to be attractive, operate based on the market, and have certified lanes. In addition to attractive facilities, the center features a la carte and catered food and beverage services for the customer’s social needs and enjoyment. Centers range from 4 to 52 lane operations and should be the equivalent of an upper end public operation. Standards and pricing structure for bowling operations are IAW the IMCOM Policy Letter #44, Corporate Strategy.

CAPABILITY LEVEL - 3

COST FACTOR: 50.0
PRIMARY WORK DRIVER: Customers

OUTPUT PERFORMANCE TARGET: 20%-39% of Lines per Lane per Day (LLD) Benchmark as published in the IMCOM Policy # 44, Corporate Strategy

OUTCOME PERFORMANCE TARGET: 50%-79% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

CUSTOMER VIEW:
Bowling is an entertainment business and customers expect it to provide a variety of products and programs to attract both casual and repetitive bowlers. Bowling centers must be fun, inviting destinations where people enjoy the programs and activities. Management must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling centers need to be attractive, operate based on the market, and have certified lanes. In addition to attractive facilities, the center features a la carte and catered food and beverage services for the customer’s social needs and enjoyment. Centers range from 4 to 52 lane operations and should be the equivalent of an upper end public operation. Standards and pricing structure for bowling operations are IAW the IMCOM Policy Letter #44, Corporate Strategy.
DESCRIPTION
Provide a bowling program that is growing to meet industry standards as a leisure and recreation destination that delivers a quality product while achieving Army financial standards.

Ensure Soldiers and Families have an opportunity to participate in bowling programs and centers offering open and league bowling and services such as bowling instruction, retail, food and beverage, and other market-driven recreational activities as facility allows.

Installations that currently do not have a bowling center should consider negotiating a fair price for play and/or access with an outside service provider.

Note: During deployment, training or significant population loss or gain, adjust operations at locations to reflect market size.

Note: If an installation is designated remote and isolated per AR215-1, AF support is authorized.

COMPONENTS
This SSP includes:
- Lane Operations (shoe rental, locker rental, and lane fees)
- Food Operations (may include snack bars, regular dining, themed operations, catering, etc.)
- Bar Operations (may include regular bar, themed bars, catered bars, etc.)
- Administrative (includes accounting, personnel, inventory control, purchasing, contracts, concessionaries, entertainment, vending machine income, management and facility expenses)
- Bingo
- Mechanical and Maintenance
- Pro Shop
- Arcade/Recreational Machines
- Other Entertainment Options, both out and indoor
- Facility, Furnishings and Fixtures
- Bowling Equipment (all that pertains to game of bowling, e.g. pinsetters, lanes, returns, bumpers, scoring, etc.)
- Special Events & Programming
- Resale/revenue generation including bowling aids and all items incidental to the game of bowling (i.e. bowling fees, instruction, pro shop, shoe and locker rental, electronic entertainment).

Note: Lanes and equipment must be certified by the United States Bowling Congress (USBC)

Note: HVAC and humidity control needed to maintain lane operations and bowling equipment

LEGAL STATUTE

CUSTOMERS
Authorized Patrons per AR 215-1, Chapter 7 (Patronage), other users by exception, Host Nation Authorities

CRITICAL TO QUALITY CHARACTERISTICS
Lane conditions delivering fair scoring, perceived value, access to bowling services (e.g. parties, leagues, open bowling, tournaments, ball drilling, coaching, etc.) available, quality customer service, center amenities, management leadership and oversight, motivated and well trained management and staff

OUTPUT

MEASURE
Participation, Lines (games) per Lane per Day (LLD)

FORMULA
Total number of lines (games) bowled/total number of lanes/total number of days open

DATA OWNER
Bowling Center Manager

REPORTED TO
Chief Business Operations Division (BOD)

MEASURE
Customer Service

TARGET
Score of >= 90 percent from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

TARGET
LLD Benchmark, as published in the IMCOM Policy #44 Corporate Strategy

FREQUENCY
Quarterly

DATA SOURCE
Bowling scoring systems
FORMULA
Total survey points (score) achieved/total possible points (score) for all questions in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

DATA OWNER
Bowling Center Manager

REPORTED TO
Chief Business Operations Division (BOD)

DATA SOURCE
Bowling scoring systems

FREQUENCY
Quarterly
## Morale, Welfare, and Recreation (DMWR)

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Customers</td>
<td>80%-100% of Lines per Lane per Day (LLD) Benchmark - as published in the IMCOM Policy #44, Corporate Strategy</td>
<td>90% - 100% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Bowling is an entertainment business and customers expect it to provide a variety of products and programs to attract both casual and repetitive bowlers. Bowling centers must be fun, inviting destinations where people enjoy the programs and activities. Management must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling centers need to be attractive, operate based on the market, and have certified lanes. In addition to attractive facilities, the center features a la carte and catered food and beverage services for the customer’s social needs and enjoyment. Centers range from 4 to 52 lane operations and should be the equivalent of an upper end public operation. Standards and pricing structure for bowling operations are IAW the IMCOM Policy Letter #44, Corporate Strategy.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Customers</td>
<td>40% - 79% of Lines per Lane per Day (LLD) Benchmark - as published in the IMCOM Policy #44, Corporate Strategy</td>
<td>75% - 89% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy</td>
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**CUSTOMER VIEW**

Bowling is an entertainment business and customers expect it to provide a variety of products and programs to attract both casual and repetitive bowlers. Bowling centers must be fun, inviting destinations where people enjoy the programs and activities. Management must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling centers need to be attractive, operate based on the market, and have certified lanes. In addition to attractive facilities, the center features a la carte and catered food and beverage services for the customer’s social needs and enjoyment. Centers range from 4 to 52 lane operations and should be the equivalent of an upper end public operation. Standards and pricing structure for bowling operations are IAW the IMCOM Policy Letter #44, Corporate Strategy.

### CAPABILITY LEVEL - 3

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</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Customers</td>
<td>20%-39% of Lines per Lane per Day (LLD) Benchmark as published in the IMCOM Policy #44, Corporate Strategy</td>
<td>50% - 79% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Bowling is an entertainment business and customers expect it to provide a variety of products and programs to attract both casual and repetitive bowlers. Bowling centers must be fun, inviting destinations where people enjoy the programs and activities. Management must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling centers need to be attractive, operate based on the market, and have certified lanes. In addition to attractive facilities, the center features a la carte and catered food and beverage services for the customer’s social needs and enjoyment. Centers range from 4 to 52 lane operations and should be the equivalent of an upper end public operation. Standards and pricing structure for bowling operations are IAW the IMCOM Policy Letter #44, Corporate Strategy.
Clubs, Food, Beverage and Entertainment (CFBE) Operations may include theme operations, catering, snack bars, dining, beverage, social events, entertainment, and other services normally associated with a restaurant and entertainment center, as well as hospitality support for official events. Programs may include Bingo, snack bars, themed programs (casual dining, MWR promotional programs, etc) special activities, recreational machines, etc. Ensure Soldiers have access to FBE programs through direct operation, concessionaires, franchising, PPV (Public-Private Ventures), name brand casual and fast food dining, and other market-driven FBE programs as facility allows. Delivers a quality product while achieving Army Financial standards.

Note: FBE can be co-located with other programs to maximize resources.

Note: During deployment, training or significant population loss or gain, adjust operations at locations to reflect market size.

Note: If an installation is designated remote and isolated per AR215-1, APF support is authorized.

COMPONENTS
This SSP includes:
• Food Operations (may include snack bars, regular dining, themed operations, and catering)
• Bar Operations (may include regular bar, themed bars, catered bars)
• Administrative (includes accounting, inventory control, purchasing, contracts, concessionaires, entertainment, vending machine income, management and facility expenses)
• Bingo
• Special Events
• Membership Programs

Note: Utilities and SRM included.

Components include all associated costs and expenses and the equipment and necessary inventory to support operations (see AR215-1)

Pricing structure will reflect competition and financial benchmarks. Ensure that FBE operations are of the correct size and are sufficiently dispersed geographically to maximize revenue generating opportunities and minimize internal (MWR & AAFES) competition.

Management and oversight includes activity to ensure compliance with the business plan, action plan and corporate strategies (e.g., Development and marketing activity to increase program growth. Management will develop and implement growth activities, review internal controls, analyze fee pricing and cost drivers for competitiveness, determine appropriateness of staffing levels and accounting, and analyze to determine right-sizing of services, etc).

LEGAL STATUTE

CUSTOMERS
Authorized Patrons per AR215-1 (Table 6-1), other users by exception, Host Nation Authorities

CRITICAL TO QUALITY CHARACTERISTICS
Perceived value, quality food and beverage, good service, atmosphere and variety, cleanliness, presentation, well trained and knowledgeable employees.

MEASURE | TARGET
--- | ---
Percentage of Capacity | As published in the Corporate Strategy

FORMULA
Utilized space / total available capacity

DATA OWNER
Program Manager/Facility Manager/COR

DATA SOURCE
Business Plan Develo
www.businessplan.armymwr.com

REPORTED TO
Chief Business Operations Division (BOD)

FREQUENCY
Quarterly

OUTPUT

OUTCOME

MEASURE | TARGET
--- | ---
Customer Service | Score of 18 from the survey in the Program Scorecard as published in the Corporate Strategy

FORMULA
Total of six questions from the Program Scorecard as published in the Corporate Strategy
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Customers

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% - 100% of Output Target 90% - 100%

As published in the Corporate Strategy

CUSTOMER VIEW
CFBE Operations offer various types of dining and entertainment venues. The quality of the food, service, facilities and pricing determine if a potential customer will utilize the facility. Driving factor for the customer is the overall quality and perceived value of the dining and/or entertainment experience. Standards and pricing structure for FBE operations are IAW the FMWRC Business Operation Corporate Strategies.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Customers

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70% to 89% of Output Target 70% - 89%

As published in the Corporate Strategy

CUSTOMER VIEW
CFBE Operations offer various types of dining and entertainment venues. The quality of the food, service, facilities and pricing determine if a potential customer will utilize the facility. Driving factor for the customer is the overall quality and perceived value of the dining and/or entertainment experience. Standards and pricing structure for FBE operations are IAW the FMWRC Business Operation Corporate Strategies.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Customers

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50%-69% of Output Target 50%-69%

As published in the Corporate Strategy

CUSTOMER VIEW
CFBE Operations offer various types of dining and entertainment venues. The quality of the food, service, facilities and pricing determine if a potential customer will utilize the facility. Driving factor for the customer is the overall quality and perceived value of the dining and/or entertainment experience. Standards and pricing structure for FBE operations are IAW the FMWRC Business Operation Corporate Strategies.
DESCRIPTION
Provide a golf program with playing conditions and services comparable to a mid to high level municipal golf course where there is sufficient market demand to ensure self-sufficiency.

Ensure Soldiers and Families have an opportunity to play golf at a golf course offering open play, tournaments, and services such as golf instruction, retail, and food and beverage.

Installations that currently do not have a golf course should consider negotiating a fair price for play and/or access with an outside service provider.

Note: During deployment, training or significant population loss or gain, adjust operations at locations to reflect market size.

Note: If an installation is designated remote and isolated per AR215-1, APF support is authorized.

COMPONENTS
This SSP includes:

• Golf Operations (daily greens fees, annual greens fees, tournament fees, lessons fees)
• Pro Shop (club rental, club repair, locker rental, retail sales)
• Driving Range Operations
• Golf Car Operations
• Food Operations (may include snack bars, regular dining, themed operations, and catering)
• Bar Operations (may include regular bar, themed bars, catered bars)
• Administrative (includes accounting, inventory control, purchasing, contracts, concessionaries, entertainment, vending machine income, management and facility expenses)
• Bingo
• Course Maintenance
• Special Events

The playing surface and practice areas (as defined by the United States Golf Association-USGA) and adequate irrigation to meet requirements of the course.

Building and grounds as specified in AR215-1. Grounds does not include common use areas such as entrance ways and parking lots.

CUSTOMERS
Authorized Patrons per AR215-1 (Table 6-1), other users by exception, Host Nation Authorities

CRITICAL TO QUALITY CHARACTERISTICS
Playability of the course, perceived value, access to the course, access to tee times, services available, quality customer service, course amenities (see Golf Scorecard), Management and oversight, well trained and knowledgeable employees

OUTPUT

MEASURE
Participation (rounds played)

FORMULA
\[
\text{Number of rounds played} / \text{total capacity rounds that could be played}
\]

DATA OWNER
General Manager/Golf Professional

REPORTED TO
Chief Business Operations Division (BOD)

TARGET
\(\geq 70\% \text{ (capacity)}\) as published in the IMCOM Policy #44 Corporate Strategy

DATA SOURCE
GolfTRAC

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Service

FORMULA
Total of six questions from the Program Scorecard as published in the Corporate Strategy

DATA OWNER
General Manager/Golf Professional

REPORTED TO
Chief Business Operations Division (BOD)

TARGET
Score of 18 from the survey in the Program Scorecard as published in the Corporate Strategy

DATA SOURCE
GolfTRAC

FREQUENCY
Quarterly
COST FACTOR | PRIMARY WORK DRIVER
---|---
100.0 | Customers

**OUTPUT PERFORMANCE TARGET**
80% - 100% from the Golf Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

**OUTCOME PERFORMANCE TARGET**
90% - 100% total survey points (score) achieved/total possible points (score) for all questions in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

**CUSTOMER VIEW**
Golf operations offer a full range of services from lessons for the beginner to the highly skilled golfer to a fully stocked pro-shop that meets your every golfing need. In addition to attractive practice facilities, the clubhouse features food and beverage services for your social needs and enjoyment. The courses are designed to take advantage of and protect the natural environment, so the trees and scenery provide a beautiful setting for your game. Courses range from 9-hole to 36-hole operations and should be the equivalent of an upper end municipal operation. Driving factor for the customer is playability and course conditions. Standards and pricing structure for golf operations are IAW the FMWRC Business Operation Corporate Strategies.

---

COST FACTOR | PRIMARY WORK DRIVER
---|---
75.0 | Customers

**OUTPUT PERFORMANCE TARGET**
40% - 79% of Capacity

**OUTCOME PERFORMANCE TARGET**
75%- 89% of Total Score from the Golf Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

**CUSTOMER VIEW**
Golf operations offer a full range of services from lessons for the beginner to the highly skilled golfer to a fully stocked pro-shop that meets your every golfing need. In addition to attractive practice facilities, the clubhouse features food and beverage services for your social needs and enjoyment. The courses are designed to take advantage of and protect the natural environment, so the trees and scenery provide a beautiful setting for your game. Courses range from 9-hole to 36-hole operations and should be the equivalent of an upper end municipal operation. Driving factor for the customer is playability and course conditions. Standards and pricing structure for golf operations are IAW the FMWRC Business Operation Corporate Strategies.

---

COST FACTOR | PRIMARY WORK DRIVER
---|---
50.0 | Customers

**OUTPUT PERFORMANCE TARGET**
20%-39% of Lines per Lane per Day (LLD) Benchmark as published in the IMCOM Policy #44, Corporate Strategy

**OUTCOME PERFORMANCE TARGET**
50%-79% of Total Score from the Bowling Survey in the Program Scorecard, Customer Service section, as published in the IMCOM Policy #44 Corporate Strategy

**CUSTOMER VIEW**
Golf operations offer a full range of services from lessons for the beginner to the highly skilled golfer to a fully stocked pro-shop that meets your every golfing need. In addition to attractive practice facilities, the clubhouse features food and beverage services for your social needs and enjoyment. The courses are designed to take advantage of and protect the natural environment, so the trees and scenery provide a beautiful setting for your game. Courses range from 9-hole to 36-hole operations and should be the equivalent of an upper end municipal operation. Driving factor for the customer is playability and course conditions. Standards and pricing structure for golf operations are IAW the FMWRC Business Operation Corporate Strategies.
This program implements policies for eligibility, assignment, and occupancy of UPH.

**COMPONENTS**

Policy Development, Quality of Life Support (Resident Surveys), Stakeholder Management, Inventory Management (Realignment footprints), CNAs Management, Assignment/Termination Management (Review orders, Assignment Process), UPH Maintenance Management (Move-in/out process, Key Management, Permanent Key Inventory, Key Control) Training

**LEGAL STATUTE**

☐ REGULATION

AR 210-50 Housing Management, DoD 4165.63M

**CUSTOMERS**

Soldiers and other Service Members (SM)

**CRITICAL TO QUALITY CHARACTERISTICS**

Efficient and Timely processing of room assignment; Availability of rooms

**OUTPUT**

**MEASURE**

Assign PP barracks IAW TLE & TLA rules and regulations.

**TARGET**

Output CL-1 Target (new): >=95%
Output CL-2 Target (new): 94-85%
Output CL-3 Target (new): 84-65%

**FORMULA**

Number of applicants assigned within standard - divided by - Total number of applicants. Measure Monthly

**DATA OWNER**

UPH Manager/ Assignment and Terminations Clerk (A and T Clerk)

**DATA SOURCE**

Housing Operations Management System (HOMES) Records or other data sources currently used

**REPORTED TO**

Garrison Commander

**FREQUENCY**

monthly

**OUTCOME**

**MEASURE**

Assign PP barracks IAW TLE & TLA rules and regulations

**TARGET**

>=95% within 10 days (CONUS) and 30 days (OCONUS)

**FORMULA**

Within 10 days (CONUS) and 30 days (OCONUS). Number of applicants assigned within standard - divided by - Total number of applicants

**DATA OWNER**

UPH Manager/ Assignment and Terminations Clerk (A and T Clerk)

**DATA SOURCE**

Housing Operations Management System (HOMES) Records or other data sources currently used

**REPORTED TO**

Garrison Commander

**FREQUENCY**

monthly
## CAPABILITY LEVEL - 1

**COST FACTOR** | PRIMARY WORK DRIVER  
--- | ---  
100.0 | Number of service members (SM) in-processed  

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**  
--- | ---  
95%-100% | >=95% within 10 days (CONUS) and 30 days (OCONUS)  

**CUSTOMER VIEW**  
95% or more of assignments are completed as scheduled. 95% of PP barracks assigned within 10 days CONUS and within 30 days OCONUS.

## CAPABILITY LEVEL - 2

**COST FACTOR** | PRIMARY WORK DRIVER  
--- | ---  
75.0 | Number of service members (SM) in-processed  

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**  
--- | ---  
85%-94% | >=90% within 10 days (CONUS) and 30 days (OCONUS)  

**CUSTOMER VIEW**  
85% or more of assignments are completed as scheduled. 90% of PP barracks assigned within 10 days CONUS and within 30 days OCONUS.

## CAPABILITY LEVEL - 3

**COST FACTOR** | PRIMARY WORK DRIVER  
--- | ---  
50.0 | Number of service members (SM) in-processed  

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**  
--- | ---  
66% - 84% | >=85% within 10 days (CONUS) and 30 days (OCONUS)  

**CUSTOMER VIEW**  
65% or more of assignments completed as scheduled. 85% of permanent party (PP) barracks within 10 days (CONUS) and 30 days (OCONUS).
This program provides input to planning, programming, budgeting and execution for Permanent Party barracks with regard to UPH.

COMPONENTS
Move-in/out Inspections (Joint room inspection w/Soldier, Joint furnishings inspection w/Soldier, Hand receipt process, Damage assessment/accountability, Maintenance Assessment, Work Request, Service Request Management, Preventative maintenance Inspections Management) Battle Handover Management (BHO Inspections), Custodial & Grounds Maintenance management (Common Custodial care, Common area grounds maintenance)

LEGAL STATUTE
AR 210-50, DoD 4165.63M

CUSTOMERS
Soldiers and other Service Members (SM)

CRITICAL TO QUALITY CHARACTERISTICS
On-post/Off-post Housing (PP barracks or CNA) provided IAW policies and regulations.

OUTPUT

MEASURE
Work Request submitted within one business day of clearance of quarters completed

TARGET
Output CL-1 Target (new): >=95%
Output CL-2 Target (new): >=85-94%
Output CL-3 Target (new): <=84-70%

FORMULA
Number of WRs submitted within one business day of the clearance of the quarters- divided by- Number of quarters cleared for the month

DATA OWNER
IMCOM Region Central Tasking office

DATA SOURCE
Tasker Log

REPORTED TO
Garrison Commander

FREQUENCY
Monthly

OUTCOME

MEASURE
Work Request completed satisfactorily and cleared quarters returned to available status within time allowed based on workload required

TARGET
>=95%

FORMULA
Within 4 days (Green room), 5 days (Amber room) and 7 days (Red room). Total number WRs: Green quarters completed in 4 days, Amber quarters completed in 5 days, and Red quarters completed in 7 days- divided by- Total number Green quarters cleared, total number Amber quarters cleared and total number Red quarters cleared

DATA OWNER
HQDA, DPW

DATA SOURCE
Tasker Log

REPORTED TO
Garrison Commander

FREQUENCY
Monthly
COST FACTOR 100.0
PRIMARY WORK DRIVER Request for data and analysis, changing force structure and requirements
OUTPUT PERFORMANCE TARGET 95%-100%
OUTCOME PERFORMANCE TARGET 95%-100%
CUSTOMER VIEW 95% or more of quarters received satisfactory Work Request as scheduled. 95% of WR is completed and quarters returned within 4, 5, or 7 days.

CAPABILITY LEVEL - 2
COST FACTOR 75.0
PRIMARY WORK DRIVER Request for data and analysis, changing force structure and requirements
OUTPUT PERFORMANCE TARGET 85%-94%
OUTCOME PERFORMANCE TARGET 90%-94%
CUSTOMER VIEW 85% or more of quarters received satisfactory Work Request as scheduled. 85% or more of WR is completed and quarters returned within 4, 5, or 7 days.

CAPABILITY LEVEL - 3
COST FACTOR 50.0
PRIMARY WORK DRIVER Request for data and analysis, changing force structure and requirements
OUTPUT PERFORMANCE TARGET 65%-84%
OUTCOME PERFORMANCE TARGET 85%-89%
CUSTOMER VIEW <=84-70% of quarters received satisfactory Work Request as scheduled. 70-84% of WR is completed and quarters returned within 4, 5, or 7 days.
This program plans and executes the acquisition of replacement furniture IAW Common Tables of Allowances (CTA) 50-909.

COMPONENTS
Bks furnishings & equipment management (Inventory and condition inspections, Identification and management of replacement furnishings, Furnishings and equipment storage/movement/receiving management, Purchase furnishings and equipment, warehouse operations, DX ops, Whole bks furnishings replacement plan), Management of Commercial Service (Laundry contracts)

LEGAL STATUTE

REGULATION
AR 210-50, DoD 4165.63M, CTA 50-909, ACSIM Furnishings Manual

CUSTOMERS
Soldiers and other Service Members (SM)

CRITICAL TO QUALITY CHARACTERISTICS
Adequately furnished quarters

OUTPUT

MEASURE
Furnishings and/or equipment replacement requests submitted within one business day of SSH Office notification of deficiency

TARGET
Output CL-1 Target (new): >=95%
Output CL-2 Target (new): >=94-85%
Output CL-3 Target (new): <=84-70%

FORMULA
Number of furnishings/equipment replacement requests submitted within one business day - divided by - Total number of furnishings/equipment replacement requests submitted for that month

DATA OWNER
UPH Manager, Furnishings Manager

DATA SOURCE
HOMES or other data sources currently used

REPORTED TO
Garrison Commander

FREQUENCY
Monthly

OUTCOME

MEASURE
SSH quarters are properly furnished with serviceable furniture and equipment

TARGET
>= 95% Rated "Good" or Better

FORMULA
% of SSH quarters are properly furnished and equipped at the time of assignment and termination of the SSH quarters and 95% of furnishings and/or equipment replacement request are completed within 3 business days. Total number of assigned quarters properly furnished and/or equipped divided within 3 days of assignment - divided by - total number of quarters assigned

DATA OWNER
UPH Manager

DATA SOURCE
HOMES or other data sources currently used

REPORTED TO
Garrison Commander

FREQUENCY
Monthly
**Public Works (DPW)**

**200 C**

| SERVICE: | UPH/SEBQ/UOQ Management |
| SSP:     | UPH Furnishings Management |

### CAPABILITY LEVEL - 1

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
100.0 | Number of quarters

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
--- | ---
95%-100% | 95%-100%

**CUSTOMER VIEW**
95% or more of SSH quarters are properly furnished and equipped. 95% of furnishings and/or equipment replacement requests are satisfactorily completed within 3 business days.

### CAPABILITY LEVEL - 2

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
75.0 | Number of quarters

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
--- | ---
85%-94% | 85%-94%

**CUSTOMER VIEW**
85% to 94% of SSH quarters are properly furnished and equipped. 85 to 94% of furnishings and/or equipment replacement requests are satisfactorily completed within 3 business days.

### CAPABILITY LEVEL - 3

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
50.0 | Number of quarters

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
--- | ---
70%-84% | 70%-84%

**CUSTOMER VIEW**
<=84-70% of SSH quarters are properly furnished and equipped. 70-84% of furnishings and/or equipment replacement requests are satisfactorily completed within 3 business days.
This program implements policies for eligibility, assignment, occupancy and termination of AFH.

**COMPONENTS**
This program includes:
- Reviewing Orders
- Application assignment & termination
- Coordination with other offices
- Manage waiting lists
- Process paperwork
- Identify maintenance & repair
- Conduct quarters inspections
- Determine housing requirements, utilization, and allocations
- Conduct surveys and studies as required (e.g. BAH, HMA)
- Provide staffing according to TDA models

Operation, maintenance and repair, and costs of family housing leased from foreign governments, private owners, FHA, and VA that are designated as public quarters.

Develop and manage General Flag Officer Quarters (GFOQ) maintenance, repair, and projects.

**LEGAL STATUTE**

**CUSTOMERS**
Service Members and Families

**CRITICAL TO QUALITY CHARACTERISTICS**
Efficient and Timely processing of quarters assignment / termination.

**MEASURE**
Utilization of government owned family and leased housing.

**FORMULA**
Days Occupied / Days Available

**DATA OWNER**
Housing Manager/HSO Manager

**DATA SOURCE**
Housing Operations Management System (HOMES) Records or other data sources currently used

**REPORTED TO**
Garrison Commander

**FREQUENCY**
monthly

**TARGET**
CL 1: 95 – 99.9%
CL2: 90 - 94%
CL3: 89% and below

**OUTPUT**

**MEASURE**
Average number of days between occupancy for available government owned family quarters and leased housing (ISR 50-03 and ISR 50-04)

**FORMULA**
Number of vacant / Total number of occupancy changes

**DATA OWNER**
Housing Manager/HSO Manager

**DATA SOURCE**
Housing Operations Management System (HOMES) Records or other data sources currently used

**REPORTED TO**
Garrison Commander

**FREQUENCY**
monthly

**TARGET**
30 days (ISR's value. Too high??)
COST FACTOR: 100.0
PRIMARY WORK DRIVER: Number of homes

OUTPUT PERFORMANCE TARGET: 95-100
OUTCOME PERFORMANCE TARGET: 30 days (ISR based)

CUSTOMER VIEW:
At least 95% Occupancy of quarters (net utilization). No more than an average of 30 days between occupancy.

CAPABILITY LEVEL - 2

COST FACTOR: 75.0
PRIMARY WORK DRIVER: Number of homes

OUTPUT PERFORMANCE TARGET: 90-94
OUTCOME PERFORMANCE TARGET: Between 30 and 50 days (ISR based)

CUSTOMER VIEW:
At least 80% Occupancy of quarters (net utilization). Between 30 and 50 days between occupancy.

CAPABILITY LEVEL - 3

COST FACTOR: 50.0
PRIMARY WORK DRIVER: Number of homes

OUTPUT PERFORMANCE TARGET: 89-80
OUTCOME PERFORMANCE TARGET: Between 50 and 75 days (ISR based)

CUSTOMER VIEW:
At least 65% Occupancy of quarters (net utilization). Between 50 and 75 days between occupancy.
This SSP provides for management and oversight of Government housing referral services.

**COMPONENTS**

**Provide Housing Referral Services**

This component provides the customer with a means to locate affordable, non-discriminatory, and adequate housing by providing information about community and privatized housing, rental partnership and housing assistance programs, housing options, and relocation assistance for all military and eligible civilian personnel. This includes assistance in rental negotiations, review of leases, language interpretation, investigation of housing discrimination complaints, landlord-tenant mediation, and assistance with resolving problems with utilities connections, fees, deposits and billings. This component includes but is not limited to the following:

- Management of Off-Post Rental and Sale Listings (identify, work with owner, military clauses in cases of deployment/PCS, inspect, arranging for kitchen fixtures, force protection checklist, etc)
- Assistance and Counseling Services (e.g., includes in/out processing, relocation assistance, home buying and selling information, rental partnership program, entitlements and benefits information, consultation with eligible customers)
- Landlord/Tenant Mediation Services
- Basic Allowance for Housing (BAH) data collection
- Support Housing Market Analysis
- Investigation of Discrimination Complaints
- Transportation Services for Personnel to Review Off-Post Housing (w/inspector & translator)
- Provide Interpreter Services (foreign only)
- Contract Management (as required for outsourced components)
- Resident relationship management to include participation in community forums and programs
- Program and authorize requirements for local move and storage of household goods.
- Interface w/ Other Services, agencies (state and federal, e.g.), and garrison programs

**LEGAL STATUTE**

- [SM] 201

**SERVICE:** Family Housing Management

**SSP:** Provide Housing Services (off post housing)

**CUSTOMERS**

Service Members and Families

**CRITICAL TO QUALITY CHARACTERISTICS**

Accuracy, timeliness, and quality of information

**OUTPUT**

**MEASURE**

Provide off post housing services.

**TARGET**

- CL 1: 95 – 99.9% (at least 64 of 68 requirements)
- CL 2: 90 - 94% (at least 61 of 68 requirements)
- CL 3: 89-84%

**FORMULA**

Number of services provided from Appendix B-HSO CLS Checklist of the ACSIM Housing Services Office Operations Manual / # of total services required in the Appendix B

**DATA OWNER**

Housing Manager/HSO Manager

**DATA SOURCE**

ASIP

**REPORTED TO**

Garrison Commander

**FREQUENCY**

Monthly

**OUTCOME**

**MEASURE**

Ratio of Resident Satisfaction Surveys for Housing Services

**TARGET**

>= 95% Rated "Good" or Better

**FORMULA**

Total number satisfied customer cards during time period / Total number of Customer Cards submitted
COST FACTOR 100.0 PRIMARY WORK DRIVER Total eligible population

OUTPUT PERFORMANCE TARGET 95-100

OUTCOME PERFORMANCE TARGET >= 95% rated "Good" or better

CUSTOMER VIEW
At least 95% of Service Members are provided accurate, timely and quality information on the local housing in their community. At least 95% of Customer Satisfaction cards rated the HSO "Good" or Better.

CAPABILITY LEVEL - 2

COST FACTOR 75.0 PRIMARY WORK DRIVER Total eligible population

OUTPUT PERFORMANCE TARGET 90-94

OUTCOME PERFORMANCE TARGET >= 90% rated "Good" or better

CUSTOMER VIEW
At least 90% of Service Members are provided accurate, timely and quality information on the local housing in their community. At least 90% of Customer Satisfaction cards rated the HSO "Good" or Better.

CAPABILITY LEVEL - 3

COST FACTOR 50.0 PRIMARY WORK DRIVER Total eligible population

OUTPUT PERFORMANCE TARGET 85-89

OUTCOME PERFORMANCE TARGET >= 85% rated "Good" or better

CUSTOMER VIEW
At least 85% of Service Members are provided accurate, timely and quality information on the local housing in their community. At least 85% of Customer Satisfaction cards rated the HSO "Good" or Better.
This SSP provides for management and oversight of privatized housing services.

**COMPONENTS**
Provide Privatized Housing Services [Residential Communities Initiative (RCI)]

This component provides project oversight of the execution of the Initial Development Plan (IDP) and Community Development Management Plan (CDMP). This component includes but is not limited to the following:

- Active oversight and liaison with RCI Partner, Soldiers, eligible customers, and the community
- Monitor project performance and trends (dashboard, work orders completed, portfolio and asset management etc.) including financial statements provided by RCI partner
- Participate in Incentive Review Board to ensure alignment with CDMP
- Provide RCI Partner with interface to relevant government agencies
- Collaborate with RCI Partner to ensure that emerging requirements (BRAC, Army Modular Forces [AMF], Integrated Global Position Based Stationing [IGPBS], e.g.) are identified and programmed to meet Army's Mission requirements within available dollars

**LEGAL STATUTE**

**REGULATION**
AR210-50

**CUSTOMERS**
Service Members and Families

**CRITICAL TO QUALITY CHARACTERISTICS**
Availability of quarters

**OUTPUT**

**MEASURE**
Provide management oversight to the Privatized partner.

**TARGET**
CL1: 95 – 99.9%
CL2: 90 - 94%
CL 3: 89 - 85%

**FORMULA**
Services provided in accordance with Ground Lease, Legal Documents and Army Guidance / # of services required by said documents.

**DATA OWNER**
RCI HQs

**DATA SOURCE**
Quarterly Dashboard Board

**REPORTED TO**
ASA I&E, Garrison Commander

**FREQUENCY**
Monthly

**OUTCOME**

**MEASURE**
Ratio of Resident Satisfaction Surveys for Privatized Housing Services

**TARGET**
>= 95% Rated "Good" or Better

**FORMULA**
Total number satisfied customer cards during time period / Total number of Customer Cards submitted

**DATA OWNER**
Housing Manager/HSO Manager

**DATA SOURCE**
Quarterly Dashboard Board

**REPORTED TO**
Garrison Commander

**FREQUENCY**
Monthly
COST FACTOR: 100.0

PRIMARY WORK DRIVER: Number of homes.

OUTPUT PERFORMANCE TARGET: 95%-100%

OUTCOME PERFORMANCE TARGET: 90% - 100%

CUSTOMER VIEW: 95% of Soldiers accept housing within 10 days. 95% of AFH move-outs are performed as scheduled.

CAPABILITY LEVEL - 2

COST FACTOR: 75.0

PRIMARY WORK DRIVER: Number of homes.

OUTPUT PERFORMANCE TARGET: 90%-94%

OUTCOME PERFORMANCE TARGET: 80% - 89%

CUSTOMER VIEW: 90% of Soldiers accept housing within 10 days. 90% of AFH move-outs are performed as scheduled.

CAPABILITY LEVEL - 3

COST FACTOR: 50.0

PRIMARY WORK DRIVER: Number of homes.

OUTPUT PERFORMANCE TARGET: 85%-89%

OUTCOME PERFORMANCE TARGET: 70% - 79%

CUSTOMER VIEW: 70% of Soldiers accept housing within 10 days. 70% of AFH move-outs are performed as scheduled.
Public Works (DPW)

201 D  Cost % 10.0  SERVICE:  Family Housing Management
SSP:  Provide for housing Furnishings and Equipment

DESCRIPTION
This SSP provides for the programming, purchase, repair, replacement of family housing furniture, appliances, equipment, and authorized items.

COMPONENTS
Determination of eligibility, scheduling delivery & pick up, accountability of issues, service of appliances and equipment.

LEGAL STATUTE

REGULATION
AR 210-50 Housing Management, CTA 50-909

CUSTOMERS
Eligible Service Members and Families

CRITICAL TO QUALITY CHARACTERISTICS
Quality, serviceable, functional, and clean furniture/ equipment; Timely pickup and delivery

OUTPUT

MEASURE
Customer furnishings requests met.

TARGET
CL 1: 95 – 99.9% met within 4 working days
CL 2: 90 – 94% met within 4 working days
CL 3: 89 – 85% met within 4 working days

FORMULA
# of customer requests met within 4 working days / # of customer requests

DATA OWNER
Furnishings Manager

DATA SOURCE
Housing Operations Management System (HOMES) Records or other data sources currently used

REPORTED TO
Garrison Commander

FREQUENCY
Monthly

OUTCOME

MEASURE
Ratio of Resident Satisfaction Surveys for Housing Furnishings and Equipment

TARGET
>= 95% Rated "Good" or Better

FORMULA
Total number satisfied customer cards during time period / Total number of Customer Cards submitted

DATA OWNER
Housing Manager

DATA SOURCE
Housing Operations Management System (HOMES) Records or other data sources currently used

REPORTED TO
Garrison Commander

FREQUENCY
Monthly
COST FACTOR: 100.0
PRIMARY WORK DRIVER: Number of homes.

OUTPUT PERFORMANCE TARGET: 95%-100%
OUTCOME PERFORMANCE TARGET: >= 95% Rated "Good" or Better

CUSTOMER VIEW:
At least 95% of eligible customer requests met within 4 days. At least 95% of Customer Satisfaction cards rated the HSO "Good" or Better.

CAPABILITY LEVEL - 1

COST FACTOR: 75.0
PRIMARY WORK DRIVER: Number of homes.

OUTPUT PERFORMANCE TARGET: 90% - 94%
OUTCOME PERFORMANCE TARGET: >= 85% Rated "Good" or Better

CUSTOMER VIEW:
At least 85% of eligible customer requests met within 4 days. At least 85% of Customer Satisfaction cards rated the HSO "Good" or Better.

CAPABILITY LEVEL - 2

COST FACTOR: 50.0
PRIMARY WORK DRIVER: Number of homes.

OUTPUT PERFORMANCE TARGET: 85% - 89%
OUTCOME PERFORMANCE TARGET: >= 75% Rated "Good" or Better

CUSTOMER VIEW:
At least 75% of eligible customer requests met within 4 days. At least 75% of Customer Satisfaction cards rated the HSO "Good" or Better.
DESCRIPTION
Development of broad strategies and objectives to meet the organization's mission. Translating strategies and goals into concrete actions and alternatives. Provides overall management of Public Works services and advisory services to the Garrison Commander and tenant units. Work planning and prioritization, programs integration, project acquisition strategy, project prioritization system.

COMPONENTS
Includes the following:
- Resource Management Plan to incl Annual Work Plan and Business Plan
- DPW Programs Integration and Synchronization with Stake Holders
- Project Acquisition Strategy
- Project Prioritization System
- Work Classification
- Public Works Coordination and Advisory Services to the Garrison, Mission and/or external agencies
- DPW management
- Facilities Surveys and Studies
- Productivity Studies
- SRM DD1391 documentation
- Reimbursable Work Planning

CUSTOMERS
Garrison Commander, DPW, Installation Tenants (including Garrison staff)

CRITICAL TO QUALITY CHARACTERISTICS
Work plan is comprehensive and work is well prioritized; work/service orders are received, scheduled, and coordinated in response to customer needs; work orders are accurate and classified correctly; customers receive good service.

MEASURE
Does the DPW has an AWP approved by the Garrison Commander by 1 Oct of the year of execution

FORMULA
Yes or No

DATA OWNER
Business Operations and Integration Division

DATA SOURCE
Annual Work Plan

REPORTED TO
Director of Public Works

FREQUENCY
Annual

OUTCOME
Total Quality Cost to bring facilities to ISR-Infrastructure (Q1 rating)

FORMULA
Total Quality Improvement Cost from the previous reporting period for all facility classes in the ISR - Infrastructure minus the current reporting period Quality Improvement Cost for all facility classes in the ISR - Infrastructure, divided by Total Quality Improvement Cost from the previous reporting period

DATA OWNER
Business Operations & Integration Division (BOID)

REPORTED TO
Office of Deputy Assistant Chief of Staff IMCOM

FREQUENCY
Annual
**Public Works (DPW)**

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>100.0</td>
<td>Real Property Inventory</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>Yes</td>
<td>Decrease in Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td></td>
</tr>
<tr>
<td>Approved Annual Work Plan in time to execute resources provided. Customer requirements identified. Kept current throughout the year.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>95.0</td>
<td>Real Property Inventory</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>Yes</td>
<td>Increased Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure up to 2%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td></td>
</tr>
<tr>
<td>Annual Work Plan not approved on time to execute resources provided. Customer requirements not fully identified and potentially impact on their mission. Kept current throughout the year.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td>90.0</td>
<td>Real Property Inventory</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>Yes</td>
<td>Increased in Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure from 2% up to 4%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td></td>
</tr>
<tr>
<td>Annual Work Plan not approved or not approved on time to execute resources provided. Plan not responsive to customer needs and mission requirements. Not kept current throughout the year.</td>
<td></td>
</tr>
</tbody>
</table>
Public Works (DPW)

400 B  Cost % 45.0  SERVICE: Facilities Engineering Services Management
SSP: Provide Work Management

DESCRIPTION
Provides work management and execution using good work management practices to control and accomplish in-house or contract RP maintenance mission; funds are allocated.

COMPONENTS
Management of Engineer Services CLS 31-67 Work Management (Reception, Coordination, Scheduling, Scoping, Estimating, Approvals)
Contract Mgmt, Execution and oversight (contracts covering multiple CLS services) including JOC and A-76
Public Works Supplies operations to include Self Help functions
Engineer Design of non SRM work (e.g. furniture layouts, layout for relocatables)
Engineer Heavy Equipment (Rental, M&R and Acquisition)
Engineer shop tools and shop equipment acquisition
Buildings and structures component inspections
Upkeep of Relocatables
Warranty Mgmt
Administration Services (clerical, admin techs)
A-E Services Management
Travel, training, tuition (no specific identified on another service)

LEGAL STATUTE

CUSTOMERS
Garrison Commander, DPW, Installation Tenants (including Garrison staff)

REGULATION
AR 420-1

CRITICAL TO QUALITY CHARACTERISTICS
Work / Service orders are received; request evaluated for in-house or contract execution, scheduled, supplies identified, contracts developed and coordinated in response to customer / facility needs. Work agrees with strategic objectives and RP maintenance activities, studies conducted and training of staff

OUTPUT

MEASURE
% of AWP Executed
FORMULA
$ Value of AWP executed / $ value of AWP required
DATA OWNER
Business Operations & Integration Division (BOID)
REPORTED TO
Director of Public Works
TARGET
100%
DATA SOURCE
Annual Work Plan
FREQUENCY
Annual

OUTCOME

MEASURE
Total Quality Cost to bring facilities to ISR-Infrastructure (Q1 rating)
FORMULA
Total Quality Improvement Cost from the previous reporting period for all facility classes in the ISR - Infrastructure minus the current reporting period Quality Improvement Cost for all facility classes in the ISR - Infrastructure, divided by Total Quality Improvement Cost from the previous reporting period
DATA OWNER
Business Operations & Integration Division (BOID)
REPORTED TO
Office of Deputy Assistant Chief of Staff IMCOM
TARGET
Decrease in Total Quality Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure from previous reporting period
DATA SOURCE
Annual Work Plan
FREQUENCY
Annual

September 2012 FY13 CLS Configurations 287
COST FACTOR PRIMARY WORK DRIVER
100.0 Quality of Real Property Inventory

OUTPUT PERFORMANCE TARGET
91-100%

OUTCOME PERFORMANCE TARGET
Decrease in Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure

CUSTOMER VIEW
Quality of Facilities improved

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
95.0 Quality of Real Property Inventory

OUTPUT PERFORMANCE TARGET
80-90%

OUTCOME PERFORMANCE TARGET
Increased Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure up to 2%

CUSTOMER VIEW
Managing and Executing the Facilities Operations will be reactive and customers will see a decline in their ability to accomplish the mission

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
90.0 Quality of Real Property Inventory

OUTPUT PERFORMANCE TARGET
80-71%

OUTCOME PERFORMANCE TARGET
Increased in Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure from 2% up to 4%

CUSTOMER VIEW
Managing and Executing the Facilities Operations will be degraded to where life, health, safety issues will be compromised.
DESCRIPTION
This program provides overall management of DPW services and advisory services to the Garrison Commander. Includes personnel administration, labor relations, goals and objectives, customer relations, community relations. This program also includes business management activities, e.g., development of metrics, collecting and collating data from multiple sources, performing analysis, and generating reports for ALL DPW functions (a31 - a63). Provides upward reporting and information for data-calls.

COMPONENTS
Includes the following:
- STAMIS Mgmt (IFS, Supply 2K, WinEst, CMS, etc)
- Business Mgmt Activities
- Reports
- PMR
- CLS
- ABC, ABM, SBC
- ISR
- GFEBS
- DRRS
- SRU – Strategic Readiness Updates
- LSS
- FSM, FOM, FRM
- Develop Planning, Programming and Resource Requirements

LEGAL STATUTE
23 USC 151
Public Law 92-367, as amended by 104-303, National Dam Safety Program Act
IAW ADAAG and UFAS

CUSTOMERS
ACSIM, Garrison Commander, Senior Mission Commander, Garrison Staff (PAIO)

CRITICAL TO QUALITY CHARACTERISTICS
DPW responsibilities are accomplished IAW Command priorities and regulations, and as efficiently as possible

MEASURE
Timeliness and accuracy of Command reporting
TARGET
> 90%

FORMULA

DATA OWNER
Director of Public Works
DATA SOURCE
Local records
REPORTED TO
Reports owner at Garrison
FREQUENCY
Quarterly

OUTPUT

MEASURE
Total Quality Cost to bring facilities to ISR-Infrastructure (Q1 rating)
TARGET
Decrease in Total Quality Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure from previous reporting period

FORMULA
Total Quality Improvement Cost from the previous reporting period for all facility classes in the ISR - Infrastructure minus the current reporting period Quality Improvement Cost for all facility classes in the ISR - Infrastructure, divided by Total Quality Improvement Cost from the previous reporting period

DATA OWNER
Business Operations & Integration Division (BOID)
DATA SOURCE
Local records
REPORTED TO
Office of Deputy Assistant Chief of Staff IMCOM
FREQUENCY
Annual
COST FACTOR  100.0  PRIMARY WORK DRIVER  Directed Reports (15 Reports) and unscheduled reports as required

OUTPUT PERFORMANCE TARGET  90-100%

OUTCOME PERFORMANCE TARGET  Decrease in Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure

CUSTOMER VIEW  Met suspenses and reports are accurate

---

COST FACTOR  80.0  PRIMARY WORK DRIVER  Directed Reports (15 Reports) and unscheduled reports as required

OUTPUT PERFORMANCE TARGET  75-89%

OUTCOME PERFORMANCE TARGET  Increased Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure up to 2%

CUSTOMER VIEW  Several suspenses missed and slight degradation of report accuracy

---

COST FACTOR  60.0  PRIMARY WORK DRIVER  Directed Reports (15 Reports) and unscheduled reports as required

OUTPUT PERFORMANCE TARGET  50-74%

OUTCOME PERFORMANCE TARGET  Increased in Total Quality Improvement Cost to repair all facility classes in the Installation Status Report (ISR) - Infrastructure from 2% up to 4%

CUSTOMER VIEW  many suspenses missed and significant degradation of report accuracy
Emergency Services (DES)

<table>
<thead>
<tr>
<th>401 A</th>
<th>Cost % 6.0</th>
</tr>
</thead>
</table>

**SERVICE:** Fire and Emergency Response Services  
**SSP:** Provide Emergency Dispatch Services

**DESCRIPTION**  
This program allows for the provision, staffing, and management of emergency dispatch/E911 services in accordance with DoDI 6055.06, AR 420-1, and NFPA 1221.

**COMPONENTS**  
Includes providing response to emergencies such as:  
- Structures  
- Transportation equipment  
- Natural and man-made disasters  
- Machinery  
- Industrial  
- Ammunitions, Explosives and Dangerous Articles (AEDA)  
- Chemical  
- POLs, etc.  
- Dispatch fire apparatus to Non-Transport Basic Life Support (BLS)

**LEGAL STATUTE**  
DoDI 6055.06 Table Enclosure 8  AR 420-1 Ch 25

**CUSTOMERS**  
Installation Populace; Senior Mission Commander; Garrison Commander; Environmental Agencies; Neighboring Jurisdictions; Other Emergency Responders

**CRITICAL TO QUALITY CHARACTERISTICS**  
Quick and accurate dispatch of the correct respondents, responsive and reassuring customer service that include effective instructions; Quick and easy access to dispatch capability (e.g. 911)

**OUTPUT**

**MEASURE**  
Timely dispatch of the appropriate emergency forces necessary to mitigate emergency conditions in accordance with established procedure and regulatory guidance.

**TARGET**  
> 95%

**FORMULA**  
Number of calls dispatched within 1 minute / total number of calls

**DATA OWNER**  
Fire Chief

**DATA SOURCE**  
Local records, National Fire Incident Reporting System (NFIRS)

**FREQUENCY**  
As necessary, Quarterly

**OUTCOME**

**MEASURE**  
Customer Management Services (CMS) satisfaction rating 1-5  
1 is poor 5 is excellent

**TARGET**  
5

**FORMULA**  
Cumulative CMS score/# of CMS entries

**DATA OWNER**  
Fire Chief

**DATA SOURCE**  
Local records, National Fire Incident Reporting System (NFIRS)

**FREQUENCY**  
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>One Minute Dispatch</td>
<td>90%- 100%</td>
<td>&gt;=4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Immediate answering of phone by qualified operator

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>One Minute Dispatch</td>
<td>80% and 89%</td>
<td>&gt;=3.5 and &lt;=4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Immediate answer of phone by qualified operator

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>One minute dispatch 80% of time</td>
<td>70% - 79%</td>
<td>&gt;=2.5 and &lt;=3.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Qualified operator answers phone.
Emergency Services (DES)

401 B  Cost % 35.0  SERVICE: Fire and Emergency Response Services
SSP: Provide Emergency Response Services for Structure Fires

DESCRIPTION
This program provides Pre-incident Planning, Training, Command and Control (C2), Emergency Response, Fire Control, Rescue, Fire Suppression, and Salvage operations to safely mitigate fire in structures, automobiles, and other fires not associated as Aircraft (ARFF) as described in the components section of this SSP.

COMPONENTS
Includes providing response to emergencies such as:
- Structures
- Transportation equipment
- Natural and man-made disasters
- Machinery
- Industrial
- Ammunitions, Explosives and Dangerous Articles (AEDA)
- Chemical
- POLs, etc.
- Non-Transport Basic Life Support (BLS) NOTE: Training for these operations, as well as equipment maintenance and repair costs, are included in this SSP, as applicable.

LEGAL STATUTE

CUSTOMERS
Installation Populace; Senior Mission Commander; Garrison Commander; Environmental Agencies; Neighboring Jurisdictions; Other Emergency Responders

REGULATION
DODI-6055.06. Enclosure 3 E.4 8 & Table E.3.T1 AR-420-1 CHAP 25

CRITICAL TO QUALITY CHARACTERISTICS
Timely respond to and effectively resolve Structural Emergencies to effect saving lives and property utilizing the proper mix of certified manpower, apparatus, and specialized equipment.

TARGET
>=90%

FORMULA
(On hand Staffing/Required Staffing + % Apparatus in service + % response times within standard) / 3

DATA OWNER
Fire Chief

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

FREQUENCY
Quarterly

OUTPUT

MEASURE
Preparedness to deliver fire C2 and suppression forces to effectively mitigate fire conditions and effect life and property saving measures as prescribed by DODI 6055.06, AR 420-1, and National Fire Protection Association codes and standards.

TARGET
>=90%

FORMULA
Cumulative CMS score / # of CMS entries

DATA OWNER
Fire Chief

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Management Services (CMS) satisfaction rating 1-5
1 is poor 5 is excellent

TARGET
5

FORMULA
Cumulative CMS score / # of CMS entries

DATA OWNER
Fire Chief

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

FREQUENCY
Quarterly

September 2012  FY13 CLS Configurations  293
Emergency Services (DES)

401  B  Cost % 35.0  SERVICE: Fire and Emergency Response Services  
SSP: Provide Emergency Response Services for Structure Fires

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Fully Staffed First Alarm Fire Response on Scene Within DoDI 6055.06 standard.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90% - 100%  >=4.5

CUSTOMER VIEW
Incident Mitigation

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  90% Staffed First Alarm Fire Response on Scene Within DoDi 6055.06 standard 90% of time

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80% - 89%  >=3.5 and <4.5

CUSTOMER VIEW
Response time and incident mitigation

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  90% First Alarm Fire Response on Scene Within DoDI 6055.06 standard 80% of time.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70% - 79%  >=2.5 and <3.5

CUSTOMER VIEW
Incident Mitigation
This program provides Pre-incident Planning, Training, Command and Control (C2), Emergency Response, Fire Control, Fire Suppression, and Rescue operations to safely mitigate the result of fire on an Aircraft (Rotary and Fixed Wing).

**COMPONENTS**
Includes the following:
- Providing response/stand-by to announced/un-announced in-flight/ground emergencies, aircraft crashes and mishaps, and ordinance and spill containment, etc.
- Aircraft Egress/Extraction training

**LEGAL STATUTE**

**REGULATION**
DODI-6055.06.E3.5  AR-420-1 CHA 25, NFPA 403, NFPA 402

**CUSTOMERS**
Installation Airfield/Heliport Manager, Aviation Commander, Aircrews, Passengers

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely respond to and effectively resolve Aircraft Emergencies to effect saving life and property utilizing the proper mix of certified manpower, apparatus, and specialized equipment.

**OUTPUT**

**MEASURE**
Preparedness to deliver timely fire Command and Control (C2), Rescue and Suppression forces to effectively mitigate fire conditions and effect life and property saving measures on Aircraft as prescribed by DODI 6055.06, AR 420-1, and National Fire Protection Association codes and standards.

**FORMULA**
(Staffing/required staffing + Apparatus in service rate + % response times within standard) / 3

**DATA OWNER**
Fire Chief

**DATA SOURCE**
Local records, National Fire Incident Reporting System (NFIRS)

**REPORTED TO**
Garrison Commander, IMCOM/Region, ACSIM

**TARGET**
>95%

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Customer Management Services (CMS) satisfaction rating 1-5
1 is poor 5 is excellent

**FORMULA**
Cumulative CMS score / # of CMS entries

**DATA OWNER**
Fire Chief

**DATA SOURCE**
Local records, National Fire Incident Reporting System (NFIRS)

**REPORTED TO**
Garrison Commander, IMCOM/Region, ACSIM

**TARGET**
5

**FREQUENCY**
Quarterly
**Emergency Services (DES)**

**401 C**  
**Cost %** 14.0  
**SERVICE:** Fire and Emergency Response Services  
**SSP:** Provide Emergency Response Services for Aircraft Rescue Fire Fighting

### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Fully Staffed First Alarm Fire Response on Scene Within DoDI 6055.06 standard.

**OUTPUT PERFORMANCE TARGET** 90% - 100%  
**OUTCOME PERFORMANCE TARGET** >=4.5

**CUSTOMER VIEW**  
Fire Control and Rescue

### CAPABILITY LEVEL - 2

**COST FACTOR** 90.0  
**PRIMARY WORK DRIVER** Fully Staffed First CFR Apparatus on Scene Within DoDI 6055.06 standard 90%.

**OUTPUT PERFORMANCE TARGET** 80% - 89%  
**OUTCOME PERFORMANCE TARGET** >=3.5 and <4.5

**CUSTOMER VIEW**  
Fire Control and Rescue

### CAPABILITY LEVEL - 3

**COST FACTOR** 80.0  
**PRIMARY WORK DRIVER** Fully Staffed First CRF Apparatus on Scene Within DoDI 6055.06 standard 80%

**OUTPUT PERFORMANCE TARGET** 70% - 79%  
**OUTCOME PERFORMANCE TARGET** >=2.5 and <3.5

**CUSTOMER VIEW**  
Response time
Emergency Services (DES)

401  D  Cost % 11.0  SERVICE:  Fire and Emergency Response Services
SPP:  Provide Emergency Response Services for Hazardous Materials (HAZMA

DESCRIPTION
This program provides Pre-incident Planning, Emergency Response, initial Command and Control (until relieved by higher authority), identification, Containment and Rescue services for HAZMAT/CBRNE in accordance with DoDI 6055.06 and applicable local/host nation laws.

COMPONENTS
Includes the following:
- Providing identification, detection, mitigation, containment, suppression, decontamination of HAZMAT incidents to meet installation requirements.
- Provides response as team members to CBRNE incidents for decontamination, control, and mitigation.
-Hazmat and CBRNE training NOTE: Training for these operations, as well as equipment maintenance and repair costs, are included in this SSP, as applicable.

CUSTOMERS
Installation Populace; Senior Mission Commander; Garrison Commander;
Environmental Agencies; Neighboring Jurisdictions; Other Emergency Responders

LEGAL STATUTE
☐ REGULATION
DODI-6055.06.Enclosure 4, AR 420-1,CHAP 25, AR 525-xx

CRITICAL TO QUALITY CHARACTERISTICS
Timely respond to and effectively resolve HAZMAT/CBERNE incidents to effect saving life and property utilizing the proper mix of certified manpower, apparatus, and specialized equipment.

MEASURE
Preparedness to deliver timely Command and Control (C2) Rescue and suppression forces to effectively mitigate HAZMAT/CBRNE and effect life and property saving measures as prescribed by DODI 6055.06, AR 420-1, and National Fire Protection Association codes and standards.

FORMULA
[HAZMAT ORI % score + (On hand staffing/required staffing + Apparatus in service Rate + % response times within standard) / 3] / 2

DATA OWNER
Fire Chief

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

TARGET
> 95%

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

FREQUENCY
Quarterly

OUTPUT

OUTCOME
Customer Management Services (CMS) satisfaction rating 1-5
1 is poor 5 is excellent

FORMULA
Cumulative CMS score / # of CMS entries

DATA OWNER
Fire Chief

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

TARGET
>= 4.5

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

FREQUENCY
Quarterly

September 2012  FY13 CLS Configurations  297
Cost Factor: 100.0
Primary Work Driver: Fully Staffed First Alarm Fire Response on Scene Within DoDI 6055.06 standard.

Output Performance Target: 90% - 100%
Outcome Performance Target: >=4.5

Customer View: Timely Control, rescue, and mitigation of Incident.

---

Cost Factor: 90.0
Primary Work Driver: Fully Staffed First Alarm Fire Response on Scene Within DoDI 6055.06 standard 90%.

Output Performance Target: 80% - 89%
Outcome Performance Target: >=3.5 and <4.5

Customer View: Control incident, rescue and Mitigation of Incident

---

Cost Factor: 80.0
Primary Work Driver: Fire Response on Scene Within DoDI 6055.06 standard 80% of time

Output Performance Target: 70% - 79%
Outcome Performance Target: >=2.5 and <3.5

Customer View: Control Incident scene
DESCRIPTION
This program allows for the management of the Installation Integrated Wildland Fire Management Plan where the activity is assigned to Fire department.

It provides for pre-incident planning, Training, C2, Emergency Response and Rescue services for Wildland Fires (on Army installations only) to effectively mitigate fire conditions and effect life and property saving measures as prescribed by DODI 6055.06, AR 420-1, and National Fire Protection Association codes and standards for fire conditions adjacent to occupied structures and on improved surface roads. Provides for support Fire teams in unimproved areas.

COMPONENTS
Includes providing the following functions:
- Develop, coordinate, and execute prescribed burn plans, wildland fire suppression, air ops/ground ops and fire breaks
- Wildland Red Card training/certification
- Helicopter pilot/crew training for wildland fires

NOTE: Training for these operations, as well as equipment maintenance and repair costs, are included in this SSP, as applicable.

LEGAL STATUTE
DODI 6055.06 E3.8 , AR-420-1 CHAP 25 and National Wildfire Coordination Group (NWCG) PMS 310-1, Wild Land Qualification Guide.

CUSTOMERS
Installation Populace; Senior Mission Commander; Garrison Commander; Environmental Agencies; Neighboring Jurisdictions; Other Emergency Responders

CRITICAL TO QUALITY CHARACTERISTICS
Timely respond to and effectively control and extinguish wild land fires before they spread to exposed structures to effect saving life and property utilizing the proper mix of certified manpower, apparatus, and specialized equipment.

OUTPUT

MEASURE
Preparedness to deliver fire C2 and suppression forces to effectively mitigate wild land fire conditions adjacent to occupied structures accessible by improved road surfaces to effect life and property saving measures as prescribed by DODI 6055.06, AR 420-1, and National Fire Protection Association codes and standards.

TARGET
> 90%

FORMULA
[((Wildland ORI % score) + (Funded staffing/required staffing + apparatus in service rate + % response times within standard / 3)] / 2

DATA OWNER
Fire Chief

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Management Services (CMS) satisfaction rating 1-5
1 is poor 5 is excellent

TARGET
> = 4.5

FORMULA
Cumulative CMS score / # of CMS entries

DATA OWNER
Fire Chief

DATA SOURCE
Local records, National Fire Incident Reporting System (NFIRS)

REPORTED TO
Garrison Commander, IMCOM/Region, ACSIM

FREQUENCY
Quarterly
Emergency Services (DES)

401  E  Cost %  6.0  SERVICE:  Fire and Emergency Response Services
         SSP:  Provide Emergency Response Services for Wildland Fires, as applicable,

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Fully Staffed First Alarm Fire Response on Scene Within DoDI 6055.06 standard.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
90% - 100%  >=4.5

CUSTOMER VIEW
Timely Control, rescue, and mitigation of Incident.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  Fully Staffed First 1st Apparatus on scene within DoDI 6055.06 standard, follow on vehicles 90%.

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
80% - 89%  >=3.5 and <4.5

CUSTOMER VIEW
Timely response and control of incident

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  Fully Staffed First Vehicle Response on Scene Within DoDI 6055.06 standard

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70% - 79%  >=2.5 and <3.5

CUSTOMER VIEW
Timely response and attack of fire.
This program provides Pre-incident Planning, Training, C2, and Emergency Response to effect life saving measures at incidents requiring specialized technical rescue requirements.

**COMPONENTS**

Includes providing emergency rescue responses such as:
- High angle
- Confined space operations
- Trench -Building Collapse
- Water -Shipboard
- Aircraft
- Vehicle
- Natural disasters, etc. NOTE: Training for these operations, as well as equipment maintenance and repair costs, are included in this SSP, as applicable.

**CUSTOMERS**

Installation Populace; Senior Mission Commander; Garrison Commander; Environmental Agencies; Neighboring Jurisdictions; Other Emergency Responders

**CRITICAL TO QUALITY CHARACTERISTICS**

Timely respond to and effectively resolve technical rescue incidents to effect saving life and property utilizing the proper mix of certified manpower, apparatus, and specialized equipment.

**OUTPUT**

Preparedness to deliver timely Command and Control (C2) Rescue and suppression forces to effectively mitigate HAZMAT/ CBRNE and effect life and property saving measures as prescribed by DODI 6055.06, AR 420-1, and National Fire Protection Association codes and standards.

**FORMULA**

\[
\left(\frac{\text{Rescue ORI % score}}{} + \frac{\text{Funded staffing/required staffing}}{} + \frac{\text{% apparatus in service rate}}{} + \frac{\text{% response times within standard}}{} / 3\right) / 2
\]

**DATA OWNER**

Fire Chief

**DATA SOURCE**

HQDA Fire & Emergency Services ORI Checklist

**REPORTED TO**

Garrison Commander, IMCOM/Region, ACSIM

**FREQUENCY**

Quarterly

**OUTCOME**

Customer Management Services (CMS) satisfaction rating 1-5

1 is poor 5 is excellent

**FORMULA**

Cumulative CMS score / # of CMS entries

**DATA OWNER**

Fire Chief

**DATA SOURCE**

HQDA Fire & Emergency Services ORI Checklist

**REPORTED TO**

Garrison Commander, IMCOM/Region, ACSIM

**FREQUENCY**

Quarterly
Emergency Services (DES)

401  F  Service:  Fire and Emergency Response Services  
SSP:  Conduct Rescue Operations

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Fully Staffed First Alarm Fire Response on Scene Within DoDI 6055.06 standard for 100% of anticipated rescue operations.

OUTPUT PERFORMANCE TARGET
90% - 100%

OUTCOME PERFORMANCE TARGET
>=4.5

CUSTOMER VIEW
Timely response and mitigation of incident

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
80.0  Fully Staffed, Properly Trained and Equipped Response on Scene Within DoDI 6055.06 time standard for 80% of anticipated rescue operations.

OUTPUT PERFORMANCE TARGET
80% - 89%

OUTCOME PERFORMANCE TARGET
>=3.5 and <4.5

CUSTOMER VIEW
Timely response and mitigation of incident

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
70.0  Properly Trained and Equipped Crew on Scene Within DoDI 6055.06 time standard for anticipated rescue operations.

OUTPUT PERFORMANCE TARGET
70% - 79%

OUTCOME PERFORMANCE TARGET
>=2.5 and <3.5

CUSTOMER VIEW
Timely response
## Emergency Services (DES)

### 401 G

**SERVICE:** Fire and Emergency Response Services  
**SSP:** Provide Fire Prevention Services

### DESCRIPTION

This program develops and implements, Fire Risk Management Surveys, Plan Review for Code Compliance, Visual inspection and Acceptance testing of Installed Fire Systems (Non-PMI), and Public Education Programs.

### COMPONENTS

- Public fire safety education  
- Hazard and Compliance inspections including federal, state, and local/host nation laws  
- CYS Regulatory inspection requirements  
- Code enforcement  
- Project/plan review  
- Inspection and Testing (non-maintenance/repair) and oversight of FP systems and equipment (i.e., alarms, automatic fire suppression systems). This does not include Preventive Maintenance Inspections (PMI) or servicing.  
- Special fire safety inspections  
- JCAHO support/consultancy  
- Building manager/evacuation coordinator training  
- Seasonal training  
- Fire Safety training to newcomers/family members/public school systems/CYS.

### REGULATION

- DODI-6055.06 Enclosure 7, Table E3.T2  
- AR-420-1, CHAP 25 and National Fire Protection Association Codes and Standards.

### CUSTOMERS

Installation Populace

### CRITICAL TO QUALITY CHARACTERISTICS

Highly Visible Fire prevention and Education programs coupled with timely and thorough hazard analysis of all facilities.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Visible Fire prevention and Education programs coupled with timely and thorough hazard analysis of all facilities.</td>
<td>&gt;= 90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>([#FHA completed/#FHA required] + (#EducationPrograms Required/# Completed) + (# FP on hand/Number 6055.06 Required))/3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Chief</td>
<td>Automated Data System (ICE)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Chief, Garrison Commander</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually to Region, Triennially to IMCOM and ACSIM</td>
</tr>
</tbody>
</table>

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Management Services (CMS) satisfaction rating 1-5, 1 is poor, 5 is excellent</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>cumulative CMS score/# of CMS entries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>F&amp;ES Training Office</td>
<td>Automated Data System (ICE)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Chief</td>
</tr>
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<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Emergency Services (DES)

401 G Cost % 15.0 SERVICE: Fire and Emergency Response Services
SSP: Provide Fire Prevention Services

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Timely Fire Risk Analysis, code enforcement, and education programs conducted by fully staffed and certified personnel</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

91% - 100%

**OUTCOME PERFORMANCE TARGET**

> = 4.5

**CUSTOMER VIEW**

High Visible Fire Prevention Program

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>70.0</td>
<td>Timely Fire Risk Analysis and code enforcement on all high risk/high priority structures and key education programs conducted by certified personnel</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

81%-90%

**OUTCOME PERFORMANCE TARGET**

3.5-4.4

**CUSTOMER VIEW**

Highly visible fire prevention Program in high risk facilities/processes.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Timely Fire Risk Analysis, code enforcement in High Risk/high priority facilities/processes with limited Crew inspections/trained personnel</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

71%-80%

**OUTCOME PERFORMANCE TARGET**

2.5-3.4

**CUSTOMER VIEW**

Visible Fire Inspection program in High Priority facilities
**Emergency Services (DES)**

**SERVICE:** Fire and Emergency Response Services  
**SSP:** Provide Specialized Services and Training to Support the Installation

### DESCRIPTION
Program includes staff (Fire Instructor III and technicians), development of Lesson plans, classroom and hands on instruction, and training aids for delivery to deliver Specialized safety training to base populace to meet AOSH, OSHA, and other installation safety programs.

### COMPONENTS
Includes providing the following training:
- Aircraft Egress/Extraction training
- Helicopter pilot/crew training for wildland fires
- Wildland Red Card training/certification
- Confined Space training
- Fire Brigade training
- CBRNE training
- Hazmat training

### REGULATION
AR 420-1, AOSH, OSHA

### CUSTOMERS
Selected Installation Populace

### CRITICAL TO QUALITY CHARACTERISTICS
Timely development and professional delivery of classes to meet mission demands of base populace.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet Student Population Course load demand for each specialized type training requirement in time to ensure safe operating environment.</td>
<td>&gt; = 90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
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</thead>
<tbody>
<tr>
<td>Number of Students Taught/ Total Seats requested.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>TBD</td>
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<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locally Determined</td>
</tr>
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</table>

### OUTCOME

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<th>MEASURE</th>
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<tbody>
<tr>
<td>Customer Management Services(CMS) satisfaction rating 1-5 1 is poor 5 is excellent</td>
<td>&gt; = 4.5</td>
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<td>cumulative CMS score/# of CMS entries</td>
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<td>TBD</td>
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<td>TBD</td>
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<table>
<thead>
<tr>
<th>FREQUENCY</th>
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</thead>
<tbody>
<tr>
<td>Quarterly</td>
</tr>
</tbody>
</table>
# Emergency Services (DES)

**SERVICE:** Fire and Emergency Response Services  
**SSP:** Provide Specialized Services and Training to Support the Installation

<table>
<thead>
<tr>
<th>Capability Level</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>100.0</td>
<td>Complete all (primary and alternate positions) requested training within 90 days</td>
<td>91%-100%</td>
<td>≥ 4.5</td>
<td>Favorable review of Timeliness and quality of instruction</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>90.0</td>
<td>Accomplish All required training for &quot;primary positions&quot; within 90 days.</td>
<td>81%-90%</td>
<td>3.5-4.4</td>
<td>Favorable review of All personnel trained in primary safety roles</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>80.0</td>
<td>Complete training to all personnel assigned to critical safety positions and performing duty within 90 days</td>
<td>71%-80%</td>
<td>2.5-3.4</td>
<td>Favorable ratings from personnel trained for &quot;critical positions&quot;</td>
</tr>
</tbody>
</table>
This program provides basic cleaning service to installation facilities based on the service's frequency chart.

COMPONENTS
Includes the following:
- Cleaning restrooms, locker rooms, kitchen and breakroom trash, water fountains
- On-call health-related cleaning services (Cleaning services to respond to ad-hoc spills, messes, accidents - See Custodial Services)
- Recommended Frequency of Service by SSP
- Identifying custodial requirements and developing installation custodial plan
- Developing, awarding, modifying, and managing custodial contracts

CUSTOMERS
All installation personnel

CRITICAL TO QUALITY CHARACTERISTICS
Provide clean facilities on a regular basis
Program meets frequencies required and cleaned to standards

OUTPUT

MEASURE
Facilities cleaned IAW Schedule

TARGET
100%

FORMULA
TBD

DATA OWNER
Chief, Engineering (EP&S) / Chief, O&M

DATA SOURCE
UNK

REPORTED TO
Garrison Cdr, DPW, Regions

FREQUENCY
Quarterly

OUTCOME

MEASURE
Facilities cleaned IAW Standards

TARGET
100%

FORMULA
# of facilities cleaned IAW standards and schedule / # of facilities scheduled to be cleaned

DATA OWNER
Chief, Engineering (EP&S) / Chief, O&M

DATA SOURCE
UNK

REPORTED TO
Garrison Commander, HQ - IMA/Region

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
100% to standard according to frequency schedule for CL1

**OUTCOME PERFORMANCE TARGET**
100% to standard according to frequency schedule for CL1

**CUSTOMER VIEW**
TBD

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
100% to standard according to frequency schedule for CL2

**OUTCOME PERFORMANCE TARGET**
100% to standard according to frequency schedule for CL2

**CUSTOMER VIEW**
TBD

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
100% to standard according to frequency schedule for CL3

**OUTCOME PERFORMANCE TARGET**
100% to standard according to frequency schedule for CL3

**CUSTOMER VIEW**
TBD
DESCRIPTION
This program provides enhanced cleaning service to installation facilities based on the service's frequency chart.

COMPONENTS
Includes the following:
- Cleaning restrooms, locker rooms, kitchen and breakroom trash, water fountains
- On-call health-related cleaning services (Cleaning services to respond to ad-hoc spills, messes, accidents - See Custodial Services)
- Recommended Frequency of Service by SSP
- Identifying custodial requirements and developing installation custodial plan
- Developing, awarding, modifying, and managing custodial contracts

CUSTOMERS
All installation personnel

OUTPUT

MEASURE
Facilities cleaned IAW Schedule

TARGET
100%

FORMULA
TBD

DATA OWNER
Chief, Engineering (EP&S) / Chief, O&M

DATA SOURCE
UNK

REPORTED TO
Garrison Cdr, DPW, Regions

FREQUENCY
Quarterly

OUTCOME

MEASURE
Facilities cleaned IAW Standards

TARGET
100%

FORMULA
TBD

DATA OWNER
Chief, Engineering (EP&S) / Chief, O&M

DATA SOURCE
UNK

REPORTED TO
Garrison Commander, HQ - IMA/Region

FREQUENCY
Quarterly
### Public Works (DPW)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.0</td>
<td>Custodial Services</td>
<td>Provide Enhanced Cleaning Services</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL1</td>
<td>100% to standard according to enhanced frequency schedule for CL1</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
TBD

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL2</td>
<td>100% to standard according to enhanced frequency schedule for CL2</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
TBD

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL3</td>
<td>100% to standard according to enhanced frequency schedule for CL3</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
TBD

---

402 B

SSP: Provide Enhanced Cleaning Services

Cost % 15.0

SERVICE: Custodial Services

Public Works (DPW)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.0</td>
<td>Custodial Services</td>
<td>Provide Enhanced Cleaning Services</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL1</td>
<td>100% to standard according to enhanced frequency schedule for CL1</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
TBD

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<tbody>
<tr>
<td>75.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL2</td>
<td>100% to standard according to enhanced frequency schedule for CL2</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
TBD

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL3</td>
<td>100% to standard according to enhanced frequency schedule for CL3</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW
TBD

---

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
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<td>15.0</td>
<td>Custodial Services</td>
<td>Provide Enhanced Cleaning Services</td>
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#### CAPABILITY LEVEL - 1

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<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<tbody>
<tr>
<td>100.0</td>
<td>TBD</td>
<td>100% to standard according to enhanced frequency schedule for CL1</td>
<td>100% to standard according to enhanced frequency schedule for CL1</td>
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CUSTOMER VIEW
TBD

#### CAPABILITY LEVEL - 2

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CUSTOMER VIEW
TBD

#### CAPABILITY LEVEL - 3

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CUSTOMER VIEW
TBD

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The document includes information on the Public Works (DPW) service, specifically focusing on three capability levels with details on cost factors, primary work drivers, output and outcome performance targets, and customer views. The service involves providing enhanced cleaning services with various configurations and targets across different levels.
PUBLIC WORKS (DPW)

403 A

SERVICE: Refuse Removal

SSP: Manage and Plan Refuse Removal

DESCRIPTION

Provide core technical expertise and basic waste management planning, reporting, and community education

COMPONENTS

Includes the following:
- Develop and execute Integrated Solid Waste Management Plan
- Establish community education programs
- Generate periodic reporting
- Developing, modifying, and managing refuse contracts

LEGAL STATUTE

Solid Waste Management Plan in accordance with Army policy (TM 5-634) is reviewed annually and updated as required

CUSTOMERS

TBD

CRITICAL TO QUALITY CHARACTERISTICS

TBD

OUTPUT

MEASURE

Solid Waste Management Plan is reviewed and updated annually

TARGET

Yes

FORMULA

N/A

DATA OWNER

TBD

DATA SOURCE

TBD

REPORTED TO

TBD

FREQUENCY

Annual

OUTCOME

MEASURE

Solid Waste Management Plan Re-Approved Annually

TARGET

Yes

FORMULA

N/A

DATA OWNER

TBD

DATA SOURCE

TBD

REPORTED TO

TBD

FREQUENCY

Annual

September 2012
FY13 CLS Configurations

311
### Public Works (DPW)

#### 403 A 5.0

**SERVICE:** Refuse Removal  
**SSP:** Manage and Plan Refuse Removal

#### CAPABILITY LEVEL - 1

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**OUTPUT PERFORMANCE TARGET**  
Solid Waste Management Plan is reviewed and updated annually

**OUTCOME PERFORMANCE TARGET**  
Yes

**CUSTOMER VIEW**  
TBD

#### CAPABILITY LEVEL - 2

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</table>

**OUTPUT PERFORMANCE TARGET**  
Solid Waste Management Plan is reviewed and updated within 18 months

**OUTCOME PERFORMANCE TARGET**  
Solid Waste Management Plan is reviewed and updated within 18 months

**CUSTOMER VIEW**  
TBD

#### CAPABILITY LEVEL - 3

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</table>

**OUTPUT PERFORMANCE TARGET**  
Solid Waste Management Plan is reviewed and updated within 24 months

**OUTCOME PERFORMANCE TARGET**  
Solid Waste Management Plan is reviewed and updated within 24 months

**CUSTOMER VIEW**  
TBD
DESCRIPTION
Pick up and dispose of dining facility waste in a manner that is in compliance with Federal/state/local laws and makes sense from an environmental and economically advantageous perspective

COMPONENTS
Includes the following:
- Provide containers
- Monitor and inspect containers
- Empty waste, transport waste, dispose of waste
- Diversion (includes separation of recyclables, composting, reuse, reclamation and resale)
- Report on waste
- Clean and maintain dumpsters
- Regulatory compliance

LEGAL STATUTE
TBD

CUSTOMERS
TBD

CRITICAL TO QUALITY CHARACTERISTICS
TBD

OUTPUT

MEASURE
% of pickups performed IAW schedule

TARGET
100%

FORMULA
# of pickups performed to standard / Number of pickups scheduled

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of pickups performed to standard

TARGET
100%

FORMULA
Number of pickups performed to standard / Number of pickups performed

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
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**CUSTOMER VIEW**
TBD

### CAPABILITY LEVEL - 2

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**CUSTOMER VIEW**
TBD

### CAPABILITY LEVEL - 3

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**CUSTOMER VIEW**
TBD

---

**SERVICE:** Refuse Removal  
**SSP:** Collect/Dispose Dining Facility Waste

---

403 B  
Cost % 20.0  
PUBLIC WORKS (DPW)

---

SSP: Collect/Dispose Dining Facility Waste  
Cost % 20.0  
SERVICE: Refuse Removal

---

September 2012  
FY13 CLS Configurations
DESCRIPTION
Pick up and dispose of municipal/residential waste in a manner that is in compliance with Federal/state/local laws and makes sense from an environmental and economically advantageous perspective

COMPONENTS
Includes the following:
- Provide containers
- Monitor and inspect containers
- Empty waste, transport waste, dispose of waste
- Diversion (includes separation of recyclables, composting, reuse, reclamation and resale)
- Report on waste
- Clean and maintain dumpsters
- Regulatory compliance

LEGAL STATUTE
TBD

CUSTOMERS
TBD

CRITICAL TO QUALITY CHARACTERISTICS
TBD

MEASURE
% of pickups performed IAW schedule (complying with local, state, and federal regulations)

TARGET
100%

FORMULA
# of pickups performed to standard / Number of pickups scheduled

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly

MEASURE
% of pickups performed to standard

TARGET
100%

FORMULA
Number of pickups performed to standard / Number of pickups performed

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly
Public Works (DPW)

<table>
<thead>
<tr>
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<th>OUTCOME PERFORMANCE TARGET</th>
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CUSTOMER VIEW
TBD

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CUSTOMER VIEW
TBD

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<th>OUTCOME PERFORMANCE TARGET</th>
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<tr>
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<td>50% to Schedule</td>
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</table>

CUSTOMER VIEW
TBD

SERVICE: Refuse Removal
SSP: Collect/Dispose Municipal/Residential Waste
Public Works (DPW)

403  D  Cost % 15.0  SERVICE: Refuse Removal
SSP: Collect/Dispose Other Regulated Waste

DESCRIPTION
Pick up and dispose of other regulated waste and construction and demolition debris in a manner that is in compliance with Federal/state/local laws and makes sense from an environmental and economically advantageous perspective.

COMPONENTS
Includes the following:
- Provide containers (as applicable)
- Monitor/inspect/empty containers
- Receive waste, transport waste, dispose of waste
- Diversion (includes separation of recyclables, composting, reuse, reclamation (e.g., precious metals) and resale)
- Report on waste, clean and maintain containers
- Regulatory compliance

LEGAL STATUTE
TBD

CUSTOMERS
TBD

CRITICAL TO QUALITY CHARACTERISTICS
TBD

OUTPUT

MEASURE
% of pickups performed IAW schedule

TARGET
100%

FORMULA
# of pickups performed to standard / Number of pickups scheduled

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of pickups performed to standard

TARGET
100%

FORMULA
Number of pickups performed to standard / Number of pickups performed

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly
Public Works (DPW)

403 D Cost % 15.0 SERVICE: Refuse Removal
SSP: Collect/Dispose Other Regulated Waste

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 TBD

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
100% 100%

CUSTOMER VIEW
TBD

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 TBD

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75% to Standard 75% to Schedule

CUSTOMER VIEW
TBD

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 TBD

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50% to Standard 50% to Schedule

CUSTOMER VIEW
TBD
DESCRIPTION
Pick up and dispose of bulk waste in a manner that is in compliance with Federal/state/local laws and makes sense from an environmental and economically advantageous perspective.

COMPONENTS
Includes the following:
- Provide containers (where applicable)
- Monitor and inspect containers
- Empty waste
- Transport waste
- Dispose of waste
- Diversion (includes separation of recyclables, reuse, reclamation and resale)
- Report on waste
- Clean and maintain containers
- Regulatory compliance

LEGAL STATUTE
TBD

REGULATION

CUSTOMERS
TBD

CRITICAL TO QUALITY CHARACTERISTICS
TBD

OUTPUT

<table>
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FORMULA
# of pickups performed to standard / Number of pickups scheduled

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly

OUTCOME

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FORMULA
Number of pickups performed to standard / Number of pickups performed

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly
Public Works (DPW)

403  E  Cost % 15.0  SERVICE: Refuse Removal  SSP: Collect/Dispose Bulk Waste

CAPABILITY LEVEL - 1

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OUTPUT PERFORMANCE TARGET 100%

OUTCOME PERFORMANCE TARGET 100%

CUSTOMER VIEW TBD

CAPABILITY LEVEL - 2

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OUTPUT PERFORMANCE TARGET 75% to Standard

OUTCOME PERFORMANCE TARGET 50% to Schedule

CUSTOMER VIEW TBD

CAPABILITY LEVEL - 3

<table>
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<tbody>
<tr>
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</table>

OUTPUT PERFORMANCE TARGET 50% to Standard

OUTCOME PERFORMANCE TARGET 33% to Schedule

CUSTOMER VIEW TBD
DESCRIPTION
Pick up and dispose of green waste (e.g., grass, tree limbs, manure) in a manner that is in compliance with Federal/state/local laws and makes sense from an environmental and economically advantageous perspective.

COMPONENTS
Includes the following:
- Provide containers (as applicable)
- Monitor and inspect containers
- Empty waste, transport waste, dispose of waste
- Diversion (includes composting, reuse)
- Report on waste
- Clean and maintain containers
- Regulatory compliance includes the following:

LEGAL STATUTE
TBD

CRITICAL TO QUALITY CHARACTERISTICS
TBD

OUTPUT

MEASURE
% of pickups performed IAW schedule

TARGET
100%

FORMULA
# of pickups performed to standard / Number of pickups scheduled

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of pickups performed to standard

TARGET
100%

FORMULA
Number of pickups performed to standard / Number of pickups performed

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
Quarterly
403  F  Cost %  5.0  
SERVICE: Refuse Removal  
SSP: Collect/Dispose Green Waste

### CAPABILITY LEVEL - 1

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<th>OUTCOME PERFORMANCE TARGET</th>
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CUSTOMER VIEW  
TBD

### CAPABILITY LEVEL - 2

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<td>50% to Schedule</td>
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CUSTOMER VIEW  
TBD

### CAPABILITY LEVEL - 3

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<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>33% to Standard</td>
<td>33% to Schedule</td>
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</tbody>
</table>

CUSTOMER VIEW  
TBD
This program provides grass cutting and trimming services IAW Grounds Maintenance Plan. Areas to be mowed include common areas, representational areas, training areas, Reserve Center Enclaves, UPH billeting areas, and all other improved, grass-covered areas which are not otherwise maintained through reimbursable funding. Grass cutting and trimming will not be performed more frequently than required by the geographic and climatologic conditions of the installation.

COMPONENTS
Includes the following:
- policing prior to mowing
- grass cutting
- grass trimming
- xeriscape area maintenance
- edging of sidewalks and curbs
- capability for grass and leaf removal and lawn treatment for ceremonial and high visibility areas

Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison)

LEGAL STATUTE

CUSTOMERS
Installation Tenants, Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Uniformity of appearance of grass, Height of grass, Well defined edges

OUTPUT

MEASURE
Service provided in accordance with frequency table

FORMULA
See frequency table or Installation Grounds Maintenance Plan

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

FREQUENCY
Weekly, Or by exception

OUTCOME

MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

FORMULA
IAW Green Level Outcome Table

Plus

# of founded complaints responded to / # of founded complaints received

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW
COST FACTOR: 100.0
PRIMARY WORK DRIVER: # of acres of lawn

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL1

**OUTCOME PERFORMANCE TARGET**
100%-75% Compliance (See Outcome Description)

**CUSTOMER VIEW**
- policing prior to mowing
- grass cutting
- grass trimming
- xeriscape area maintenance
- edging of sidewalks and curbs
- capability for grass and leaf removal and lawn treatment for ceremonial and high visibility areas

---

**CAPABILITY LEVEL - 2**

COST FACTOR: 75.0
PRIMARY WORK DRIVER: # of acres of lawn

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL2

**OUTCOME PERFORMANCE TARGET**
50%-74% Compliance

**CUSTOMER VIEW**
- policing prior to mowing
- grass cutting
- edging of sidewalks and curbs
- capability for grass and leaf removal and lawn treatment for ceremonial and high visibility areas

---

**CAPABILITY LEVEL - 3**

COST FACTOR: 50.0
PRIMARY WORK DRIVER: # of acres of lawn

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL3

**OUTCOME PERFORMANCE TARGET**
25%-49% Compliance

**CUSTOMER VIEW**
- policing prior to mowing
- grass cutting
- capability for grass and leaf removal and lawn treatment for ceremonial and high visibility areas
This program provides tree pruning and brush/shrub trimming services IAW physical security and safety guidelines. Pruning and trimming necessary to maintain the neat and orderly appearance of the installation may be performed if funding levels permit.

COMPONENTS
Includes the following:
- trees overhanging electric lines, fences, vehicle crossings, signage, railroads, etc.
- tree pruning
- bush trimming
- shredding
- chipping
- safety related tree removal
- antenna fields, fire breaks, grassed airfields, clear zones and other semi-improved grounds.

Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison.

LEGAL STATUTE
- [ ]

REGULATION
- AR 420-1

CUSTOMERS
Installation Tenants, Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Safety (removal of dead and dangling branches, proximity to power lines/buildings, line-of-sight), Neat appearance

OUTPUT

MEASURE
Service provided in accordance with frequency table

FORMULA
See frequency table or Installation Grounds Maintenance Plan

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

TARGET
100% of Frequency

DATA SOURCE
Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

FREQUENCY
Monthly, Or by exception

OUTCOME

MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

FORMULA
IAW Green Level Outcome Table

Plus

# of founded complaints responded to / # of founded complaints received

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

TARGET
100% Compliance (See Outcome Description)

DATA SOURCE
Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW
COST FACTOR 100.0 PRIMARY WORK DRIVER # of acres in cantonment area

OUTPUT PERFORMANCE TARGET Services provided in accordance with Frequency Table for CL1

OUTCOME PERFORMANCE TARGET 100%-75% Compliance (See Outcome Description)

CUSTOMER VIEW
- prune and trim trees overhanging electric lines, fences, vehicle crossings, signage, railroads, etc.
- general tree pruning (aesthetics, safety)
- bush trimming (aesthetics, safety)
- removal/disposal of waste from pruning/trimming
- safety related tree removal

CAPABILITY LEVEL - 1

COST FACTOR 75.0 PRIMARY WORK DRIVER # of acres in cantonment area

OUTPUT PERFORMANCE TARGET Services provided in accordance with Frequency Table for CL2

OUTCOME PERFORMANCE TARGET 50%-74% Compliance

CUSTOMER VIEW
- prune and trim trees overhanging electric lines, fences, vehicle crossings, signage, railroads, etc.
- safety-related tree pruning
- removal/disposal of waste from pruning/trimming
- safety related tree removal

CAPABILITY LEVEL - 2

COST FACTOR 50.0 PRIMARY WORK DRIVER # of acres in cantonment area

OUTPUT PERFORMANCE TARGET Services provided in accordance with Frequency Table for CL3

OUTCOME PERFORMANCE TARGET 25%-49% Compliance

CUSTOMER VIEW
- prune and trim trees overhanging electric lines, fences, vehicle crossings, signage, railroads, etc.
- safety-related tree pruning
- safety related tree removal

CAPABILITY LEVEL - 3
DESCRIPTION
This program provides grounds repair services for damaged/disturbed areas to return areas to pre-damaged conditions and to meet safety and environmental requirements.

COMPONENTS
Includes the following:
- grading
- drainage
- grounds repair
- erosion repair, restoration, and stabilization
- maneuver damage (reimbursable)
- reestablishing ground cover
Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison)

LEGAL STATUTE

REGULATION
AR 420-1

CUSTOMERS
Installation Tenants, Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Uniformity of appearance, Prevention of erosion, Safety, Timeliness of repair; environmental compliance

OUTPUT

MEASURE
Service provided in accordance with frequency table
FORMULA
See frequency table or Installation Grounds Maintenance Plan
DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW
REPORTED TO
DPW, KO
FREQUENCY
Monthly, Or by exception

OUTCOME

MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To
FORMULA
IAW Green Level Outcome Table
Plus
# of founded complaints responded to / # of founded complaints received
DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW
REPORTED TO
DPW, KO
FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of acres of improved grounds</td>
<td>Services provided in accordance with Frequency Table for CL1</td>
<td>100%-75% Compliance (See Outcome Description)</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
- grading- drainage- grounds repair- erosion repair, restoration, and stabilization- maneuver damage (reimbursable)- reestablishing ground cover

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># of acres of improved grounds</td>
<td>Services provided in accordance with Frequency Table for CL2</td>
<td>50%-74% Compliance</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
For safety and high-visibility areas only- grading- drainage- grounds repair- erosion repair, restoration, and stabilization- maneuver damage (reimbursable)- reestablishing ground cover

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td># of acres of improved grounds</td>
<td>Services provided in accordance with Frequency Table for CL3</td>
<td>25%-49% Compliance</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
For safety only- grading- drainage- grounds repair- erosion repair, restoration, and stabilization- maneuver damage (reimbursable)- reestablishing ground cover

---

**SERVICE:** Maintenance - Grounds  
**SSP:** Provide grounds repair services
Public Works (DPW)

404 D Cost % 5.0 SERVICE: Maintenance - Grounds
SSP: Provide debris removal services

DESCRIPTION
This program provides debris removal services.

COMPONENTS
Includes the following:
- litter removal
- storm debris collection and disposal
- dead animal removal
Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison)

LEGAL STATUTE

CUSTOMERS
Installation Tenants, Supported Population

REGULATION
AR 420-1

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness of removal, Safety, Appearance, Thoroughness, Prioritization of items removed

OUTPUT

MEASURE
Service provided in accordance with frequency table

TARGET
100% of Frequency

FORMULA
See frequency table or Installation Grounds Maintenance Plan

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

DATA SOURCE
Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

REPORTED TO
DPW, KO

FREQUENCY
Monthly, Or by exception

OUTCOME

MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

TARGET
100% Compliance (See Outcome Description)

FORMULA
IAW Green Level Outcome Table

Plus

# of founded complaints responded to / # of founded complaints received

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

DATA SOURCE
Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

REPORTED TO
DPW, KO

FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW
**Public Works (DPW)**

**404 D**  
SERVICE: **Maintenance - Grounds**  
SSP: **Provide debris removal services**

### CAPABILITY LEVEL - 1

**COST FACTOR**  
100.0

**PRIMARY WORK DRIVER**  
# of acres of improved grounds

**OUTPUT PERFORMANCE TARGET**  
Services provided in accordance with Frequency Table for CL1

**OUTCOME PERFORMANCE TARGET**  
100%-75% Compliance (See Outcome Description)

**CUSTOMER VIEW**  
- litter removal  
- storm debris collection and disposal  
- dead animal removal

### CAPABILITY LEVEL - 2

**COST FACTOR**  
75.0

**PRIMARY WORK DRIVER**  
# of acres of improved grounds

**OUTPUT PERFORMANCE TARGET**  
Services provided in accordance with Frequency Table for CL2

**OUTCOME PERFORMANCE TARGET**  
50%-74% Compliance

**CUSTOMER VIEW**  
- litter removal in ceremonial areas only  
- storm debris collection and disposal  
- dead animal removal

### CAPABILITY LEVEL - 3

**COST FACTOR**  
50.0

**PRIMARY WORK DRIVER**  
# of acres of improved grounds

**OUTPUT PERFORMANCE TARGET**  
Services provided in accordance with Frequency Table for CL3

**OUTCOME PERFORMANCE TARGET**  
25%-49% Compliance

**CUSTOMER VIEW**  
- safety-related storm debris collection and disposal only  
- dead animal removal
Public Works (DPW)

404  E  Cost %  7.0  SERVICE:  Maintenance - Grounds
SSP:  Provide landscaping maintenance services

DESCRIPTION
This program provides services to maintain healthy, visually pleasing, and functional plant material. Program IAW Installation Design Guide and/or Installation Landscaping Plan, and applicable environmental laws and regulations. Frequency of landscaping maintenance services will not exceed that necessary to maintain a neat and orderly appearance of the installation.

COMPONENTS
Includes the following:
- flower and shrubs planting, pruning, and removal
- tree planting and pruning
- maintenance of flower beds and shrubs
- mulching
- watering
- fertilizing
- policing
- weeding
- replacement of edging material
- maintenance of weed barriers
- erosion control
- wind and sound control
Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison)

LEGAL STATUTE
AR 420-1

CUSTOMERS
Installation Tenants, Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Aesthetics, Healthy appearance, Functional effectiveness of landscaping maintenance (e.g., force protection, security, traffic control, erosion control)

MEASURE
Service provided in accordance with frequency table

TARGET
100% of Frequency

FORMULA
See frequency table or Installation Grounds Maintenance Plan

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

FREQUENCY
Monthly, Or by exception

OUTCOME
MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

TARGET
100% Compliance (See Outcome Description)

FORMULA
IAW Green Level Outcome Table
Plus
# of founded complaints responded to / # of founded complaints received

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW

September 2012  FY13 CLS Configurations  331
### Public Works (DPW)

**404 E**  
**Cost %** 7.0  
**SERVICE:** Maintenance - Grounds  
**SSP:** Provide landscaping maintenance services

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Landscaped area</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
Services provided in accordance with Frequency Table for CL1

**OUTCOME PERFORMANCE TARGET**  
100%-75% Compliance (See Outcome Description)

**CUSTOMER VIEW**  
- flower and shrubs planting, pruning, and removal  
- tree planting and pruning  
- maintenance of flower beds and shrubs  
- mulching  
- watering  
- fertilizing  
- policing  
- weeding  
- replacement of edging material  
- maintenance of weed barriers  
- erosion control  
- wind and sound control

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Landscaped area</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
Services provided in accordance with Frequency Table for CL2

**OUTCOME PERFORMANCE TARGET**  
50%-74% Compliance

**CUSTOMER VIEW**  
- flower and shrubs planting, pruning, and removal  
- tree planting and pruning  
- maintenance of flower beds and shrubs  
- mulching  
- watering  
- fertilizing  
- weeding  
- erosion control  
- wind and sound control

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Landscaped area</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
Services provided in accordance with Frequency Table for CL3

**OUTCOME PERFORMANCE TARGET**  
25%-49% Compliance

**CUSTOMER VIEW**  
- mulching  
- watering  
- fertilizing  
- weeding  
- erosion control

---

September 2012  
FY13 CLS Configurations  
332
This program provides removal services for grass clippings and leaves.

Includes the following:
- bagging
- removal

Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison

### Regulations

- **AR 420-1**

### Critical to Quality Characteristics

- Timeliness of removal
- Thoroughness
- Minimal interference to installation operations

### Measure

Service provided in accordance with frequency table

**Target**

100% of Frequency

### Formula

See frequency table or Installation Grounds Maintenance Plan

**Data Owner**

- For Contracts: QA Specialist, COR
- For In-house: DPW

**Data Source**

Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

**Reported To**

DPW, KO

**Frequency**

Monthly, Or by exception

### Outcome

See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

**Target**

100% Compliance (SeeOutcome Description)

**Formula**

IAW Green Level Outcome Table

Plus

# of founded complaints responded to / # of founded complaints received

**Data Owner**

- For Contracts: QA Specialist, COR
- For In-house: DPW

**Data Source**

Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

**Frequency**

For Contract: As per guidance of contract
For In-House: As per DPW
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of acres of lawn</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL1

**OUTCOME PERFORMANCE TARGET**
100%-75% Compliance (See Outcome Description)

**CUSTOMER VIEW**
- bagging- removal

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># of acres of lawn</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL2

**OUTCOME PERFORMANCE TARGET**
50%-74% Compliance

**CUSTOMER VIEW**
Bag and remove in ceremonial and high visibility areas only

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td># of acres of lawn</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL3

**OUTCOME PERFORMANCE TARGET**
25%-49% Compliance

**CUSTOMER VIEW**
Do not bag and remove clippings
This program provides cyclic services to maintain and improve established turf areas.

COMPONENTS
Includes the following:
- aeration
- fertilizing
- overseeding
- sodding
- weed control
- dehatching
- scarification (moss removal)
Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison)

LEGAL STATUTE
404

REGULATION
AR 420-1

CUSTOMERS
Installation Tenants, Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness of treatment, Aesthetics, Healthy appearance, Effective for preventing erosion

MEASURE
Service provided in accordance with frequency table

TARGET
100% of Frequency

FORMULA
See frequency table or Installation Grounds Maintenance Plan

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

DATA SOURCE
Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

REPORTED TO
DPW, KO

FREQUENCY
Monthly, Or by exception

MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

TARGET
100% Compliance (See Outcome Description)

FORMULA
IAW Green Level Outcome Table

Plus

# of founded complaints responded to / # of founded complaints received

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

DATA SOURCE
Contract Files (see QA Specialist, COR, and KO), IFS (Integrated Facilities System), and Installation Grounds Maintenance Plan

FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW
PUBLIC WORKS (DPW)

404 G

SERVICE: Maintenance - Grounds
SSP: Provide periodic lawn treatment services

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  # of acres of lawn

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
Services provided in accordance with Frequency Table for CL1  100%-75% Compliance (See Outcome Description)

CUSTOMER VIEW
- aeration- fertilizing- overseeding- sodding- weed control- dehatching- scarification (moss removal)

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  # of acres of lawn

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
Services provided in accordance with Frequency Table for CL2  50%-74% Compliance

CUSTOMER VIEW
- fertilizing- overseeding- sodding- weed control

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  # of acres of lawn

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
Services provided in accordance with Frequency Table for CL3  25%-49% Compliance

CUSTOMER VIEW
- fertilizing- weed control
This program provides tree removal services.

Includes the following:
- stump removal
- grounds restoration IAW Integrated Natural Resource Plan
- tree removal and disposal
- chipping
- shedding

Work also includes work identification, work prioritization, COR, QAE, inspections, work plans, Grounds Maintenance Plan, Integrated Natural Resource Management Plan, funding oversight, contract development, and customer liaison)

LEGAL STATUTE

REGULATION
AR 420-1

CUSTOMERS
Installation Tenants, Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Safety, Thoroughness, Timeliness, Restoration

MEASURE
Service provided in accordance with frequency table

TARGET
100% of Frequency

FORMULA
See frequency table or Installation Grounds Maintenance Plan

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

FREQUENCY
Monthly, Or by exception

MEASURE
See Green Level Outcome Table in concert with Ratio of Founded Complaints that are Responded To

TARGET
100% Compliance (See Outcome Description)

FORMULA
IAW Green Level Outcome Table

DATA OWNER
For Contracts: QA Specialist, COR
For In-house: DPW

REPORTED TO
DPW, KO

FREQUENCY
For Contract: As per guidance of contract
For In-House: As per DPW

September 2012
FY13 CLS Configurations
### Public Works (DPW)

<table>
<thead>
<tr>
<th>Service: Maintenance - Grounds</th>
<th>SSP: Provide tree removal services</th>
</tr>
</thead>
</table>

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of forested acres in cantonment area</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL1

**OUTCOME PERFORMANCE TARGET**
100%-75% Compliance (See Outcome Description)

**CUSTOMER VIEW**
Cutting down dead/diseased trees, tree removal and disposal, stump removal

---

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># of forested acres in cantonment area</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL2

**OUTCOME PERFORMANCE TARGET**
50%-74% Compliance

**CUSTOMER VIEW**
Cutting down dead trees, tree removal and disposal, stump removal

---

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td># of forested acres in cantonment area</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Services provided in accordance with Frequency Table for CL3

**OUTCOME PERFORMANCE TARGET**
25%-49% Compliance

**CUSTOMER VIEW**
Cutting down dead trees
**Public Works (DPW)**

**404 J** Cost % 40.0  
**SERVICE:** Maintenance - Grounds  
**SSP:** Provide fire control services for mission-essential areas

### DESCRIPTION
This program provides services to control damage from wildland fires to bombing, gunnery, impact areas, training and maneuver areas, and critical infrastructure.

### COMPONENTS
Includes the following:
- fire breaks
- control burns
- thin underbrush
- removal of dead fall
- removal/control of diseased trees
- invasive species control
- control of tall grass
- unconventional vegetation control (cattle grazing)

Includes work identification, work prioritization, COR, QAE, inspections, work plans, funding oversight, contract development, customer liaison, Erosion and Sedimentation Control Plan

### LEGAL STATUTE

### REGULATION
AR 420-1

### CUSTOMERS
Installation Tenants, Supported Population, Mission Commanders, Local Communities, Local Government (OCONUS), Dept of the Interior

### CRITICAL TO QUALITY CHARACTERISTICS
Well defined fire perimeters, Removal of combustible, Service coordinated with training exercises, Coordination with local government, Minimize the impact or occurrence of fire

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Areas managed in compliance with regs and Integrated Natural Resource Management Plan (INRMP)</td>
<td>100%</td>
</tr>
</tbody>
</table>

**FORMULA**

# mission-essential areas found through inspection to be in compliance with applicable codes and regulations / total # of mission-essential areas

[Note: IFS/Installation Grounds Maintenance Plan/Installation Design Guide (IDG) are sources for identifying the mission-essential areas]

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW (Note: Fire Department, Operations and Maintenance, Environmental, Safety)</td>
<td>Inspection Reports (DPW), IFS/Installation Grounds Maintenance Plan/Installation Design Guide (IDG), Safety Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Mission Commanders, DPTMS</td>
</tr>
</tbody>
</table>

**FREQUENCY**

Annual, Per fire control event, Continuous on training ranges

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Containment of Fire in Fire-Control Areas</td>
<td>100%</td>
</tr>
</tbody>
</table>

**FORMULA**

# of fires contained within defined fire control perimeters / # of fires occurring within defined fire control perimeters

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW/DPTMS (Director of Training)</td>
<td>Inspection Reports (DPW), IFS/Installation Grounds Maintenance Plan/Installation Design Guide (IDG), Safety Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPTMS, GC</td>
</tr>
</tbody>
</table>

**FREQUENCY**

Per fire event
COST FACTOR

100.0

100.0

80%-100%

80%-100%

CUSTOMER VIEW
Includes the following: - fire breaks - control burns - thin underbrush - removal of dead fall - removal/control of diseased trees - invasive species control - control of tall grass - unconventional vegetation control (cattle grazing)

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
# acres of unimproved grounds

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

80%-100%

60%-79%

CUSTOMER VIEW
Includes the following: - fire breaks - control burns - thin underbrush - removal of dead fall - control of tall grass - unconventional vegetation control (cattle grazing)

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
# acres of unimproved grounds

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

60%-79%

60%-79%

CUSTOMER VIEW
Includes the following: - fire breaks - control burns - thin underbrush - removal of dead fall - control of tall grass - unconventional vegetation control (cattle grazing)

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
# acres of unimproved grounds

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

40%-59%

40%-59%

CUSTOMER VIEW
Includes the following: - fire breaks - control burns - thin underbrush - control of tall grass
DESCRIPTION
This program provides services to control erosion IAW Installation Natural Resources Management Plan and other applicable environmental documents.

COMPONENTS
Includes the following:
- repair of damaged areas as required
- reforestation
- reseeding
- matting
- hydroseeding
Includes work identification, work prioritization, COR, QAE, inspections, work plans, funding oversight, contract development, customer liaison, Erosion and Sedimentation Control Plan

LEGAL STATUTE

CUSTOMERS
Installation Tenants, Supported Population, Mission Commanders, Local Communities, Local Government (OCONUS), Dept of the Interior

REGULATION

AR 420-1

CRITICAL TO QUALITY CHARACTERISTICS
Training areas are managed so that training can be executed, Compliance with environmental laws and natural resource plan, Timely repair and mitigation of erosion issue

OUTPUT

MEASURE
Reduction of loss of soil/material preceding/following an erosion event

FORMULA
Total value of displaced soil/material

DATA OWNER
DPW/DPTMS (Director of Training)

DATA SOURCE
DPW (see Forestry Section of Environmental/Natural Resources, Safety), IFS (may contain work order)

REPORTED TO
DPTMS, GC

TARGET
No Detrimental Value

[Note: Detrimental is defined as adversely effecting use of the land]

FREQUENCY
Per erosion event

OUTCOME

MEASURE
Usability of land for its intended purpose

FORMULA
Acres of unimproved land usable for its intended purpose / Total acres of unimproved land

[Note: "Usability" should consider downstream impacts to nonadjacent land. "Usable" may also include the rotation of land such that some land may lay fallow while other areas come back into use.]

DATA OWNER
DPW/DPTMS (Director of Training)

DATA SOURCE
DPW (see Forestry Section of Environmental/Natural Resources, Safety), IFS (may contain work order)

REPORTED TO
DPTMS, GC

TARGET
100%

FREQUENCY
Semi-Annual (per Real Property Planning Board), For Training focused installations Monthly is suggested
## SSP: Provide erosion control services for training, range, maneuver areas, and public works

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># acres of training areas</td>
<td>No Detrimental Value [Note: Detrimental is defined as adversely effecting use of the land]</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Includes the following: - repair of damaged areas as required- reforestation- reseeding- matting- hydroteeding

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td># acres of training areas</td>
<td>Moderate adverse effects on land use.</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Includes the following: - repair of critical damaged areas only- reseeding- matting- hydroteeding

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td># acres of training areas</td>
<td>Moderate adverse effects on land use.</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Includes the following: - repair of critical damaged areas only- reseeding
This program provides services to control damage from wildland fires to forest areas, agriculture, and grazing.

**COMPONENTS**
Includes the following:
- fire breaks
- control burns
- thin underbrush
- removal of dead fall
- removal/control of diseased trees
- invasive species control
- control of tall grass
- unconventional vegetation control (cattle grazing)

Includes work identification, work prioritization, COR, QAE, inspections, work plans, funding oversight, contract development, customer liaison, Erosion and Sedimentation Control Plan

**CUSTOMERS**
Installation Tenants, Supported Population, Mission Commanders, Local Communities, Local Government (OCONUS), Dept of the Interior

**LEGAL STATUTE**

**REGULATION**
AR 420-1

**CRITICAL TO QUALITY CHARACTERISTICS**
Well defined fire perimeters, Removal of combustible, Service coordinated with training exercises, Coordination with local government (Note: Effort is less extensive)

**OUTPUT**

**MEASURE**
Acreage managed in compliance with regs and Integrated Natural Resource Management Plan (INRMP)

**TARGET**
100%

**FORMULA**
Acreage found through inspection to be in compliance with applicable codes and regulations / total Acreage

[Note: IFS/Installation Grounds Maintenance Plan/Installation Design Guide (IDG) are sources for identifying the mission-essential areas]

**DATA OWNER**
DPW (Note: Fire Department, Operations and Maintenance, Environmental, Safety)

**DATA SOURCE**
Inspection Reports (DPW), IFS/Installation Grounds Maintenance Plan/Installation Design Guide (IDG), Safety Plan

**REPORTED TO**
GC, DPW (Safety)

**FREQUENCY**
Annual, Per fire control event

**OUTCOME**

**MEASURE**
Containment of Fire in Fire-Control Areas

**TARGET**
100%

**FORMULA**
# of fires contained within defined fire control perimeters / # of fires occurring within defined fire control perimeters

**DATA OWNER**
DPW

**DATA SOURCE**
Inspection Reports (DPW), IFS/Installation Grounds Maintenance Plan/Installation Design Guide (IDG), Safety Plan

**REPORTED TO**
Operational Mission Commanders, DPTMS, GC, DES (Director of Emergency Services)

**FREQUENCY**
Per fire event
Public Works (DPW)

**CAPABILITY LEVEL - 1**

**COST FACTOR** | PRIMARY WORK DRIVER
---|---
100.0 | # acres of unimproved grounds

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
---|---
80%-100% | 80%-100%

**CUSTOMER VIEW**
Includes the following:- fire breaks- control burns- thin underbrush- removal of dead fall- removal/control of diseased trees- invasive species control- control of tall grass- unconventional vegetation control (cattle grazing)

**CAPABILITY LEVEL - 2**

**COST FACTOR** | PRIMARY WORK DRIVER
---|---
80.0 | # acres of unimproved grounds

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
---|---
60%-79% | 60%-79%

**CUSTOMER VIEW**
Includes the following:- fire breaks- control burns- thin underbrush- removal of dead fall- control of tall grass- unconventional vegetation control (cattle grazing)

**CAPABILITY LEVEL - 3**

**COST FACTOR** | PRIMARY WORK DRIVER
---|---
60.0 | # acres of unimproved grounds

**OUTPUT PERFORMANCE TARGET** | **OUTCOME PERFORMANCE TARGET**
---|---
40%-59% | 40%-59%

**CUSTOMER VIEW**
Includes the following:- fire breaks- control burns- thin underbrush- control of tall grass
DESCRIPTION
This program provides maintenance of wetlands used for the retention and treatment of stormwater or wastewater.

COMPONENTS
Includes the following:
- silt control
- maintenance of bank integrity and configuration
- planting, maintenance and control of vegetation
- invasive species control
Includes work identification, work prioritization, COR, QAE, inspections, work plans, funding oversight, contract development, customer liaison, Erosion and Sedimentation Control Plan.

LEGAL STATUTE

REGULATION
AR 420-1

CUSTOMERS
Supported Population

CRITICAL TO QUALITY CHARACTERISTICS
Wetlands support wildlife population, provide visual enhancement and improve retention/treatment characteristics of stormwater and wastewater.

OUTPUT

MEASURE
Wetlands managed in compliance with regs and Integrated Natural Resource Management Plan (INRMP)

TARGET
100%

FORMULA
TBD

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
TBD

OUTCOME

MEASURE
Water is retained and appropriately filtered by vegetation and animal life. Wetlands support healthy wildlife population, and are visually pleasing.

TARGET
100%

FORMULA
TBD

DATA OWNER
TBD

DATA SOURCE
TBD

REPORTED TO
TBD

FREQUENCY
TBD
Public Works (DPW)

404 M Cost % 1.0 SERVICE: Maintenance - Grounds
SSP: Provide maintenance of wetlands used for the retention and treatment of

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  # acres of wetlands

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
TBD  TBD

CUSTOMER VIEW
Includes the following:- silt control- maintenance of bank integrity and configuration- planting, maintenance and control of vegetation- invasive species control

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  # acres of wetlands

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
TBD  TBD

CUSTOMER VIEW
Includes the following:- maintenance of bank integrity and configuration- planting, maintenance and control of vegetation- invasive species control

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  # acres of wetlands

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
TBD  TBD

CUSTOMER VIEW
Includes the following:- maintenance of bank integrity and configuration- planting, maintenance and control of vegetation
This program calculates facilities and infrastructure. Start with Force Structure. Identify where it is going. Determine allowances. Compare to existing assets. Develop programmable actions -- the "Requirement"

**COMPONENTS**

Provide ASP and RP Inventory Coordination
Justify Requirements versus Allowance in Coordination with Facility User:
Editing and Updating RPLANS
Obtaining RPLANS Annual Certification (GC and RD Verification)
Analyzing Requirements Against Real Property

**LEGAL STATUTE**

EO 12411 and EO 13327

**CUSTOMERS**

Process Customers
Higher Headquarters
Garrison Commander
Mission Commanders Staff
Programmers
Resource Managers
USACE
Contractors
Privatization Corps
Beneficiary Customers
Soldier and Family
Mission Commanders
Local Communities

**CRITICAL TO QUALITY CHARACTERISTICS**

Facilities, Infrastructure and Real Estate to train, work and live in at a quality rating established by ISR Infrastructure Quality as Q1 and Quantity as C1.

**OUTPUT**

**MEASURE**

Requirements edits are completed on time, approved and result in "balancing" individual FCGs in the TAB report. RPLANS Certification memo submitted with Garrison Commander signature.

**TARGET**

2 Requirements edits

**FORMULA**

How many requirement edits are completed on time, approved and resulted in balancing individual FCGs in the TAB report

**DATA OWNER**

Installation Master Planner

**DATA SOURCE**

ISR

**REPORTED TO**

DA, OSD & President

**FREQUENCY**

Once a year

**OUTCOME**

**MEASURE**

RPLANS SF FCGs are “balanced”

**TARGET**

100%

**FORMULA**

number of balanced FCGs measured in SF divided by total number of FCGs measured in SF

**DATA OWNER**

Installation Master Planner

**DATA SOURCE**

ISR

**REPORTED TO**

HQDA

**FREQUENCY**

Annual
**Public Works (DPW)**

<table>
<thead>
<tr>
<th>SSP</th>
<th>Cost %</th>
<th>SERVICE</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>405</td>
<td>25.0</td>
<td>Establish Requirements for Installation Facilities and Infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Force Structure and Stationing Actions from Army G3

**OUTPUT PERFORMANCE TARGET**  
>2 requirements edits are completed on time, approved and result in “balancing” individual FCGs in the TAB report. RPLANS Certification memo submitted with Garrison Commander signature.

**OUTCOME PERFORMANCE TARGET**  
80-100% of RPLANS SF FCGHs are balanced

**CUSTOMER VIEW**  
Minor facility condition deficiencies and no significant facility configuration deficiencies, with negligible impact on the capability to support the tenant organizations' required mission.

**CAPABILITY LEVEL - 2**

**COST FACTOR** 89.0  
**PRIMARY WORK DRIVER** Force Structure and Stationing Actions from Army G3

**OUTPUT PERFORMANCE TARGET**  
2 requirement edits completed on time that is approved and results in "balancing" an individual FCG in the TAB report. RPLANS Certification memo submitted with Garrison Commander signature.

**OUTCOME PERFORMANCE TARGET**  
60-79% of RPLANS SF FCGHs are balanced

**CUSTOMER VIEW**  
Significant facility condition deficiencies and/or configuration deficiencies that impair the capability to support some of the tenant organizations required missions.

**CAPABILITY LEVEL - 3**

**COST FACTOR** 64.0  
**PRIMARY WORK DRIVER** Force Structure and Stationing Actions from Army G3

**OUTPUT PERFORMANCE TARGET**  
1 requirement edit completed on time that is approved and results in "balancing" an individual FCG in the TAB report. RPLANS Certification memo submitted with Garrison Commander signature.

**OUTCOME PERFORMANCE TARGET**  
50-59% of RPLANS SF FCGHs are balanced

**CUSTOMER VIEW**  
Major facility condition deficiencies and/or configuration deficiencies that present significant obstacles to the tenant organizations accomplishment of required missions.
These programs:
- Establish the environmental baseline, basic framework and specific options for developing and managing real property on the installation IAW AR 210-20.
- Include developing the installation overall plan for using and investing in real property to support installation missions and DA objectives IAW AR 210-20. This involves describing permanent comprehensive/holistic solutions, as well as short-term actions necessary to correct deficiencies and meet real property requirements.

COMPONENTS
SRC
Prioritize time/phased project list of MILCON, NAF, 3rd Party, M SRM, Demo, privatization efforts with supporting graphics

LRC
Provide LR analysis, Environmental Analysis, Land Use analysis, FDP, Utility Assessment and analysis, transportation assessment and supporting graphics

CIS including NEPA
EXSUM, consideration of alternatives, program action plan (to balance TAB)

RPMPD

LEGAL STATUTE
EO 12411 and EO 13327

CUSTOMERS
Process Customers
Higher Headquarters
Garrison Commander
Mission Commanders staff
Programmers
Resource Managers
USACE
Contractors
Privatization Corps
Beneficiary Customers
Soldier and family
Mission Commanders
Local Communities

CRITICAL TO QUALITY CHARACTERISTICS
Facilities, Infrastructure and Real Estate to train, work and live in at a quality rating established by ISR Infrastructure Quality as Q1 and Quantity as C1.

MEASURE
RPMP components are complete and the Installation has a Master Planner

TARGET
5 RPMP Components are complete and the installation has a Master Planner

FORMULA
How many RPMP components are complete with a Master Planner at the Installation?

DATA OWNER
Installation Master Planner

DATA SOURCE
ISR

REPORTED TO
DA, OSD & President

FREQUENCY
Once a year

OUTCOME
In the past 5 years, RPMP Components have been updated and approved

TARGET
5 updated RPMP Components in the past 5 years

FORMULA
How many RPMP Components have been updated in the past 5 years?

DATA OWNER
Installation Master Planner

DATA SOURCE
ISR

REPORTED TO
DA, OSD & President

FREQUENCY
Once a year
Public Works (DPW)

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost %</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSP: Develop and Maintain Real Property master Plan</td>
<td>20.0</td>
<td>100.0</td>
<td>Force Structure and Stationing Actions from Army G3</td>
</tr>
</tbody>
</table>

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 RPMP Components are complete with a Master Planner with the Installation</td>
<td>5 RPMP components have been updated and approved in the past 5 years</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Minor facility condition deficiencies and no significant facility configuration deficiencies, with negligible impact on the capability to support the tenant organizations’ required mission.

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>No less than 4 RPMP Components are complete with a Master Planner with the Installation</td>
<td>At least 4 RPMP components have been updated and approved in the past 5 years</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Significant facility condition deficiencies and/or configuration deficiencies that impair the capability to support some of the tenant organizations required missions.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3 RPMP Components are complete with a Master Planner with the Installation</td>
<td>2-3 RPMP components have been updated and approved in the past 5 years</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Major facility condition deficiencies and/or configuration deficiencies that present significant obstacles to the tenant organizations accomplishment of required missions.
DESCRIPTION
This program
- Integrates real property master planning into the Army's budgetary and operational planning processes throughout the current Program Objective Memorandum (POM) period IAW with AR 210-20. These charts recommend master planning activities into the Army's resource management process.
- Includes facilitating and presenting at Master Planning Board meetings IAW AR 210-20.

COMPONENTS
PROVIDE MEETING ADMINISTRATION AND COORDINATION
Establish Real Property Planning Board Charter per AR 210-20

PRESENT PROJECT PRIORITY LISTS

PROVIDE PROJECT RECOMMENDATIONS

PROVIDE STAFFING AND PUBLISHING BRIEFING RESULTS

PROVIDE RECOMMENDATIONS FOR SITE APPROVAL

LEGAL STATUTE
EO 12411 and EO 13327

CUSTOMERS
Process Customers
Higher Headquarters
Garrison Commander
Mission Commanders staff
Programmers
Resource Managers
USACE
Contractors
Privatization Corps
Beneficiary Customers
Soldier and family
Mission Commanders
Local Communities

MEASURE
Real Property Planning Boards per FY

TARGET
2 Real Property Planning Boards per FY

FORMULA
How many Real Property Planning Boards are held per FY?

DATA OWNER
Installation Master Planner

DATA SOURCE
ISR

REPORTED TO
DA, OSD & President

FREQUENCY
Once a year

LEGAL STATUTE

REGULATION
AR210-20, AR405-70, AR405-80, AR 405-90, AR 210-14, AR 200-1, AR 200-2, AR200-3, AR200-4, AR 25-55, AR 360-1, AR 55-80, EO 12411, EO 13327, Title 41, Code of Federal Regulations

CRITICAL TO QUALITY CHARACTERISTICS
Facilities, Infrastructure and Real Estate to train, work and live in at a quality rating established by ISR Infrastructure Quality as Q1 and Quantity as C1.

OUTPUT

MEASURE
Senior Commander approved the minutes and forwarded to Region for both Real Property Planning Boards

TARGET
2 sets of Real Property Planning Board minutes approved by the Senior Commander and forwarded to the Region

FORMULA
How many Real Property Planning Board minutes were approved by the Senior Commander and forwarded to the Region?

DATA OWNER
Installation Master Planner

DATA SOURCE
ISR

REPORTED TO
DA, OSD & President

FREQUENCY
Once a year
Public Works (DPW)

405  C  Cost % 10.0  SERVICE: Master Planning  SSP: Conduct Real Property Planning Board

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Force Structure and Stationing Actions from Army G3

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
More than 2 Real Property Planning Boards More than 2 Real Property Planning Board Minutes approved by the Senior Commander and forwarded to the Region

CUSTOMER VIEW
Minor facility condition deficiencies and no significant facility configuration deficiencies, with negligible impact on the capability to support the tenant organizations' required mission.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
89.0 Force Structure and Stationing Actions from Army G3

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
2 Real Property Planning Boards 2 Real Property Planning Board Minutes approved by the Senior Commander and forwarded to the Region

CUSTOMER VIEW
Significant facility condition deficiencies and/or configuration deficiencies that impair the capability to support some of the tenant organizations required missions.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
64.0 Force Structure and Stationing Actions from Army G3

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
1 Real Property Planning Board 1 Real Property Planning Board Minutes approved by the Senior Commander and forwarded to the Region

CUSTOMER VIEW
Major facility condition deficiencies and/or configuration deficiencies that present significant obstacles to the tenant organizations accomplishment of required missions.
This program includes the analysis, preparation, and submission of major construction projects IAW AR 210-20, AR 415-15, AR 420-10, and other applicable regulations.

**COMPONENTS**

- DEVELOPING DD FORMS 1391
- CONDUCTING PROGRAMMING CHARRETTES
- IDENTIFYING AND ESTABLISH OPTIONS TO ADDRESS SHORTFALLS/EXCESSS
- PARTICIPATE IN PROJECT REVIEW BOARD (PRB)
- UPDATE PROJECT PRIORITY SYSTEM (PPS)

**LEGAL STATUTE**

- EO 12411 and EO 13327

**CUSTOMERS**

- Process Customers
- Higher Headquarters
- Garrison Commander
- Mission Commanders staff
- Programmers
- Resource Managers
- USACE
- Contractors
- Privatization Corps
- Beneficiary Customers
- Soldier and family
- Mission Commanders
- Local Communities

**OUTCOME**

**MEASURE**

- Percentage of projects in the FYDP have approved 1391’s

**TARGET**

- 100%

**FORMULA**

- What percentage of projects in the FYDP have approved 1391’s (site plan approved, NEPA initiated and GC signature) and entered into PPS (Project Prioritization System)?

**DATA OWNER**

- Installation Master Planner

**DATA SOURCE**

- ISR

**REPORTED TO**

- DA, OSD & President

**FREQUENCY**

- Once a year

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**LEGAL STATUTE**

- AR210-20, AR405-70, AR405-80, AR 405-90, AR 210-14, AR 200-1, AR 200-2, AR200-3, AR200-4, AR 25-55, AR 360-1, AR 55-80, EO 12411, EO 13327, Title 41, Code of Federal Regulations

**CRITICAL TO QUALITY CHARACTERISTICS**

- Facilities, Infrastructure and Real Estate to train, work and live in at a quality rating established by ISR Infrastructure Quality as Q1 and Quantity as C1.
COST FACTOR  PRIMARY WORK DRIVER
100.0  Force Structure and Stationing Actions from Army G3

OUTPUT PERFORMANCE TARGET
1391’s created for all projects proposed for the POM Fys

OUTCOME PERFORMANCE TARGET
90-100% of projects in the FYDP have approved 1391’s (site plan approved, NEPA initiated and GC signature) and entered into PPS (Project Prioritization System)

CUSTOMER VIEW
Minor facility condition deficiencies and no significant facility configuration deficiencies, with negligible impact on the capability to support the tenant organizations' required mission. Major construction project programmed.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
89.0  Force Structure and Stationing Actions from Army G3

OUTPUT PERFORMANCE TARGET
1391’s created for all projects in the FYDP (Future Year Defense Plan equal Pres Bud plus 3 years); For example, In FY08, the FYDP is FY09 – FY13

OUTCOME PERFORMANCE TARGET
Less than 90% down to 80% of projects in the FYDP have approved 1391’s (site plan approved, NEPA initiated and GC signature) and entered into PPS (Project Prioritization System)

CUSTOMER VIEW
Significant facility condition deficiencies and/or configuration deficiencies that impair the capability to support some of the tenant organizations required missions. Major construction project programmed.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
64.0  Force Structure and Stationing Actions from Army G3

OUTPUT PERFORMANCE TARGET
Between 90-99% of 1391’s created for projects in the FYDP

OUTCOME PERFORMANCE TARGET
Less than 80% down to 70% of projects in the FYDP have approved 1391’s (site plan approved, NEPA initiated and GC signature) and entered into PPS (Project Prioritization System)

CUSTOMER VIEW
Major facility condition deficiencies and/or configuration deficiencies that present significant obstacles to the tenant organizations accomplishment of required missions. Major construction project programmed.
DESCRIPTION
This program includes analyzing capabilities to support mobilization, deployment, and stationing actions.

COMPONENTS
CONDUCT UTILIZATION SPACE SURVEYS
DEVELOP PLANS COORDINATED WITH USERS AND STAFF
PRESENT TO LEADERSHIP AS NEEDED FOR SPACE MANAGEMENT DECISIONS
FOLLOW DECISIONS WITH ACTIONS

LEGAL STATUTE
EO 12411 and EO 13327

REGULATION
AR210-20, AR405-70, AR405-80, AR 405-90, AR 210-14, AR 200-1, AR 200-2,
AR200-3, AR200-4, AR 25-55, AR 360-1, AR 55-80, EO 12411, EO 13327, Title 41, Code of Federal Regulations

CUSTOMERS
Process Customers
Higher Headquarters
Garrison Commander
Mission Commanders staff
Programmers
Resource Managers
USACE
Contractors
Privatization Corps
Beneficiary Customers
Soldier and family
Mission Commanders
Local Communities

CRITICAL TO QUALITY CHARACTERISTICS
Facilities, Infrastructure and Real Estate to train, work and live in at a quality rating established by ISR Infrastructure Quality as Q1 and Quantity as C1.

OUTPUT

MEASURE
Percentage of the average utilization of all Administrative, Storage and Unaccompanied Personnel Housing

TARGET
100% of the average utilization of all Administrative, Storage and Unaccompanied Personnel Housing

FORMULA
What is the % of the average utilization of all Administrative, Storage and Unaccompanied Personnel Housing?

DATA OWNER
Installation Master Planner

DATA SOURCE
ISR

REPORTED TO
DA, OSD & President

FREQUENCY
Once a year

OUTCOME

MEASURE
Net usable percentage of the average utilization of all Administrative, Storage and Unaccompanied Personnel Housing

TARGET
100%

FORMULA
What is the % of the Net usable percentage of the average utilization of all Administrative, Storage and Unaccompanied Personnel Housing?

DATA OWNER
Installation Master Planner

DATA SOURCE
ISR

REPORTED TO
DA, OSD & President

FREQUENCY
Once a year
**CAPABILITY LEVEL - 1**

**COST FACTOR** PRIMARY WORK DRIVER  
100.0  
Force Structure and Stationing Actions from Army G3

**OUTPUT PERFORMANCE TARGET**  
95-100

**OUTCOME PERFORMANCE TARGET**  
90-100

**CUSTOMER VIEW**  
Minor facility condition deficiencies and no significant facility configuration deficiencies, with negligible impact on the capability to support the tenant organizations’ required mission.

---

**CAPABILITY LEVEL - 2**

**COST FACTOR** PRIMARY WORK DRIVER  
89.0  
Force Structure and Stationing Actions from Army G3

**OUTPUT PERFORMANCE TARGET**  
85-95

**OUTCOME PERFORMANCE TARGET**  
80-90

**CUSTOMER VIEW**  
Significant facility condition deficiencies and/or configuration deficiencies that impair the capability to support some of the tenant organizations required missions.

---

**CAPABILITY LEVEL - 3**

**COST FACTOR** PRIMARY WORK DRIVER  
64.0  
Force Structure and Stationing Actions from Army G3

**OUTPUT PERFORMANCE TARGET**  
75-85

**OUTCOME PERFORMANCE TARGET**  
50-85

**CUSTOMER VIEW**  
Major facility condition deficiencies and/or configuration deficiencies that present significant obstacles to the tenant organizations accomplishment of required missions.
This program documents real property assets in compliance with CFO Act, DoDI 4165.14, 10 USC 2721, and other federal, state, and local, and laws. Provides status, cost, area, capacity, condition, use, and management of real property.

COMPONENTS
Includes the following:
- IFS Data (Real Property Module)
- Maintain records
- Real Property Inventory Surveys
- Reports of survey
- Statement of charges
- Water rights
- Accounting for space
- Facilities assignments
- Conversions/diversions
- New construction/in-house construction

LEGAL STATUTE
EO 12411 and EO 13327; PL 101-576, 50 USC 401, 10 USC 2721

CUSTOMERS
Process Customers, Higher Headquarters, Garrison Commanders, Mission Commanders, Staff, Programmers, Resource Managers, USACE, Contractors, Privatization, Corps Beneficiary Customers, Soldiers and Families, Local Communities.

OUTPUT

MEASURE
# of facilities (buildings and structures) quantitatively surveyed and reconciled with the official Real Property Inventory database (IFS)

TARGET
33% of facilities surveyed annually, measured as a % of the total facility count

FORMULA
Number of facilities (buildings and structures) quantitatively surveyed and reconciled with the official Real Property Inventory database (IFS) / Total number of facilities

DATA OWNER
Garrison (Real Property/ Master Planning Office)

DATA SOURCE
IFS, ACSIM QA Report

REPORTED TO
Garrison (Real Property/ Master Planning Office), Corps of Engineers

FREQUENCY
Quarterly

OUTCOME

MEASURE
Timeliness of error correction

TARGET
100%

FORMULA
# of data elements updated / # of data elements requiring update as result of quantitative asset review

DATA OWNER
Garrison

DATA SOURCE
IFS, ACSIM QA Report

REPORTED TO
Garrison/ACSIM (IFS System)

FREQUENCY
Quarterly
Public Works (DPW)

406 A

| SERVICE: | Real Estate/Real Property Administration |
| SSP: | Provide Accountability Services |

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Force Structure and Stationing Actions generated from G3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;=33%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Complete real property survey for all facilities conducted no less than every 3 years. Results are the most Accurate Real Property Inventory to be used for master planning, space management and sustainment requirements generation.

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Force Structure and Stationing Actions generated from G3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 33% down to 25%</td>
<td>Less than 100% down to 90%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Complete real property survey for all facilities conducted no less than every 5 years. Results include Real Property records with an estimated 15% error rate (discrepancies in facility category codes, facility quantity/capacity measures, facility improvements, sustainment codes, etc.). Decreased reliability in generated / modeled facilities requirements generation (via RPLANS) and sustainment requirements generation.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Force Structure and Stationing Actions generated from G3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 25% down to 15%</td>
<td>Less than 90% down to 80%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
This program researches, gathers, and analyzes real property information, prepares pertinent documents, and makes recommendations in response to statutory requirements.

COMPONENTS
Includes the following:
- Respond to Congressional special legislation
- Inter-tribal coordination
- Congressional inquiries
- FOIA
- BRAC
- Managing staff review of studies/plans
- Staffing and coordinating initiatives
- Support JLUS, ICUZ, other special studies as required
- Supporting installation involvement in community actions
- Legislative jurisdiction
- Review ISSAs/MOUs/MOAs
- Respond to data calls
- Request and support annexation assembly
- Support other installation components in matters of litigation
- Provide customer support as required
- Respond to staffing actions as required

LEGAL STATUTE
EO 12411 and EO 13327

CUSTOMERS
Process Customers, Higher Headquarters, Garrison Commanders, Mission Commanders, Staff, Programmers, Resource Managers, USACE, Contractors, Privatization, Corps Beneficiary Customers, Soldiers and Families, Local Communities.

CRITICAL TO QUALITY CHARACTERISTICS
None

OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>Rating = &quot;Does the Job&quot; (Scale of &quot;Needs Work&quot;, &quot;Does the Job&quot; and &quot;Best Practice&quot;)</td>
</tr>
</tbody>
</table>

FORMULA
# of customers providing favorable rating for ICE questions/ Total number of customers answering ICE questions

DATA OWNER
Garrison (Real Property/ Master Planning Office)

DATA SOURCE
ICE System

REPORTED TO
Garrison (Real Property/ Master Planning Office), Corps of Engineers

FREQUENCY
Quarterly

OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information requests met by suspense date</td>
<td>&gt; 95%</td>
</tr>
</tbody>
</table>

FORMULA
# of responses delivered within required suspense/ total # of required responses

DATA OWNER
Garrison

DATA SOURCE
ICE System

REPORTED TO
Garrison/ACSIM (R&K System)

FREQUENCY
Quarterly
CAPABILITY LEVEL - 1

COST FACTOR
100.0

PRIMARY WORK DRIVER
Recommended Deletion

OUTPUT PERFORMANCE TARGET
>=90%

OUTCOME PERFORMANCE TARGET
> 95%

CUSTOMER VIEW
Recommended Deletion

CAPABILITY LEVEL - 2

COST FACTOR
75.0

PRIMARY WORK DRIVER
Recommended Deletion

OUTPUT PERFORMANCE TARGET
Less than 90% down to 80%

OUTCOME PERFORMANCE TARGET
Less than 95% down to 90%

CUSTOMER VIEW
Recommended Deletion

CAPABILITY LEVEL - 3

COST FACTOR
50.0

PRIMARY WORK DRIVER
Recommended Deletion

OUTPUT PERFORMANCE TARGET
Less than 80% down to 70%

OUTCOME PERFORMANCE TARGET
Less than 90% down to 85%

CUSTOMER VIEW
Recommended Deletion
This program manages the process of granting termed use of Army property to other entities.

COMPONENTS
Includes the following:
- Permits
- Easements
- Licenses
- Rights of way
- Leases
- Renewals

LEGAL STATUTE
EO 12411 and EO 13327; 10 USC 2667, 10 UAC 2662, 10 USC 2668

REGULATION
AR 415-28

CUSTOMERS
Process Customers, Higher Headquarters, Garrison Commanders, Mission Commanders, Staff, Programmers, Resource Managers, USACE, Contractors, Privatization, Corps Beneficiary Customers, Soldiers and Families, Local Communities.

LEGAL STATUTE
EO 12411 and EO 13327; 10 USC 2667, 10 UAC 2662, 10 USC 2668

REGULATION
AR 415-28

CRITICAL TO QUALITY CHARACTERISTICS
None

OUTPUT

MEASURE
Utilization of assets

FORMULA
# of under-utilized and vacant assets out-granted / # of under-utilized and vacant assets

DATA OWNER
Garrison (Real Property/ Master Planning Office)

DATA SOURCE
IFS, Corps of Engineers

REPORTED TO
Garrison (Real Property/ Master Planning Office), Corps of Engineers

FREQUENCY
Quarterly

OUTCOME

MEASURE
Correctness of Reports of Availability (ROA)

FORMULA
# of ROAs returned for correction (due to Real Property errors) / # of ROAs

DATA OWNER
Garrison, Corps of Engineers

DATA SOURCE
IFS, Corps of Engineers

REPORTED TO
Garrison/ACSIM
(R&K System)

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Force Structure and Stationing Actions generated from G3  
**OUTPUT PERFORMANCE TARGET** $\geq 85\%$  
**OUTCOME PERFORMANCE TARGET** 100\%  
**CUSTOMER VIEW** Customer Agreements (MOA, MOA, etc.) in place before occupancy. All Real Estate Instruments current.

### CAPABILITY LEVEL - 2

**COST FACTOR** 75.0  
**PRIMARY WORK DRIVER** Force Structure and Stationing Actions generated from G3  
**OUTPUT PERFORMANCE TARGET** Less than 85\% down to 70\%  
**OUTCOME PERFORMANCE TARGET** Less than 100\% down to 65\%  
**CUSTOMER VIEW** Customer Agreements (MOA, MOA, etc.) in place before occupancy. All Real Estate Instruments current.

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0  
**PRIMARY WORK DRIVER** Force Structure and Stationing Actions generated from G3  
**OUTPUT PERFORMANCE TARGET** Less than 70\% down to 55\%  
**OUTCOME PERFORMANCE TARGET** Less than 65\% down to 50\%  
**CUSTOMER VIEW** Customer Agreements (MOA, MOA, etc.) in place within 30 days of assignment.
This program involves the documentation, coordination, and process associated with disposal actions of real estate, facilities, and real estate interests IAW federal, state, and local law.

COMPONENTS
Includes the following:
- McKinney Act compliance
- Disposals
- Donations
- Exchanges/transfers
- Release of property (OCONUS)
- Report of excess

LEGAL STATUTE
EO 12411 and EO 13327

REGULATION
AR 415-28

CUSTOMERS
Process Customers, Higher Headquarters, Garrison Commanders, Mission Commanders, Staff, Programmers, Resource Managers, USACE, Contractors, Privatization, Corps Beneficiary Customers, Soldiers and Families, Local Communities.

OUTPUT
MEASURE
Demolition of excess facilities

TARGET
> 75%

FORMULA
# of Assets disposed by Demolition / # of assets programmed for disposal by demolition

DATA OWNER
Garrison (Real Property/ Master Planning Office)

DATA SOURCE
IFS, RPLANS

REPORTED TO
Garrison (Real Property/ Master Planning Office), Corps of Engineers

FREQUENCY
Quarterly

OUTCOME
MEASURE
Timeliness of lease-hold notifications of expiration

TARGET
100%

Timeliness of demolition documentation

TARGET
> 90%

FORMULA
# of 337s processed within 10 days / # of 337s processed

DATA OWNER
Garrison, Corps of Engineers

DATA SOURCE
IFS, RPLANS

REPORTED TO
Garrison/ACSIM (R&K System)

FREQUENCY
Quarterly
Public Works (DPW)

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Factor</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>Output Performance Target</strong></td>
</tr>
<tr>
<td>&gt;=75%</td>
</tr>
<tr>
<td><strong>Customer View</strong></td>
</tr>
</tbody>
</table>

<table>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Factor</strong></td>
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</tr>
<tr>
<td>Less than 75% down to 50%</td>
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<tr>
<td><strong>Customer View</strong></td>
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</tbody>
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<tbody>
<tr>
<td><strong>Cost Factor</strong></td>
</tr>
<tr>
<td>50.0</td>
</tr>
<tr>
<td><strong>Output Performance Target</strong></td>
</tr>
<tr>
<td>Less than 50% down to 25%</td>
</tr>
<tr>
<td><strong>Customer View</strong></td>
</tr>
</tbody>
</table>
This program involves the documentation, coordination, and process associated with acquisitions of real estate, facilities, and real estate interests IAW federal, state, and local law.

**COMPONENTS**
Includes the following:
- Ingrants
- Donations
- Land acquisitions
- Withdrawals
- Exchanges/transfers

**LEGAL STATUTE**
EO 12411 and EO 13327

**CUSTOMERS**
Process Customers, Higher Headquarters, Garrison Commanders, Mission Commanders, Staff, Programmers, Resource Managers, USACE, Contractors, Privatization, Corps Beneficiary Customers, Soldiers and Families, Local Communities.

**OUTPUT**

**MEASURE**
Customer Satisfaction

**TARGET**
Rating = "Does the Job" (Scale of "Needs Work", "Does the Job" and "Best Practice")

**FORMULA**
# of customers providing favorable rating for ICE questions/
Total number of customers answering ICE questions

**DATA OWNER**
Garrison (Real Property/ Master Planning Office)

**DATA SOURCE**
ICE System

**REPORTED TO**
Garrison (Real Property/ Master Planning Office), Corps of Engineers

**OUTCOME**

**MEASURE**
Existence of legal documentation for off-site use property

**TARGET**
100%

**FORMULA**
# of off-site use properties documented (IAW applicable laws and regulations) /
# of off-site use properties

**DATA OWNER**
Garrison, Corps of Engineers

**DATA SOURCE**
ICE System

**REPORTED TO**
Garrison/ACSIM (R&K System)

**FREQUENCY**
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** 
Force Structure and Stationing Actions generated from G3

**OUTPUT PERFORMANCE TARGET**  
\( \geq 90\% \)

**OUTCOME PERFORMANCE TARGET**  
100\%

**CUSTOMER VIEW**  
Property acquisitions, to include transfers made in time to meet mission / stationing actions.

### CAPABILITY LEVEL - 2

**COST FACTOR** 75.0  
**PRIMARY WORK DRIVER** 
Force Structure and Stationing Actions generated from G3

**OUTPUT PERFORMANCE TARGET**  
Less than 90\% down to 80\%

**OUTCOME PERFORMANCE TARGET**  
Less than 100\% down to 65\%

**CUSTOMER VIEW**  
Property acquisitions, to include transfers made in time to meet mission / stationing actions.

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0  
**PRIMARY WORK DRIVER** 
Force Structure and Stationing Actions generated from G3

**OUTPUT PERFORMANCE TARGET**  
Less than 80\% down to 70\%

**OUTCOME PERFORMANCE TARGET**  
Less than 65\% down to 40\%

**CUSTOMER VIEW**  
Property acquisitions, to include transfers made in time to meet mission / stationing actions.
This program provides the core technical expertise to implement an in-house and contract snow and sand removal program.

**COMPONENTS**

- Development & Execution of Snow Removal Plan
- Establish Priorities, Clearing Schedules, Routes
- Coordination w/Commanders & Local Communities
- Activities needed to prepare for season
- Activities needed to close season
- Self-Help Program coordination
- Operator training
- Contract monitoring & oversight
- Maintain required records & reports
- Ordering & storing of materials
- Develop an Operations Communications Plan

**LEGAL STATUTE**

Safety provisions. Host nation legal standards

**CUSTOMERS**

Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**

Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

**OUTPUT**

**MEASURE**

Preparation tasks accomplished according to plan

**TARGET**

95%

**FORMULA**

\[
\frac{\text{# of preparation tasks completed}}{\text{# of preparation tasks}}
\]

**DATA OWNER**

DPW

**DATA SOURCE**

Snow Removal Plan; completion status not captured

**REPORTED TO**

DPW/Garrison Commander

**FREQUENCY**

Annual

**OUTCOME**

**MEASURE**

approved Snow and ice removal plan in approved and in place

**TARGET**

Plan approved and updated as necessary

**FORMULA**

Plan approved and updated as necessary

**DATA OWNER**

Garrison DPW Office, Garrison Commander

**DATA SOURCE**

Snow Removal Plan; completion status not captured

**FREQUENCY**

Annual
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Requirement to prepare Snow, Ice and Sand removal plan and program management

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95% Plan approved and updated as necessary

CUSTOMER VIEW
Garrison Commander and tenants will have complete and approved Snow, Ice and Sand removal plan for adequate program management

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
80.0 Requirement to prepare Snow, Ice and Sand removal plan and program management

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% Plan approved and updated as necessary at a 20% longer time frame

CUSTOMER VIEW
Garrison Commander and tenants will have complete and approved Snow, Ice and Sand removal plan for adequate program management

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
60.0 Amount of snow, local conditions and size of airfields roads

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
85% Plan approved and updated as necessary at a 40% longer time frame

CUSTOMER VIEW
Garrison Commander and tenants may not have a complete and approved Snow, Ice and Sand removal plan for adequate program management
Public Works (DPW)

SERVICE: Snow, Ice and Sand Removal
SSP: Clear Primary Roads and Provide Critical Building Access

DESCRIPTION
This program provides for the clearing of snow, sleet, ice, sand, etc. from designated primary roads.

COMPONENTS
Includes the following:
- Clearing Major roads
- 24 hour operation facilities
- Maintain Fire & Emergency Services access
- Access Control Points
- Mission Facilities
- Deployment/Redeployment, Mobilization requirements
- Routes to airfield and other Command Priority routes
- Access to critical buildings

LEGAL STATUTE
Safety provisions. Host nation legal standards

REGULATION
AR420-72 Roads and Grounds

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

OUTPUT

MEASURE
Primary roads made passable within 4 hours of onset of event.

TARGET
90%

FORMULA
cumulative # of primary roads made passable within 4 hours/
# of primary roads * # of events

DATA OWNER
DPW

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW/Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
Primary roads are usable and critical facilities are accessible

TARGET
Does the job

FORMULA
visual evaluation and customer feedback

DATA OWNER
Garrison DPW Office

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW

FREQUENCY
Quarterly
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>90%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Customer will see 90% of primary roads and access to critical buildings made passable within 4 hours</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>80.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>80%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Customer will see 75% of primary roads and access to critical buildings made passable within 4 hours</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>60.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>60%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Customer will see 50% of primary roads and access to critical buildings made passable within 4 hours</td>
</tr>
</tbody>
</table>
This program provides for the clearing of snow, sleet, ice, sand, etc. from airfields.

Includes the following:
- Runways, taxiways, aprons, and helipads
- Runway marker lights & navigational aides
- Refueling points
- Access Control Points

Safety provisions. Host nation legal standards

Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

Runways and critical facilities plowing routes made usable IAW with timing specified in plan.

cumulative # of plowing routes made usable IAW plan/ # of plowing routes * # of events

DPW

Snow Removal Plan; completion status not captured

Quarterly

Airfields are mission-capable

visual evaluation and customer feedback

Garrison DPW Office

Snow Removal Plan; completion status not captured

Quarterly
### Public Works (DPW)

<table>
<thead>
<tr>
<th>SERVICE: Snow, Ice and Sand Removal</th>
<th>SSP: Clear Airfields</th>
</tr>
</thead>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Amount of snow, local conditions and size of airfields roads</td>
<td>90%</td>
<td>Does 100% of the job</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer will see Airfield Snow and Ice clearing and 90% of runways made usable IAW timing agreed to in the S&I plan

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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</thead>
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<tr>
<td>80.0</td>
<td>Amount of snow, local conditions and size of airfields roads</td>
<td>80%</td>
<td>Does 80% of the Job</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer will see Airfield Snow and Ice clearing and 75% of runways made usable IAW timing agreed to in the S&I plan

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td>Amount of snow, local conditions and size of airfields roads</td>
<td>60%</td>
<td>Does 60% the Job</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer will see Airfield Snow and Ice clearing and 50% of runways made usable IAW timing agreed to in the S&I plan
This program provides for the clearing of snow, sleet, ice, sand, etc. from railroads.

COMPONENTS
Includes the following:
- Cleaning of switches, tracks, siding, railheads, staging areas, etc.
- Deployment/Redeployment, Mobilization requirements

LEGAL STATUTE
Safety provisions. Host nation legal standards

REGULATION
AR420-72  Roads and Grounds

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

OUTPUT
MEASURE
Tracks and related facilities (e.g. switches, sidings, etc.) made usable IAW with timing specified in plan.

TARGET
90%

FORMULA
cumulative # of tracks made usable IAW plan/
# of tracks * # of events

DATA OWNER
DPW

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW/Garrison Commander

FREQUENCY
Quarterly

OUTCOME
MEASURE
Railroad tracks are mission-capable

TARGET
Does the job

FORMULA
visual evaluation and customer feedback

DATA OWNER
Garrison DPW Office

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
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<tr>
<th>COST FACTOR</th>
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<tbody>
<tr>
<td>100.0</td>
<td>Amount of snow, local conditions, size of railroads</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%</td>
<td>Does 100% of the job</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer will see Snow and Ice clearing and 90% of railroads made usable within IAW timing agreed to in the S&I plan

### CAPABILITY LEVEL - 2

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<tr>
<td>80%</td>
<td>Does 80% of the Job</td>
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**CUSTOMER VIEW**
Customer will see Snow and Ice clearing 75% of railroads made usable IAW timing agreed to in the S&I plan

### CAPABILITY LEVEL - 3

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<th>OUTCOME PERFORMANCE TARGET</th>
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</thead>
<tbody>
<tr>
<td>60%</td>
<td>Does 60% the Job</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer will see Snow and Ice clearing 75% of railroads made usable IAW timing agreed to in the S&I plan
DESCRIPTION
This program provides for the clearing of snow, sleet, ice, sand, etc. from primary parking lots.

COMPONENTS
Includes the following:
- 24-Hour operations facilities
- Access Control Points
- Headquarters Facilities
- Fire & Emergency Services, Medical Facilities
- Associated handicap accessways

LEGAL STATUTE
Safety provisions. Host nation legal standards

CUSTOMERS
Installation Population

REGULATION
AR420-72 Roads and Grounds

CRITICAL TO QUALITY CHARACTERISTICS
Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

OUTPUT

MEASURE
Primary lots made usable within 4 hours of onset of event.

FORMULA
cumulative # of primary lots made usable within 4 hours/ # of primary lots * # of events

DATA OWNER
DPW

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW/Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
Primary lots are usable

FORMULA
visual evaluation and customer feedback

DATA OWNER
Garrison DPW Office

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW

FREQUENCY
Quarterly
### Public Works (DPW)

**408 E**

**Cost %**

12.0

**SERVICE:** Snow, Ice and Sand Removal  

**SSP:** Clear Primary Parking Lots

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Amount of snow, local conditions and extent of identified primary parking lots</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

90%

**OUTCOME PERFORMANCE TARGET**

Does 100% of the job

**CUSTOMER VIEW**

Customer will see 90% of primary parking lots made usable within 4 hours or as agreed to in the S&I plan

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Amount of snow, local conditions and extent of identified primary parking lots</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

80%

**OUTCOME PERFORMANCE TARGET**

Does 80% of the Job

**CUSTOMER VIEW**

Customer will see 75% of primary parking lots made usable within 4 hours or as agreed to in the S&I plan

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td>Amount of snow, local conditions and extent of identified primary parking lots</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**

60%

**OUTCOME PERFORMANCE TARGET**

Does 60% the Job

**CUSTOMER VIEW**

Customer will see 50% of primary parking lots made usable within 4 hours or as agreed to in the S&I plan
This program provides for the clearing of snow, sleet, ice, sand, etc. from secondary roads.

Includes the following:
- Cross connecting roads
- Range roads
- Roads to Administrative Facilities, Training Facilities, Schools, Community Facilities

LEGAL STATUTE
Safety provisions. Host nation legal standards

REGULATION
AR420-72 Roads and Grounds

CRITICAL TO QUALITY CHARACTERISTICS
Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

OUTPUT
MEASURE
Secondary roads made passable within 8 hours of onset of event.

TARGET
90%

FORMULA
cumulative # of secondary roads made passable within 8 hours/
# of secondary roads * # of events

DATA OWNER
DPW

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW/Garrison Commander

FREQUENCY
Quarterly

OUTCOME
MEASURE
Secondary roads are usable and garrison facilities are accessible

TARGET
Does the job

FORMULA
visual evaluation and customer feedback

DATA OWNER
Garrison DPW Office

DATA SOURCE
Snow Removal Plan; completion status not captured

REPORTED TO
DPW

FREQUENCY
Quarterly
## Public Works (DPW)

<table>
<thead>
<tr>
<th>Cost</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Amount of snow, local conditions and extent of secondary roads</td>
<td>90%</td>
<td>Does 100% of the job</td>
</tr>
<tr>
<td>75.0</td>
<td>Amount of snow, local conditions and extent of secondary roads</td>
<td>68%</td>
<td>Does 75% of the Job</td>
</tr>
<tr>
<td>50.0</td>
<td>Amount of snow, local conditions and extent of secondary roads</td>
<td>50%</td>
<td>Does 50% or the job</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Customer will see 90% of secondary roads made passable within 8 hours or as agreed to in the S&I Plan.

**CUSTOMER VIEW**

Customer will see 75% of secondary roads made passable within 8 hours or as agreed to in the S&I Plan.

**CUSTOMER VIEW**

Customer will see 50% of secondary roads made passable within 8 hours or as agreed to in the S&I Plan.
This program provides for the clearing of snow, sleet, ice, sand, etc. from secondary parking lots.

**COMPONENTS**
Includes the following:
- Parking lots for Administrative, Training, Maintenance, and Community Facilities, Schools
- Ammunition areas
- Staging areas
- UPH Housing areas
- Docks/warehouses
- Associated handicap accessways

**LEGAL STATUTE**
Safety provisions. Host nation legal standards

**REGULATION**
AR420-72 Roads and Grounds

**CUSTOMERS**
Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary lots made usable within 24 hours of onset of event.</td>
<td>90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>cumulative # of secondary lots made usable within 24 hours/</td>
</tr>
<tr>
<td># of secondary lots * # of events</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW</td>
<td>Snow Removal Plan; completion status not captured</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW/Garrison Commander</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary lots are usable</td>
<td>Does the job</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>visual evaluation and customer feedback</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garrison DPW Office</td>
<td>Snow Removal Plan; completion status not captured</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
PUBLIC WORKS (DPW)

408 G

SERVICE: Snow, Ice and Sand Removal

SSP: Clear Secondary Parking Lots

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER

100.0 Amount of snow, local conditions and extent of identified secondary parking lots

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

90% Does 100% of the job

CUSTOMER VIEW

Customer will see 90% of secondary parking lots made usable within 24 hours or as agreed to in the S&I plan

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER

75.0 Amount of snow, local conditions and extent of identified secondary parking lots

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

68% Does 75% of the Job

CUSTOMER VIEW

Customer will see 75% of secondary parking lots made usable within 24 hours or as agreed to in the S&I plan

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER

50.0 Amount of snow, local conditions and extent of identified secondary parking lots

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET

50% Does 50% of the job

CUSTOMER VIEW

Customer will see 50% of secondary parking lots made usable within 24 hours or as agreed to in the S&I plan
This program provides for the clearing of snow, sleet, ice, sand, etc. from service roads.

Includes the following:
- Training area roads
- Storage areas
- Pump stations
- Electrical switch stations
- Other service roads

Safety provisions. Host nation legal standards

Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

Service roads made passable within 12 hours of onset of event.

Service roads are usable and garrison facilities are accessible

Service roads made passable within 12 hours of onset of event.

Service roads are usable and garrison facilities are accessible
COST FACTOR
100.0
PRIMARY WORK DRIVER
Amount of snow, local conditions and extent of service roads
OUTPUT PERFORMANCE TARGET
90%
OUTCOME PERFORMANCE TARGET
Does 100% of the job
CUSTOMER VIEW
Customer will see 90% of service roads made passable within 12 hours or as agreed to in the S&I Plan

CAPABILITY LEVEL - 2

COST FACTOR
75.0
PRIMARY WORK DRIVER
Amount of snow, local conditions and extent of service roads
OUTPUT PERFORMANCE TARGET
68%
OUTCOME PERFORMANCE TARGET
Does 75% of the Job
CUSTOMER VIEW
Customer will see 75% of service roads made passable within 12 hours or as agreed to in the S&I Plan

CAPABILITY LEVEL - 3

COST FACTOR
50.0
PRIMARY WORK DRIVER
Amount of snow, local conditions and extent of service roads
OUTPUT PERFORMANCE TARGET
50%
OUTCOME PERFORMANCE TARGET
Does 50% or the job
CUSTOMER VIEW
Customer will see 50% of service roads made passable within 12 hours or as agreed to in the S&I Plan
This program provides for other removal tasks necessary to increase access, and safety to and around installation facilities.

**Components**
Includes the following:
- Hauling snow away
- Improving traffic visibility
- Clearing of hydrants, drains, etc.

**Regulation**
- [ ] AR420-72  Roads and Grounds

**Critical to Quality Characteristics**
- Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

### Output

**Measure**
Completion of scheduled tasks (established in plan)

**Target**
90%

**Formula**
\[
\frac{\text{# of scheduled tasks completed}}{\text{# of scheduled tasks}}
\]

**Data Owner**
DPW

**Data Source**
Snow Removal Plan; completion status not captured

**Reported To**
DPW/Garrison Commander

**Frequency**
Quarterly

### Outcome

**Measure**
Access to hydrants and traffic visibility

**Target**
Does the job

**Formula**
visual evaluation and customer feedback

**Data Owner**
Garrison DPW Office

**Data Source**
Snow Removal Plan; completion status not captured

**Reported To**
DPW

**Frequency**
Quarterly
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Amount of snow and local conditions

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90% Does 100% of the job

CUSTOMER VIEW
Customer will see 90% of snow removal tasks such as hauling snow, clearing traffic signs and improving traffic visibility, clearing hydrants and storm drains.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Amount of snow and local conditions

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
68% Does 75% of the Job

CUSTOMER VIEW
Customer will see 90% of snow removal tasks such as hauling snow, clearing traffic signs and improving traffic visibility, clearing hydrants and storm drains.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Amount of snow and local conditions

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
50% Does 50% or the job

CUSTOMER VIEW
Customer will see 50% of snow removal tasks such as hauling snow, clearing traffic signs and improving traffic visibility, clearing hydrants and storm drains.
DESCRIPTION
This program provides for the clearing of snow, sleet, ice, sand, etc. from sidewalks.

COMPONENTS
Includes the following
- Common Area Sidewalks
- Building access areas

LEGAL STATUTE
Safety provisions. Host nation legal standards

REGULATION
AR420-72 Roads and Grounds.

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Timely snow and ice clearing to allow safe access to installation facilities so day to day life, operations and missions can continue

MEASURE
Clearing of sidewalks

FORMULA
Cumulative # of linear feet of sidewalk cleared within 24 hours after event ends/
# of linear feet of sidewalk * # of events

DATA OWNER
DPW

REPORTED TO
DPW/Garrison Commander

OUTPUT
MEASURE
Sidewalks are usable

FORMULA
visual evaluation and customer feedback

DATA OWNER
Garrison DPW Office

REPORTED TO
DPW

OUTCOME
MEASURE
Does the job

DATA SOURCE
Snow Removal Plan; completion status not captured

FREQUENCY
Quarterly

September 2012
FY13 CLS Configurations
385
Public Works (DPW)

408  K  Cost %  6.0  SERVICE:  Snow, Ice and Sand Removal
     SSP:  Clear Sidewalks

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
  100.0  Amount of snow and local conditions

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
  90%  Does 100% of the job

CUSTOMER VIEW
Customers will see clearing of sidewalks to allow safe access to facilities. Extensive Sidewalk clearing including along soldier buildings is a expanding mission replacing previous self help initiatives. Goal will be to clear 90% of sidewalks as agreed to in the S&I plan

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
  75.0  Amount of snow and local conditions

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
  68%  Does 75% of the Job

CUSTOMER VIEW
Customers will see clearing of sidewalks to allow safe access to facilities. Extensive Sidewalk clearing including along soldier buildings is a expanding mission replacing previous self help initiatives. Goal will be to clear 75% of sidewalks as agreed to in the S&I plan

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
  50.0  Amount of snow and local conditions

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
  50%  Does 50% or the job

CUSTOMER VIEW
Customers will see clearing of sidewalks to allow safe access to facilities. Extensive Sidewalk clearing including along soldier buildings is a expanding mission replacing previous self help initiatives. Goal will be to clear 50% of sidewalks as agreed to in the S&I plan
Public Works (DPW)

411 A Cost % 30.0 SERVICE: Facilities Maintenance
SSP: Service Order and Preventive / Recurring Maintenance

DESCRIPTION
Provides maintenance and repair activities necessary to keep an inventory of facilities in good working order. Includes regularly scheduled and unscheduled maintenance and minor repairs.

COMPONENTS
Maintenance and repair of building systems, plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment, doors, and building surfaces.

LEGAL STATUTE
"10 CFR 436 Federal Energy Management and Planning Programs
15 USC 2225 Fire prevention and control guidelines for places of public accommodation
15 USC 2227 Fire safety systems in federally assisted buildings
29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
29 USC Chapter 15 Occupational Safety and Health Act of 1970
36 CFR 800 National Historic Preservation Act
40 CFR 61M National Emission Standard for Asbestos
40 CFR 763 Asbestos Hazard Emergency Response Act (AHERA)
41 CFR 101–25.112 Energy Conservation Policy
42 USC 13101 Pollution Prevention: Findings and Policy
42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services
42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense
42 USC 4321–4370 National Environmental Policy Act
PL 100–572 Lead Contamination Control Act
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection
PL 93–291 The Archaeological and Historic Preservation Act of 1979
PL 94–163 Energy Policy and Conservation Act"

REGULATION
"AR 200–1 Environmental Protection and Enhancement
AR 385–10 The Army Safety Program
AR 420–1 Army Facilities Management
AR 525–13 Antiterrorism"

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders"

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of maintenance services and customer requests.

MEASURE
Number of service orders completed. Includes all priority of service orders. More than a hundred percent reflects a decrease in outstanding service orders.

FORMULA
(Number of approved service orders completed during the reporting period)/(Total number approved service orders received during the reporting period).

TARGET
Greater than or equal to 90%

DATA OWNER
DPW

DATA SOURCE
Integrated Facilities System (IFS)

REPORTED TO
Director of Public Works, ISR Services

FREQUENCY
Quarterly

OUTPUT

MEASURE
Services successfully performed.

FORMULA
(Number of approved routine service orders completed within 30 days of receipt)/(Total number approved routine service orders completed).

TARGET
Greater than or equal to 90%

DATA OWNER
DPW

DATA SOURCE
Integrated Facilities System (IFS)
Public Works (DPW)

411 A  Cost %  30.0  SERVICE: Facilities Maintenance  
SSP: Service Order and Preventive / Recurring Maintenance

## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Square feet of building</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% or more</td>
<td>&gt;=90%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

100% of approved service orders (Emergency, Urgent and Routine) and Preventive Maintenance completed. 90% of service orders will be performed within the established time frame. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 30 calendar days.

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Square feet of building</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>94% to 90%;</td>
<td>70%-89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

100% of approved service orders (Emergency and Urgent) and 75% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 60 to 90 calendar days. Preventive Maintenance will be delayed which may result in risk to: increased equipment repair costs (boilers and A/C), decreased life expectancy of facility components, accelerated deterioration of components, increased health, safety, and security (mold, broken locks and windows, egress systems). Increase in customer complaints.

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>66.0</td>
<td>Square feet of building</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>89% or less</td>
<td>50%-69%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

100% of approved service orders (Emergency and Urgent), no routine service orders are complete, and 50% of Preventive Maintenance is complete. Emergency service orders are completed within 24 hours, Urgent is completed within 15 calendar days. Calls for routine service orders will not be responded to. Preventive Maintenance will be delayed which will result in risk to: increased equipment repair costs (boilers and A/C), decreased life expectancy of facility components, accelerated deterioration of components, increased health, safety, and security (mold, broken locks and windows, egress systems). Significant increased customer complaints. Soldier, Family and civilian workforce will experience degraded living and working conditions.

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September 2012  FY13 CLS Configurations  389
DESCRIPTION
Maintenance and repair projects necessary to keep an inventory of facilities in good working order. Includes repairs or replacement of facility components, accomplished by Individual Job order, that are expected to occur periodically throughout the life cycle of facilities.

COMPONENTS
"Maintenance and repair of plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment doors, and other building components. Planning, design, inspection, and administration of project."

LEGAL STATUTE
"10 CFR 436 Federal Energy Management and Planning Programs
15 USC 2225 Fire prevention and control guidelines for places of public accommodation
15 USC 2227 Fire safety systems in federally assisted buildings
29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
29 USC Chapter 15 Occupational Safety and Health Act of 1970
36 CFR 800 National Historic Preservation Act
40 CFR 61M National Emission Standard for Asbestos
40 CFR 763 Asbestos Hazard Emergency Response Act (AHERA)
41 CFR 101–25.112 Energy Conservation Policy
42 USC 13101 Pollution Prevention: Findings and Policy
42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services
42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense
42 USC 4321–4370 National Environmental Policy Act
PL 100–572 Lead Contamination Control Act
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection
PL 93–291 The Archaeological and Historic Preservation Act of 1974
PL 94–163 Energy Policy and Conservation Act"

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders"

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

OUTPUT
MEASURE
"Develop Annual Work Plan projects. Complete list of AWP projects developed based upon requirements generated from the Facilities Sustainment Model."

FORMULA
Developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?

DATA OWNER
DPW

DATA SOURCE
DPW Annual Work Plan

REPORTED TO
Director of Public Works, ISR Services

FREQUENCY
Quarterly

OUTCOME
MEASURE
Services successfully performed.

FORMULA
Number of projects awarded in accordance with schedule / number of projects on the Annual Work Plan.

DATA OWNER
DPW

DATA SOURCE
DPW Annual Work Plan

REPORTED TO
Director of Public Works

FREQUENCY
Quarterly

September 2012
FY13 CLS Configurations
390
COST FACTOR: 100.0

PRIMARY WORK DRIVER:
Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

OUTPUT PERFORMANCE TARGET: Yes

OUTCOME PERFORMANCE TARGET: >= 90%

CUSTOMER VIEW:
Scheduled projects completed on time to meet mission requirements.

CAPABILITY LEVEL - 2

COST FACTOR: 75.0

PRIMARY WORK DRIVER:
Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

OUTPUT PERFORMANCE TARGET: Yes

OUTCOME PERFORMANCE TARGET: >= 70% and < 90%

CUSTOMER VIEW:
25% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (repairs, unsatisfactory work environment and affect training) and will continue to operate with failing conditions. Increase collateral damage from failed building components, increase utility costs from inefficient building systems and components. Unsightly facilities will affect morale.

CAPABILITY LEVEL - 3

COST FACTOR: 50.0

PRIMARY WORK DRIVER:
Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

OUTPUT PERFORMANCE TARGET: Yes

OUTCOME PERFORMANCE TARGET: >= 50% and < 70%

CUSTOMER VIEW:
50% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects will impact the mission (repairs, unsatisfactory work environment and affect training). Temporary mitigation of LHS related projects; Commander accepts medium risk to mission. E.G., continue to operate with failing conditions. Increase collateral damage from failed building components, increase utility costs from inefficient building systems and envelope. Unsightly facilities will affect morale. Potential risk of catastrophic failure to building components.
DESCRIPTION
Provides resources for improving facilities. Restoration includes repair and replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes. Modernization includes alteration of facilities solely to implement new or higher standards, to accommodate new functions, or to replace building components that typically last more than 50 years.

COMPONENTS
"1. Restoration and Modernization of plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment doors, and building surfaces. Include the following IMCOM directed programs: Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Focused Facility Strategy (Chapel restorations), Flagship Projects, Environmental Compliance repairs, High Cost and Opportunity projects, Army transformation projects, HQ Centralized Programs and Storm/Fire damage and minor new construction.
2. Planning, design, inspection, and administration of projects.
3. Excludes GWOT funded projects (AMAP, AMF, TRAP, etc)."

LEGAL STATUTE
*10 CFR 436 Federal Energy Management and Planning Programs
15 USC 2225 Fire prevention and control guidelines for places of public accommodation
15 USC 2227 Fire safety systems in federally assisted buildings
29 USC 794Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
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36 CFR 800 National Historic Preservation Act
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42 USC 4321–4370 National Environmental Policy Act
PL 100–572 Lead Contamination Control Act
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection
PL 93–291 The Archaeological and Historic Preservation Act of 1974

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders"

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

OUTPUT

MEASURE
"Develop Annual Work Plan projects. Complete list of AWP projects developed based upon requirements generated from the IMCOM Command Guidance and customer requirements."

TARGET
Yes

FORMULA
Developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?

DATA OWNER
DPW

DATA SOURCE
DPW AWP and IMCOM Project Prioritization System

REPORTED TO
Director of Public Works

FREQUENCY
Quarterly

OUTCOME

MEASURE
Services successfully performed.

TARGET
>= 90%
DATA OWNER
DPW

REPORTED TO
Director of Public Works

DATA SOURCE
DPW AWP and IMCOM Project Prioritization System

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**Cost Factor**: 100.0  
**Primary Work Driver**: Projects on Annual Work Plan, Funding Guidance, Inventory

**Output Performance Target**: Yes  
**Outcome Performance Target**: $\geq 90\%$

**Customer View**

Scheduled projects completed on time to meet mission requirements.

### CAPABILITY LEVEL - 2

**Cost Factor**: 75.0  
**Primary Work Driver**: Projects on Annual Work Plan, Funding Guidance, Inventory

**Output Performance Target**: Yes  
**Outcome Performance Target**: $\geq 70\%$ and $< 90\%$

**Customer View**

25% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affect implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Flagship Projects, High Cost and Opportunity projects, Army transformation projects, and minor new construction).

### CAPABILITY LEVEL - 3

**Cost Factor**: 50.0  
**Primary Work Driver**: Projects on Annual Work Plan, Funding Guidance, Inventory

**Output Performance Target**: Yes  
**Outcome Performance Target**: $\geq 50\%$ and $< 70\%$

**Customer View**

50% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affect implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Flagship Projects, High Cost and Opportunity projects, Army transformation projects, and minor new construction).
## DESCRIPTION

Provides maintenance and repair activities necessary to keep an inventory of facilities in good working order. Includes regularly scheduled and unscheduled maintenance and minor repairs.

## COMPONENTS

Maintenance and repair of building systems, plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment, doors, and building surfaces.

### LEGAL STATUTE

- 10 CFR 436 Federal Energy Management and Planning Programs
- 15 USC 2225 Fire prevention and control guidelines for places of public accommodation
- 15 USC 2227 Fire safety systems in federally assisted buildings
- 29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
- 29 USC Chapter 15 Occupational Safety and Health Act of 1970
- 36 CFR 800 National Historic Preservation Act
- 40 CFR 61M National Emission Standard for Asbestos
- 40 CFR 763 Asbestos Hazard Emergency Response Act (AHERA)
- 41 CFR 101–25.112 Energy Conservation Policy
- 42 USC 13101 Pollution Prevention: Findings and Policy
- 42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services
- 42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense
- 42 USC 4321–4370 National Environmental Policy Act
- 45 USC 4153 Standards for design, construction, and alteration of buildings; Secretary of Housing and Urban Development
- 10 CFR 436 Federal Energy Management and Planning Programs
- 15 USC 2225 Fire prevention and control guidelines for places of public accommodation
- 15 USC 2227 Fire safety systems in federally assisted buildings
- 29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
- 29 USC Chapter 15 Occupational Safety and Health Act of 1970
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- 41 CFR 101–25.112 Energy Conservation Policy
- 42 USC 13101 Pollution Prevention: Findings and Policy
- 42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services
- 42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense
- 42 USC 4321–4370 National Environmental Policy Act
- 45 USC 4153 Standards for design, construction, and alteration of buildings; Secretary of Housing and Urban Development

### CUSTOMERS

"Installation Tenants, Supported Population, Mission Commanders"

### CRITICAL TO QUALITY CHARACTERISTICS

Timely and quality execution of maintenance services and customer requests.

### OUTPUT

#### MEASURE

"Number of service orders completed. Includes all priority of service orders. More than a hundred percent reflects a decrease in outstanding service orders."

#### TARGET

\[ \geq 90\% \]

#### FORMULA

Total number of approved service orders completed during the reporting period/Total number approved service orders received during the reporting period.

#### DATA OWNER

DPW

#### DATA SOURCE

Integrated Facilities System (IFS)

#### REPORTED TO

Director of Public Works, ISR Services

#### FREQUENCY

Quarterly

### OUTCOME

#### MEASURE

Services successfully performed.

#### TARGET

\[ \geq 90\% \]

#### FORMULA

Number of approved routine service orders completed within 30 days of receipt/Total number approved routine service orders completed.

#### DATA OWNER

DPW

#### DATA SOURCE

Integrated Facilities System (IFS)
Public Works (DPW)

414 A

Cost % 20.0

SERVICE: Facilities Maintenance - AFH

SSP: Service Order and Preventive / Recurring Maintenance

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Square feet of building

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>= 90% >= 90%

CUSTOMER VIEW
100% of approved service orders (Emergency, Urgent and Routine) and Preventive Maintenance completed. 90% of service orders will be performed within the established time frame. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 30 calendar days.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Square feet of building

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>= 70% and < 90% >= 70% and < 90%

CUSTOMER VIEW
100% of approved service orders (Emergency and Urgent) and 75% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 60 to 90 calendar days. Preventive Maintenance will be delayed which may result in risk to: increased equipment repair costs (boilers and A/C), decreased life expectancy of facility components, accelerated deterioration of components, increased health, safety, and security (mold, broken locks and windows, egress systems). Increase in customer complaints.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Square feet of building

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>= 50% and < 70% >= 50% and < 70%

CUSTOMER VIEW
100% of approved service orders (Emergency and Urgent), no routine service orders are complete, and 50% of Preventive Maintenance is complete. Emergency service orders are completed within 24 hours, Urgent is completed within 15 calendar days. Calls for routine service orders will not be responded to. Preventive Maintenance will be delayed which will result in risk to: increased equipment repair costs (boilers and A/C), decreased life expectancy of facility components, accelerated deterioration of components, increased health, safety, and security (mold, broken locks and windows, egress systems). Significant increased customer complaints. Soldier, Family and civilian workforce will experience degraded living and working conditions.
DESCRIPTION
Maintenance and repair projects necessary to keep an inventory of facilities in good working order. Includes repairs or replacement of facility components, accomplished by Individual Job order, that are expected to occur periodically throughout the life cycle of facilities.

COMPONENTS
"Maintenance and repair of plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment doors, and other building components. Planning, design, inspection, and administration of project."

LEGAL STATUTE
"10 CFR 436 Federal Energy Management and Planning Programs
15 USC 2225 Fire prevention and control guidelines for places of public accommodation
15 USC 2227 Fire safety systems in federally assisted buildings
29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
29 USC Chapter 15 Occupational Safety and Health Act of 1970
36 CFR 800 National Historic Preservation Act
40 CFR 61M National Emission Standard for Asbestos
40 CFR 763 Asbestos Hazard Emergency Response Act (ASHERA)
41 CFR 101–112 Energy Conservation Policy
42 USC 13101 Pollution Prevention: Findings and Policy
42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services
42 USC 4154 Standards for design, construction, and alteration of buildings;
Secretary of Defense
42 USC 4321–4370 National Environmental Policy Act
PL 100–572 Lead Contamination Control Act
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection
PL 93–291 The Archaeological and Historic Preservation Act of 1974
PL 94–163 Energy Policy and Conservation Act
24 CFR 35 Lead–Based Paint Poisoning Prevention in Certain Residential Structures
42 USC 4153 Standards for design, construction, and alteration of buildings;
Secretary of Housing and Urban Development"

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders"

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

OUTPUT

MEASURE
"Develop Annual Work Plan projects. Complete list of AWP projects developed based upon requirements generated from the Facilities Sustainment Model."

TARGET
Yes

FORMULA
Developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?

DATA OWNER
DPW

DATA SOURCE
DPW Annual Work Plan

REPORTED TO
Director of Public Works, ISR Services

FREQUENCY
Quarterly

OUTCOME

MEASURE
Services successfully performed.

TARGET
>= 90%

FORMULA
Number of projects awarded in accordance with schedule / Number of projects on the Annual Work Plan.
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Projects on Annual Work Plan, Funding Guidance, FSM, Inventory</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Yes

**OUTCOME PERFORMANCE TARGET**
>= 90%

**CUSTOMER VIEW**
Scheduled projects completed on time to meet mission requirements.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Projects on Annual Work Plan, Funding Guidance, FSM, Inventory</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Yes

**OUTCOME PERFORMANCE TARGET**
>= 70% and < 90%

**CUSTOMER VIEW**
25% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects may impact the mission (repairs, unsatisfactory work environment and affect training) and will continue to operate with failing conditions. Increase collateral damage from failed building components, increase utility costs from inefficient building systems and components. Unsightly facilities will affect morale.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Projects on Annual Work Plan, Funding Guidance, FSM, Inventory</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Yes

**OUTCOME PERFORMANCE TARGET**
>= 50% and < 70%

**CUSTOMER VIEW**
50% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects will impact the mission (repairs, unsatisfactory work environment and affect training). Temporary mitigation of LHS related projects; Commander accepts medium risk to mission. E.G., continue to operate with failing conditions. Increase collateral damage from failed building components, increase utility costs from inefficient building systems and components. Unsightly facilities will affect morale. Potential risk of catastrophic failure to building components.
DESCRIPTION
Provides resources for improving facilities. Restoration includes repair and replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes. Modernization includes alteration of facilities solely to implement new or higher standards, to accommodate new functions, or to replace building components that typically last more than 50 years.

COMPONENTS
"1. Restoration and Modernization of plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment doors, and building surfaces. Include the following IMCOM directed programs: Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Focused Facility Strategy (Chapel restorations), Flagship Projects, Environmental Compliance repairs, High Cost and Opportunity projects, Army transformation projects, HQ Centralized Programs and Storm/Fire damage and minor new construction.
2. Planning, design, inspection, and administration of projects.
3. Excludes GWOT funded projects (AMAP, AMF, TRAP, etc.)"

LEGAL STATUTE
"10 CFR 436 Federal Energy Management and Planning Programs
15 USC 2225 Fire prevention and control guidelines for places of public accommodation
15 USC 2227 Fire safety systems in federally assisted buildings
29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
29 USC Chapter 15 Occupational Safety and Health Act of 1970
36 CFR 800 National Historic Preservation Act
40 CFR 61M National Emission Standard for Asbestos
40 CFR 763 Asbestos Hazard Emergency Response Act (AHERA)
41 CFR 25–11.12 Energy Conservation Policy
42 USC 13101 Pollution Prevention: Findings and Policy
42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services
42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense
42 USC 4321–4370 National Environmental Policy Act
PL 100–572 Lead Contamination Control Act
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection
PL 109–58 Energy Policy and Conservation Act
24 CFR 35 Lead–Based Paint Poisoning Prevention in Certain Residential Structures
42 USC 4153 Standards for design, construction, and alteration of buildings; Secretary of Housing and Urban Development"

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders"

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

OUTPUT
MEASURE
"Develop Annual Work Plan projects. Complete list of AWP projects developed based upon requirements generated from the IMCOM Command Guidance and customer requirements."

TARGET
Yes

FORMULA
Developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?

DATA OWNER
DPW

DATA SOURCE
DPW AWP and IMCOM Project Prioritization System

REPORTED TO
Director of Public Works

FREQUENCY
Quarterly

OUTCOME
<table>
<thead>
<tr>
<th><strong>MEASURE</strong></th>
<th><strong>TARGET</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Services successfully performed.</td>
<td>&gt;= 90%</td>
</tr>
</tbody>
</table>

**FORMULA**
Number of projects awarded in accordance with schedule / number of projects on the Annual Work Plan.

**DATA OWNER**
DPW

**REPORTED TO**
Director of Public Works

**DATA SOURCE**
DPW AWP and IMCOM Project Prioritization System

**FREQUENCY**
Quarterly
COST FACTOR
100.0
PRIMARY WORK DRIVER
Projects on Annual Work Plan, Funding Guidance, Inventory
OUTPUT PERFORMANCE TARGET
Yes
OUTCOME PERFORMANCE TARGET
>= 90%
CUSTOMER VIEW
Scheduled projects completed on time to meet mission requirements.

COST FACTOR
75.0
PRIMARY WORK DRIVER
Projects on Annual Work Plan, Funding Guidance, Inventory
OUTPUT PERFORMANCE TARGET
Yes
OUTCOME PERFORMANCE TARGET
>= 70% and < 90%
CUSTOMER VIEW
25% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affect implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Flagship Projects, High Cost and Opportunity projects, Army transformation projects, and minor new construction).

COST FACTOR
50.0
PRIMARY WORK DRIVER
Projects on Annual Work Plan, Funding Guidance, Inventory
OUTPUT PERFORMANCE TARGET
Yes
OUTCOME PERFORMANCE TARGET
>= 50% and < 70%
CUSTOMER VIEW
50% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affect implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Flagship Projects, High Cost and Opportunity projects, Army transformation projects, and minor new construction).
Provides maintenance and repair activities necessary to keep an inventory of facilities in good working order. Includes regularly scheduled and unscheduled maintenance and minor repairs.

**COMPONENTS**
Maintenance and repair of building systems, plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment, doors, and building surfaces.

**LEGAL STATUTE**
- 15 USC 2227 Fire safety systems in federally assisted buildings.
- 29 USC Chapter 15 Occupational Safety and Health Act of 1970.
- 42 USC 13101 Pollution Prevention: Findings and Policy.
- 42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services.
- 42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense.
- PL 100–572 Lead Contamination Control Act.
- PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection.

**CUSTOMERS**
"Installation Tenants, Supported Population, Mission Commanders"

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely and quality execution of maintenance services and customer requests.

**OUTPUT**

**MEASURE**
"Number of service orders completed. Includes all priority of service orders. More than a hundred percent reflects a decrease in outstanding service orders."

**TARGET**
\[ \geq 90\% \]

**FORMULA**
Number of approved service orders completed during the reporting period/Total number approved service orders received during the reporting period.

**DATA OWNER**
DPW

**DATA SOURCE**
Integrated Facilities System (IFS)

**REPORTED TO**
Director of Public Works, ISR Services

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Services successfully performed.

**TARGET**
\[ \geq 90\% \]

**FORMULA**
Number of approved routine service orders completed within 30 days of receipt/Total number approved routine service orders completed.

**DATA OWNER**
DPW

**DATA SOURCE**
Integrated Facilities System (IFS)

**REPORTED TO**
Director of Public Works, ISR Services

**FREQUENCY**
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** | PRIMARY WORK DRIVER  | OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET  
--- | --- | --- | ---  
100.0 | Square feet of building | >= 90% | >= 90%  

**CUSTOMER VIEW**

100% of approved service orders (Emergency, Urgent and Routine) and Preventive Maintenance completed. 90% of service orders will be performed within the established time frame. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 30 calendar days.

### CAPABILITY LEVEL - 2

**COST FACTOR** | PRIMARY WORK DRIVER  | OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET  
--- | --- | --- | ---  
75.0 | Square feet of building | >= 70% and < 90% | >= 70% and < 90%  

**CUSTOMER VIEW**

100% of approved service orders (Emergency and Urgent) and 75% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 60 to 90 calendar days. Preventive Maintenance will be delayed which may result in risk to: increased equipment repair costs (boilers and A/C), decreased life expectancy of facility components, accelerated deterioration of components, increased health, safety, and security issues (mold, broken locks and windows, egress systems). Increase in customer complaints.

### CAPABILITY LEVEL - 3

**COST FACTOR** | PRIMARY WORK DRIVER  | OUTPUT PERFORMANCE TARGET | OUTCOME PERFORMANCE TARGET  
--- | --- | --- | ---  
50.0 | Square feet of building | >= 50% and < 70% | >= 50% and < 70%  

**CUSTOMER VIEW**

100% of approved service orders (Emergency and Urgent) and no routine service orders are completed and 50% of Preventive Maintenance is completed. Emergency service orders are completed within 24 hours, Urgent is completed within 15 calendar days. Calls for routine service orders will not be responded to. Preventive Maintenance will be delayed which will result in risk to: increased equipment repair costs (boilers and A/C), decreased life expectancy of facility components, accelerated deterioration of components, increased health, safety, and security (mold, broken locks and windows, egress systems). Significant increased customer complaints. Soldier, family and civilian workforce will experience degraded living and working conditions.
### Public Works (DPW)

<table>
<thead>
<tr>
<th>417</th>
<th>B</th>
<th>Cost %</th>
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<tbody>
<tr>
<td></td>
<td>SERVICE: Facilities Maintenance - Medical/Hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSP: Facility Sustainment Projects</td>
<td></td>
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</tbody>
</table>

#### DESCRIPTION
Maintenance and repair projects necessary to keep an inventory of facilities in good working order. Includes repairs or replacement of facility components, accomplished by individual job order, that are expected to occur periodically throughout the life cycle of facilities.

#### COMPONENTS
"Maintenance and repair of plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment doors, and other building components. Planning, design, inspection, and administration of project."

#### LEGAL STATUTE
15 USC 2225 Fire prevention and control guidelines for places of public accommodation.
15 USC 2227 Fire safety systems in federally assisted buildings.
29 USC Chapter 15 Occupational Safety and Health Act of 1970.
42 USC 13101 Pollution Prevention: Findings and Policy.
42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services.
42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense.
PL 100–572 Lead Contamination Control Act.
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection.

#### CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

### OUTPUT

#### MEASURE
"Develop Annual Work Plan (AWP) projects. Complete list of AWP projects developed based upon requirements generated from the Facilities Sustainment Model."

#### TARGET
Yes

#### FORMULA
Developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?

#### DATA OWNER
DPW

#### DATA SOURCE
DPW Annual Work Plan

#### REPORTED TO
Director of Public Works, ISR Services

#### FREQUENCY
Quarterly

### OUTCOME

#### MEASURE
Services successfully performed.

#### TARGET
>= 90%

#### FORMULA
Number of projects awarded in accordance with schedule / Number of projects on the Annual Work Plan.

#### DATA OWNER
DPW

#### DATA SOURCE
DPW Annual Work Plan

#### REPORTED TO
Director of Public Works

#### FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0

**PRIMARY WORK DRIVER**
Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

**OUTPUT PERFORMANCE TARGET** Yes

**OUTCOME PERFORMANCE TARGET** >= 90%

**CUSTOMER VIEW**
Scheduled projects completed on time to meet mission requirements.

### CAPABILITY LEVEL - 2

**COST FACTOR** 75.0

**PRIMARY WORK DRIVER**
Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

**OUTPUT PERFORMANCE TARGET** Yes

**OUTCOME PERFORMANCE TARGET** >= 70% and < 90%

**CUSTOMER VIEW**
25% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (repairs, unsatisfactory work environment and affect training) and will continue to operate with failing conditions. Increased collateral damage from failed building components, increased utility costs from inefficient building systems and components. Unsightly facilities affecting morale.

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0

**PRIMARY WORK DRIVER**
Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

**OUTPUT PERFORMANCE TARGET** Yes

**OUTCOME PERFORMANCE TARGET** >= 50% and < 70%

**CUSTOMER VIEW**
50% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects will impact the mission (repairs, unsatisfactory work environment and affect training). Temporary mitigation of LHS related projects; Commander accepts medium risk to mission. E.G., continue to operate with failing conditions. Increased collateral damage from failed building components, increased utility costs from inefficient building systems and components. Unsightly facilities affecting morale. Potential risk of catastrophic failure to building components.
DESCRIPTION
Provides resources for improving facilities. Restoration includes repair and replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes. Modernization includes alteration of facilities solely to implement new or higher standards, to accommodate new functions, or to replace building components that typically last more that 50 years.

COMPONENTS
"1. Restoration and Modernization of plumbing, HVAC systems, electrical, fire alarms, roofs, floors, structural components, elevators, painting, lighting, lightning protection systems, installed building equipment doors, and building surfaces. Include the following IMCOM directed programs: Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Focused Facility Strategy (Chapel restorations), Flagship Projects, Environmental Compliance repairs, High Cost and Opportunity projects, Army transformation projects, HQ Centralized Programs and Storm/Fire damage and minor new construction.
2. Planning, design, inspection, and administration of projects.
3. Excludes GWOT funded projects (AMAP, AMF, TRAP, etc)."

LEGAL STATUTE
15 USC 2225 Fire prevention and control guidelines for places of public accommodation.
15 USC 2227 Fire safety systems in federally assisted buildings.
29 USC Chapter 15 Occupational Safety and Health Act of 1970.
42 USC 13101 Pollution Prevention; Findings and Policy.
42 USC 4152 Standards for design, construction, and alteration of buildings; Administrator of General Services.
42 USC 4154 Standards for design, construction, and alteration of buildings; Secretary of Defense.
PL 100–572 Lead Contamination Control Act.
PL 101–549 The Clean Air Act Amendments of 1990, Title VI: Stratospheric Ozone and Global Climate Protection.

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders"

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

OUTPUT
MEASURE
"Develop Annual Work Plan projects. Complete list of AWP projects developed based upon requirements generated from the IMCOM Command Guidance and customer requirements."

TARGET
Yes

FORMULA
Developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?

DATA OWNER
DPW

DATA SOURCE
DPW AWP and IMCOM Project Prioritization System

REPORTED TO
Director of Public Works

FREQUENCY
Quarterly

OUTCOME
MEASURE
Services successfully performed.

TARGET
>= 90%

FORMULA
Number of projects awarded in accordance with schedule / Number of projects on the Annual Work Plan.
Public Works (DPW)

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Scheduled projects completed on time to meet mission requirements.</td>
</tr>
</tbody>
</table>

<table>
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<th>CAPABILITY LEVEL - 2</th>
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<tbody>
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<td>COST FACTOR</td>
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<td>75.0</td>
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<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>25% of projects to be deferred and customers will have to wait for next cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affect implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Flagship Projects, High Cost and Opportunity projects, Army Transformation Projects, and minor new construction.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
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</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>50.0</td>
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<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>50% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affect implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Permanent Party Barracks Modernization, Trainee Barracks Upgrade Program, Flagship Projects, high cost and opportunity projects, Army Transformation Projects, and minor new construction.</td>
</tr>
</tbody>
</table>
**PUBLIC WORKS (DPW)**

**SERVICE:** Maintenance - Surfaced and Unsurfaced Areas  
**SSP:** Service Order and Preventive / Recurring Maintenance

**DESCRIPTION**
Provides maintenance and repair activities necessary to keep an inventory of facilities in good working order. Includes regularly scheduled and unscheduled maintenance and minor repairs.

**COMPONENTS**
Maintenance and repair of surfaced and unsurfaced areas (airfields, parking lots, roads, sidewalks, hardstands, pads, tank trails and range roads), traffic signage, railroads, and bridges.

**LEGAL STATUTE**
- "29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990
- Uniform Federal Accessibility Standards (UFAS)
- 23 CFR 650 Subpart C: National Bridge Inspection Standards
- 23 USC 151 National Bridge Inspection Program"

**REGULATION**
- "AR 385–10 The Army Safety Program.
- AR 420–1 Army Facilities Management"

**CUSTOMERS**
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely and quality execution of maintenance services and customer requests.

**OUTPUT**

**MEASURE**
"Number of service orders completed. Includes all priority of service orders. More than a hundred percent reflects a decrease in outstanding service orders."

**TARGET**
>= 90%

**FORMULA**
Total number of approved service orders completed during the reporting period/Total number approved service orders received during the reporting period.

**DATA OWNER**
DPW

**DATA SOURCE**
Integrated Facilities System (IFS)

**REPORTED TO**
Director of Public Works, ISR Services

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Services successfully performed.

**TARGET**
>= 90%

**FORMULA**
Number of approved routine service orders completed within 30 days of receipt/Total number approved routine service orders completed.

**DATA OWNER**
DPW

**DATA SOURCE**
Integrated Facilities System (IFS)

**REPORTED TO**
Director of Public Works, ISR Services

**FREQUENCY**
Quarterly
COST FACTOR  PRIMARY WORK DRIVER
100.0  Area of Supported Facilities on the Real Property Inventory

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
>= 90%  >= 90%

CUSTOMER VIEW
Reliable and dependable transportation infrastructure. 100% of approved service orders (Emergency, Urgent and Routine) and Preventive Maintenance completed. 90% of service orders will be performed within the established time frame. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 30 calendar days.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  Area of Supported Facilities on the Real Property Inventory

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
>= 70% and < 90%  >= 70% and < 90%

CUSTOMER VIEW
Customers can expect minor disruption to transportation infrastructure. 100% of approved service orders (Emergency and Urgent) and 75% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 60 to 90 calendar days. Preventive Maintenance will be delayed which may result in risk to: Premature road failures, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris, speed restrictions on railroads, and load capacity restrictions). Impacts mobilization readiness. Increased customer commute time.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  Area of Supported Facilities on the Real Property Inventory

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
>= 50% and < 70%  >= 50% and < 70%

CUSTOMER VIEW
Customers can expect major disruption to transportation infrastructure. 100% of approved service orders (Emergency and Urgent) and 50% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 15 calendar days. Calls for routine service orders will not be responded to. Preventive Maintenance will be delayed which may result in: Detours, road closures, premature road failures, track closures, vehicle damage, reduced airfield classifications and operations, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris and aircraft damages, speed restrictions on railroads, and load capacity restrictions). Impacts day to day operations and mobilization readiness. Increased customer commute time. Significant increase of customer complaints.
## Public Works (DPW)

**420**  
B  
Cost % 70.0  
SERVICE: **Maintenance - Surfaced and Unsurfaced Areas**  
SSP: **Facility Sustainment Projects**

### DESCRIPTION
Maintenance and repair projects necessary to keep an inventory of facilities in good working order. Includes repairs or replacement of facility components, accomplished by Individual Job order, that are expected to occur periodically throughout the life cycle of facilities.

### COMPONENTS
Maintenance and repair of surfaced and unsurfaced areas (airfields, parking lots, roads, sidewalks, hardstands, pads, tank trails and range roads), traffic signage, railroads, and bridges.

### LEGAL STATUTE
- 29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
- 23 CFR 650 Subpart C: National Bridge Inspection Standards
- 23 USC 151 National Bridge Inspection Program

### REGULATION
- "AR 385–10 The Army Safety Program"
- "AR 420–1 Army Facilities Management"

### CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

### CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

### OUTPUT

#### MEASURE
"Develop Annual Work Plan projects. To develop a complete list of AWP projects based upon requirements generated from the Facilities Sustainment Model."

#### TARGET
Yes

#### FORMULA
"Has the Garrison developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?"

#### DATA OWNER
DPW

#### DATA SOURCE
DPW Annual Work Plan

#### REPORTED TO
Director of Public Works, ISR Services

#### FREQUENCY
Quarterly

### OUTCOME

#### MEASURE
Services successfully performed.

#### TARGET
>= 90%

#### FORMULA
Number of projects awarded in accordance with schedule / number of projects on the Annual Work Plan.

#### DATA OWNER
DPW

#### DATA SOURCE
DPW Annual Work Plan

#### REPORTED TO
Director of Public Works

#### FREQUENCY
Quarterly
Public Works (DPW)

420 B Cost % 70.0 SERVICE: Maintenance - Surfaced and Unsurfaced Areas
       SSP: Facility Sustainment Projects

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Yes >= 90%

CUSTOMER VIEW
Scheduled projects completed on time to meet mission requirements.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Projects on Annual Work Plan (AWP), Funding Guidance, FSM, Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Yes >= 70% and < 90%

CUSTOMER VIEW
Customers can expect disruptions to transportation systems. 25% of projects to be deferred and customers will have to wait for the next funding cycle. Unfunded projects may impact the mission due to deferred repairs, resulting in unsatisfactory work environment and negatively affecting training. Some customers will experience degraded mission, impact on supply delivery, delays getting to training areas, transportation delays, and increased customer commute time. Premature transportation system failures, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris, speed restrictions on railroads, and load capacity restrictions). Impacts mobilization readiness.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Projects on Annual Work Plan, Funding Guidance, FSM, Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Yes >= 50% and < 70%

CUSTOMER VIEW
Major impacts on mobilization, operations, and readiness. Customers can expect major disruptions due to transportation system problems. 50% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission due to deferred repairs, resulting in unsatisfactory work environment and negatively affecting training. Some customers will experience degraded mission, impact on supply delivery, delays getting to training areas, transportation delays, and increased customer commute time. Premature transportation system failures, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris, speed restrictions on railroads, and load capacity restrictions).
**Public Works (DPW)**

**420** Cost % 10.0 **SERVICE:** Maintenance - Surfaced and Unsurfaced Areas  
**SSP:** Restoration and Modernization Projects

**DESCRIPTION**
Provides resources for improving facilities. Restoration includes repair and replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes. Modernization includes alteration of facilities solely to implement new or higher standards, to accommodate new functions, or to replace facilities that typically last more than 50 years.

**COMPONENTS**
Restoration and Modernization of surfaced and unsurfaced areas (airfields, parking lots, roads, sidewalks, hardstands, pads, tank trails and range roads), traffic signage, railroads, bridges, and improved grounds construction.

**LEGAL STATUTE**
"29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)  
23 CFR 650 Subpart C: National Bridge Inspection Standards  
23 USC 151 National Bridge Inspection Program"

**REGULATION**
"AR 385–10 The Army Safety Program.  
AR 420–1 Army Facilities Management"

**CUSTOMERS**
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely and quality execution of projects.

**OUTPUT**

**MEASURE**
"Develop Annual Work Plan projects. To develop a complete list of AWP projects based upon requirements generated from the Facilities Sustainment Model, IMCOM Command Guidance and customer requirements."

**TARGET**
Yes

**FORMULA**
"Has the Garrison developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?"

**DATA OWNER**
DPW

**DATA SOURCE**
DPW AWP and IMCOM Project Prioritization System

**REPORTED TO**
Director of Public Works

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Services successfully performed.

**TARGET**
>= 90%

**FORMULA**
Number of projects awarded in accordance with schedule / Number of projects on the Annual Work Plan.

**DATA OWNER**
DPW

**DATA SOURCE**
DPW AWP and IMCOM Project Prioritization System

**REPORTED TO**
Director of Public Works

**FREQUENCY**
Quarterly
**Public Works (DPW)**

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Projects on Annual Work Plan, Funding Guidance, Real Property Inventory</td>
<td>Yes</td>
<td>&gt;= 90%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Scheduled projects completed on time to meet mission requirements.

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Projects on Annual Work Plan, Funding Guidance, Real Property Inventory</td>
<td>Yes</td>
<td>&gt;= 70% and &lt; 90%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Customers can expect minor disruption to transportation systems. May not be able to execute IMCOM and Army directed missions. 25% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affects implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Transportation Infrastructure, high cost and opportunity projects, and Army Transformation Projects) and minor new construction. Vehicle traffic exceeds road capacity, limited parking, commute delays due to traffic bottle necks, delayed restoration of failing bridges, and degraded tactical vehicle road network.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Projects on Annual Work Plan, Funding Guidance, Real Property Inventory</td>
<td>Yes</td>
<td>&gt;= 50% and &lt; 70%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Customers can expect major disruption to transportation systems. May not be able to execute IMCOM and Army directed missions. 50% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affects implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Transportation Infrastructure, High Cost and Opportunity projects, and Army Transformation Projects) and minor new construction. Vehicle traffic exceeds road capacity, limited parking, commute delays due to traffic bottle necks, delayed restoration of failing bridges, and degraded tactical vehicle road network. Additional capacity will not be available for new stationing actions. Deferred projects will result in increased operations and maintenance costs.

---

**SSP:** Restoration and Modernization Projects

**SERVICE:** Maintenance - Surfaced and Unsurfaced Areas

**Cost %**

10.0

**Public Works (DPW) September 2012**

**FY13 CLS Configurations**
**Public Works (DPW)**

<table>
<thead>
<tr>
<th>SERVICE:</th>
<th>Maintenance - Railroads</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSP:</td>
<td>Service Order and Preventive / Recurring Maintenance</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
Provides maintenance and repair activities necessary to keep an inventory of facilities in good working order. Includes regularly scheduled and unscheduled maintenance and minor repairs.

**COMPONENTS**
Maintenance and repair of railroads.

**LEGAL STATUTE**
- "29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990
- Uniform Federal Accessibility Standards (UFAS)
- 23 CFR 650 Subpart C: National Bridge Inspection Standards
- 23 USC 151 National Bridge Inspection Program"

**CUSTOMERS**
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

**REGULATION**
- "AR 385–10 The Army Safety Program.
- AR 420–1 Army Facilities Management"

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely and quality execution of maintenance services and customer requests.

### OUTPUT

**MEASURE**
"Number of service orders completed. Includes all priority of service orders. More than a hundred percent reflects a decrease in outstanding service orders."

**TARGET**
>= 90%

**FORMULA**
Total number of approved service orders completed during the reporting period/Total number approved service orders received during the reporting period.

**DATA OWNER**
DPW

**DATA SOURCE**
Integrated Facilities System (IFS)

**REPORTED TO**
Director of Public Works, ISR Services

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Services successfully performed.

**TARGET**
>= 90%

**FORMULA**
Number of approved routine service orders completed within 30 days of receipt/Total number approved routine service orders completed.

**DATA OWNER**
DPW

**DATA SOURCE**
Integrated Facilities System (IFS)

**REPORTED TO**
Director of Public Works, ISR Services

**FREQUENCY**
Quarterly
Public Works (DPW)

421 A  Cost % 20.0  SERVICE: Maintenance - Railroads
SSP: Service Order and Preventive / Recurring Maintenance

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Area of Supported Facilities on the Real Property Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>= 90% >= 90%

CUSTOMER VIEW
Reliable and dependable transportation infrastructure. 100% of approved service orders (Emergency, Urgent and Routine) and Preventive Maintenance completed. 90% of service orders will be performed within the established time frame. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 30 calendar days.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Area of Supported Facilities on the Real Property Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>= 70% and < 90% >= 70% and < 90%

CUSTOMER VIEW
Customers can expect minor disruption to transportation infrastructure. 100% of approved service orders (Emergency and Urgent) and 75% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 7 calendar days, and routine is completed within 60 to 90 calendar days. Preventive Maintenance will be delayed which may result in risk to: Premature road failures, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris, speed restrictions on railroads, and load capacity restrictions). Impacts mobilization readiness. Increased customer commute time.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Area of Supported Facilities on the Real Property Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>= 50% and < 70% >= 50% and < 70%

CUSTOMER VIEW
Customers can expect major disruption to transportation infrastructure. 100% of approved service orders (Emergency and Urgent) and 50% of Preventive Maintenance completed. Emergency is completed within 24 hours, Urgent is completed within 15 calendar days. Calls for routine service orders will not be responded to. Preventive Maintenance will be delayed which may result in: Detours, road closures, premature road failures, track closures, vehicle damage, reduced airfield classifications and operations, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris and aircraft damages, speed restrictions on railroads, and load capacity restrictions). Impacts day to day operations and mobilization readiness. Increased customer commute time. Significant increase of customer complaints.
## Public Works (DPW)

### 421 B

**SERVICE:** Maintenance - Railroads  
**SSP:** Facility Sustainment Projects

### DESCRIPTION
Maintenance and repair projects necessary to keep an inventory of facilities in good working order. Includes repairs or replacement of facility components, accomplished by Individual Job order, that are expected to occur periodically throughout the life cycle of facilities.

### COMPONENTS
Maintenance and repair of railroads.

### LEGAL STATUTE
- "29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)"
- "23 CFR 650 Subpart C: National Bridge Inspection Standards"
- "23 USC 151 National Bridge Inspection Program"

### REGULATION
- "AR 385–10 The Army Safety Program"
- "AR 420–1 Army Facilities Management"

### CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

### CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

### OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
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<tr>
<td>&quot;Develop Annual Work Plan projects. To develop a complete list of AWP projects based upon requirements generated from the Facilities Sustainment Model.&quot;</td>
<td>Yes</td>
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### FORMULA
"Has the Garrison developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?"

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<tbody>
<tr>
<td>DPW</td>
<td>DPW Annual Work Plan</td>
<td>Quarterly</td>
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### MEASURE
Services successfully performed.

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### TARGET
>= 90%

### FORMULA
Number of projects awarded in accordance with schedule / number of projects on the Annual Work Plan.

### LEGAL STATUTE
- "29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)"
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### CRITICAL TO QUALITY CHARACTERISTICS
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### MEASURE
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<td>Quarterly</td>
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### TARGET
>= 90%

### FORMULA
Number of projects awarded in accordance with schedule / number of projects on the Annual Work Plan.

### LEGAL STATUTE
- "29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)"
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### REGULATION
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### CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

### CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

### OUTPUT

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### FORMULA
"Has the Garrison developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?"

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<td>DPW</td>
<td>DPW Annual Work Plan</td>
<td>Quarterly</td>
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</table>

### MEASURE
Services successfully performed.

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<tbody>
<tr>
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<td>DPW Annual Work Plan</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

### TARGET
>= 90%

### FORMULA
Number of projects awarded in accordance with schedule / number of projects on the Annual Work Plan.
### Public Works (DPW)

#### 421 B  
**Cost %** 70.0  
**SERVICE:** Maintenance - Railroads  
**SSP:** Facility Sustainment Projects

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Scheduled projects completed on time to meet mission requirements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>75.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Customers can expect disruptions to transportation systems. 25% of projects to be deferred and customers will have to wait for the next funding cycle. Unfunded projects may impact the mission due to deferred repairs, resulting in unsatisfactory work environment and negatively affecting training. Some customers will experience degraded mission, impact on supply delivery, delays getting to training areas, transportation delays, and increased customer commute time. Premature transportation system failures, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris, speed restrictions on railroads, and load capacity restrictions). Impacts mobilization readiness.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>50.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Major impacts on mobilization, operations, and readiness. Customers can expect major disruptions due to transportation system problems. 50% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission due to deferred repairs, resulting in unsatisfactory work environment and negatively affecting training. Some customers will experience degraded mission, impact on supply delivery, delays getting to training areas, transportation delays, and increased customer commute time. Premature transportation system failures, increased mission and safety issues (faded road and airfield striping, potholes, increased foreign object debris, speed restrictions on railroads, and load capacity restrictions).</td>
</tr>
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</table>
DESCRIPTION
Provides resources for improving facilities. Restoration includes repair and replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes. Modernization includes alteration of facilities solely to implement new or higher standards, to accommodate new functions, or to replace facilities that typically last more than 50 years.

COMPONENTS
Restoration and Modernization of railroads and improved railroad construction.

LEGAL STATUTE
"29 USC 794 Americans with Disabilities Act Guidelines (ADAAG) of 1990 and Uniform Federal Accessibility Standards (UFAS)
23 CFR 650 Subpart C: National Bridge Inspection Standards
23 USC 151 National Bridge Inspection Program"

REGULATION
"AR 385–10 The Army Safety Program.
AR 420–1 Army Facilities Management"

CUSTOMERS
"Installation Tenants, Supported Population, Mission Commanders, Garrison and DPW."

CRITICAL TO QUALITY CHARACTERISTICS
Timely and quality execution of projects.

OUTPUT

MEASURE
"Develop Annual Work Plan projects. To develop a complete list of AWP projects based upon requirements generated from the Facilities Sustainment Model, IMCOM Command Guidance and customer requirements."

TARGET
Yes

FORMULA
"Has the Garrison developed Annual Work Plan projects consisting of a list of AWP projects that were developed based upon requirements generated from the Facilities Sustainment Model?"

DATA OWNER
DPW

DATA SOURCE
DPW AWP and IMCOM Project Prioritization System

REPORTED TO
Director of Public Works

FREQUENCY
Quarterly

OUTCOME

MEASURE
Services successfully performed.

TARGET
>= 90%

FORMULA
Number of projects awarded in accordance with schedule / Number of projects on the Annual Work Plan.

DATA OWNER
DPW

DATA SOURCE
DPW AWP and IMCOM Project Prioritization System

REPORTED TO
Director of Public Works

FREQUENCY
Quarterly
Public Works (DPW)

421 C Cost % 10.0 SERVICE: Maintenance - Railroads
SSP: Restoration and Modernization Projects

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Projects on Annual Work Plan, Funding Guidance, Real Property Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Yes >= 90%

CUSTOMER VIEW
Scheduled projects completed on time to meet mission requirements.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Projects on Annual Work Plan, Funding Guidance, Real Property Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Yes >= 70% and < 90%

CUSTOMER VIEW
Customers can expect minor disruption to transportation systems. May not be able to execute IMCOM and Army directed missions. 25% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affects implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Transportation Infrastructure, high cost and opportunity projects, and Army Transformation Projects) and minor new construction. Vehicle traffic exceeds road capacity, limited parking, commute delays due to traffic bottle necks, delayed restoration of failing bridges, and degraded tactical vehicle road network.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Projects on Annual Work Plan, Funding Guidance, Real Property Inventory

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
Yes >= 50% and < 70%

CUSTOMER VIEW
Customers can expect major disruption to transportation systems. May not be able to execute IMCOM and Army directed missions. 50% of projects to be deferred and customers will have to wait for next funding cycle. Unfunded projects may impact the mission (facilities not to code, unable to support modernization, unsatisfactory work environment and affects implementation of modern systems). May not be able to execute IMCOM directed programs (e.g., Transportation Infrastructure, High Cost and Opportunity projects, and Army transformation projects) and minor new construction. Vehicle traffic exceeds road capacity, limited parking, commute delays due to traffic bottle necks, delayed restoration of failing bridges, and degraded tactical vehicle road network. Additional capacity will not be available for new stationing actions. Deferred projects will result in increased operations and maintenance costs.
This SSP provides electricity for lighting, power, ventilation, heating, cooling, and building equipment using government-owned plants and distribution system components. Includes all in-house and contract (service contract and commercial activities contract) costs to operate the plants and distribution system components.

**COMPONENTS**

Operating government-owned electrical plants, substations, switching stations and distribution system components includes all in-house and contract costs associated with full operation and maintenance staff, oversight of contracted plant (other than a Utilities Privatization contractor) operations and maintenance, periodic regulatory inspections and certifications, preventative maintenance of all system components, periodic operators training and certification, supervision and administration tasks.

**LEGAL STATUTE**

**REGULATION**

- AR 420-1

**CUSTOMERS**

Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**

Provide reliable electrical services

**OUTPUT**

**MEASURE**

Number of unplanned disruptions of electrical services lasting more than two hours for which the cause originates on the installation

**TARGET**

0

**FORMULA**

Number of unplanned disruptions of electrical services lasting more than two hours for which the cause originates on the installation

**DATA OWNER**

DPW O&M Division / Contractor

**DATA SOURCE**

DPW records & IFS

**REPORTED TO**

Director, DPW

**FREQUENCY**

Monthly

**OUTCOME**

**MEASURE**

Electrical services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**TARGET**

5

**FORMULA**

Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**

DPW

**DATA SOURCE**

DPW records & IFS

**REPORTED TO**

Director, DPW

**FREQUENCY**

Monthly
Public Works (DPW)

<table>
<thead>
<tr>
<th>SERVICE:</th>
<th>Government-Owned Electrical Plants and Distribution Systems</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Cost %</th>
<th>A</th>
<th>SERVICE: Electrical Services</th>
</tr>
</thead>
</table>

**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0
**PRIMARY WORK DRIVER** Number of facilities served

**OUTPUT PERFORMANCE TARGET**
1-3

**OUTCOME PERFORMANCE TARGET**
> = 4.5

**CUSTOMER VIEW**
Customer receives reliable electrical services (with no unscheduled interruptions) that meets required demand.

**CAPABILITY LEVEL - 2**

**COST FACTOR** 90.0
**PRIMARY WORK DRIVER** Number of facilities served

**OUTPUT PERFORMANCE TARGET**
4-7

**OUTCOME PERFORMANCE TARGET**
= 3.5 - <4.5

**CUSTOMER VIEW**
Customer receives reduced electrical services with intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

**CAPABILITY LEVEL - 3**

**COST FACTOR** 80.0
**PRIMARY WORK DRIVER** Number of facilities served

**OUTPUT PERFORMANCE TARGET**
8-9

**OUTCOME PERFORMANCE TARGET**
<3.5

**CUSTOMER VIEW**
Customer receives reduced electrical services with numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Preventative maintenance will be deferred on system components.
This SSP provides electricity for lighting, power, ventilation, heating and cooling, and building equipment via a Utilities Privatization contract. Includes all utilities privatization contract costs to operate, maintain, repair and recapitalize the plants and distribution systems. This SSP also provides Quality Assurance/Contract Surveillance of contractor operations of the electrical plants and distribution systems that have been privatized under the Army's Utilities Privatization Program.

Operating privatized electrical plants and distribution systems includes all the costs associated with the Utilities Privatization contract, e.g., labor, operation and maintenance of privatized infrastructure, renewal and replacement of privatized infrastructure, and recapitalization of privatized infrastructure. May include cost of commodity purchased as part of a Utilities Privatization contract. This SSP also includes Quality Assurance/Contractor Surveillance of privatized electrical plants and distribution systems, and also funds one-time hook-ups (connection charges) for electrical services to existing utility systems.

**CUSTOMERS**
Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**
Provide reliable electrical services

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of unplanned disruptions of electrical services lasting more than two hours for which the privatization contractor is the cause</td>
<td>0</td>
</tr>
</tbody>
</table>

**FORMULA**
Number of unplanned disruptions of electrical services lasting more than two hours for which the privatization contractor is the cause

**DATA OWNER**
DPW O&M Division / UP Contractor

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly

**OUTCOME**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)</td>
<td>5</td>
</tr>
</tbody>
</table>

**FORMULA**
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**
DPW

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly
Public Works (DPW)

<table>
<thead>
<tr>
<th>500</th>
<th>B</th>
<th>Cost %</th>
<th>SERVICE: Electrical Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>50.0</td>
<td>SSP: Privatized Electrical Plants and Distribution Systems</td>
</tr>
</tbody>
</table>

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of facilities served</td>
<td>1-3</td>
<td>&gt; = 4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reliable electrical services (with no unscheduled interruptions) that meets required demand.

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Number of facilities served</td>
<td>4-7</td>
<td>=3.5 - &lt;4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced electrical services with intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Some repair & maintenance and capital improvements may need to be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of facilities served</td>
<td>8-9</td>
<td>&lt;3.5</td>
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</tbody>
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**CUSTOMER VIEW**
Customer receives reduced electrical services with numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Some repair & maintenance and all capital improvements will be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.
This SSP provides electricity for lighting, power, ventilation, heating, cooling, and building equipment from off-post sources, e.g., local utility, city, municipality, or cooperative. This SSP also funds one-time hook-ups (connection charges) for electrical services to existing utility systems.

**COMPONENTS**
Includes the purchased cost of electricity and one-time hook-ups (connection charges) for electrical services to existing utility systems.

**LEGAL STATUTE**
Applicable state, federal, and host nation laws

**REGULATION**
AR 420-1

**CUSTOMERS**
Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**
Provide reliable electrical services

**OUTPUT**

**MEASURE**
Number of unplanned disruptions of electrical services lasting more than two hours for which the cause originates on the installation

**TARGET**
0

**FORMULA**
Number of unplanned disruptions of electrical services lasting more than two hours for which the cause originates on the installation

**DATA OWNER**
DPW

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly

**OUTCOME**

**MEASURE**
Electrical services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**TARGET**
5

**FORMULA**
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**
DPW

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly
## CAPABILITY LEVEL - 1

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<th>OUTCOME PERFORMANCE TARGET</th>
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<tr>
<td>1-3</td>
<td>≥ 4.5</td>
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**CUSTOMER VIEW**
Customer receives reliable electrical services (with no unscheduled interruptions) that meets required demand.

## CAPABILITY LEVEL - 2

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**CUSTOMER VIEW**
Customer receives reduced electrical services with intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

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**CUSTOMER VIEW**
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This SSP provides steam, hot water, and chilled water for heating, cooling, domestic hot water, and/or facility processes using government-owned central heating/cooling plants and distribution systems. Includes all in-house and contract (service contract and commercial activities contract) costs to operate the plants and distribution systems.

**COMPONENTS**
Operating government-owned central heating/cooling plants and distribution systems includes all in-house and contract costs associated with full operation and maintenance staff, oversight of contracted plant (other than a Utilities Privatization contractor) operations and maintenance, periodic regulatory inspections and certifications, purchase of fuels (coal, natural gas, fuel oil, etc.), storage of fuels, and maintenance/inspection/certification of fuel storage facilities, preventative maintenance of all plant components, periodic operators training and certification, supervision and administration tasks, and purchase of chemicals and supplies.

**LEGAL STATUTE**

**REGULATION**
AR 420-1

**CUSTOMERS**
Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**
Provide reliable heating and cooling services

**OUTPUT**

**MEASURE**
Number of unplanned disruptions of heating/cooling services lasting more than one hour for which the cause originates on the installation

**TARGET**
0

**FORMULA**
Number of unplanned disruptions of heating/cooling services lasting more than one hour for which the cause originates on the installation

**DATA OWNER**
DPW O&M Division / Contractor

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly

**OUTCOME**

**MEASURE**
Heating and cooling services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**TARGET**
5

**FORMULA**
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**
DPW

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Quarterly
Public Works (DPW)

501  A  Cost %  45.0  SERVICE:  Heating/Cooling Services
SSP:  Government-Owned Central Heating/Cooling Plants and Distribution Sys

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of plants and facilities served

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
3  4.5

CUSTOMER VIEW
Customer receives reliable heating and cooling services (with no unscheduled interruptions) that meets required demand.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  Number of plants and facilities served

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
4-7  3.5 - <4.5

CUSTOMER VIEW
Customer receives reduced heating and cooling services with intermittent interruptions and localized outages. Personal comfort may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. The length of heating and cooling seasons may be shortened, and hours of heating and cooling per day may be restricted. Preventative maintenance may need to be deferred on system components.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  Number of plants and facilities served

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
>7  <3.5

CUSTOMER VIEW
Customer receives reduced heating and cooling services with numerous interruptions and wide-spread outages. Personal comfort will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. The length of heating and cooling seasons will be shortened and hours of heating and cooling per day will be restricted. Heating and cooling services will only be permitted in certain geographical locations based on heating and cooling degree days. Preventative maintenance will be deferred on system components.
This SSP provides steam, hot water, and chilled water for heating, cooling, domestic hot water, and/or facility processes via a Utilities Privatization contract. Includes all utilities privatization contract costs to operate, maintain, repair and recapitalize the plants and distribution systems. This SSP also provides Quality Assurance/Contractor Surveillance of contractor operations of central heating/cooling plants and distribution systems that have been privatized under the Army's Utilities Privatization Program.

**COMPONENTS**

Operating privatized central heating/cooling plants and distribution systems includes all the costs associated with the Utilities Privatization contract, e.g., labor, operation and maintenance of privatized infrastructure, renewal and replacement of privatized infrastructure, and recapitalization of privatized infrastructure. May include cost of fuel (coal, natural gas, fuel oil, etc.) purchased to operate the central plant and/or cost of commodity purchased as part of a Utilities Privatization contract. This SSP also includes Quality Assurance/Contractor Surveillance of privatized Central Heating/Cooling Plants and Distribution Systems, and also funds one-time hook-ups (connection charges) for heating and cooling services to existing privatized utility systems.

**CUSTOMERS**

Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**

Provide reliable heating and cooling services

**OUTPUT**

**MEASURE**

Number of unplanned disruptions of heating/cooling services lasting more than one hour for which the privatization contractor is the cause

**TARGET**

0%

**FORMULA**

Number of unplanned disruptions of heating/cooling services lasting more than one hour for which the privatization contractor is the cause

**DATA OWNER**

DPW O&M Division / UP Contractor

**DATA SOURCE**

DPW records & IFS

**REPORTED TO**

Director, DPW

**FREQUENCY**

Monthly

**OUTCOME**

**MEASURE**

Heating and cooling services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**TARGET**

5

**FORMULA**

Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**

DPW

**DATA SOURCE**

DPW records & IFS

**REPORTED TO**

Director, DPW

**FREQUENCY**

Quarterly
COST FACTOR  PRIMARY WORK DRIVER
100.0       Number of plants and facilities served

OUTPUT PERFORMANCE TARGET   OUTCOME PERFORMANCE TARGET
=3                      =4.5

CUSTOMER VIEW
Customer receives reliable heating and cooling services (with no unscheduled interruptions) that meets required demand.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0       Number of plants and facilities served

OUTPUT PERFORMANCE TARGET   OUTCOME PERFORMANCE TARGET
4-7                      =3.5 - <4.5

CUSTOMER VIEW
Customer receives reduced heating and cooling services with intermittent interruptions and localized outages. Personal comfort may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. The length of heating and cooling seasons may be shortened, and hours of heating and cooling per day may be restricted. Some repair & maintenance and capital improvements may need to be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0       Number of plants and facilities served

OUTPUT PERFORMANCE TARGET   OUTCOME PERFORMANCE TARGET
>7                      <3.5

CUSTOMER VIEW
Customer receives reduced heating and cooling services with numerous interruptions and wide-spread outages. Personal comfort will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will need to be shut down. Non-essential demands must be reduced. The length of heating and cooling seasons will be shortened, and hours of heating and cooling per day will be restricted. Heating and cooling services will only be permitted in certain geographical locations based on heating and cooling degree days. Some repair & maintenance and all capital improvements will be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.
DESCRIPTION
This SSP provides steam, hot water, and chilled water for heating, cooling, domestic hot water, and/or facility processes from off-post sources, e.g., local utility, city, municipality; for example, District Heating in Europe. This SSP also funds one-time hook-ups (connection charges) for heating and cooling services to existing utility systems.

COMPONENTS
Includes the purchased cost of steam, hot water, and chilled water, and one-time hook-ups (connection charges) for heating/cooling services to existing utility systems.

LEGAL STATUTE
☐ REGULATION
AR 420-1

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Provide reliable heating and cooling services

OUTPUT

MEASURE
Number of unplanned disruptions of heating/cooling services lasting more than one hour for which the cause originates on the installation

TARGET
0

DATA OWNER
DPW O&M Division / Contractor

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly

OUTCOME

MEASURE
Heating and cooling services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

DATA OWNER
DPW

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Quarterly
## Public Works (DPW)

### 501  C  Cost % 50.0  SERVICE: Heating/Cooling Services  
SSP: Purchased Heating/Cooling Services (from other than a Utilities Privatization)

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of facilities served</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>=3</td>
<td>=4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reliable heating and cooling services (with no unscheduled interruptions) that meets required demand.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Number of facilities served</td>
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</tbody>
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<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>4-7</td>
<td>=3.5 - &lt;4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced heating and cooling services with intermittent interruptions and localized outages. Personal comfort may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. The length of heating and cooling seasons may be shortened, and hours of heating and cooling per day may be restricted. Preventative maintenance may need to be deferred on system components.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of plants and facilities served</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;7</td>
<td>&lt;3.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced heating and cooling services with numerous interruptions and wide-spread outages. Personal comfort will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will need to be shut down. Non-essential demands must be reduced. The length of heating and cooling seasons will be shortened and hours of heating and cooling per day will be restricted. Heating and cooling services will only be permitted in certain geographical locations based on heating and cooling degree days. Preventative maintenance will be deferred on system components.
This SSP provides water for potable and non-potable uses for domestic and industrial purposes using Government-owned plants and distribution systems. Includes all in-house and contract (service contract and commercial activities contract) costs to operate the plants and distribution systems.

**COMPONENTS**

Operating government-owned water treatment plants, water sources, storage facilities and distribution systems includes all in-house and contract costs associated with full operation and maintenance staff, oversight of contracted plant (other than a Utilities Privatization contractor) operations and maintenance, periodic regulatory inspections and certifications, preventative maintenance of all plant components, periodic operators training and certification, supervision and administration tasks, and purchase of chemicals and supplies. Also includes re-chlorination and fluoridation of purchased water.

**LEGAL STATUTE**

Operate in accordance with state and federal drinking water quality laws (and host nation laws)

**REGULATION**

AR 420-1

**CUSTOMERS**

Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**

Provide reliable water services

**MEASURE**

Number of unplanned disruptions of water services lasting more than two hours for which the cause originates on the installation

**TARGET**

0

**FORMULA**

Number of unplanned disruptions of water services lasting more than two hours for which the cause originates on the installation

**DATA OWNER**

DPW O&M Division / Contractor

**DATA SOURCE**

DPW records & IFS

**REPORTED TO**

Director, DPW

**FREQUENCY**

Monthly

**OUTPUT**

**MEASURE**

Water services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**TARGET**

5

**FORMULA**

Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**

DPW

**DATA SOURCE**

DPW records & IFS

**REPORTED TO**

Director, DPW

**FREQUENCY**

Monthly
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of plants, water sources, and facilities served

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
1-3 > = 4.5

CUSTOMER VIEW
Customer receives reliable water services (with no unscheduled interruptions) that meets required demand and all water quality standards.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Number of people and industrial uses

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
4-7 =3.5 - <4.5

CUSTOMER VIEW
Customer receives reduced water services (that still meets all water quality standards), but will experience intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Number of plants, water sources, and facilities served

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
8-10 < 3.5-1.5

CUSTOMER VIEW
Customer receives reduced water services (that still meets all water quality standards), but will experience numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Preventative maintenance will be deferred on system components.
This SSP provides water for potable and non-potable uses for domestic and industrial purposes via a Utilities Privatization contract. Includes all utilities privatization contract costs to operate, maintain, repair and recapitalize the plants and distribution systems. This SSP also provides Quality Assurance/Contractor Surveillance of contractor operations of potable/non-potable water plants and distribution systems that have been privatized under the Army's Utilities Privatization Program.

Operating privatized water treatment plants, water sources, storage, and distribution systems includes all the costs associated with the Utilities Privatization contract, e.g., labor, operation and maintenance of privatized infrastructure, renewal and replacement of privatized infrastructure, and recapitalization of privatized infrastructure. May include cost of commodity purchased as part of a Utilities Privatization contract and additional treatment of purchased water to meet Army standards. This SSP also includes Quality Assurance/Contractor Surveillance of privatized water plants and distribution systems, and also funds one-time hook-ups (connection charges) for water services to existing utility systems.

**REGULATION**

AR 420-1

**CUSTOMERS**

Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**

Provide reliable water services

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MEASURE</strong></td>
<td>Number of unplanned disruptions of water services lasting more than two hours for which the privatization contractor is the cause</td>
</tr>
<tr>
<td><strong>TARGET</strong></td>
<td>0</td>
</tr>
<tr>
<td><strong>FORMULA</strong></td>
<td>Number of unplanned disruptions of water services lasting more than two hours for which the privatization contractor is the cause</td>
</tr>
<tr>
<td><strong>DATA OWNER</strong></td>
<td>DPW O&amp;M Division / UP Contractor</td>
</tr>
<tr>
<td><strong>DATA SOURCE</strong></td>
<td>DPW records &amp; IFS</td>
</tr>
<tr>
<td><strong>REPORTED TO</strong></td>
<td>Director, DPW</td>
</tr>
<tr>
<td><strong>FREQUENCY</strong></td>
<td>Monthly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MEASURE</strong></td>
<td>Water services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)</td>
</tr>
<tr>
<td><strong>TARGET</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>FORMULA</strong></td>
<td>Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries</td>
</tr>
<tr>
<td><strong>DATA OWNER</strong></td>
<td>DPW</td>
</tr>
<tr>
<td><strong>DATA SOURCE</strong></td>
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<td><strong>FREQUENCY</strong></td>
<td>Monthly</td>
</tr>
</tbody>
</table>
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of plants, water sources, and facilities served</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
1-3

**OUTCOME PERFORMANCE TARGET**  
> = 4.5

**CUSTOMER VIEW**  
Customer receives reliable water services (with no unscheduled interruptions) that meets required demand and all water quality standards.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Number of plants, water sources, and facilities served</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
4-7

**OUTCOME PERFORMANCE TARGET**  
=3.5 - <4.5

**CUSTOMER VIEW**  
Customer receives reduced water services (that still meets all water quality standards), but will experience intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Some repair & maintenance and capital improvements may need to be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of plants, water sources, and facilities served</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
8-10

**OUTCOME PERFORMANCE TARGET**  
< 3.5-1.5

**CUSTOMER VIEW**  
Customer receives reduced water services (that still meets all water quality standards), but will experience numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Some repair & maintenance and all capital improvements will be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.
This SSP provides water for potable and non-potable uses for domestic and industrial purposes from off-post sources, e.g., local utility, city, municipality, or cooperative; for example, Municipal Services at Fort Gordon. This SSP also funds one-time hook-ups (connection charges) for water services to existing utility systems.

COMPONENTS
Includes the purchased cost of potable and non-potable water and one-time hook-ups (connection charges) for water services to existing utility systems.

LEGAL STATUTE
☑ REGULATION
AR 420-1

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Provide reliable water services

OUTPUT

MEASURE
Number of unplanned disruptions of water services lasting more than two hours for which the cause originates on the installation

TARGET
0

FORMULA
Number of unplanned disruptions of water services lasting more than two hours for which the cause originates on the installation

DATA OWNER
DPW O&M Division / Contractor

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly

OUTCOME

MEASURE
Water services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

DATA OWNER
DPW

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of people and industrial uses</td>
<td>1-3</td>
<td>&gt; = 4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reliable water services (with no unscheduled interruptions) that meets required demand and all water quality standards.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
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<td>90.0</td>
<td>Number of people and industrial uses</td>
<td>4-7</td>
<td>=3.5 - &lt;4.5</td>
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</table>

**CUSTOMER VIEW**
Customer receives reduced water services (that still meets all water quality standards), but will experience intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

### CAPABILITY LEVEL - 3

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**CUSTOMER VIEW**
Customer receives reduced water services (that still meets all water quality standards), but will experience numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Preventative maintenance will be deferred on system components.
This SSP provides domestic and industrial waste water treatment services using Government-owned plants and collection systems. Includes all in-house and contract (service contract and commercial activities contract) costs to operate the plants and collection systems.

OPERATING GOVERNMENT-OWNED WASTE WATER TREATMENT PLANTS AND COLLECTION SYSTEMS INCLUDES ALL IN-HOUSE AND CONTRACT COSTS ASSOCIATED WITH FULL OPERATION AND MAINTENANCE STAFF, OVERSIGHT OF CONTRACTED PLANT (OTHER THAN A UTILITIES PRIVATIZATION CONTRACTOR) OPERATIONS AND MAINTENANCE, PERIODIC REGULATORY INSPECTIONS AND CERTIFICATIONS, PREVENTATIVE MAINTENANCE OF ALL PLANT COMPONENTS, PERIODIC OPERATORS TRAINING AND CERTIFICATION, SUPERVISION AND ADMINISTRATION TASKS, AND PURCHASE OF CHEMICALS AND SUPPLIES. THIS SSP ALSO PROVIDES PORTABLE LATRINES WHERE WASTE WATER SERVICES ARE NOT AVAILABLE.

LEGAL STATUTE
Clean Water Act

REGULATION
AR 420-1

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Provide reliable wastewater services

OUTPUT

MEASURE
Number of unplanned disruptions of waste water services lasting more than two hours for which the cause originates on the installation

FORMULA
Number of unplanned disruptions of waste water services lasting more than two hours for which the cause originates on the installation

DATA OWNER
DPW O&M Division / Contractor

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly

TARGET
0

OUTPUT

MEASURE
Waste water services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

FORMULA
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

DATA OWNER
DPW

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly

TARGET
5
Public Works (DPW)

503 A Cost % 15.0 SERVICE: Waste Water Services
SSP: Government-Owned Waste Water Treatment Plants and Collection Systems

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of plants and facilities served

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
<= 3 >= 4.5

CUSTOMER VIEW
Customer receives reliable waste water services (with no unscheduled interruptions) that meets required demand and all water quality discharge standards.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Number of plants and facilities served

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
4-7 =3.5 - <4.5

CUSTOMER VIEW
Customer receives reduced waste water services (that still meets all water quality discharge standards), but will experience intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Number of plants and facilities served

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>7 <3.5

CUSTOMER VIEW
Customer receives reduced waste water services (that still meets all water quality discharge standards), but will experience numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Preventative maintenance will be deferred on system components.
**Public Works (DPW)**

**SSP: Privatized Waste Water Treatment Plants and Collection Systems**

### Description
This SSP provides domestic and industrial waste water treatment services via a Utilities Privatization contract. Includes all utilities privatization contract costs to operate, maintain, repair and recapitalize the plants and collection systems. This SSP also provides Quality Assurance/Contract Surveillance of contractor operations of the waste water plants and collection systems that have been privatized under the Army's Utilities Privatization Program.

### Components
Operating privatized waste water treatment plants and collection systems includes all the costs associated with the Utilities Privatization contract, e.g., labor, operation and maintenance of privatized infrastructure, renewal and replacement of privatized infrastructure, and recapitalization of privatized infrastructure. May include cost of treating waste water off-post where the utilities privatization contractor is a local utility, city, or municipality. This SSP also includes Quality Assurance/Contractor Surveillance of privatized waste water plants and collection systems, and also funds one-time hook-ups (connection charges) for waste water services to existing utility systems.

### Legal Statute

**Regulation**

- [ ] AR 420-1

### Customers
Installation Population

### Critical to Quality Characteristics

- Provide reliable wastewater services

### Measure: Output

**Measure**
Number of unplanned disruptions of waste water services lasting more than two hours for which the privatization contractor is the cause

**Target**
0

**Formula**
Number of unplanned disruptions of waste water services lasting more than two hours for which the privatization contractor is the cause

**Data Owner**
DPW O&M Division / UP Contractor

**Data Source**
DPW records & IFS

**Reported To**
Director, DPW

**Frequency**
Monthly

### Measure: Outcome

**Measure**
Waste water services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**Target**
5

**Formula**
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**Data Owner**
RDPW

**Data Source**
DPW records & IFS

**Reported To**
Director, DPW

**Frequency**
Monthly

---

**SSP:** Privatized Waste Water Treatment Plants and Collection Systems

**Cost %**
75.0

**Service:** Waste Water Services
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of plants and facilities served</td>
<td>&lt;= 3</td>
<td>&gt;= 4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reliable waste water services (with no unscheduled interruptions) that meets required demand and all water quality discharge standards.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<td>Number of plants and facilities served</td>
<td>4-7</td>
<td>=3.5 - &lt;4.5</td>
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**CUSTOMER VIEW**
Customer receives reduced waste water services (that still meets all water quality discharge standards), but will experience intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Some repair & maintenance and capital improvements may need to be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.

### CAPABILITY LEVEL - 3

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<th>OUTCOME PERFORMANCE TARGET</th>
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</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of plants and facilities served</td>
<td>&gt;7</td>
<td>&lt;3.5</td>
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**CUSTOMER VIEW**
Customer receives reduced waste water services (that still meets all water quality discharge standards), but will experience numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Some repair & maintenance and all capital improvements will be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.
This SSP provides waste water treatment services from off-post sources, e.g., local utility, city, or municipality, or cooperative; for example, Municipal Services at Fort Gordon. This SSP also funds one-time hook-ups (connection charges) for waste water services to existing utility systems.

**COMPONENTS**
Includes the purchased cost for the treatment of waste water from domestic and industrial sources, and one-time hook-ups (connection charges) for waste water services.

**LEGAL STATUTE**
Clean Water Act

**REGULATION**
AR 420-1

**CUSTOMERS**
Installation Population

**CRITICAL TO QUALITY CHARACTERISTICS**
Provide reliable wastewater services

### OUTPUT

**MEASURE**
Number of unplanned disruptions of waste water services lasting more than two hours for which the cause originates on the installation

**FORMULA**
Number of unplanned disruptions of waste water services lasting more than two hours for which the cause originates on the installation

**DATA OWNER**
DPW O&M Division / Contractor

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly

### OUTCOME

**MEASURE**
Waste water services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

**FORMULA**
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

**DATA OWNER**
DPW

**DATA SOURCE**
DPW records & IFS

**REPORTED TO**
Director, DPW

**FREQUENCY**
Monthly
Public Works (DPW)

503  C  Cost %  10.0  SERVICE:  Waste Water Services
SSP:  Purchased Waste Water Services (from other than a Utilities Privatization)

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Number of people and industrial uses

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
<= 3  >= 4.5

CUSTOMER VIEW
Customer receives reliable waste water services (with no unscheduled interruptions) that meets required demand and all water quality discharge standards.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  Number of people and industrial uses

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
4-7  =3.5 - <4.5

CUSTOMER VIEW
Customer receives reduced waste water services (that still meets all water quality discharge standards), but will experience intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  Number of people and industrial uses

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
>7  <3.5

CUSTOMER VIEW
Customer receives reduced waste water services (that still meets all water quality discharge standards), but will experience numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Preventative maintenance will be deferred on system components.
This SSP provides upgrades to facilities and equipment to improve energy efficiency via alternative financing methods, i.e., Energy Savings Performance Contracts (ESPC) and Utility Energy Services Contracts (UESC).

COMPONENTS
Includes all costs associated with preparing, awarding and administering alternative-financed projects, such as a project facilitator, technical support, contracting, measurement & verification, quality assurance, and contractor payments.

LEGAL STATUTE
AR 420-1

CRITICAL TO QUALITY CHARACTERISTICS
Provide needed energy efficiency improvements

OUTPUT

MEASURE
Alternative financed projects represent at a minimum 10% of total utility expenditures

TARGET
100%

FORMULA
Total dollar value of awarded alternatively financed projects/Total dollar value of all utility commodity expenditures

DATA OWNER
Energy Manager and Resource Management

DATA SOURCE
AEWRS

REPORTED TO
Director, DPW

FREQUENCY
Monthly

OUTCOME

MEASURE
Energy efficiency improvements meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

DATA OWNER
DPW

DATA SOURCE
AEWRS

REPORTED TO
Director, DPW

FREQUENCY
Monthly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Federally mandated energy reduction goals</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
\(\geq 10\%\)

**OUTCOME PERFORMANCE TARGET**  
\(\geq 4.5\)

**CUSTOMER VIEW**  
Customer receives improved occupant comfort and working conditions. Garrison is able to meet federally mandated energy intensity reduction goals.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Federally mandated energy reduction goals</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**  
\(8\% - 10\%\)

**OUTCOME PERFORMANCE TARGET**  
\(\geq 3.5 - < 4.5\)

**CUSTOMER VIEW**  
Customer misses out on some opportunities for improved occupant comfort. Quality of life may be affected. Garrison is unable to meet federally mandated energy intensity reduction goals.

### CAPABILITY LEVEL - 3

<table>
<thead>
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<tbody>
<tr>
<td>80.0</td>
<td>Federally mandated energy reduction goals</td>
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</table>

**OUTPUT PERFORMANCE TARGET**  
\(6\% - 8\%\)

**OUTCOME PERFORMANCE TARGET**  
\(< 3.5\)

**CUSTOMER VIEW**  
Customer misses out on many opportunities for improved occupant comfort, and may even see a decrease in comfort caused by equipment breakdowns and outages that could have been avoided with new energy efficient equipment. Quality of life and mission accomplishment may be affected. Garrison is unable to meet federally mandated energy intensity reduction goals.
This SSP provides natural gas/propane for heating, domestic hot water, cooking, power generation, and other miscellaneous uses via a Utilities Privatization contract. Includes all utilities privatization contract costs to operate, maintain, repair and recapitalize the plants and distribution systems. This SSP also provides Quality Assurance/Contract Surveillance of contractor operations of the natural gas/propane plants and distribution systems that have been privatized under the Army's Utilities Privatization Program.

COMPONENTS
Operating privatized natural gas/propane plants and distribution systems includes all the costs associated with the Utilities Privatization contract, e.g., labor, operation and maintenance of privatized infrastructure, renewal and replacement of privatized infrastructure, and recapitalization of privatized infrastructure. May include cost of commodity purchased as part of a Utilities Privatization contract. This SSP also includes Quality Assurance/Contractor Surveillance of privatized natural gas/propane plants and distribution systems, and also funds one-time hook-ups (connection charges) for natural gas/propane services to existing utility systems.

LEGAL STATUTE
Applicable state, federal, and host nation laws

REGULATION
AR 420-1

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Provide reliable natural gas/propane services

OUTPUT

MEASURE
Number of unplanned disruptions of natural gas/propane services lasting more than one hour for which the privatization contractor is the cause

TARGET
0

FORMULA
Number of unplanned disruptions of natural gas/propane services lasting more than one hour for which the privatization contractor is the cause

DATA OWNER
DPW O&M Division / UP Contractor

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly

OUTCOME

MEASURE
Natural gas/propane services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)

TARGET
5

FORMULA
Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries

DATA OWNER
DPW

DATA SOURCE
DPW records & IFS

REPORTED TO
Director, DPW

FREQUENCY
Monthly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of facilities served</td>
<td>1-3</td>
<td>&gt; = 4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reliable natural gas/propane services (with no unscheduled interruptions) that meets required demand.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td>Number of facilities served</td>
<td>4-7</td>
<td>=3.5 - &lt;4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced natural gas/propane services with intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Some repair & maintenance and capital improvements may need to be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of facilities served</td>
<td>8-9</td>
<td>&lt;3.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced natural gas/propane services with numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Some repair & maintenance and all capital improvements will be deferred on system components. This SSP doesn't lend itself to reduced funding levels below CL1 - Green. Insufficient funding to fully pay for the awarded contract costs will lead to continual contract modifications that may result in contractor claims and/or contract termination for government default.
**PUBLIC WORKS (DPW)**

<table>
<thead>
<tr>
<th><strong>SSP:</strong></th>
<th><strong>Purchased Natural Gas/Propane Services (from other than a Utilities Pri</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SERVICE:</strong></td>
<td><strong>Other Utility Services</strong></td>
</tr>
<tr>
<td><strong>504</strong></td>
<td><strong>C</strong></td>
</tr>
<tr>
<td><strong>Cost %</strong></td>
<td><strong>45.0</strong></td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This SSP provides natural gas/propane for heating, domestic hot water, cooking, power generation, and other miscellaneous uses from off-post sources, e.g., local utility, city, municipality, or cooperative. This SSP also funds one-time hook-ups (connection charges) for natural gas/propane services to existing utility systems.

**COMPONENTS**
Includes the purchase cost of natural gas/propane and one-time hook-ups (connection charges) for natural gas/propane services to existing utility systems.

**CRITICAL TO QUALITY CHARACTERISTICS**
Provide reliable natural gas/propane services

### OUTPUT
- **MEASURE**
  - Number of unplanned disruptions of natural gas/propane services lasting more than two hours for which the cause originates on the installation
- **TARGET**
  - 0
- **FORMULA**
  - Number of unplanned disruptions of natural gas/propane services lasting more than two hours for which the cause originates on the installation
- **DATA OWNER**
  - DPW O&M Division / Contractor
- **DATA SOURCE**
  - DPW records & IFS
- **REPORTED TO**
  - Director, DPW
- **FREQUENCY**
  - Monthly

### OUTCOME
- **MEASURE**
  - Natural gas/propane services provided to meet customer requirements as measured by customer satisfaction on a rating scale of 1 to 5 (1 is poor and 5 is excellent)
- **TARGET**
  - 5
- **FORMULA**
  - Total of all Customer Management Services (CMS) performance scores / Total # of CMS entries
- **DATA OWNER**
  - DPW
- **DATA SOURCE**
  - DPW records & IFS
- **REPORTED TO**
  - Director, DPW
- **FREQUENCY**
  - Monthly

---

*September 2012 FY13 CLS Configurations 451*
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of facilities served</td>
<td>1-3</td>
<td>&gt; = 4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reliable natural gas/propane services (with no unscheduled interruptions) that meets required demand.

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<tr>
<td>90.0</td>
<td>Number of facilities served</td>
<td>4-7</td>
<td>=3.5 - &lt;4.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced natural gas/propane services with intermittent interruptions and localized outages. Quality of life may be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities may need to be shut down. Non-essential demands must be reduced. Preventative maintenance may need to be deferred on system components.

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>Number of facilities served</td>
<td>8-9</td>
<td>&lt;3.5</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Customer receives reduced natural gas/propane services with numerous interruptions and wide-spread outages. Quality of life will be affected. Reduced level of service is prorated/allocated across customer base beginning with highest priority customers first, and some facilities will be shut down. Non-essential demands must be reduced. Preventative maintenance will be deferred on system components.
DESCRIPTION
This SSP provides for timely and accurate initial review of installation plans, projects and activities for potential impacts related to environmental laws, regulations, and FGS or Host Nation equivalents.

NOTE: For purposes of this SSP, initial review is defined as the process where the compliance program staff receives the description of the proposed action and alternatives and makes a determination of what permits and coordinations are required for the “action” to proceed, such as:
• What level of NEPA is required? (or host nation equivalent)
• What environmental (compliance) permits are required?
• What, if any, regulator/stakeholder (or host nation equivalent) coordination is required?
Initial review does not include secondary actions to complete the required coordination

COMPONENTS
Review installation plans, projects (i.e. 1391s, work orders, planning charrettes and design reviews) and activities for potential environmental impacts and advise customers

LEGAL STATUTE

CUSTOMERS
Mission Commander (MC), GC, Tenant Directors/Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Timely and accurate review and guidance

OUTPUT
MEASURE
Percentage of Completed Initial Reviews

NOTE: For purposes of this SSP, initial review is defined as the process where the compliance program staff receives the description of the proposed action and alternatives and makes a determination of what permits and coordinations are required for the action to proceed, such as:
• What level of NEPA is required? (or host nation equivalent)
• What environmental (compliance) permits are required?
• What, if any, regulator/stakeholder (or host nation equivalent) coordination is required?
Initial review does not include secondary actions to complete the required coordination

FORMULA
# of required initial reviews completed/ # of required initial reviews

TARGET
Initial review completed for:
100-95% of routine actions
AND
100% of Major Actions (Major defined as MILCON, significant training exercises, major testing events, or real property exchanges or transactions

DATA OWNER
Installation

DATA SOURCE
New Reporting Requirements

REPORTED TO
HQ IMCOM

FREQUENCY
Annually
MEASURE
Average # of Days to Perform an Initial Review
NOTE: For purposes of this SSP, "initial review" is defined as the process where the compliance program staff receives the description of the proposed action and alternatives and makes a determination of what permits and coordinations are required for the "action" to proceed, such as:
• What level of NEPA is required? (or host nation equivalent)
• What environmental (compliance) permits are required?
• What, if any, regulator/stakeholder (or host nation equivalent) coordination is required?
Initial review does not include secondary actions to complete the required coordinations

FORMULA
# of days to review and determine impact on the part of the Compliance program

Note:
14 calendar days begin upon receipt of a complete information package for initial review

TARGET
Initial review performed in 14 calendar days

DATA OWNER
Installation

DATA SOURCE
New Reporting Requirements

REPORTED TO
HQ IMCOM

FREQUENCY
Annually
COST FACTOR 100.0 PRIMARY WORK DRIVER Complexity of mission - quantified by Number of work orders reviewed and the number of training tests/test missions; Number of reviews each year;

OUTPUT PERFORMANCE TARGET Initial review completed for 100-95% of routine actions AND 100% of Major Actions (Major defined as MILCON, significant training exercises, major testing events, or real property exchanges or transactions

OUTCOME PERFORMANCE TARGET Initial review performed in 0-14 calendar days

CUSTOMER VIEW Maintain minimum compliance with applicable laws and statutes; Perform initial review of 95% to 100% of routine actions and 100% of major actions with an initial response within 14 calendar days depending on receipt of a complete information package for initial review from the requestor

CAPABILITY LEVEL - 2

COST FACTOR 90.0 PRIMARY WORK DRIVER Complexity of mission - quantified by Number of work orders reviewed and the number of training tests/test missions; Number of reviews each year;

OUTPUT PERFORMANCE TARGET Initial review completed for 94-75% of routine actions AND 100% of Major Actions (Major defined as MILCON, significant training exercises, major testing events, or real property exchanges or transactions

OUTCOME PERFORMANCE TARGET Initial review performed in 15-21 calendar days

CUSTOMER VIEW Maintain minimum compliance with applicable laws and statutes; Perform initial review of 75% to 94% of routine actions and 100% of major actions with an initial response within 15-21 calendar days depending on receipt of a complete information package for initial review from the requestor

CAPABILITY LEVEL - 3

COST FACTOR 80.0 PRIMARY WORK DRIVER Complexity of mission - quantified by Number of work orders reviewed and the number of training tests/test missions; Number of reviews each year;

OUTPUT PERFORMANCE TARGET Initial review completed for 74-50% of routine actions AND 100% of Major Actions (Major defined as MILCON, significant training exercises, major testing events, or real property exchanges or transactions

OUTCOME PERFORMANCE TARGET Initial review performed in 22-30 calendar days

CUSTOMER VIEW Maintain minimum compliance with applicable laws and statutes; Perform initial review of 50% to 74% of routine actions and 100% of major actions within an initial response 22-30 calendar days depending on receipt of a complete information package for initial review from the requestor
**DESCRIPTION**
This SSP allows the customer to accomplish their mission by successfully acquiring and maintaining the appropriate permits or Host Nation/FGS equivalent as defined by HQDA's Environmental Policies and Guidance.

**COMPONENTS**
Apply for, renew, modify, comply with, and terminate all environmental permits required for the installation; Gather, maintain, and report data required by the permit (includes inventory, sampling, analysis, etc.); Negotiate w/Regulators; Participate in or conduct public meetings as required by permit; Fund required fees; Provide recordkeeping, and training required by permit related to compliance; Conduct inspections required by permit or Host FGS equivalent; Create, update required Management Plans (e.g. Storm Water Pollution Prevention Plan), and other action required specifically by the permit. Establish components of the Environmental Officer Training for Permit Compliance
Includes recurring elements of compliance related cleanup sites associated with permits

**LEGAL STATUTE**
Specific States or Host Nation Regulations; Clean Air Act Amendments 1990, 40 CFR 71.1 and 40 CFR 71.6; FGS, Title V; RCRA, Subtitle C and Subtitle D; 40 CFR 257; 258 Clean Water Act Section 319; 40 CFR 122; 40 CFR 403; 33 CFR 323; 40 CFR 230; 40 CFR 141-143; Host Nation Laws

**CUSTOMERS**
GC, Garrison Directors, Mission Commander (MC), Tenant Directors/Commanders

**OUTPUT**
**MEASURE**
Obtaining/maintaining the permit for all actions required

**TARGET**
100% of permits obtained/maintained

**NOTE:** for purposes of this SSP, maintaining a permit means to ensure the provisions of the permit are accomplished

**FORMULA**
Total # obtained/maintained divided by total # required to be obtained/maintained

**DATA OWNER**
Environmental Office at installation

**DATA SOURCE**
New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**
HQ IMCOM

**FREQUENCY**
Per event

**OUTCOME**
**MEASURE**
Percentage of mission days mission is not adversely impacted [mission delays or downtime] due to failure to obtain and maintain environmental permits [SSP 66B], failure to comply with requirements as identified during inspections [SSP 66C], and failure to ensure applicable plans are available and current [SSP 66D]

**TARGET**
100% of mission days with no adverse impact

**NOTE:** For purposes of this SSP, maintaining a permit means to ensure the provisions of the permit are accomplished

**FORMULA**
[Total # of mission days - # of days mission is adversely impacted] / Total # of mission days

**DATA OWNER**
Environmental Office at installation

**DATA SOURCE**
New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**
ACSIM

**FREQUENCY**
Quarterly
### Public Works (DPW)

<table>
<thead>
<tr>
<th>Capabilities Level</th>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
<th>Customer View</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>100.0</td>
<td>Number and Type of permits; Number of permitted sites that support the overall permit which will affect the workload requirements; Number of States and Regulators that an installation would need to deal with; considering population (SDWA), regulated/non-regulated water distribution systems (SDWA), size/status (CAA-i.e., synthetic minor; HW-i.e., large quantity/small quantity/exempt)</td>
<td>100% of permits obtained/maintained</td>
<td>100% of mission days with no adverse impact</td>
<td>Maintain minimum compliance with applicable laws and statutes; 100% of required permits obtained/maintained, and 100% of mission days with no adverse impact to mission; Authority to perform the mission in the required timeframe; Environmental office will prepare and submit permit application, as well as obtain permit in an expeditious manner and maintain the permit in accordance with the requirements of the permit for the lead agency</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>90.0</td>
<td>Number and Type of permits; Number of permitted sites that support the overall permit which will affect the workload requirements; Number of States and Regulators that an installation would need to deal with; considering population (SDWA), regulated/non-regulated water distribution systems (SDWA), size/status (CAA-i.e., synthetic minor; HW-i.e., large quantity/small quantity/exempt)</td>
<td>100-90% of permits obtained/maintained</td>
<td>100-85% of mission days with no adverse impact</td>
<td>Maintain minimum compliance with applicable laws and statutes; 90% to 100% of required permits obtained/maintained, and 85% to less than 100% of mission days with no adverse impact to mission; Reduced ability to perform the mission in the required timeframe; Environmental office will prepare and submit permit application, as well as obtain permit in an expeditious manner</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>80.0</td>
<td>Number and Type of permits; Number of permitted sites that support the overall permit which will affect the workload requirements; Number of States and Regulators that an installation would need to deal with; considering population (SDWA), regulated/non-regulated water distribution systems (SDWA), size/status (CAA-i.e., synthetic minor; HW-i.e., large quantity/small quantity/exempt)</td>
<td>89-80% of permits obtained/maintained</td>
<td>84-50% of mission days with no adverse impact</td>
<td>Maintain minimum compliance with applicable laws and statutes; 80% to 89% of required permits obtained/maintained, and 50% to less than 84% of mission days with no adverse impact to mission; Reduced ability to perform the mission in the required timeframe; Environmental office will prepare and submit permit application, as well as obtain permit in an expeditious manner</td>
</tr>
</tbody>
</table>
This SSP provides management and disposal services for hazardous waste and other waste that requires special handling, for customers as defined by Host Nation/FGS equivalent or HQDAs Environmental Policies and Guidance.

**COMPONENTS**

Establish component(s) of the Environmental Officer training for proper handling of hazardous waste, POL, toxic wastes, asbestos, and PCBs.

Collect, store, sample/analyze, label, manifest, transport, dispose of, track, inspect, maintain records, develop waste profile sheets, final packaging and conduct reporting for regulated wastes: HW, Petroleum-oil-lubricant (POL), Toxic waste as defined by Toxic Substances Control Act (TSCA), wastes defined by FGS or HN law, Asbestos; and PCBs.

Maintain legally-mandated/FGS required hazardous waste management/minimization plans (i.e., Hazardous Waste Contingency Plans, Integrated Waste Management Plans), SOPs; inspect generator accumulation points; package, manifest, and dispose of regulated waste offsite (includes any required coordination between DRMO, the generator, and the disposal facility); tracking, recordkeeping, and reporting.

Operate regulated facility or for management of the following regulated items (bio-treat or land farm POL soil); Manage found-on-post or household regulated waste.

Operate cost effective centralized recycling facility.

Does not include municipal solid waste handling (included in Service #60), permitting costs (see SSP B), or preparation of the asbestos management plan or solid waste management plan.

**LEGAL STATUTE**


**CUSTOMERS**

GC, Garrison Directors, Mission Commander (MC), Tenant Directors/Commanders, All Hazardous Waste and Other Regulated Waste Generators on an Installation

**CRITICAL TO QUALITY CHARACTERISTICS**

Timely and accurate collection and management of regulated waste, advise/assist generators/soldiers, provide necessary training on the safe handling of waste.

**MEASURE**

Number of Inspections Performed

**TARGET**

100% of required inspections performed

**FORMULA**

(Number of inspections performed / Number of inspections required at CL1 Customer View Key Tactical Level Items Delivered)

**DATA OWNER**

Environmental Office at installation

**DATA SOURCE**

New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**

HQ IMCOM/ACSIM

**FREQUENCY**

Annual

**OUTPUT**

Percentage of mission days mission is not adversely impacted [mission delays or downtime] due to failure to obtain and maintain environmental permits [SSP 66B], failure to comply with requirements as identified during inspections [SSP 66C], and failure to ensure applicable plans are available and current [SSP 66D]

**TARGET**

100% of mission days with no adverse impact

**FORMULA**

([Total # of mission days - # of days mission is adversely impacted] / Total # of mission days)

**DATA OWNER**

Environmental Office at installation

**DATA SOURCE**

New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**

NOVs reported to ACSIM, EPAS reporting new requirement

**FREQUENCY**

Quarterly and ENFs by exception
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0

**PRIMARY WORK DRIVER**

Number of States and Regulators that an installation would need to deal with; Number of soldiers; Type and numbers of equipment the soldiers use (e.g., tanks, HMMWV); size, acres, and population; Quantity of waste disposed; Amount of waste diverted; Quantity of waste that was recycled; Number of compliance sites on an installation (would drive amount of resources to manage them); Number of generators and tenants and type of generators and tenants on the installation;

**OUTPUT PERFORMANCE TARGET**

100% of required inspections performed

**OUTCOME PERFORMANCE TARGET**

100% of mission days with no adverse impact

**NOTE:** 12 inspections performed annually (1 per month) out of 12 required annually at the CL1 Customer View Key Tactical Level Items Delivered

**CUSTOMER VIEW**

Maintain minimum compliance with applicable laws and statutes; Garrison inspects monthly (100%) or upon request for proper management of waste and ensures generator is performing required inspections; and 100% of mission days with no adverse impact to mission due to requirements identified during inspection; Provide all required hazardous waste management training for at least four general classes open to all generators and operators. Garrison picks up all wastes from the generator and transports to storage facility; All permit or statute required inspections will be performed by required entity, (i.e. garrison or generator). Garrison responsible for obtaining (paying for) waste collection containers (drums) and bulk storage containers (storage shed). Garrison operated land farm or other units used for treating petroleum contaminated soils; Garrison manages and disposes of all regulated wastes received from housing areas or identified as found on post

### CAPABILITY LEVEL - 2

**COST FACTOR** 90.0

**PRIMARY WORK DRIVER**

Number of States and Regulators that an installation would need to deal with; Number of soldiers; Type and numbers of equipment the soldiers use (e.g., tanks, HMMWV); size, acres, and population; Quantity of waste disposed; Amount of waste diverted; Quantity of waste that was recycled; Number of compliance sites on an installation (would drive amount of resources to manage them); Number of generators and tenants and type of generators and tenants on the installation;

**OUTPUT PERFORMANCE TARGET**

99-33% of required inspections performed

**OUTCOME PERFORMANCE TARGET**

99-85% of mission days with no adverse impact

**NOTE:** 4 inspections performed annually (1 per quarter) out of 12 required at the CL1 Customer View Key Tactical Level Items Delivered

**CUSTOMER VIEW**

Maintain minimum compliance with applicable laws and statutes; Garrison inspects quarterly (99%(12) and 33%(4) annually) for proper management of waste and ensures generator is performing required inspections, and 85% to less than 100% of mission days with no adverse impact to mission due to requirements identified during inspection; Garrison operated land farm or other units used for treating petroleum contaminated soils; Garrison manages and disposes of all wastes received from housing areas or identified as found on post. Provide all required waste management training to the unit environmental officer (‘train the trainer). Provide one (annual) general waste management class open to all generators and operators. Generator required to transport and deliver specific waste to main garrison storage facility. Garrison picks up specified wastes from the generator not suitable for generator to transport. All permit or statute required inspections will be performed by required entity, (i.e. garrison or generator). Garrison provides waste collection containers (drums) and generator responsible for obtaining bulk storage containers (storage shed).

### CAPABILITY LEVEL - 3

**COST FACTOR** 85.0

**PRIMARY WORK DRIVER**

Number of States and Regulators that an installation would need to deal with; Number of soldiers; Type and numbers of equipment the soldiers use (e.g., tanks, HMMWV); size, acres, and population; Quantity of waste disposed; Amount of waste diverted; Quantity of waste that was recycled; Number of compliance sites on an installation (would drive amount of resources to manage them); Number of generators and tenants and type of generators and tenants on the installation;

**OUTPUT PERFORMANCE TARGET**

32-8% of required inspections performed

**OUTCOME PERFORMANCE TARGET**

84-50% of mission days with no adverse impact

**NOTE:** 1 annual inspection performed out of 12 required at the CL1 Customer View Key Tactical Level Items Delivered
CUSTOMER VIEW

Maintain minimum compliance with applicable laws and statutes;
Garrison inspects annually (32%(4) and 8%(1) annually) for proper management of waste and ensures generator is performing required inspections, and 50% to less than 85% of mission days with no adverse impact to mission due to requirements identified during inspections; Provide all required waste management training to the Unit Environmental Officer (train the trainer). Generator required to transport and deliver waste to garrison storage facilities. Storage facilities open upon request (on call during duty hours). All permit or statute required inspections will be performed by required entity, (i.e. garrison or generator); Garrison inspects operations and reviews facility records as part of the annual EPAS (once annually). Generator responsible for obtaining waste collection containers (drums) and bulk storage containers.
Garrison operated land farm or other units used for treating petroleum contaminated soils; Garrison manages and disposes of all regulated wastes received from housing areas or identified as found on post
**Public Works (DPW)**

<table>
<thead>
<tr>
<th>505 D</th>
<th>Cost %</th>
<th>13.0</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SERVICE:</strong></td>
<td><strong>Compliance Services</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SSP:</strong></td>
<td><strong>Provide Non-Permit Environmental Statutory Requirements Services</strong></td>
<td></td>
</tr>
</tbody>
</table>

**DESCRIPTION**

This SSP provides technical oversight, developing management strategies, and preparing/updating or reviewing management plans for non-permit environmental statutory requirements for customers as defined by HQDAs Environmental Policies and Guidance or FGS/Host Nation equivalent.

**COMPONENTS**

Prepare, review, implement and update the following as applicable:

- Air Risk Management Plans; Wellhead Protection Plan; Installation Spill Contingency Plan/Spill Prevention Control Countermeasures (SPCC) Plan; Emergency Contingency Plan; NEPA or overseas equivalent mitigation monitoring and cumulative impacts tracking as applicable and required;
- Establish component(s) of the Environmental Officer training for non-permit statutory requirements.

Includes recurring elements of compliance related cleanup sites not associated with permits as well as the installation management of the IRP and MMPR not chargeable to those programs. Pertains to SWMU management and closeout and RCRA cleanup actions. Also includes overall management such as review and maintenance of IAPs, input of new compliance cleanup sites into the AEDB-CC database as well as the update of schedules, costs, and narratives in the database.

**LEGAL STATUTE**


**CUSTOMERS**

GC, Garrison Directors, Mission Commander (MC), Tenant Directors/Commanders

**LEGAL REGULATION**

AR200-1, AR 200-2, DA PAM 200-1, Country Specific FGS.

**CRITICAL TO QUALITY CHARACTERISTICS**

Effective, timely and accurate completion of requirements

**MEASURE**

Ensure applicable plans are available and current

**TARGET**

100% of plans available and current

**FORMULA**

Total # of plans available and current divided by total # of plans required

**DATA OWNER**

Environmental Office at installation

**DATA SOURCE**

New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**

HQ IMCOM

**FREQUENCY**

Quarterly check for progress against annual goal

---

**OUTPUT**

**MEASURE**

Percentage of mission days mission is not adversely impacted [mission delays or downtime] due to failure to obtain and maintain environmental permits [SSP 66B], failure to comply with requirements as identified during inspections [SSP 66C], and failure to ensure applicable plans are available and current [SSP 66D]

**TARGET**

100% of mission days with no adverse impact

**FORMULA**

[Total # of mission days - # of days mission is adversely impacted] / Total # of mission days

**DATA OWNER**

Environmental Office at installation

**DATA SOURCE**

New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**

NOVs reported to ACSIM, EPAS reporting new requirement

**FREQUENCY**

Quarterly and ENFs by exception

---

September 2012  FY13 CLS Configurations  461
Public Works (DPW)

505 D 13.0 Service: Compliance Services  SSP: Provide Non-Permit Environmental Statutory Requirements Services

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Amount and type of materials stored/procured annually; Number of gallons of stored fuel; Amount of fuel procured annually; Community and encroachment issues; Number of work orders reviewed; Number of NEPA documents reviewed; (The better the management plan the fewer the # of spills) (**should look similar to the permit workload driver) Installation soldier population, number of states and regulators they have to deal, etc.

OUTPUT PERFORMANCE TARGET
100% of plans available and current

OUTCOME PERFORMANCE TARGET
100% of mission days with no adverse impact

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 100% of required plans available and 100% of mission days with no adverse impact to mission; Maximize ability to perform the mission; Minimize risk and impact

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Amount and type of materials stored/procured annually; Number of gallons of stored fuel; Amount of fuel procured annually; Community and encroachment issues; Number of work orders reviewed; Number of NEPA documents reviewed; (The better the management plan the fewer the # of spills) (**should look similar to the permit workload driver)

OUTPUT PERFORMANCE TARGET
99-90% of plans available and current

OUTCOME PERFORMANCE TARGET
99-85% of mission days with no adverse impact

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 90% to 99% of required plans available and 85% to less than 99% of mission days with no adverse impact to mission; Reduced ability to perform the mission;

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Amount and type of materials stored/procured annually; Number of gallons of stored fuel; Amount of fuel procured annually; Community and encroachment issues; Number of work orders reviewed; Number of NEPA documents reviewed; (The better the management plan the fewer the # of spills) (**should look similar to the permit workload driver)

OUTPUT PERFORMANCE TARGET
89-80% of plans available and current

OUTCOME PERFORMANCE TARGET
84-50% of mission days with no adverse impact

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 80% to 89% of required plans available and 50% to less than 84% of mission days with no adverse impact to mission; Reduced ability to perform the mission;
The SSP provides the customer with increased awareness of installation environmental programs; the ability to incorporate best business practices and activities needed to support overall planning based assessments, requirements, and results of audits to enhance execution of the Environmental Programs beyond compliance; and training and educational activities including community outreach not required for compliance.

The SSP also includes program management not required for compliance.

**COMPONENTS**

Army policies & regulations that aren't statutory in nature (e.g. AR200-1); Best Business Practices; Support for Army's Strategy for the Environment

Promote installation-wide environmental stewardship.

Conduct Earth Day or other installation-wide or community based events.

Submit nomination packages for local, state, Army, DoD, Federal, or private organization environmental stewardship awards.

Installations are to develop site-specific non-legally mandated environmental performance enhancement modules to complement the Environmental Compliance Officer training courses.

**LEGAL STATUTE**

Clean Air Act, Clean Water Act, Pollution Prevention Act of 1990, National Environmental Policy Act, Comprehensive Environmental Restoration

Compensation & Liability Act, Resource Conservation Recovery Act, EO 13148, Toxic Substance Control Act, Oil Pollution Control Act, Specific State Laws and Regulations, DODI 4715.8 "Environmental Remediation for DoD Activities Overseas", DODI 4715.5 "Management of Environmental Compliance at Overseas Installations"

**REGULATION**

AR200-1, DA PAM 200-1, Country Specific FGS,

**CUSTOMERS**

GC, Garrison Directors, Mission Commander (MC), Tenant Directors/Commanders, The Community at Large

**CRITICAL TO QUALITY CHARACTERISTICS**

Comprehensive view of Environmental regulations and Mission requirements,

Positive community perspective of the Installation's Environmental Stewardship,

Knowledge of how to apply Environmental regulations/concerns to the Army's Strategy and Installation Strategic Plan

---

**OUTPUT**

**MEASURE**

% of Stewardship Activities completed

**TARGET**

100-95% of stewardship activities completed per annum

**FORMULA**

# of stewardship activities completed/ total # of stewardship activities requested  in the workplan for that fiscal year

**NOTE:** Initiatives identified in the workplan can be considered requested events, for activities included refer to guidance

**DATA OWNER**

Environmental Office at installation

**DATA SOURCE**

New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**

HQ IMCOM

**FREQUENCY**

Quarterly check for progress against annual goal

---

**OUTCOME**

**MEASURE**

Positive Customer Feedback

**TARGET**

100- 75% of feedback is positive

**(NOTE): Types of feedback could include, but are not limited to; ICE Feedback, unsolicited communication (i.e. e-mails, letters), or customer surveys**

**FORMULA**

Positive feedback / all feedback

**DATA OWNER**

Environmental Office at installation

**DATA SOURCE**

New Reporting requirement - Quarterly check for progress against annual goal

**REPORTED TO**

HQ IMCOM

**FREQUENCY**

per event
COST FACTOR  PRIMARY WORK DRIVER
100.0  Maturity of the sustainability program; Installation population; Size of student population at DoD schools; Establishment of a RAB or public interest; ACUB/encroachment issues; Joint land use study; availability of mass communication; Type of surrounding community; Number of community activities participated in/requiring participation;

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
100-95% of stewardship activities completed per annum  100-95% of feedback is positive

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 95% to 100% of stewardship activities in workplan completed and 75% to 100% positive feedback; Positive public relations; increased efficiency in providing customers with environmental support; 100% of customers have access to real time to environmental information/education and awareness (applicable environmental requirements)

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
50.0  Maturity of the sustainability program; Installation population; Size of student population at DoD schools; Establishment of a RAB or public interest; ACUB/encroachment issues; Joint land use study; availability of mass communication; Type of surrounding community; Number of community activities participated in/requiring participation;

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
94-45% of stewardship activities completed per annum  94-50% of feedback is positive

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 45% to 94% of stewardship activities in workplan completed and 50% to 74% positive feedback; Limited positive public relations; efficient environmental program and has some increased efficiency of providing customers with environmental support 80% of installation customers have access to environmental information/education and awareness, and 50% of offsite customers would have access to environmental information

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
20.0  Maturity of the sustainability program; Installation population; Size of student population at DoD schools; Establishment of a RAB or public interest; ACUB/encroachment issues; Joint land use study; availability of mass communication; Type of surrounding community; Number of community activities participated in/requiring participation;

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
44-15% of stewardship activities completed per annum  49-25% of feedback is positive

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 15% to 44% of stewardship activities in workplan completed and 25% to 49% positive feedback; Lost opportunity to improve public relations and increase efficiency of providing services; Only ECOs would have environmental information/education and awareness, and the community would have 0%; Possible result in long-term negative public relations with the community.
**Public Works (DPW)**

<table>
<thead>
<tr>
<th>506</th>
<th>A</th>
<th>Cost %</th>
<th>15.0</th>
<th>SERVICE: Conservation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>FREQUENCY</td>
<td>Annually</td>
<td>SSP: Advisory Services and Project Review and Impact Assessment</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This SSP provides for timely and accurate initial review of required actions or tasks in accordance with cultural resources and natural resources laws, policy, guidance, and regulations, and FGS and host-nation equivalents.

**NOTE:** For purposes of this SSP, "initial review" is defined as the process where the conservation program staff receives the description of the proposed action and alternatives and makes a determination of what permits and coordinations are required for the "action" to proceed, such as:
- What level of NEPA is required? (or host nation equivalent)
- What environmental (conservation) permits are required?
- What, if any, SHPO coordination is required?
- What, if any, coordination is required with Native American Tribes/Native Hawaiians? (or host nation group)
- What, if any, coordination is required for endangered species or other issues?

**Initial review does not include secondary actions to complete the required coordinations**

**COMPONENTS**
Determine applicability of natural and cultural resources laws or Host Nation requirements, and evaluate current compliance of all installation activities that have potential adverse impacts to programs and operations. Recommend courses of action. Analyze risk of failure to comply with laws and regulations that impact funding, timelines, or mission. Review projects and activities for conservation impacts required by statute or Host Nations and advise customers.

Review MILCON DD1391, work orders, and DA4283, and participate in planning charrettes and design reviews.

Initiate permit applications

**LEGAL STATUTE**
Sikes Act; Sikes Act Improvement Act; Endangered Species Act; National Environmental Policy Act; Clean Water Act; Migratory Bird Treaty Act; Coastal Zone Management Act; Marine Mammal Protection Act; Federal Insecticide Fungicide and Rodenticide Act; Federal Noxious Weed Act; National Historic Preservation Act, as amended; Native American Graves Protection and Repatriation Act; Archeological Resources Protection Act; Final Governing Standards; Host Nation Laws; Archeological and Historic Preservation Act; Historic Sites Act of 1935; Abandoned Shipwreck Act; Antiquities Act; American Indian Freedom of Religion Act; Public Buildings Cooperative Use Act; Executive Order 11988--Floodplain Management; Executive Order 13352--Facilitation of Cooperative Conservation; Executive Order 11990--Protection of Wetlands; Executive Order 12962--Recreational Fisheries; Executive Order 13112--Invasive Species; Executive Order 13175--Consultation and Coordination With Indian Tribal Governments; Executive Order 13186--Responsibilities of Federal Agencies To Protect Migratory Birds; Executive Order 13158--Marine Protected Areas; Executive Order 13007--Sacred Sites; Executive Order 13287--Preserve America; Golden and Bald Eagle Protection Act, etc.

**CUSTOMERS**
SMC, GC, Tenant Directors/Commanders, Tenants, Garrison, Regulators, Host Nation Authorities, Native Peoples, American Public

**REGULATION**
Department of Defense Instruction 4715.3, Environmental Conservation Program; Department of Defense Instruction 4150.7, DoD Pest Management Program; Defense Installation Strategic Plan; Army Regulation 200-1 - Environmental Protection and Enhancement; Army Regulation 350-19; Sustainable Range Program; Army Strategy for the Environment; DUSD Memorandum-Implementation of Sikes Act Improvement Act: Updated Guidance; Army Guidance - Procedures for Forest Inventory; Army Guidance for Implementation of the Sikes Act Improvement Act; Management Guidelines for the Red Cockaded Woodpecker on Army Installations; Natural Resources Implementation Guidance Document for Army Installations; Army Guidance on Critical Habitat; Army Guidance for Timber Sales; Army Policy Guidance for Fish and Wildlife Conservation Fund, 21X5095; Army Policy Guidance on Migratory Bird Treaty Act; Supplemental Army Policy Guidance on Migratory Bird Treaty Act; Army Regulatory Guidance for Conservation Reimbursable Agricultural/Grazing and Forestry Accounts; Army Wildland Fire Policy Guidance;

**CRITICAL TO QUALITY CHARACTERISTICS**
Timely and sustainable training, testing, operations and projects; Ensure an integrated and flexible conservation program in support of the installation's mission; Ability to meet changes in mission operational requirements; Collaborative support of future infrastructure requirements

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of requested initial reviews completed for projects and exercises</td>
<td>Initial review completed for:</td>
</tr>
<tr>
<td>(Note: Assumes sufficient information and lead time. &quot;Requests&quot; may be written notification, work order, NEPA document, action review, etc. and comes from the customer)</td>
<td>&gt;= 95% of routine actions AND 100% of Major Actions (Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander)</td>
</tr>
</tbody>
</table>

**FORMULA**

\[
\text{# of required initial reviews for compliance with conservation laws completed for projects and exercises / Total # of requests for required initial reviews of projects and exercises}
\]

Note: Assumes sufficient information and lead time.

**DATA OWNER**
Installation

**DATA SOURCE**
New Reporting Requirements

**REPORTED TO**
HQ IMCOM

**FREQUENCY**
Annually
# OUTCOME

## MEASURE

# of Days to Perform an Initial Review

**NOTE:** For purposes of this SSP, "initial review" is defined as the process where the conservation program staff receives the description of the proposed action and alternatives and makes a determination of what permits and coordinations are required for the "action" to proceed, such as:

- What level of NEPA is required? (or host nation equivalent)
- What environmental (conservation) permits are required?
- What, if any, SHPO coordination is required?
- What, if any, coordination is required with Native American Tribes/Native Hawaiians? (or host nation group)
- What, if any, coordination is required for endangered species or other issues?

Initial review does not include secondary actions to complete the required coordinations.

## TARGET

Initial review performed in 14 calendar days

## FORMULA

# of days to review and determine impact on the part of the conservation program

Note:

14 calendar days begin upon receipt of a complete information package for initial review

## DATA OWNER

Installation

## DATA SOURCE

New Reporting Requirements

## REPORTED TO

HQ IMCOM

## FREQUENCY

Annually
COST FACTOR

100.0

PRIMARY WORK DRIVER

Complexity of mission - quantified by number of work orders reviewed and the number of training tests/test missions; Number of reviews each year;

OUTPUT PERFORMANCE TARGET

Initial review completed for <=100% and >= 95% of routine actions

AND

100% of Major Actions (Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander)

OUTCOME PERFORMANCE TARGET

14 calendar days

CUSTOMER VIEW

Maintain minimum compliance with applicable laws and statutes; Initial review of documents and environmental permits within certain amount of time (initial response within 14 calendar days depending on the requestor);

CAPABILITY LEVEL - 2

COST FACTOR

90.0

PRIMARY WORK DRIVER

Complexity of mission - quantified by number of work orders reviewed and the number of training tests/test missions; Number of reviews each year;

OUTPUT PERFORMANCE TARGET

Initial review completed for < 95% and >= 75% of routine actions

AND

100% of Major Actions (Examples of Major Actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions, or other high priorities identified by the commander)

OUTCOME PERFORMANCE TARGET

Initial review performed in >14 and <= 21 calendar days

CUSTOMER VIEW

Maintain minimum compliance with applicable laws and statutes; Perform initial review of 75% to 95% of routine actions and 100% of major actions with an initial response within an average 14 to 21 calendar days depending on receipt of a complete information package for initial review from the requestor

CAPABILITY LEVEL - 3

COST FACTOR

80.0

PRIMARY WORK DRIVER

Complexity of mission - quantified by Number of work orders reviewed and the number of training tests/test missions; Number of reviews each year;

OUTPUT PERFORMANCE TARGET

Initial review completed for <75% and >= 50% of routine actions

AND

100% of Major Actions (Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander)

OUTCOME PERFORMANCE TARGET

Initial review performed in >21 and <= 30 calendar days

CUSTOMER VIEW

Maintain minimum compliance with applicable laws and statutes; Perform initial review of 50% to 75% of routine actions and 100% of major actions with an initial response within an average 21 and 30 calendar days depending on receipt of a complete information package for initial review from the requestor

September 2012

FY13 CLS Configurations

467
DESCRIPTION
This SSP provides required actions or tasks in accordance with cultural resources and natural resources laws, policy, guidance, and regulations, and FGS and host-nation equivalents.

COMPONENTS
Provide oversight for development and implementation of conservation plans, impact of laws and policies, including: Integrated Natural Resources Management Plan (INRMP); Integrated Cultural Resources Management Plan (ICRMP); (does not include development of the plans)

Prepare annual natural and cultural resources component of the EQCC-approved Environmental Management Workplan

Act as the integrator for all actions identified in INRMP/ICRMP across the Installation (ITAM, Fire, Facilities, etc)

Identify mitigation measures for major actions

This SSP includes the review and update of required plans and plan components except for the ESMP which is covered under SSP 64C.

Coordinate work schedule and workplan with Range Control, DPW, DMWR (Outdoor Recreation).

Provide Conservation input to Master Planning

LEGAL STATUTE
Sikes Act; Sikes Act Improvement Act; Endangered Species Act; National Environmental Policy Act; Clean Water Act; Migratory Bird Treaty Act; Coastal Zone Management Act; Marine Mammal Protection Act; Federal Insecticide Fungicide and Rodenticide Act; Federal Noxious Weed Act; National Historic Preservation Act, as amended; Native American Graves Protection and Repatriation Act; Archeological Resources Protection Act; Final Governing Standards; Host Nation Laws; Archeological and Historic Preservation Act; Historic Sites Act of 1935; Abandoned Shipwreck Act; Antiquities Act; American Indian Freedom of Religion Act; Public Buildings Cooperative Use Act; Executive Order 11988--Floodplain Management; Executive Order 13352--Facilitation of Cooperative Conservation; Executive Order 11990--Protection of Wetlands; Executive Order 12962--Recreational Fisheries; Executive Order 13112--Invasive Species; Executive Order 13175--Consultation and Coordination With Indian Tribal Governments; Executive Order 13186--Responsibilities of Federal Agencies To Protect Migratory Birds; Executive Order 13158--Marine Protected Areas; Executive Order 13007--Sacred Sites; Executive Order 3287--Preserve America; Golden and Bald Eagle Protection Act, etc.

CUSTOMERS
Tenants, DPW, Project Proponents, GC

CRITICAL TO QUALITY CHARACTERISTICS
Timely and sustainable training, testing, operations and projects; Ability to meet changes in mission operational requirements; Collaborative support of future infrastructure requirements

MEASURE
Ratio of plans reviewed (In-House) and updated
Examples:
- Review, update, and coordinate:
  (ICRMP including: Historic Properties Component, Planning Level Survey, Inventory of Historic Properties, SOPs for Cultural Resources Management, Native American Graves Protection and Repatriation Act, Prehistoric and Historic Discovery, etc.) & plans required by Final Governing Standards

- Participate as subject matter expert for development of and review of: Installation Design Guide (IDG), Installation Master Plan, Range Management Plan, Integrated Training Area Management, Integrated Pest Management Plan (IPMP), and plans required by FGS, etc.

See AR200-1 and pending revision of DA-PAM 200-1 for a listing of potential plans

FORMULA
# of plans reviewed and updated / Total # of plans received for review + total # of plans required to be updated

Note: See ARs listed for a list of plans that are required to be reviewed and updated.
<table>
<thead>
<tr>
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<th>DATA SOURCE</th>
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<tbody>
<tr>
<td>Installation</td>
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### OUTCOME

<table>
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<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td># of projects or mission requirements delayed or restricted due to insufficient planning by the conservation office</td>
<td>Zero (0) actions can fail</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td># of projects/exercises adversely affected due to delayed or inadequate environmental planning</td>
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<td>Annually</td>
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</tbody>
</table>
COST FACTOR

100.0

PRIMARY WORK DRIVER

Number of plans reviewed/updated/maintained; (Internal plans updated & maintained) (External plans reviewed or coordinated) Complexity factors include: complexity of the missions, and acreage of the installation

OUTPUT PERFORMANCE TARGET

100% of the following are minimal requirements (assuming an Installation requires said plan): INRMP, Integrated Pest Management Plan (IPMP), ICRMP, Installation Range Management Plan, Installation Master Plan, Endangered Species Management Plan, Invasive Species Management Plan, Integrated Training Area Management (ITAM) Workplan, Erosion and Sediment Control plan, Installation Design Guide (IDG), and plans required by FGS.

OUTCOME PERFORMANCE TARGET

Zero (0) actions can fail

CUSTOMER VIEW

Maintain minimum compliance with applicable laws and statutes; 100% of plans requiring environmental review and update and NO major actions delayed (Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander)

CAPABILITY LEVEL - 1

COST FACTOR

90.0

PRIMARY WORK DRIVER

Number of plans reviewed/updated/maintained; (Internal plans updated & maintained) (External plans reviewed or coordinated) Complexity factors include: complexity of the missions, and acreage of the installation

OUTPUT PERFORMANCE TARGET

<100% and >= 90% of plans completed

OUTCOME PERFORMANCE TARGET

>0 and <= 1 minor action and zero (0) major actions can fail

CUSTOMER VIEW

Maintain minimum compliance with applicable laws and statutes; 90% or less than 100% of plans completed which require environmental review and update and greater than 1 and up to 4 minor actions delayed; NO major actions delayed

Note: Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander

CAPABILITY LEVEL - 2

COST FACTOR

80.0

PRIMARY WORK DRIVER

Number of plans reviewed/updated/maintained; (Internal plans updated & maintained) (External plans reviewed or coordinated) Complexity factors include: complexity of the missions, and acreage of the installation

OUTPUT PERFORMANCE TARGET

<90% and >= 80% of plans completed

OUTCOME PERFORMANCE TARGET

>1 and <= 4 minor actions and zero (0) major actions can fail

CUSTOMER VIEW

 Maintain minimum compliance with applicable laws and statutes; 80% to up to 90% of plans completed which require environmental review and update and greater than 1 and up to 4 minor actions delayed; NO major actions delayed

Note: Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander

CAPABILITY LEVEL - 3

SPP:

Conservation (Cultural and Natural Resources) Planning and Coordination

Cost %

20.0

SERVICE:

Conservation Services

SSP:

Conservation (Cultural and Natural Resources) Planning and Coordination

Public Works (DPW)
This SSP provides required actions or tasks in accordance with natural resources laws and regulations, specifically the Endangered Species Act, and FGS and host nation equivalents.

**COMPONENTS**
- Prepare Biological Evaluations/Assessments, actions required to comply with formal and informal consultation with the USFWS and NOPA-Fisheries, activities identified within Biological Opinions, and upholding any agreements
- Actions required to comply with Host Nation laws/FGS Equivalents
- Oversee and execute mitigation measures funded by this Service as defined by HQDAs policy and guidance
- Manage federally listed threatened or endangered species, species at risk, and critical habitat or Host Nation equivalent.
- Endangered Species Planning Level Surveys
- Conduct literature reviews and field work
- Analyze data
- Prepare/submit statutorily required report
- Analyze data
- Prepare/submit statutorily required reports

**LEGAL STATUTE**
- Endangered Species Act; Sikes Act; Sikes Act Improvement Act; National Environmental Policy Act; Clean Water Act; Migratory Bird Treaty Act; Coastal Zone Management Act; Marine Mammal Protection Act; Federal Insecticide Fungicide and Rodenticide Act; Federal Noxious Weed Act; Final Governing Standards; Host Nation Laws; Executive Order 11988--Floodplain Management; Executive Order 13352--Facilitation of Cooperative Conservation; Executive Order 11990--Protection of Wetlands; Executive Order 12962--Recreational Fisheries; Executive Order 13112--Invasive Species; Executive Order 13186--Responsibilities of Federal Agencies To Protect Migratory Birds; Executive Order 13158--Marine Protected Areas;

**CUSTOMERS**
- SMC, GC, Tenant Directors/Commanders, Tenants, Garrison, Regulators and Consulting Agencies, Host Nation Authorities, American Public

**CRITICAL TO QUALITY CHARACTERISTICS**
- Maintain positive relationships with stakeholders while concurrently sustaining the mission and supporting the recovery of threatened, endangered, and at-risk species (in accordance with Army Species At Risk Policy).

**MEASURE**
Accomplish required sections of annual workplan for Endangered Species Management Component, biological opinions, and Department of the Army Species at Risk policy.

**FORMULA**
\[
\# \text{ of required actions accomplished} / \# \text{ of actions required}
\]

**TARGET**
100% of required actions Completed

**DATA OWNER**
Installation

**DATA SOURCE**
New Reporting Requirements

**FREQUENCY**
Annually

**OUTCOME**
% of mission delays due to failure to complete conservation compliance requirements (Note: mission delay defined as exceeding timelines agreed to by mission proponents and conservation managers)

**TARGET**
Zero (0) delays due to failure to complete conservation compliance requirements

**REGULATION**
Department of Defense Instruction 4715.3, Environmental Conservation Program; Department of Defense Instruction 4150.7, DoD Pest Management Program; Defense Installation Strategic Plan; Army Regulation 200-1 - Environmental Protection and Enhancement; Army Regulation 350-19; Sustainable Range Program; Army Strategy for the Environment; DUSD Memorandum-Implementation of Sikes Act Improvement Act: Updated Guidance; Army Guidance - Procedures for Forest Inventory; Army Guidance for Implementation of the Sikes Act Improvement Act; Management Guidelines for the Red Cockaded Woodpecker on Army Installations; Natural Resources Implementation Guidance Document for Army Installations; Army Guidance on Critical Habitat; Army Guidance for Timber Sales; Army Policy Guidance for Fish and Wildlife Conservation Fund, 21X5095; Army Policy Guidance on Migratory Bird Treaty Act; Supplemental Army Policy Guidance on Migratory Bird Treaty Act; Army Regulatory Guidance for Conservation Reimbursable Agricultural/Grazing and Forestry Accounts; Army Wildland Fire Policy Guidance;
FORMULA
# of actions delayed / # of actions requested

NOTE: Delays due to conservation issue

DATA OWNER
Installation

REPORTED TO
HQ IMCOM

DATA SOURCE
New Reporting Requirements

FREQUENCY
Annually
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Species type, potential mission impacts to species, and the specific management required.

**OUTPUT PERFORMANCE TARGET**  
100% of required actions Completed

**OUTCOME PERFORMANCE TARGET**  
Zero (0) delays due to failure to complete conservation compliance requirements

**CUSTOMER VIEW**  
Maintain minimum compliance with applicable laws and statutes; 100% of required actions accomplished and Zero actions requested are delayed; No net loss of mission capabilities

### CAPABILITY LEVEL - 2

**COST FACTOR** 90.0  
**PRIMARY WORK DRIVER** Species type, potential mission impacts to species, and the specific management required.

**OUTPUT PERFORMANCE TARGET**  
<100% and >= 90% of required actions Completed

**OUTCOME PERFORMANCE TARGET**  
>0 and <= 25% delays of routine actions  
AND  
0% delays to major actions

**NOTE:** Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander. (Definition of routine action includes activity and location)

**CUSTOMER VIEW**  
Maintain minimum compliance with applicable laws and statutes; 90% and less than 100% of required actions accomplished and up to 25% routine actions delayed. No net loss of major mission capabilities but decreased or delayed response to routine actions

### CAPABILITY LEVEL - 3

**COST FACTOR** 80.0  
**PRIMARY WORK DRIVER** Species type, potential mission impacts to species, and the specific management required.

**OUTPUT PERFORMANCE TARGET**  
< 90% and >= 80% of required actions completed

**OUTCOME PERFORMANCE TARGET**  
> 25% and <= 50% delays of routine actions  
AND  
0% delays to major actions

**NOTE:** Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander. (Definition of routine action includes activity and location)

**CUSTOMER VIEW**  
Maintain minimum compliance with applicable laws and statutes; 80% and less than 90% of required actions accomplished and greater than 25% and up to 50% of routine actions delayed. Risk of delay for major mission capabilities and likely delays of some routine actions
**DESCRIPTION**

This SSP provides required actions or tasks in accordance with natural resources laws and regulations, FGS, and host nation equivalents (for requirements not covered in SSP C)

**COMPONENTS**

Perform tasks required to comply with applicable natural resources laws, policies, and regulations (not included in SSP C). Required tasks will prevent degradation/no net loss of military mission/training capacity / adverse mission impacts.

These tasks include:

- Obtain permits or authorizations.
- Manage, integrate, oversee, and coordinate natural resources legal requirements.
- Monitor for compliance with program stipulations and impacts to resources.
- Oversee mitigation measures.
- Conduct Planning Level Surveys.

Implement critical requirements of Integrated Natural Resources Management Plans (INRMPs).

**LEGAL STATUTE**

- Sikes Act; Sikes Act Improvement Act; National Environmental Policy Act; Clean Water Act; Migratory Bird Treaty Act; Bald & Golden Eagle Protection Act; Coastal Zone Management Act; Final Governing Standards; Host Nation Laws; Executive Order 11988--Floodplain Management; Executive Order 13352--Facilitation of Cooperative Conservation; Executive Order 11990--Protection of Wetlands; Executive Order 12962--Recreational Fisheries; Executive Order 13112--Invasive Species; Executive Order 13186--Responsibilities of Federal Agencies To Protect Migratory Birds; Executive Order 13158--Marine Protected Areas; Marine Mammal Protection Act; Federal Insecticide Fungicide and Rodenticide Act; Federal Noxious Weed Act; etc.

**CUSTOMERS**

SMC, GC, Tenant Directors/Commanders, Tenants, Garrison, Regulators and Consulting Agencies, Host Nation Authorities, American Public

**CRITICAL TO QUALITY CHARACTERISTICS**

Timely and accurate information to ensure maximum flexibility for decision makers. Maintain positive relationships with stakeholders while concurrently sustaining the mission and supporting the conservation of our natural resources and/or facilitate mitigation of adverse effects.

**MEASURE**

Accomplish critical requirements of INRMP annual workplan.

**TARGET**

100% of required actions completed

**FORMULA**

\[
\text{# of required actions accomplished} / \text{# of actions required}
\]

**NOTE**: required actions means recurring critical requirements

**DATA OWNER**

Installation

**DATA SOURCE**

New Reporting Requirements

**REPORTED TO**

HQ IMCOM

**FREQUENCY**

Annually

**OUTCOME**

% of mission delays due to failure to complete conservation compliance requirements (Note: mission delay defined as exceeding timelines agreed to by mission proponents and conservation managers)

**TARGET**

Zero (0) delays due to failure to complete conservation compliance requirements

*September 2012*  
*FY13 CLS Configurations*
FORMULA
# of actions delayed / # of actions requested

NOTE: Delays due to conservation issue

DATA OWNER
Installation

REPORTED TO
HQ IMCOM

DATA SOURCE
New Reporting Requirements

FREQUENCY
Annually
### Public Works (DPW)

<table>
<thead>
<tr>
<th>506</th>
<th>D</th>
<th>Cost %</th>
<th>SERVICE: Conservation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>20.0</td>
<td>SSP: Other Natural Resources Legal Requirement Implementation, Management</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
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<tr>
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<th>OUTCOME PERFORMANCE TARGET</th>
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<tr>
<td>100% of required actions Completed</td>
<td>Zero (0) delays due to failure to complete conservation compliance requirements</td>
</tr>
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</table>

**CUSTOMER VIEW**

Maintain minimum compliance with applicable laws and statutes; 100% of required actions accomplished and Zero actions requested are delayed; No net loss of mission capabilities

#### CAPABILITY LEVEL - 2

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<tbody>
<tr>
<td>&lt;100% and &gt;= 90% of required actions Completed</td>
<td>&gt;=0 and &lt;= 25% delays of routine actions AND 0% delays to major actions</td>
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**NOTE:** Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander (Definition of routine action includes activity and location)

**CUSTOMER VIEW**

Maintain minimum compliance with applicable laws and statutes; 90% to less than 100% of required actions accomplished and up to 25% routine actions delayed, No net loss of major mission capabilities but decreased or delayed response to routine actions

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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<tr>
<td>80.0</td>
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**NOTE:** Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander (Definition of routine action includes activity and location)

**CUSTOMER VIEW**

Maintain minimum compliance with applicable laws and statutes; 80% to less than 90% of required actions accomplished and greater than 25% and up to 50% of routine actions delayed; Risk of delay for major mission capabilities and likely delays of some routine actions
This SSP provides required actions or tasks in accordance with cultural resource laws and regulations, FGS, and host nation equivalents.

**COMPONENTS**
- Identify inventory, evaluation and mitigation requirements (project specific, one-time projects, one-time cost) to support mission activities. Prepare/submit statutorily required reports.
- Curation of federally owned archeological collections.
- Consultation with regulatory authorities, Native Peoples/tribes, and maintenance of government-to-government relations.
- Develop and Implement PAs, MOAs, and AAPs.
- Obtain permits and/or concurrences (includes ARPA).
- Assessing effects of projects on properties eligible for or listed on the National Register of Historic Places or Host Nation Equivalent and properties of religious and cultural significance, develop documentation for sections 106 and 402(?) of NHPA.
- Comply with the Native American Graves Protection and Repatriation Act ...assessing the potential effects of ...for Native Peoples, developing an on-going task if necessary.
- Monitors for compliance with program stipulations and impacts to resources.
- Evaluate effectiveness of the cultural resource management program. Develop measures to improve the cultural resource management program.
- Recommend improvement or corrective actions for less than successful mitigation measures or management.

**NOTE:** federally designated historic properties in accordance with NHPA definitions.

**LEGAL STATUTE**
- National Historic Preservation Act, as amended; Native American Graves Protection and Repatriation Act; Archeological Resources Protection Act; National Environmental Policy Act; Final Governing Standards; Host Nation Laws; Archeological and Historic Preservation Act; Historic Sites Act of 1935; Abandoned Shipwreck Act; Antiquities Act; American Indian Freedom of Religion Act; Public Buildings Cooperative Use Act; Executive Order 13352--Facilitation of Cooperative Conservation; Executive Order 13175--Consultation and Coordination With Indian Tribal Governments; Executive Order 13007--Sacred Sites; Executive Order 13287--Preserve America;

**CUSTOMERS**
- SMC, GC, Tenant Directors/Commanders, Tenants, Garrison, Regulators and Consulting Agencies, Host Nation Authorities, Native Peoples, American Public

**CRITICAL TO QUALITY CHARACTERISTICS**
- Timely and accurate information to ensure maximum flexibility for decision makers. Maintain positive relationships with stakeholders while concurrently sustaining the mission and supporting the preservation of our irreplaceable historic resources or facilitate mitigation of adverse effects.

**MEASURE**
% of actions for which all the regulatory documentation has been accomplished

**TARGET**
100% of required actions Completed

**FORMULA**
\[
\frac{\text{# of actions accomplished}}{\text{# of actions required}}
\]

**DATA OWNER**
Installation

**DATA SOURCE**
New Reporting Requirements
MEASURE
% of mission delays due to failure to complete conservation compliance requirements (Note: mission delay defined as exceeding timelines agreed to by mission proponents and conservation managers)

FORMULA
\[
\frac{\text{# of actions delayed}}{\text{# of actions requested}}
\]

NOTE: Delays due to conservation issues

TARGET
Zero (0) delays due to failure to complete conservation compliance requirements

DATA SOURCE
New Reporting Requirements

REPORTED TO
Headquarters IMCOM

FREQUENCY
Annually
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Complexity of the mission - Number of significant properties involved and number of consulting parties
- Number of undertakings

OUTPUT PERFORMANCE TARGET
100% of required actions Completed

OUTCOME PERFORMANCE TARGET
Zero (0) delays due to failure to complete conservation compliance requirements

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 100% of actions accomplished and Zero actions requested are delayed; No net loss of mission capabilities

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0 Complexity of the mission - Number of significant properties involved and number of consulting parties
- Number of undertakings

OUTPUT PERFORMANCE TARGET
<100% and >= 90% of required actions Completed

OUTCOME PERFORMANCE TARGET
>0 and <= 25% delays of routine actions
AND
0% delays to major actions

NOTE: Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander (Definition of routine action includes activity and location)

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 90% to less than 100% of actions accomplished and up to 25% routine actions delayed; No net loss of major mission capabilities but decreased or delayed response to routine actions

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
80.0 Complexity of the mission - Number of significant properties involved and number of consulting parties- Number of undertakings

OUTPUT PERFORMANCE TARGET
<90% and >= 80% of required actions Completed

OUTCOME PERFORMANCE TARGET
> 25% and <= 50% delays of routine actions
AND
0% delays to major actions

NOTE: Examples of major actions include but are not limited to MILCON, significant training exercises, major testing events, real property exchanges or transactions or other high priorities identified by the commander (Definition of routine action includes activity and location)

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 80% to less than 90% of actions accomplished and greater than 25% and up to 50% of routine actions delayed; Risk of delay for major mission capabilities and likely delays of some routine actions
**DESCRIPTION**  
This SSP provides the customer with the ability to meet EPCRA and FGS compliance requirements.

**COMPONENTS**  
Data collection and reporting to support:  
Final Governing Standards (FGS) required inventories to support EPCRA-equivalent requirements, Emergency Planning and Community Right-To-Know Act (EPCRA), and State requirements.  
Includes regulatory and policy required reports when specifically related to P2 (e.g. Toxic Release Inventory (TRI)).  
Provide reports to the Local Emergency Planning Committees (LEPC5) and state emergency response commissions and Environmental Protection Agency (EPA).  
P2 Plans where the State requires them by law only  
Toxics Release Inventory (TRI); Tier II Support; Provide chemical release tracking.

This SSP does not include Hazardous Substance Management System (HSMS) or Hazardous Material Management System (HMMS) Administrative Database Manager (ADBM) or ADBM equivalent or hazardous material management, or the operation of supporting information management systems or software, such as HSMS, HMMS.  
These services are provided under Service Area 26 SSP C

**LEGAL STATUTE**  
EO 13148 "Greening the Government through Leadership and Environmental Management"; Pollution Prevention Act of 1990; Applicable State Regulations and Host Nation FGS, Resource Conservation and Recovery Act, Section 6006, Emergency Planning & Community Right to Know Act, Oil Pollution Control Act, Toxic Substance Control Act

**CUSTOMERS**  
GC, Garrison Directors, Mission Commander (MC), Tenant Directors/Commanders, The Installation Community, The Community at large

**CRITICAL TO QUALITY CHARACTERISTICS**  
Timely and accurate submission of reports

**OUTPUT**

**MEASURE**  
Ratio of Successful Submissions

**FORMULA**  
# of accurate on-time submissions / # of required submissions

**DATA OWNER**  
Installation Environmental Office

**REPORTED TO**  
HQ IMCOM

**TARGET**  
100% of reports submitted on-time

**DATA SOURCE**  
New reporting requirement

**FREQUENCY**  
Annually

**OUTCOME**

**MEASURE**  
Injury or Property Loss Due to Deficient Reporting

**FORMULA**  
# of injuries + # of properties lost due to deficient reporting

**DATA OWNER**  
Installation Environmental Office

**REPORTED TO**  
HQ IMCOM

**TARGET**  
Zero (0) injuries or property lost due to deficient reporting

**DATA SOURCE**  
New reporting requirement

**FREQUENCY**  
Annually
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
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</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of States and Regulator that an installation would need to deal with; Number of soldiers; Type of mission operations/processes; Quantity and type of hazardous and regulated material procured, stored, and used annually; Quantity of hazardous waste disposed; Quantity recycled; Quantity and type of spills (reportable quantity);</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
100% of reports submitted on-time

**OUTCOME PERFORMANCE TARGET**
Zero (0) injuries or property lost due to deficient reporting

**CUSTOMER VIEW**
Maintain minimum compliance with applicable laws and statutes; 100% of required submissions are on-time and Zero (0) injuries or properties lost due to deficient reporting; Provide hazardous material inventory results for emergency planning purposes annually or within 60 days of significant change (as defined by EPCRA) of the amount stored. Provides a report of hazardous materials used during a calendar year for the communities right-to-know. Installation TRI report delivered to HQDA 1 May for Army QA/QC prior to submission to EPA on 1 July.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
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<tbody>
<tr>
<td>95.0</td>
<td>Number of States and Regulator that an installation would need to deal with; Number of soldiers; Type of mission operations/processes; Quantity and type of hazardous and regulated material procured, stored, and used annually; Quantity of hazardous waste disposed; Quantity recycled; Quantity and type of spills (reportable quantity);</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
99-75% of reports submitted on-time

**OUTCOME PERFORMANCE TARGET**
Zero (0) injuries or property lost due to deficient reporting

**CUSTOMER VIEW**
Maintain minimum compliance with applicable laws and statutes; 100% of required submissions are on-time and Zero (0) injuries or properties lost due to deficient reporting; Provide hazardous material inventory results for emergency planning purposes annually or within 60 days of significant change (as defined by EPCRA) of the amount stored. Provides a report of hazardous materials used during a calendar year for the communities right-to-know. Installation TRI report delivered to HQDA 1 June for Army QA/QC prior to submission to EPA on 1 July.

### CAPABILITY LEVEL - 3

<table>
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<tbody>
<tr>
<td>90.0</td>
<td>Number of States and Regulator that an installation would need to deal with; Number of soldiers; Type of mission operations/processes; Quantity and type of hazardous and regulated material procured, stored, and used annually; Quantity of hazardous waste disposed; Quantity recycled; Quantity and type of spills (reportable quantity);</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
74-50% of reports submitted on-time

**OUTCOME PERFORMANCE TARGET**
Zero (0) injuries or property lost due to deficient reporting

**CUSTOMER VIEW**
Maintain minimum compliance with applicable laws and statutes; 50% to less than 100% of required submissions are on-time and Zero (0) injuries or properties lost due to deficient reporting; Provide hazardous material inventory results for emergency planning purposes annually or within 60 days of significant change (as defined by EPCRA) of the amount stored. Provides a report of hazardous materials used during a calendar year for the communities right-to-know. Installation TRI report delivered to HQDA and EPA on 1 July.
DESCRIPTION
This SSP provides the customer with data and analysis about waste streams and resources to support program decision making.

COMPONENTS
Develop and maintain waste stream analysis to identify pollution generation and natural resource consumption;
Develop and maintain Pollution Prevention Opportunity Assessments to identify and evaluate projects and actions to reduce pollution generation and resource consumption;
Research and evaluate viability of process changes and equipment changes.
Development, maintenance, and distribution of documents such as P2 plans, elimination plans (e.g., Ozone Depleting Substances (ODS)); Standard Operating Procedures (SOPs), technology and payback studies. Input to other plans such as disaster response and contingency deployment plans
Represent the Command in state and local Pollution Prevention Partnerships; Use EMS to drive P2 across the Installation.
Inform, and influence process stakeholders to include P2 solutions into activities and operations. Research and evaluate viability of product substitutions and use of Environmentally preferable products.

LEGAL STATUTE
EO 13148 "Greening the Government through Leadership and Environmental Management”; Pollution Prevention Act of 1990; Applicable State Regulations and Host Nation FGS, Resource Conservation and Recovery Act, Section 6004; (Several states require Pollution Prevention Plans)

CUSTOMERS
GC, Garrison Directors, Mission Commander (MC), Tenant Directors/Commanders, (Interested Stakeholder - The Community at large)

CRITICAL TO QUALITY CHARACTERISTICS
Accurate and comprehensive assessments, Ability to effectively prioritize, Accurate life-cycle analysis

MEASURE
Ratio of Processes Assessed

TARGET
100% of scheduled processes assessed

FORMULA
# of processes assessed / Total # of processes scheduled for review

Note: Process can be industrial processes, operational processes - something involving a waste stream or resource consumption.

DATA OWNER
Installation Environmental Office

DATA SOURCE
New reporting requirement

REPORTED TO
HQ IMCOM

FREQUENCY
Annually

OUTPUT

OUTCOME

MEASURE
Pollution Prevention recommendations accepted by proponent

TARGET
100-90% of Pollution Prevention recommendations accepted

FORMULA
Recommendations accepted by the proponent / Recommendations made to proponent

DATA OWNER
Installation Environmental Office

DATA SOURCE
New reporting requirement

REPORTED TO
HQ IMCOM

FREQUENCY
Annually
COST FACTOR
100.0
PRIMARY WORK DRIVER
Type of mission operations/processes; Quantity and type of hazardous and regulated material procured, stored, and used annually; Quantity of hazardous waste disposed; Quantity recycled; Quantity and type of spills (reportable quantity)

OUTPUT PERFORMANCE TARGET
100% of scheduled processes assessed

OUTCOME PERFORMANCE TARGET
100% of Pollution Prevention recommendations accepted

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 100% of processes scheduled for review assessed and 90% to 100% of recommendations made to proponent accepted; Well-written strategic P2 plan that is fully integrated into an installation
Continually seek out the prevention of pollution and provide innovative ways to sustain an installation while reducing the compliance burden through pollution prevention opportunity assessments, waste stream analyses etc.; Inventory of ODS; established and well communicated SOPs (eliminate the questions); Establish baseline data and continual monitoring of data to support GRI and sustainability reports; Provides measurable return on investment (ROI) initiative.

COST FACTOR
75.0
PRIMARY WORK DRIVER
Type of mission operations/processes; Types and quantities of potential and actual releases to air, water, and land; Quantity and type of hazardous and regulated material procured, stored, and used annually; Quantity of hazardous waste disposed; Quantity recycled; Quantity and type of spills (reportable quantity)

OUTPUT PERFORMANCE TARGET
99-75% of scheduled processes assessed

OUTCOME PERFORMANCE TARGET
99-95% of Pollution Prevention recommendations accepted

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 75% to less than 99% of processes scheduled for review assessed and 90% to 99% of recommendations made to proponent accepted; Perform limited PPOAs (less effective for prevention of pollution); Perform 50% fewer ODS inventories and PPOAs as defined in CL1 rating. (waste stream analyses are performed under compliance SSP C) Follow existing SOPs only. Establish baseline data but no monitoring of data;

COST FACTOR
25.0
PRIMARY WORK DRIVER
Type of mission operations/processes; Types and quantities of potential and actual releases to air, water, and land; Quantity and type of hazardous and regulated material procured, stored, and used annually; Quantity of hazardous waste disposed; Quantity recycled; Quantity and type of spills (reportable quantity)

OUTPUT PERFORMANCE TARGET
74-25% of scheduled processes assessed

OUTCOME PERFORMANCE TARGET
94-90% of Pollution Prevention recommendations accepted

CUSTOMER VIEW
Maintain minimum compliance with applicable laws and statutes; 25% to less than 74% of processes scheduled for review assessed and 90% to 99% of recommendations made to proponent accepted; No planned assessments, assessments only as requested by the customer; Follow up on implemented and previously recommended initiatives; Inventory of ODS is no longer maintained;
This program provides the approved plan and core expertise to implement an in-house & contract indoor pest management program in CONUS and overseas.

**COMPONENTS**

Includes the following:
- Develop the indoor portion of the Integrated Pest Management Plan (IPMP) required by EPA and implemented by DoDI 4150.7 and DoD MoM #2, and the DoD Final Governing Standards (OCONUS) and host nation law
- Review of new or pending pest management contracts, development of the PWS, assistance with source selection, and evaluation of service provided
- Support Self-Help with education & training materials
- Provide quality assurance & quality control
- Provide advisory services to commanders in units, and coordination with federal, host nation, state & local agencies and appropriate Garrison organizations
- Maintain records and prepare required reports
- Ensure pesticide storage & mixing facilities comply with regulations and the safety and health of personnel
- Develop procedures for prioritizing emergency and non emergency response to installation facilities
- Plan for training and certification for pesticide applicators
- Accreditations for pest management program coordinators and quality assurance evaluators

**LEGAL STATUTE**

EPA implemented by DoDI 4150.7 (DoD Plan for Certification of Pesticide Applicators : DoD MoM #2; DOD Final Governing Standards for OCONUS

**CUSTOMERS**

Garrison Commander, DPW, Installation Pest Management Coordinator

**CRITICAL TO QUALITY CHARACTERISTICS**

Plan and Program developed to execute the Indoor Pest Management requirements

**MEASURE**

Approved Integrated Pest Management Plan (IPMP) in place & is revised annually; Pest Management operations are executed IAW the IPMP. Required training and certifications are identified

**TARGET**

Plan is approved and updated as required

**FORMULA**

Approved plan is on hand

**DATA OWNER**

DPW & Installation pest management coordinator

**DATA SOURCE**

Approved IPMP

**REPORTED TO**

DPW, HQDA - Office of Environmental Programs ODEP and Region pest management consultant for Korea and Europe

**FREQUENCY**

Annually

**OUTPUT**

**OUTCOME**

MEASURE

Approved Plan is in place and qualified personnel available

**TARGET**

Approved IPMP, training and certification accomplished

**FORMULA**

Approved IPMP, training and certification accomplished

**DATA OWNER**

Installation Pest Management Coordinator

**DATA SOURCE**

Approved IPMP

**REPORTED TO**

DPW, HQDA - Office of Environmental Programs ODEP, and region Pest Management consultant for Europe and Korea

**FREQUENCY**

Annually
COST FACTOR  PRIMARY WORK DRIVER
100.0  Preparing pest management plan and managing program.

OUTPUT PERFORMANCE TARGET
Plan complete and approved and training and certification accomplished.

OUTCOME PERFORMANCE TARGET
Plan complete and approved and training and certification accomplished.

CUSTOMER VIEW
Garrison commander will have complete and approved pest management plan, adequate program management and training and certification accomplished.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
80.0  Preparing pest management plan and managing program.

OUTPUT PERFORMANCE TARGET
Plan complete and approved and training and certification accomplished or scheduled in a 20% longer timeframe.

OUTCOME PERFORMANCE TARGET
Plan complete and approved and training and certification accomplished or scheduled in a 20% longer timeframe.

CUSTOMER VIEW
Garrison commander will have complete and approved pest management plan, adequate program management and training and certification accomplished or scheduled in a 20% longer timeframe.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
60.0  Preparing pest management plan and managing program.

OUTPUT PERFORMANCE TARGET
Plan complete and approved and training and certification accomplished or scheduled in a 30% longer timeframe.

OUTCOME PERFORMANCE TARGET
Plan complete and approved and training and certification accomplished or scheduled in a 30% longer timeframe.

CUSTOMER VIEW
Garrison commander will have complete and approved pest management plan, adequate program management and training and certification accomplished or scheduled in a 30% longer timeframe.
DESCRIPTION
This program provides periodic visits of facilities to inspect, identify and eliminate the presence of existing or potential public health and wood destroying and nuisance pest problems.

COMPONENTS
Includes the following:
- Surveys for disease causing and nuisance pests and contaminants
- Treatment as necessary in food handling & storage, food service, child development centers, troop barracks and other facilities as outlined in the Integrated Pest Management Plan (IPMP)
- Structural surveys and treatment for wood destroying pests

LEGAL STATUTE
EPA implemented by DoDI 4150.7 P (DoD Plan for Certification of Pesticide Applicators : DoD MoM #2; DOD Final Governing Standards for OCONUS :

REGULATION
✅ AR 200-1 Environmental Protection Enhancement
✅ AR 420-1 Army Facilities Management

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Scheduled and response to customer requests for Preventive Services

OUTPUT

MEASURE
Buildings satisfy mission need; Inspections and scheduled services are performed as scheduled

TARGET
100-95%

FORMULA
a/b x100- completed services/scheduled services (during the reporting period)

DATA OWNER
DPW is Responsible

DATA SOURCE
Integrated Facility System IFS or DDForm 1532 Pest Mgmt Summary Report

REPORTED TO
DPW and ISR services

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of Services successfully performed

TARGET
100-95%

FORMULA
a/b x100- completed services/scheduled services (during the reporting period)

DATA OWNER
Installation Pest Management Coordinator

DATA SOURCE
Integrated Facility System IFS or DDForm 1532 Pest Mgmt Summary Report

REPORTED TO
DPW and ISR services

FREQUENCY
Quarterly
## CAPABILITY LEVEL - 1

<table>
<thead>
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<tbody>
<tr>
<td>100.0</td>
<td>Extent of facilities needing pest management services and frequency of services required</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Completes 100-95% of required scheduled services

**OUTCOME PERFORMANCE TARGET**
100-95%

**CUSTOMER VIEW**
Extent of facilities needing pest management services and frequency of services required

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Extent of facilities needing pest management services and frequency of services required</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Completes 94-85% of required scheduled services

**OUTCOME PERFORMANCE TARGET**
94-85%

**CUSTOMER VIEW**
Customer will receive 94-85% of all required scheduled pest management services and inspections. Increased risk to mission, property, health and safety.

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Extent of facilities needing pest management services and frequency of services required</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Completes 84-60% of required scheduled services

**OUTCOME PERFORMANCE TARGET**
84-60%

**CUSTOMER VIEW**
Customer will receive 84-60% of all required scheduled pest management services and inspections. Increased risk to mission, property, health and safety. Decreased customer satisfaction.
DESCRIPTION
Provides response and completion of service orders to evaluate and correct pest problems that are a threat to mission, health, safety, and to prevent property damage.

COMPONENTS
Includes the following:
- Emergency and routine pest control services based on customer requests for the protection of health, safety, and the work or living environment at the facility as outlined in the Integrated Pest Management Plan (IPMP)
- Includes disease vectors (e.g., mosquitoes & ticks), venomous arthropods (e.g., spider, scorpions, & wasps) and vertebrate pests (e.g., rats, mice, & snakes), wood destroying insects and fungi.

LEGAL STATUTE
EPA implemented by DoDI 4150.7 P (DoD Plan for Certification of Pesticide Applicators : DoD MoM #2; DOD Final Governing Standards for OCONUS:

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Response to customer Requests Preventive Services, Treatment and Education

OUTPUT
MEASURE
Number of service orders completed, includes all priority of service orders. Emergency, Urgent and Routine

TARGET
% of Service orders completed within established time frames. Emergency-completed within 24 hours, Urgent-completed within 7 days, Routine-completed within 30 days.

FORMULA
Total number of approved service orders completed/total number of approved service orders received (during the reporting period)

DATA OWNER
DPW

DATA SOURCE
Integrated Facility System IFS or DDForm 1532 Pest Mgmt Summary Report

REPORTED TO
DPW and ISR Services

FREQUENCY
Quarterly

OUTCOME
MEASURE
% of services performed within reporting period

TARGET
100-95%

FORMULA
Total number of approved service orders completed/total number of approved service orders received (during the reporting period)

DATA OWNER
Installation Pest Management Coordinator

DATA SOURCE
Integrated Facility System IFS or DDForm 1532 Pest Mgmt Summary Report

REPORTED TO
DPW

FREQUENCY
Quarterly
SSP: Respond to pest management service orders to support mission, public safety and health.

Cost %: 48.0

Service: Indoor Pest Management

### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0

**PRIMARY WORK DRIVER**
- Number of service orders approved and established response time

**OUTPUT PERFORMANCE TARGET**
- 100-95% of approved service orders completed within established time frames.

**OUTCOME PERFORMANCE TARGET**
- Emergency: completed within 24 hours, Urgent: completed within 7 days, Routine: completed within 30 days.

**CUSTOMER VIEW**
- 100-95% of approved service orders will be completed within established time frames. Emergency: completed within 24 hours, Urgent: completed within 7 days, Routine: completed within 30 days.

### CAPABILITY LEVEL - 2

**COST FACTOR** 75.0

**PRIMARY WORK DRIVER**
- Number of service orders approved and established response time

**OUTPUT PERFORMANCE TARGET**
- 94-85% of approved service orders completed within established time frames.

**OUTCOME PERFORMANCE TARGET**
- Priority is given to emergency service orders

**CUSTOMER VIEW**
- 94-85% of approved service orders will be completed within established time frames. Priority is given to Emergency and urgent service orders. Routine will be delayed. Decreased customer satisfaction.

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0

**PRIMARY WORK DRIVER**
- Number of service orders approved and established response time

**OUTPUT PERFORMANCE TARGET**
- 84-60% of approved service orders completed within established time frames.

**OUTCOME PERFORMANCE TARGET**
- Priority is given to emergency service orders. Urgent and routine service orders will be delayed.

**CUSTOMER VIEW**
- 84-60% of approved service orders completed within established time frames. Priority is given to emergency service orders. Urgent and routine service orders will be delayed. Will be an increased risk to mission, public health, safety and increased risk of property damage. Potential for unacceptable customer satisfaction.
Public Works (DPW)

511  A  Cost %  20.0  SERVICE:  Outdoor Pest Management
SSP:  Plan & Manage the Outdoor Pest Management Program

DESCRIPTION
This program provides the approved plan and core expertise to implement an in-house and contracted outdoor pest management program.

COMPONENTS
Includes the following:
- Developing the outdoor portion of the Integrated Pest Management Plan (IPMP) required by EPA and implemented by DoDI 4150.7 and DoD MoM #2, and the DoD Final Governing Standards (OCONUS) and host nation law
- The review of new or pending pest management contracts
- Development of the PWS
- Assistance with source selection
- Evaluation of service provided
- Supporting self-help programs with education and training materials
- Providing quality assurance and quality control
- Providing advisory services to commanders in units
- Coordinating with federal, host nation, state and local agencies and appropriate Garrison organizations
- Maintains records and prepares required reports and ensures pesticide storage and mixing facilities comply with regulations and the safety and health of personnel
- Training and certification for pesticide and herbacide applicators
- Accreditations for pest management program coordinators and quality assurance evaluators

LEGAL STATUTE
EPA implemented by DoDI 4150.7 P (DoD Plan for Certification of Pesticide Applicators : DoD MoM #2; DOD Final Governing Standards for OCONUS

REGULATION
AR 200-1  Environmental Protection Enhancement
AR 420-1  Army Facilities Management

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Response to customer requests for Preventive Services, Treatment, Removal and Education

OUTPUT

MEASURE
Approved Integrated Pest Management Plan(IPMP) in place & is revised annually; Pest Management operations are executed IAW the IPMP

TARGET
Plan is approved and updated as required

FORMULA
Approved plan is on hand

DATA OWNER
DPW and Installation Pest Management Coordinator

DATA SOURCE
Approved IPMP

REPORTED TO
DPW, , and HQDA - Office of Environmental Programs ODEP

FREQUENCY
Annually

OUTCOME

MEASURE
Approved plan is in place and qualified personnel available

TARGET
Approved IPMP, training and certification accomplished

FORMULA
Approved IPMP, training and certification accomplished

DATA OWNER
Installation Pest Management Coordinator

DATA SOURCE
Approved IPMP

REPORTED TO
DPW, , and HQDA - Office of Environmental Programs ODEP

FREQUENCY
Annually
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>requirement to prepare a pest management plan and manage a pest management program</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Plan Complete and 100-95% of training and certification accomplished

**OUTCOME PERFORMANCE TARGET**
Plan Complete and 100-95% of training and certification accomplished

**CUSTOMER VIEW**
Garrison commander will have complete and approved pest management plan, adequate program management and 100-95% of training and certification accomplished

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>80.0</td>
<td>requirement to prepare a pest management plan and manage a pest management program</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Plan Complete and 94-85% of training and certification accomplished

**OUTCOME PERFORMANCE TARGET**
Plan Complete and 94-85% of training and certification accomplished

**CUSTOMER VIEW**
Garrison commander will have complete and approved pest management plan, adequate program management and 94-85% of training and certification accomplished

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td>requirement to prepare a pest management plan and manage a pest management program</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
Plan Complete and 84-75% of training and certification accomplished

**OUTCOME PERFORMANCE TARGET**
Plan Complete and 84-75% of training and certification accomplished

**CUSTOMER VIEW**
Garrison commander will have complete and approved pest management plan, adequate program management and 84-75% of training and certification accomplished
DESCRIPTION
This program provides periodic scheduled services to outdoor areas to inspect, identify and treat existing or potential public health and mission support animal and plant pest problems as outlined in the Integrated Pest Management Plan (IPMP).

COMPONENTS
Includes the following:
- Scheduled surveys and treatment as necessary for the protection of health, safety and the environment at locations as outlined in the Integrated Pest Management Plan (IPMP)
- Disease vectors (e.g. mosquitoes & ticks)
- Vertebrate pests (e.g. rats, mice, & snakes)
- Toxic plants (e.g. poison ivy & poison oak)
- Treatment can include aerial spraying and area fogging
- Plant pests & diseases
- Weeds
- Invasive plants and animals

LEGAL STATUTE
EPA implemented by DoDI 4150.7 P (DoD Plan for Certification of Pesticide Applicators : DoD MoM #2; DOD Final Governing Standards for OCONUS

CUSTOMERS
Installation Population

OUTPUT
MEASURE
Installation facilities satisfy mission need; Animal and Plant pests are controlled. Installation Inspections and scheduled services are performed as scheduled

FORMULA
a/b x100- a completed services/b scheduled services (during the reporting period)

DATA OWNER
DPW

DATA SOURCE
Integrated Facility System(IFS)
[DD 1532-# completed(Pest Management Summary Report)-]

REPORTED TO
DPW and ISR services

FREQUENCY
Quarterly

OUTCOME
MEASURE
% of Services successfully performed

FORMULA
a/b x100- a completed services/b scheduled services (during the reporting period)

DATA OWNER
Installation Pest Management Coordinator

REPORTED TO
DPW and ISR Services

FREQUENCY
Quarterly
COST FACTOR
100.0

PRIMARY WORK DRIVER
Extent of outdoor facilities needing scheduled and routine pest management services and frequency of services required

OUTPUT PERFORMANCE TARGET
Completes 100-95% of required scheduled services during the reporting period

OUTCOME PERFORMANCE TARGET
100-95%

CUSTOMER VIEW
Customer will receive 100-95% of required scheduled pest management services and inspections that protect installation property and personnel from animal and plant pests and disease

CAPABILITY LEVEL - 1

CAPABILITY LEVEL - 2

COST FACTOR
75.0

PRIMARY WORK DRIVER
Extent of outdoor facilities needing scheduled and routine pest management services and frequency of services required

OUTPUT PERFORMANCE TARGET
Completes 94-85% of required scheduled services during the reporting period

OUTCOME PERFORMANCE TARGET
94-85%

CUSTOMER VIEW
Customer will receive 94-85% of all required scheduled outdoor pest management services and inspections. Increased risk to mission, property, health, safety and the environment

CAPABILITY LEVEL - 3

COST FACTOR
50.0

PRIMARY WORK DRIVER
Extent of outdoor facilities needing scheduled and routine pest management services and frequency of services required

OUTPUT PERFORMANCE TARGET
Completes 84-60% of required scheduled services during the reporting period

OUTCOME PERFORMANCE TARGET
84-60%

CUSTOMER VIEW
Customer will receive 84-60% of all required scheduled outdoor pest management services and inspections. Increased risk to mission, property, health, safety and the environment. Decreased customer satisfaction
DESCRIPTION
Provides response and completion of service orders to evaluate and correct outdoor pest problems that are a threat to mission, health, safety, and the environment.

COMPONENTS
Includes the following:
- Emergency and routine pest control services based on customer requests for the protection of health, safety, and the work or living environment at the outdoor facility as outlined in the Integrated Pest Management Plan (IPMP)
  Includes:
  - Disease vectors (e.g., mosquitoes & ticks)
  - Venomous arthropods (e.g., spider, scorpions, & wasps)
  - Vertebrate pests (e.g., rats, mice, & snakes)
  - Toxic plants (e.g. poison ivy & poison oak)
  - Invasive insects, animals and vegetation

LEGAL STATUTE
EPA implemented by DoDI 4150.7 R (DoD Plan for Certification of Pesticide Applicators : DoD MoM #2; DOD Final Governing Standards for OCONUS :

CUSTOMERS
Installation Population

CRITICAL TO QUALITY CHARACTERISTICS
Response to customer requests for Preventive Services, Treatment, Removal and Education

MEASURE
Number of service orders completed, includes all priority of service orders. Emergency, Urgent and Routine

TARGET
% of Service orders completed within established time frames. Emergency-completed within 24 hours, Urgent-completed within 7 days, Routine-completed within 30 days.

FORMULA
Total number of approved service orders completed/total number of approved service orders received (during the reporting period)

DATA OWNER
DPW

DATA SOURCE
Integrated Facility System (IFS)
or
[DD 1532-# completed(Pest Management Summary Report)-]

REPORTED TO
DPW and ISR Services

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of Service orders completed within established time frames. Emergency-completed within 24 hours, Urgent-completed within 7 days, Routine-completed within 30 days.

TARGET
100-95%

FORMULA
Total number of approved service orders completed/total number of approved service orders received (during the reporting period)

DATA OWNER
Installation Pest Management Coordinator

DATA SOURCE
Integrated Facility System (IFS)
or
[DD 1532-# completed(Pest Management Summary Report)-]

REPORTED TO
DPW and ISR Services

FREQUENCY
Quarterly
## Public Works (DPW)

### 511 C

**SERVICE:** Outdoor Pest Management

**SSP:** Respond to Outdoor Public Health, Safety, & Mission Critical Animal and

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of service orders approved and established response time</td>
<td>100-95% of approved service orders completed within established time frames.</td>
<td>100-95%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emergency- completed within 24 hours, Urgent- completed within 7 days, Routine- completed within 30 days.</td>
<td></td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

100-95% of approved service orders completed within established time frames. Emergency- completed within 24 hours, Urgent- completed within 7 days, Routine- completed within 30 days.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of service orders approved and established response time</td>
<td>94-85% of approved service orders completed within established time frames.</td>
<td>94-85%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Priority is given to emergency service orders</td>
<td></td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

94-85% of approved service orders will be completed within established time frames. Priority is given to Emergency and urgent service orders. Routine will be delayed. Decreased customer satisfaction.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of service orders approved and established response time</td>
<td>84-60% of approved service orders completed within established time frames.</td>
<td>84-60%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Priority is given to emergency service orders. Urgent and routine service orders will be delayed.</td>
<td></td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Customer will see 84-60% of approved service orders completed within established time frames. Priority is given to emergency service orders. Urgent and routine service orders will be delayed. Will be an increased risk to mission, public health, safety and the environment. Potential for unacceptable customer satisfaction.

---

September 2012

FY13 CLS Configurations

495
**DESCRIPTION**
This SSP provides for the management and direction of core PS missions to maintain safe and secure installations, to include provide support to tenant organizations.

**COMPONENTS**
This SSP includes but is not limited to the following:
- Conduct Installation PS Inspections & surveys IAW regulations
- Coordinate and conduct security councils
- Participate in master planning
- Review 1391's
- Contracting Officer Representative (COTR)
- PS Planning and Coordination
- AT Planning with Garrison ATO
- Advise Commanders
- Oversight Management
- Intrusion Detection Systems (IDS) Administration/Management
- Review of OMA construction requirements/work orders
- Crime Prevention
- Manage DA Guard Operations (Hiring, IRP, training, equipment)
- Manage Reimbursable DA Guard Operations
- Deployment/Redeployment PS Assistance in support of mission request
- Tenant Command inspection PS programs
- Unit Armor PS Training
- Unit PS Mission Training
- PS Staff assistance visits

**LEGAL STATUTE**
50 USC 797

**CUSTOMERS**
Director of Emergency Services, Garrison Commander, staff, and Tenant Commanders.

**REGULATION**
AR 190-13

**CRITICAL TO QUALITY CHARACTERISTICS**
Effective organization, trained and credentialed personnel, professional staffing, compliance with regulations, prioritization, staff coordination, long range planning, and execution of plans and operation.

**OUTPUT**

**MEASURE**
Assessment of physical security functions performed using internal or external using IMCOM PS Inspection checklist & formula.

**TARGET**
=>95%

**FORMULA**
# of PS functions that the DES is performing IAW IMCOM PS Inspection Program / Total # of PS functions the DES is required to perform in the IMCOM PS Inspection Program.

**DATA OWNER**
Department of Emergency Services (DES)

**DATA SOURCE**
PSO

**REPORTED TO**
Garrison Commander (GC)

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
Satisfactory rating in all SSPs of IMCOM internal or external assessment

**TARGET**
=>90%

**FORMULA**
# of funded SSPs rated satisfactory in IMCOM assessment / # of funded SSPs in IMCOM assessment

**DATA OWNER**
IMCOM

**DATA SOURCE**
PSO

**REPORTED TO**
GC

**FREQUENCY**
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of PS functions that the DES required to be performed IAW IMCOM PS Inspection Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% - 100%</td>
<td>=&gt;95%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Ensure that activities are in compliance with PS regulations; Risks are identified and mitigated/accepted

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.0</td>
<td># of PS functions that the DES required to be performed IAW IMCOM PS Inspection Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%-94%</td>
<td>85%-94%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Ensure that inspected activities are in compliance with PS regulations; Risks are identified and mitigated/accepted

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.0</td>
<td># of PS functions that the DES required to be performed IAW IMCOM PS Inspection Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%-84%</td>
<td>70%-84%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Ensure that inspected activities are in compliance with PS regulations; Risks are identified and mitigated/accepted
**Emergency Services (DES)**

<table>
<thead>
<tr>
<th>600 B</th>
<th>Cost %</th>
<th>SERVICE: Physical Security</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35.0</td>
<td>SSP: Provide and Maintain Required Installation Physical Security Equipment</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This SSP provides for maintaining required intrusion detection alarm systems, PS infrastructure, and electronic equipment, as required by regulation or risk assessment (DA PAM 190-51) to protect personnel in high occupancy and high risk targets.

**COMPONENTS**
This SSP includes but is not limited to the following:
- Provide and Maintain required alarm systems
- Maintain required closed circuit televisions (CCTV) and sensors
- Manage other PSE required by Army Regulation (fencing, electronic systems, barriers, bollards not associated w/ACP)
- Labor/Parts/Contracts

**LEGAL STATUTE**
50 USC 797

**REGULATION**
AR 190-11 Strike-thrus… (1) PS does not have proponency for SCIFs, (2) CCTV not required for AA&E --- Not a critical matter, just wish to be accurate for QPSM/ AR 190 PS matters

**CUSTOMERS**
Tenants with AA&E and SCIF alarm systems

**CRITICAL TO QUALITY CHARACTERISTICS**
Working alarm systems; no Borrowed personnel required as guards in place of alarm systems; and no intrusions.

### Output

**MEASURE**
Measurement of System Reliability Rate for PSE and Alarm systems.

**TARGET**
=> 98%

**FORMULA**
\[
\frac{\text{# of PSE and alarm system hours operational}}{\text{total # of PSE and alarms system hours}}
\]

**DATA OWNER**
DES

**DATA SOURCE**
Alarm System Logs

**REPORTED TO**
GC

**FREQUENCY**
Quarterly

### Outcome

**MEASURE**
Satisfactory rating in all SSPs of IMCOM internal or external assessment

**TARGET**
<= 2%

**FORMULA**
\[
\frac{\text{# of hours guards required due to alarm system down-time}}{\text{total # of hours alarm system required}}
\]

**DATA OWNER**
DES

**DATA SOURCE**
Alarm System Logs

**REPORTED TO**
GC

**FREQUENCY**
Quarterly
## Emergency Services (DES)

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of funded SSPs rated satisfactory in IMCOM assessment / # of funded SSPs in IMCOM assessment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>98% - 100%</td>
<td>=&gt;98%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Alarm systems are operational 98% of the time during required hours. Note: Customer expects to have both preventive and repair maintenance capabilities.

### CAPABILITY LEVEL - 2

<table>
<thead>
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<th>COST FACTOR</th>
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<tbody>
<tr>
<td>90.0</td>
<td># of funded SSPs rated satisfactory in IMCOM assessment / # of funded SSPs in IMCOM assessment</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%-97%</td>
<td>90%-97%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Inoperable IDS but adequate compensatory measures with waiver as required.

### CAPABILITY LEVEL - 3

<table>
<thead>
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<th>COST FACTOR</th>
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</thead>
<tbody>
<tr>
<td>80.0</td>
<td># of funded SSPs rated satisfactory in IMCOM assessment / # of funded SSPs in IMCOM assessment</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%-89%</td>
<td>85%-89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

CL4 - Black: Inoperable IDS; No or inadequate compensatory measures; No waiver.
This SSP provides for verifying the identity of 100% of personnel entering the installation and assessing 100% of all vehicles, conducting random inspections of privately-owned vehicles (POVs) and commercial vehicles for threats to the installation in compliance with DOD policy, and providing a central registration point for the issuance of installation access passes and registration for vehicles and weapons. This also includes the maintenance of access control point PS equipment.

COMPONENTS
This SSP includes but is not limited to the following:

- Verify Identity of personnel entering the installation IAW Army Policy.
- Assess (does not mean inspect) vehicles entering the installation IAW Army Policy
- Maintain ACP PS equipment and infrastructure
- Verify access authorization
- Process visitors (allow access, issue passes, detain, inspect, or deny access)
- Inspect selected Commercial and POVs IAW Installation Access Control Policy
- Implement Random Antiterrorism Measures Program (RAMP)
- Provide Personnel/Equipment/Contract maintenance
- Provide CSG, DA Guard labor/training/equipment for installation access control operations
- Conduct Vehicle Registration
- Conduct Weapons Registration

LEGAL STATUTE
50 USC 797

CUSTOMERS
Installation population and visitors; Commanders Protection Plan

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness, accuracy, minimal intrusiveness, efficiency, and professionalism.

OUTPUT

MEASURE
Evaluation of access control functions performed.

TARGET
=>95%

FORMULA
# of SSP C services satisfactory performed IAW IMCOM PS Inspection Program/Total # of SSP C service required to be performed in the IMCOM PS Inspection Program.

DATA OWNER
DES

DATA SOURCE
PSO

REPORTED TO
GC

FREQUENCY
Quarterly

OUTCOME

MEASURE
Satisfactory rating in all SSPs of IMCOM internal or external assessment

TARGET
>=90%

FORMULA
# of lanes capable of processing vehicles with no more than a 5 minute wait / total # of lanes operational

DATA OWNER
DES

DATA SOURCE
PSO

REPORTED TO
GC

FREQUENCY
Monthly
Emergency Services (DES)

600 C

Cost %
45.0

SERVICE: Physical Security

SSP: Execute Installation Access Control Point (ACP) Operations

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0
# of PS functions that the DES required to be performed IAW IMCOM PS Inspection Program

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95% to 100% =>98%

CUSTOMER VIEW
Each vehicle has no more than a 5 minute wait to process through the ACP 90% of the time or better

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
90.0
# of PS functions that the DES required to be performed IAW IMCOM PS Inspection Program

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
85%-94% 90%-97%

CUSTOMER VIEW
Each vehicle has no more than a 5 minute wait to process through the ACP 65% of the time or better

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
85.0
# of PS functions that the DES required to be performed IAW IMCOM PS Inspection Program

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70%-84% 85%-89%

CUSTOMER VIEW
Each vehicle has no more than a 5 minute wait to process through the ACP 50% of the time or less
**Emergency Services (DES)**

**SERVICE:** Law Enforcement Services  
**SSP:** Conduct Law and Order Operations  
**Cost %** 10.0

### DESCRIPTION
This SSP provides for the management and direction of core LE missions to maintain safe and secure installations.

### COMPONENTS
This SSP includes but is not limited to the following:
- Missions identified by regulations & other guidance for components outlined in the AR 190 series, and applicable CFRs
- Advice and Guidance
- Desk Operations
- Plans and Operations
- Incident Command System (ICS)
- Required direction/participation on regulatory boards (e.g., SAR, FAC, CRC, FPWG, AFDCB etc.)
- Liaison with external LE agencies
- Support to command information programs
- Participate in specialized training as required

### REGULATION
AR 608-18, AR 190-45, AR 190-24, AR 600-20, AR 190-56

### CUSTOMERS
Director of Emergency Services and Garrison Commander, Customers Served

### CRITICAL TO QUALITY CHARACTERISTICS
Effective organization, trained personnel, professional staffing, compliance with regulations, prioritization, staff coordination, long range planning, execution of plans and operation

### OUTPUT

**MEASURE**  
Satisfactory in all SSPs of IMCOM External assessment.

**TARGET**  
>=95%

**FORMULA**  
# of funded SSPs rated satisfactory in IMCOM assessment / total # of funded SSPs in IMCOM assessment  
(For funding amber and red, external assessment can only include those services provided within those level of funding)

**DATA OWNER**  
IMCOM

**DATA SOURCE**  
Published standards

**REPORTED TO**  
Garrison Commander (GC)

**FREQUENCY**  
Bi-Annually

### OUTCOME

**MEASURE**  
Community Dissatisfaction

**TARGET**  
<=3%

and

Garrison Commander Dissatisfaction

**FORMULA**  
Total # of complaints lodged against LE Personnel/total # of LE services or assistance rendered during the quarter

**DATA OWNER**  
Department of Emergency Services (DES)

**DATA SOURCE**  
Published standards

**REPORTED TO**  
GC

**FREQUENCY**  
Quarterly

September 2012  
FY13 CLS Configurations  
502
Emergency Services (DES)

601 A Cost % 10.0 SERVICE: Law Enforcement Services
SSP: Conduct Law and Order Operations

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Management of cumulative total of all calls, requesting assistance, requests for information, support to special events, response to alarm activations, community outreach, and day-to-day operations.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95% - 100% <=3%

CUSTOMER VIEW
Responsive and proactive LE operations to support an informed community and provide a safe and secure environment 24/7;

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
94.0 Management of cumulative total of all calls, requesting assistance, requests for information, support to special events, response to alarm activations, community outreach, and day-to-day operations.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
85%-94% 4-25%

CUSTOMER VIEW
Responsive and proactive LE operations to support an informed community and provide a safe and secure environment 24/7; Risk: Dissatisfaction of some of the community served

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
84.0 Management of cumulative total of all calls, requesting assistance, requests for information, support to special events, response to alarm activations, community outreach, and day-to-day operations.

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70%-84% >25%

CUSTOMER VIEW
Responsive and proactive LE operations to support an informed community and provide a safe and secure environment 24/7; Risk: Dissatisfaction of most of the community served
DESCRIPTION
This SSP provides for the resourcing and management of LE dispatch/E911 services. 

Note: In the future we anticipate consolidated LE, Fire, and Emergency Services dispatch. (May include overtime pay)

COMPONENTS
This SSP includes but is not limited to the following OR having oversight over the following:
-LE dispatch/E911 services
-Radio communications (transitioning to interoperability w/ applicable support, e.g., Fire, Emergency Medical Services [EMS], and local LE agencies)
-Weather monitoring
-Emergency notifications
-Alarm detection and monitoring (personnel)
-LE journal/Hand Blotter

CUSTOMERS
Installation Population and Other Emergency Responders

CRITICAL TO QUALITY CHARACTERISTICS
Timely and professional response.

MEASURE
% of timely dispatches

TARGET
>=97%

FORMULA
# of calls dispatched within 1 minute of processing the call for assistance/ total # of calls dispatched

DATA OWNER
DES

DATA SOURCE
LE Log (CAD system/COPS)

REPORTED TO
GC

FREQUENCY
Quarterly

LEGAL STATUTE
AR 190-45, AR 190-11

MEASURE
Community satisfaction

TARGET
>=97%

FORMULA
# of calls dispatched without complaint(s) /# of calls dispatched

DATA OWNER
DES

DATA SOURCE
LE Log (CAD system/COPS)

REPORTED TO
GC

FREQUENCY
Quarterly
# Emergency Services (DES)

<table>
<thead>
<tr>
<th>601</th>
<th>B</th>
<th>SERVICE: Law Enforcement Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SSP: Provide Centralized E911 Emergency Dispatch Services</td>
</tr>
</tbody>
</table>

## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of calls for emergency dispatch, # of alarm activations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>97% - 100%</td>
<td>=&gt;97%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Immediate and competent response to 100% of calls 24/7; Immediate and competent response to 100% of alarm activations 24/7; Immediate initiation of action to dispatch units 24/7;

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>96.0</td>
<td># of calls for emergency dispatch/ # of alarm activations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%-96%</td>
<td>90-96%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Immediate and competent response to 100% of calls 24/7; Immediate and competent response to 100% of alarm activations 24/7; Immediate initiation of action to dispatch units 24/7; Risk: Some calls may not be answered at the same speed if the dispatcher is engaged with one or more calls.

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.0</td>
<td># of calls for emergency dispatch/ # of alarm activations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>89%-70%</td>
<td>70-89%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Immediate and competent response to 100% of calls 24/7; Immediate and competent response to 100% of alarm activations 24/7; Immediate initiation of action to dispatch units 24/7; Risk: More calls than at Amber may not be answered at the same speed if the dispatcher is engaged with one or more calls.
Emergency Services (DES)

<table>
<thead>
<tr>
<th>601</th>
<th>C</th>
<th>Cost %</th>
<th>SERVICE: Law Enforcement Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>25.0</td>
<td>SSP: Respond to Law Enforcement Service Requests</td>
</tr>
</tbody>
</table>

**DESCRIPTION**

This SSP provides LE response to emergency situations when called. (May include overtime pay)

**COMPONENTS**

This SSP includes but is not limited to the following:
- Incident response (e.g., misdemeanors, felonies, accidents, etc)
- Alarm response
- Traffic accident response
- Conservation enforcement (wildlife and animal control)
- Providing Provost Marshall and Security Office support for commercial shipments in accordance with AR 190-11 Chapter 7.

**LEGAL STATUTE**

<table>
<thead>
<tr>
<th>REGULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>AR 190-5, AR 190-14, AR-190-11</td>
</tr>
</tbody>
</table>

**CUSTOMERS**

Installation population

**CRITICAL TO QUALITY CHARACTERISTICS**

Response time, professionalism, officer proficiency, accurate and correct initial reporting, appropriate response, and effectiveness

---

### OUTPUT

**MEASURE**

Average response time for emergency calls for service

**TARGET**

>=97%

**FORMULA**

Total # of responses to emergency calls where the initial patrol arrives within 7 minutes/ total number of emergency calls for service

**DATA OWNER**

DES

**DATA SOURCE**

COPS

Note: COPS is not designed to provide 15 response time documentation

**REPORTED TO**

GC

**FREQUENCY**

Quarterly

---

### OUTCOME

**MEASURE**

% of dispatches resulting in appropriate response

**TARGET**

>=97%

**FORMULA**

# of dispatches resulting in appropriate response/total # of dispatches received

**DATA OWNER**

DES

**DATA SOURCE**

COPS

Note: COPS is not designed to provide 15 response time documentation

**REPORTED TO**

GC

**FREQUENCY**

Quarterly
COST FACTOR PRIMARY WORK DRIVER
100.0 # of dispatches, # of responses within 7 minutes

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
97% - 100% =>97%

CUSTOMER VIEW
LE capability possessing the appropriate skillset for the mission arrives on-site within 7 minutes of the call; Note: Immediate response arrives on-site and backup is called as necessary and is available

COST FACTOR PRIMARY WORK DRIVER
96.0 # of dispatches, # of responses within 7 minutes

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
90%-96% 90-96%

CUSTOMER VIEW
LE capability possessing the appropriate skillset for the mission arrives on-site within 7 minutes of the call; Note: Immediate response arrives on-site and backup is called as necessary and is available

COST FACTOR PRIMARY WORK DRIVER
89.0 # of dispatches, # of responses within 7 minutes

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
70%-89% 70-89%

CUSTOMER VIEW
LE capability possessing the appropriate skillset for the mission arrives on-site within 7 minutes of the call; Note: Immediate response arrives on-site and backup is called as necessary and is available
DESCRIPTION
This SSP provides for the ability to conduct specialized LE investigations by conducting interviews, searches, evidence collection and analysis to support the legal process. (Certain investigations are referred to external organizations in accordance with regulations.) (May include overtime pay)

COMPONENTS
This SSP includes but is not limited to the following:
- Conduct investigations (criminal and traffic)
- Evidence collection and custody
- Court and juvenile liaison
- Return to military control (AWOL/deserters apprehension)
- Personal security
- Lost and found property
- Conduct surveillance
- Criminal information

LEGAL STATUTE

REGULATION
AR 190-30, AR 190-9, AR 190-58, AR 190-5, AR 190-45, AR 195-5, AR 190-47

CUSTOMERS
Commanders, Staff Judge Advocates (SJA), and magistrates

CRITICAL TO QUALITY CHARACTERISTICS
Timely reporting; thoroughness; legal sufficiency in coordination with SJA; and completed investigations.

OUTPUT

MEASURE
# of solved cases with a subject or without a subject if the case was unfounded

FORMULA
# of cases opened in the quarter/# of cases completed and closed in the quarter

DATA OWNER
DES

DATA SOURCE
COPS

REPORTED TO
GC

FREQUENCY
Quarterly

TARGET
>=95%

OUTCOME

MEASURE
% of investigations completed in accordance with applicable regulations (within 90 days)

FORMULA
% of investigations completed in accordance with applicable regulations (within 90 days)

DATA OWNER
DES

DATA SOURCE
COPS

REPORTED TO
GC

FREQUENCY
Quarterly
Emergency Services (DES)

601 D  

SERVICE: Law Enforcement Services  
SSP: Provide Law Enforcement Investigations  

COST FACTOR  PRIMARY WORK DRIVER  
100.0  # of cases requiring an investigation in accordance with applicable regulations  

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET  
95%-100%  =>95%  

CUSTOMER VIEW  
Commander(s) receive a legally sufficient investigation  

CAPABILITY LEVEL - 1  

---  

COST FACTOR  PRIMARY WORK DRIVER  
94.0  # of cases requiring an investigation in accordance with applicable regulations  

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET  
80%-94%  80-94%  

CUSTOMER VIEW  
Commander(s) receive a legally sufficient investigation  
Risk: Investigations aren't being completed in a timely and legally sufficient fashion. The local populations and Commanders lose faith in the ability of LE to conduct investigations.  

CAPABILITY LEVEL - 2  

---  

COST FACTOR  PRIMARY WORK DRIVER  
79.0  # of cases requiring an investigation in accordance with applicable regulations  

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET  
65%-79%  65-79%  

CUSTOMER VIEW  
Commander(s) receive a legally sufficient investigation  
Risk: Investigations aren't being completed in a timely and legally sufficient fashion (more than at Amber). The local populations and Commanders lose faith in the ability of LE to conduct investigations (more than at Amber).
DESCRIPTION
This SSP provides for the ability to deter and detect crime and responds to observed activity on the installation by LE presence operations. (May include overtime pay)

COMPONENTS
This SSP includes but is not limited to the following:
- Targeted patrolling of populated areas
- Traffic enforcement operations
- Random anti-terrorism measures program (RAMP)
- Note: This SSP will result in improved response time

LEGAL STATUTE

REGULATION
AR 190-5, AR 525-13, AR 190-45

CUSTOMERS
Installation population

CRITICAL TO QUALITY CHARACTERISTICS
Visible LE presence to prevent and deter crime, reduced response time, professionalism, officer proficiency, and correct initial reporting, appropriate response, and effectiveness

MEASURE
Percentage of law enforcement incidents that are identified through dedicated patrolling

TARGET
=>30%

FORMULA
Actual # of incidents that are identified through active patrolling / total number of incidents during the quarter

DATA OWNER
DES

DATA SOURCE
Patrol Distribution Plan

REPORTED TO
GC

FREQUENCY
Quarterly

OUTCOME
% of patrol initiated enforcement actions

TARGET
=>30%

FORMULA
# of patrol initiated enforcement actions / total # of enforcement actions (calls for dispatch PLUS patrol initiated actions)

DATA OWNER
DES

DATA SOURCE
Patrol Distribution Plan

REPORTED TO
GC, Installation Commander (IC)/Senior Mission Commander (SMC)

FREQUENCY
Quarterly
Emergency Services (DES)

601 E  

**SERVICE:** Law Enforcement Services  
**SSP:** Promote Deterrence by Detection and Enforcement

### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER**  
# of patrols as specified in the patrol distribution plan needed for the deterrence and prevention of crime by installation

**OUTPUT PERFORMANCE TARGET** 30%-100%  
**OUTCOME PERFORMANCE TARGET** =>30%

**CUSTOMER VIEW**  
A safe and secure environment is created by the visibility of patrols

### CAPABILITY LEVEL - 2

**COST FACTOR** 90.0  
**PRIMARY WORK DRIVER**  
# of patrols as specified in the patrol distribution plan needed for the deterrence and prevention of crime by installation

**OUTPUT PERFORMANCE TARGET** 20%-29%  
**OUTCOME PERFORMANCE TARGET** 20-29%

**CUSTOMER VIEW**  
A safe and secure environment is created by the visibility of patrols  
*Risk: Patrols are not proactively able to prevent crime.*

### CAPABILITY LEVEL - 3

**COST FACTOR** 79.0  
**PRIMARY WORK DRIVER**  
# of patrols as specified in the patrol distribution plan needed for the deterrence and prevention of crime by installation

**OUTPUT PERFORMANCE TARGET** 10%-19%  
**OUTCOME PERFORMANCE TARGET** 10-19%

**CUSTOMER VIEW**  
A safe and secure environment is created by the visibility of patrols  
*Risk: Community believes that no one is watching and the community is not being watched.*
Emergency Services (DES)

601 F

Cost %
10.0

SERVICE: Law Enforcement Services
SSP: Provide Police Administration Services

DESCRIPTION
This SSP provides LE related reporting and analysis, information, and products for installation customers to meet mission and regulatory requirements. (May include overtime pay)

COMPONENTS
This SSP includes but is not limited to the following:
- LE administration (i.e., SIRs and COPS program administration)
- Sexual Assault reporting requirements
- Records management
- Other regulatory requirements

LEGAL STATUTE

CUSTOMERS
HQ DA, IMCOM, SJA, tenants, GC, IC, magistrates, installation population.

CRITICAL TO QUALITY CHARACTERISTICS
Timely reporting, thoroughness, legal sufficiency, quality, and completed reports.

OUTPUT

MEASURE
% of timely reports received by customer

TARGET
>=97%

FORMULA
# of completed cases finalized within 7 working days/ total number of reports

DATA OWNER
DES

DATA SOURCE
COPS, SAR, LE Journal

REPORTED TO
GC

FREQUENCY
Quarterly

OUTCOME

MEASURE
Compliance with reporting requirements

TARGET
>=97%

FORMULA
# of complaints from customers who request copies of reports/ total number of requests for reports

DATA OWNER
DES

DATA SOURCE
COPS, SAR, LE Journal

REPORTED TO
GC

FREQUENCY
Quarterly

LEGAL STATUTE

REGULATION
AR 190-45, AR 190-30, AR 190-5

REPORTED TO
GC

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td># of customers requesting copies of reports</td>
<td>97% - 100%</td>
<td>97%-100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All reports are timely within specified parameters  
Risk: SIRs are not getting done on time and all other administrative responsibilities either not accurate or are not done IAW regulations (more than at Amber).

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>96.0</td>
<td># of customers requesting copies of reports</td>
<td>85%-96%</td>
<td>85-96%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All reports are timely within specified parameters  
Risk: SIRs are not getting done on time and all other administrative responsibilities either not accurate or are not done IAW regulations (more than at Amber).

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>84.0</td>
<td># of customers requesting copies of reports</td>
<td>70%-84%</td>
<td>70-84%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
All reports are timely within specified parameters  
Risk: SIRs are not getting done on time and all other administrative responsibilities either not accurate or are not done IAW regulations (more than at Amber).
**DESCRIPTION**

This SSP provides a special reaction team (SRT) to respond to specific high-risk situations (may be satisfied by Memoranda of Agreement [MOA] with local LE). This SSP also provides specialized LE services and training to installation customers to deter crime and promote a safe and secure installation. (May include overtime pay)

**COMPONENTS**

This SSP includes but is not limited to the following:
- Specialized response to hostage and barricaded subject incidents
- MOA with local LE
- Trained and certified team
- Required when the situation requires capability exceeding that of routine LE
- Special LE programs (DARE, Drug Suppression Teams [DST])
- Special Events (LE Duties Only)
- Military Working Dogs
- Community service fingerprinting
- Impound operations
- Customs (OCONUS Only)
- Pre/Post Trial Confinement
- Oversight Management of Detention Cells
- Surety missions require organic SRT

**LEGAL STATUTE**

AR 190-58, AR 190-12, AR 190-47, AR 190-5, AR 190-45

**CUSTOMERS**

Installation Population, IC, GC, and Incident Commander

---

**OUTPUT**

**MEASURE**

% of validated LE service requests accomplished

**FORMULA**

\[
\text{TARGET} = \leq 97\%
\]

**DATA OWNER**

DES

**DATA SOURCE**

PM Operations

**REPORTED TO**

GC

**FREQUENCY**

Quarterly

---

**OUTCOME**

**MEASURE**

Successful resolution, Customer dissatisfaction

**FORMULA**

\[
\text{TARGET} = \leq 97\%
\]

**DATA OWNER**

DES

**DATA SOURCE**

PM Operations

**REPORTED TO**

GC

**FREQUENCY**

Quarterly

---
## Emergency Services (DES)

### 601 G

**SERVICE:** Law Enforcement Services  
**SSP:** Provide Specialized LE Services

### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** 
   
   # of requests for specialized LE services

**OUTPUT PERFORMANCE TARGET**  
   
   97%-100%

**OUTCOME PERFORMANCE TARGET**  
   
   97% - 100%

**CUSTOMER VIEW**  
Installations will have SRT capability available IAW AR Note: Can be DA assets (MP/DACPs) or MOA, surety missions require organic SRTs, visible community services and relationships are available when needed

### CAPABILITY LEVEL - 2

**COST FACTOR** 96.0  
**PRIMARY WORK DRIVER** 
   
   # of requests for specialized LE services

**OUTPUT PERFORMANCE TARGET**  
   
   80%-96%

**OUTCOME PERFORMANCE TARGET**  
   
   80%-96%

**CUSTOMER VIEW**  
Installations will have SRT capability available IAW AR Note: Can be DA assets (MP/DACPs) or MOA, surety missions require organic SRTs, visible community services and relationships are available when needed

### CAPABILITY LEVEL - 3

**COST FACTOR** 79.0  
**PRIMARY WORK DRIVER** 
   
   # of requests for specialized LE services

**OUTPUT PERFORMANCE TARGET**  
   
   65%-79%

**OUTCOME PERFORMANCE TARGET**  
   
   65%-79%

**CUSTOMER VIEW**  
Installations will have SRT capability available IAW AR Note: Can be DA assets (MP/DACPs) or MOA, surety missions require organic SRTs, visible community services and relationships are available when needed
This SSP provides capability to conduct and develop the Installation AT Plan, program and populate the Core Vulnerability Assessment Management Program (CVAMP), review and provide AT recommendations for renovations and new facility construction, and performed the administrative tasks associated with the Antiterrorism Executive Committee (ATEC) and the Antiterrorism Working Group (ATWG).

COMPONENTS
1. Coordinated and Signed Installation AT Plan
2. Core Vulnerability Assessment Management Program
3. DA Form 1391
4. ATEC
5. ATWG

CUSTOMERS
All installation personnel to include: SC, DoD Personnel, Contractors, Family Members, Tenants, Retirees, Transients, Host Nation personnel (Note: Anyone who legally enters and works on our posts.)

REGULATION
AR525-13, DoDI2000.12

CRITICAL TO QUALITY CHARACTERISTICS
1. Well coordinated and executable AT Plan.
2. Monthly updates in CVAMP, to include UFR and CbtRIF submissions as directed.
3. AT considerations included in all facility renovations and new construction
4. Properly coordinated and conducted ATEC with minutes maintained for at least two years.
5. Properly coordinated and conducted ATWG with minutes maintained for at least two years.

MEASURE
1. Is there a signed AT Plan?
2. Is the AT Plan in coordination/staffing?
3. Is the Core Vulnerability Assessment Management Program (CVAMP) used to track vulnerabilities, unfunded requests (UFR), Combating Terrorism Initiative Funds (Cbt RIF) updated monthly?
4. Are AT considerations included in construction plans?
5. Does the Antiterrorism Executive Committee (ATEC) meet, are minutes maintained, at least twice a year?
6. Does the Antiterrorism Working Group (ATWG) meet, are minutes maintained, at least quarterly?
7. Are mitigation efforts identified and included in AT and/or response plans?

FORMULA
* If question 1 is “No”, go to question 2.
* If question 2 is “No”, rate as BLACK (CL4). If question 2 is “Yes”, rate as RED (CL3).
* If question 2 is “No”, rate as BLACK (CL4). If question 2 is “Yes”, rate as RED (CL3).
* If questions 1 or 2 are “Yes, and any two or more questions 3 – 6 are “No”, rate as RED (CL3).
* If questions 1 or 2, and any three questions 3 – 7 are rated “Yes”, rate as AMBER (CL2).
* If questions 1, 3 – 7 are “Yes”, rate as GREEN (CL1).

DATA OWNER
ATO

DATA SOURCE
ATO

REPORTED TO
GC through Force Protection Working Group

FREQUENCY
Quarterly

OUTCOME
MEASURE
Is the program being administered in accordance with DoD and DA standards?

TARGET
5 Extremely Satisfied

FORMULA
1 Extremely Dissatisfied = Black
2 Dissatisfied = Red
3 Neutral = Amber
4 Satisfied = Amber
5 Extremely Satisfied = Green
**COST FACTOR**  100.0

**PRIMARY WORK DRIVER**
Man hours developing a well coordinated, comprehensive AT Plan/Program.

**OUTPUT PERFORMANCE TARGET**
Questions 1, 3 – 7 are “Yes”

**OUTCOME PERFORMANCE TARGET**
Questions 1, 3 – 7 are “Yes”

**CUSTOMER VIEW**
* AT Plan is executed daily.
* An AT Plan reviewed and/or signed annually.
* Provide AT status reports (IMCOM AT Strategy, ISR, and App C AR525-13) as required.
* Update CVAMP database at least monthly.

---

**COST FACTOR**  90.0

**PRIMARY WORK DRIVER**
Man hours developing a well coordinated, comprehensive AT Plan/Program.

**OUTPUT PERFORMANCE TARGET**
Questions 1 or 2, and any three questions 3 – 7 are rated “Yes”
* As a minimum, the AT Plan must have been reviewed and signed within the past 18 months.

**OUTCOME PERFORMANCE TARGET**
3  Neutral
4  Satisfied

**CUSTOMER VIEW**
* AT Plan is executed daily.
* An AT Plan reviewed and/or signed every 18 months.
* Provide AT status reports (IMCOM AT Strategy, ISR, and App C AR525-13) as required.
* Update CVAMP database at least monthly.

---

**COST FACTOR**  80.0

**PRIMARY WORK DRIVER**
Man hours developing a well coordinated, comprehensive AT Plan/Program.

**OUTPUT PERFORMANCE TARGET**
Question 2 is “Yes”
* If questions 1 or 2 are “Yes, and any two or more questions 3 – 6 are “No”, rate as RED (CL3).
* As a minimum, the AT Plan must have been reviewed and signed within the past 24 months.

**OUTCOME PERFORMANCE TARGET**
2  Dissatisfied

**CUSTOMER VIEW**
* AT Plan is executed daily.
* An AT Plan reviewed and/or signed every 24 months.
* Provide AT status reports (IMCOM AT Strategy, ISR, and App C AR525-13) as required.
* Update CVAMP database at least monthly.
This SSP provides capability to develop and coordinate the local Force Protection Conditions (FPCON) and Random Antiterrorism Measures (RAM), coordinate contract compliance with AT standards, ensure proper dissemination of threat information, and participate in the Threat Working Group (TWG).

This SSP provides for the development and sustainment of AT programs to include supervising, inspecting, exercising, reviewing, assessing, and reporting.

Includes administration, coordination, execution and oversight including:
-- Quarterly execution of the FPWG
-- Semi-Annual execution of the Force Protection Executive Committee
-- Access control (DES)
-- Administration of vulnerability assessment oversight
-- ISR reporting (due 15 Apr)
-- Annual program review/management control (annual assurance statement) (due 1 May)
-- Annual Status Report and Action Plan (due 1 Sep)
-- Incident response and consequence management

This SSP does not include HRP (High Risk Personnel) management. The O&O for HRP defines that as a mission responsibility.

COMPONENTS
1. Developed and coordinated local FPCON Measures.
2. Developed, coordinated, implemented, and tracked RAMs.
3. Active TWG.
4. Proper dissemination of threat information to applicable recipients.

LEGAL STATUTE

CUSTOMERS
All installation personnel to include: SMC, DoD Personnel, Contractors, Family Members, Tenants, Retirees, Transients, Host Nation personnel
(Note: Anyone who legally enters and works on our posts.)

REGULATION
AR525-13, DoDI2000.12

CRITICAL TO QUALITY CHARACTERISTICS
* Coordinated and tested local FPCON measures.
* Full participation of all installation tenants, tracking, and reporting of the RAM program.
* Properly coordinated and conducted TWG with minutes maintained for at least two years.
* Proper dissemination of threat information and incident reports as required by formal guidance.

MEASURE
1. Are Force Protection Condition (FPCON) Measures implemented to mitigate the terrorist threat?
2. Is there intelligence support to the garrison Antiterrorism Officer?
3. Is there external intelligence support utilized by the garrison Antiterrorism Officer?
4. Are installation specific Random Antiterrorism Measures (RAM) implemented on the installation?
5. Does the Threat Working Group (TWG) meet at least quarterly?
6. Do all installation tenants participate in the RAM Program?
7. Are critical assets protected to mitigate the terrorist threat?
8. Are Antiterrorism considerations included in all new and renewed contracts?
9. Are off installations facilities/housing protected to mitigate the terrorist threat?

TARGET
Questions 1, 2 or 3, and 4-8 are "YES" and 9 is "YES" or "N/A"

FORMULA
* If question 1 is “No”, rate as BLACK (CL4).
* If question 1 is “Yes” and question 2 is “No”, go to question 3.
* If question 1 is “Yes” and question 3 is “No”, rate as BLACK (CL4). If question 3 is “Yes”, rate as RED (CL3).
* If question 1, 2 or 3 are “Yes”, and any three or more questions 4 – 8 are “No”, rate as RED (CL3).
* If question 1, 2 or 3 are “Yes”, and two or less questions 4 – 8 are “No”, rate as AMBER (CL2).
* If questions 1, 2 or 3, and 4 – 8 are “YES” and 9 is “YES” or “N/A”, rate as GREEN (CL1).

DATA OWNER
ATO

DATA SOURCE
ATO

REPORTED TO
GC through Force Protection Working Group

FREQUENCY
Quarterly
MEASURE
Are Antiterrorism measures in place to mitigate identified threats and is the threat information transmitted current, accurate, localized and timely?

TARGET
5 Extremely Satisfied

FORMULA
1 Extremely Dissatisfied = Black
2 Dissatisfied = Red
3 Neutral = Amber
4 Satisfied = Amber
5 Extremely Satisfied = Green

DATA OWNER
GC through Force Protection Working Group

DATA SOURCE
ATO

REPORTED TO
GC through Force Protection Working Group

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR: 100.0**
- **PRIMARY WORK DRIVER:** Developing mitigation efforts to protect Garrison personnel and assets from terrorist attack.

**OUTPUT PERFORMANCE TARGET:** Questions 1, 2 or 3, and 4 – 8 are "YES" and 9 is "YES" or "N/A"

**OUTCOME PERFORMANCE TARGET:** 5 Extremely Satisfied

**CUSTOMER VIEW:**
- Developed local FPCON Measures to mitigate threat.
- Tenant participation and tracking of RAMs.
- Proper and timely dissemination of threat information and incident reports.

### CAPABILITY LEVEL - 2

**COST FACTOR: 90.0**
- **PRIMARY WORK DRIVER:** Developing mitigation efforts to protect Garrison personnel and assets from terrorist attack.

**OUTPUT PERFORMANCE TARGET:** Question 1, 2 or 3 are “Yes”, and two or less questions 4 – 8 are “No”

**OUTCOME PERFORMANCE TARGET:**
- 3 Neutral
- 4 Satisfied

**CUSTOMER VIEW:**
- Developed local FPCON Measures to mitigate threat.
- Tenant participation and tracking of RAMs.
- Proper and timely dissemination of threat information and incident reports.

### CAPABILITY LEVEL - 3

**COST FACTOR: 80.0**
- **PRIMARY WORK DRIVER:** Developing mitigation efforts to protect Garrison personnel and assets from terrorist attack.

**OUTPUT PERFORMANCE TARGET:** Question 1, 2 or 3 are “Yes”, and any three or more questions 4 – 8 are “No”

**OUTCOME PERFORMANCE TARGET:** 2 Dissatisfied

**CUSTOMER VIEW:**
- Developed local FPCON Measures to mitigate threat.
- Tenant participation and tracking of RAMs.
- Proper and timely dissemination of threat information and incident reports.
This SSP provides the ability to conduct required risk management to mitigate vulnerabilities or accept risk. It allows Garrisons the ability to make decisions and apply resources to protect units, facilities, and programs including: DoD personnel, family members, civilians, contractors, etc. This includes WMD and CBRNE threat and risk assessments (NOTE: This does not include the administration of CBRNE covered in Service 75 Emergency Management).

COMPONENTS
1. Complete Threat Assessment (TA) that includes Commander's Critical Information Requirements (CCIR), Priority Intelligence Requirements (PIR), and Design Basis Threat (DBT).
2. Installation Criticality Assessment (CA).
3. Installation Local Vulnerability Assessment (VA).
4. Installation Risk Assessment (RA).
5. Risk Assessment for Special Events.

REGULATION
AR525-13, DoDI2000.12

CUSTOMERS
All installation personnel to include: SC, DoD Personnel, Contractors, Family Members, Tenants, Retirees, Transients, Host Nation personnel (Note: Anyone who legally enters and works on our posts.)

LEGAL STATUTE

CRITICAL TO QUALITY CHARACTERISTICS
* Current and relevant CCIR and PIR included in the annual TA.
* The DBT is included in the annual TA and threat mitigation efforts are consistent with the DBT.
* Annual installation TA.
* Annual installation CA.
* Annual installation local VA.
* Annual installation RA.
* RA completed on all special events.

MEASURE
1. Are Commander’s Critical Information Requirements (CCIRs) and Priority Intelligence Requirements (PIRs) updated at least or within 12 months or as needed per the threat?
2. Has a Threat Assessment (TA), to include a Design Basis Threat (DBT) and Threat Matrix been completed or updated for the installation within the past 12 months?
3. Has a Criticality Assessment (CA) been completed for the installation within the past 12 months?
4. Has a Local Vulnerability Assessment been completed for the installation within the past 12 months?
5. Has a Risk Assessment (RA) been completed for the installation with in the past 12 months?
6. Has a Risk Assessment been completed for all Special Events within the past 12 months?

FORMULA
* If question 1 is “No”, rate as BLACK (CL4).
* If questions 2 is “No”, rate as BLACK (CL4).
* If questions 1 and 2 are “Yes” and any three or more questions 3 – 6 are “No”, rate as RED (CL3).
* If questions 1 and 2 are “Yes” and any two or fewer questions 3 – 6 are “No”, rate as AMBER (CL2).
* If all questions are “Yes”, rate as GREEN (CL1).

TARGET
All Questions are "Yes"

DATA OWNER
ATO

DATA SOURCE
ATO

REPORTED TO
GC through Force Protection Working Group

FREQUENCY
Quarterly

OUTCOME

MEASURE
Are required assessments conducted and vulnerabilities mitigated or risk accepted?

TARGET
5 Extremely Satisfied
**FORMULA**
1 Extremely Dissatisfied = Black
2 Dissatisfied = Red
3 Neutral = Amber
4 Satisfied = Amber
5 Extremely Satisfied = Green

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<tr>
<th>DATA OWNER</th>
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<th>REPORTED TO</th>
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<td>GC through Force Protection Working Group</td>
<td>Quarterly</td>
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</table>
**COST FACTOR**

100.0

**PRIMARY WORK DRIVER**

* Coordination subject matter experts (SME) to conduct required assessments.
* Time and manpower needed to conduct the required assessments.

**OUTPUT PERFORMANCE TARGET**
All questions are “Yes”

**OUTCOME PERFORMANCE TARGET**
5 Extremely Satisfied

**CUSTOMER VIEW**

* Comprehensive TA; including CCIR, PIR, and DBT; CA, local VA, and RA completed annually.

---

**CAPABILITY LEVEL - 2**

**COST FACTOR**

65.0

**PRIMARY WORK DRIVER**

* Coordination subject matter experts (SME) to conduct required assessments.
* Time and manpower needed to conduct the required assessments.

**OUTPUT PERFORMANCE TARGET**
*Questions 1 and 2 are “Yes” and any two or fewer questions 3 – 6 are “No”
* As a minimum, TA, CA, VA, and RA must be reviewed and completed within the past 18 months.

**OUTCOME PERFORMANCE TARGET**
3 Neutral
4 Satisfied

**CUSTOMER VIEW**

* Comprehensive TA; including CCIR, PIR, and DBT; CA, local VA, and RA completed every 18 months.

---

**CAPABILITY LEVEL - 3**

**COST FACTOR**

50.0

**PRIMARY WORK DRIVER**

* Coordination subject matter experts (SME) to conduct required assessments.
* Time and manpower needed to conduct the required assessments.

**OUTPUT PERFORMANCE TARGET**
Questions 1 and 2 are “Yes” and any three or more questions 3 – 6 are “No”
* As a minimum, TA, CA, VA, and RA must be reviewed and completed within the past 24 months.

**OUTCOME PERFORMANCE TARGET**
2 Dissatisfied

**CUSTOMER VIEW**

* Comprehensive TA; including CCIR, PIR, and DBT; CA, local VA, and RA completed every 24 months.
This SSP provides capability for the garrison to conduct AT training and to conduct a comprehensive AT Exercise as prescribed by guidance.

Exercises can significantly impact normal operations and significant resources are required for successful execution of exercises (When adequate resources are provided Delta will be exercised).

COMPONENTS

* A certified Antiterrorism Officer (ATO) assigned in writing in authorized TDA.
* A comprehensive AT Exercise that test the AT Plan from the baseline FPCON Level to FPCON Delta and back to the baseline.
* AT Level I training provided to all IMCOM personnel assigned to the installation.
* Area of Responsibility (AOR) training for all deploying IMCOM personnel.

LEGAL STATUTE

REGULATION

AR525-13, DoDI2000.12

CUSTOMERS

All installation personnel to include: SC, DoD Personnel, Contractors, Family Members, Tenants, Retirees, Transients, Host Nation personnel (Note: Anyone who legally enters and works on our posts.)

CRITICAL TO QUALITY CHARACTERISTICS

n/a

OUTPUT

MEASURE

1. Is there a certified ATO assigned in writing on the garrison staff?
2. Has the Garrison Commander (GC) appointed an untrained ATO and established a training date?
3. Has a comprehensive AT exercise been scheduled?
4. Has the garrison conducted a comprehensive AT exercise in the past 12 months?
5. Is AT Level I training made available for all IMCOM personnel and offered to contractors?
6. Is AOR Specific Training administered to all deploying IMCOM personnel?

TARGET

Questions 1 or 2, and 3 or 4, and questions 5-6 are "YES"

FORMULA

* If question 1 is “Yes”, go to question 3.
* If question 1 is “No”, go to questions 2, if question 2 is “No”, rate as BLACK (CL4).
* If questions 1 and 3 are “Yes”, rate RED (CL3).
* If question 1 or 2 is “Yes”, and question 3 or 4 is “No” rate as BLACK (CL4).
* If question 1 or 2, and 4 are “Yes”, rate AMBER (CL2).
* If questions 1 or 2 and 3 or 4 are “Yes”, but any one question 5 - 6 are “No”, rate AMBER (CL2).
* If questions 1 or 2, and 3 or 4, and questions 5 - 6 are “Yes”, rate GREEN (CL1).

DATA OWNER

ATO

DATA SOURCE

ATO

REPORTED TO

GC through Force Protection Working Group

FREQUENCY

Quarterly

OUTCOME

MEASURE

Is Antiterrorism training provided and are the core components of the AT program exercised?

TARGET

5 Extremely Satisfied

FORMULA

1 Extremely Dissatisfied = Black
2 Dissatisfied = Red
3 Neutral = Amber
4 Satisfied = Amber
5 Extremely Satisfied = Green

DATA OWNER

GC through Force Protection Working Group

DATA SOURCE

ATO

REPORTED TO

GC through Force Protection Working Group

FREQUENCY

Quarterly

September 2012

FY13 CLS Configurations
**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER**  
* Time and manpower to organize and develop the AT exercise scenario.  
* Time and manpower to execute the AT exercise.  
* Time and manpower to develop and deliver AT Level I and AOR Specific training.

**OUTPUT PERFORMANCE TARGET**  
Questions 1 or 2, and 3 or 4, and questions 5 - 6 are “Yes”

**OUTCOME PERFORMANCE TARGET**  
5 Extremely Satisfied

**CUSTOMER VIEW**  
* AT Level I Training to all IMCOM personnel.  
* AOR Specific Training for all deploying IMCOM personnel.  
* Comprehensive AT Exercise conducted annually.

**CAPABILITY LEVEL - 2**

**COST FACTOR** 75.0  
**PRIMARY WORK DRIVER**  
* Time and manpower to organize and develop the AT exercise scenario.  
* Time and manpower to execute the AT exercise.  
* Time and manpower to develop and deliver AT Level I and AOR Specific training.

**OUTPUT PERFORMANCE TARGET**  
* Question 1 or 2, and 4 are “Yes”  
* Questions 1 or 2 and 3 or 4 are “Yes”, but any one question 5 - 6 are “No”  
* As a minimum, a comprehensive AT Exercise must be conducted from the FPCON baseline to FPCON Charlie and back to the baseline at one location on the garrison within the past 12 months.

**OUTCOME PERFORMANCE TARGET**  
3 Neutral  
4 Satisfied

**CUSTOMER VIEW**  
* AT Level I Training to all IMCOM personnel.  
* AOR Specific Training for all deploying IMCOM personnel.  
* Limited AT Exercise conducted annually.

**CAPABILITY LEVEL - 3**

**COST FACTOR** 25.0  
**PRIMARY WORK DRIVER**  
* Time and manpower to organize and develop the AT exercise scenario.  
* Time and manpower to execute the AT exercise.  
* Time and manpower to develop and deliver AT Level I and AOR Specific training.

**OUTPUT PERFORMANCE TARGET**  
* Questions1 and 3 are “Yes”  
* As a minimum, a comprehensive AT Exercise must be conducted from the FPCON baseline to FPCON Charlie and back to the baseline at one location on the garrison within the past 18 months.

**OUTCOME PERFORMANCE TARGET**  
2 Dissatisfied

**CUSTOMER VIEW**  
* AT Level I Training to all IMCOM personnel.  
* AOR Specific Training for all deploying IMCOM personnel.  
* Limited AT Exercise conducted every 18 months.
Plans, Training, Mobilization, and Security (DPTMS)

603 A  

SERVICE: Installation Security Program Management Support  

SSP: Personnel Security  

DESCRIPTION
Program facilitates unit readiness by ensuring that appropriate personnel have been vetted and cleared for accessions, employment, deployment, information systems access, facility access, and other mission requirements. It includes processes and actions required for security clearances and suitability/trustworthy determinations.

COMPONENTS
- Validate requirements and review, submit and track personnel security investigations for security clearances and suitability/trustworthiness determinations (for military, civilians and contractors);
- Conduct security in-and-out processing and orientation for military, civilians and contractors;
- Review all relevant documents and information for recommending interim clearance eligibility;
- Review investigation results and make suitability/trustworthiness recommendations;
- Report adverse information in accordance with adjudicative guidelines for determining eligibility for access to classified information or assignment to sensitive duties.
- Perform case management to resolve derogatory issues and due-process actions;
- Perform account management functions for Joint Personnel Adjudication System (JPAS), Defense Central Investigations Index (DCII), and other personnel security-related systems and databases;
- Provide program management and oversight to include required Staff Assistance Visits and inspections;

LEGAL STATUTE
50 USC (Section 781); 50 USC (Section 831); 50 USC (Section 835); EO 12968; EO 10450; EO 12958; EO 10865;

REGULATION
DOD 5200.2-R; DOD 5220.22-R; AR 380-67; AR 25-2

CUSTOMERS
Commanders; Security Managers/S2; Military Personnel; Civilian Personnel; Contractor Personnel

CRITICAL TO QUALITY CHARACTERISTICS
Timely and accurate processing of personnel security requirements to enable mission success.

OUTPUT

MEASURE
% of customer-submitted, documented tasks (packets, requests) processed within 3 business days of receipt.

TARGET
95-100%

FORMULA
Number of customer-submitted, documented tasks processed within 3 business days/total number of customer-submitted, documented tasks received.

DATA OWNER
DPTMS Garrison Security Office

DATA SOURCE
Local Files and Records

REPORTED TO
Garrison Commander; Headquarters IMCOM; Supported Organizations

FREQUENCY
Quarterly

OUTCOME

MEASURE
Satisfy customer needs IAW mission requirements based on CMS rating

TARGET
CMS Score of 5

FORMULA
Determined by CMS

DATA OWNER
Garrison Security Office

DATA SOURCE
Local Files and Records

REPORTED TO
Garrison Commander; Headquarters IMCOM; Supported Organizations

FREQUENCY
Quarterly

September 2012  
FY13 CLS Configurations  
527
CAPABILITY LEVEL - 1

COST FACTOR: 100.0
PRIMARY WORK DRIVER: Supported population

OUTPUT PERFORMANCE TARGET: 95-100%
OUTCOME PERFORMANCE TARGET: CMS score of 5

CUSTOMER VIEW:
Low impact on mission if 5% or less of customer-submitted, documented tasks are not processed within 3 days of receipt. Error rate is less than 3%. Any task requiring more than 2 information cycles to make complete requires local command notification.

CAPABILITY LEVEL - 2

COST FACTOR: 85.0
PRIMARY WORK DRIVER: Supported population

OUTPUT PERFORMANCE TARGET: 75-94%
OUTCOME PERFORMANCE TARGET: CMS score of 3-4

CUSTOMER VIEW:
Moderate impact on mission if between 5-25% of customer-submitted, documented tasks are not processed within 3 days of receipt. Error rate is NTE 8%. Any task requiring more than 2 information cycles to make complete requires local command notification.

CAPABILITY LEVEL - 3

COST FACTOR: 65.0
PRIMARY WORK DRIVER: Supported population

OUTPUT PERFORMANCE TARGET: 55-74%
OUTCOME PERFORMANCE TARGET: CMS score of 2

CUSTOMER VIEW:
Significant impact on mission if 26-45% of customer-submitted, documented tasks are not processed within 3 days of receipt. Error rate NTE 10%. Any task requiring more than 2 information cycles to make complete requires local command notification.
Plans, Training, Mobilization, and Security (DPTMS)

603 B  

SERVICE: **Installation Security Program Management Support**  
SSP: **SETA (Security Education, Training and Awareness)**  

**DESCRIPTION**

Promote workforce understanding of security program policies and procedures and their contribution to mission success. Develop and facilitate the implementation of a security training program to provide necessary knowledge, skills, and abilities to enable effective performance of security responsibilities by S2s/unit security managers and workforce.

**COMPONENTS**

- Provide training, products, and support to unit S2s and security managers (train the trainer) to implement information, industrial and personnel security programs;
- Promote a continuous security education, training and awareness program;
- Provide required Original Classification Authority (OCA) briefings to designated OCAs;
- Provide security training and training products to Contracting Officers and designated representatives to support contract security administration;
- Provide customized information, industrial and personnel security training to supported organizations;
- Provide program management and oversight to include required Staff Assistance Visits and inspections;

**LEGAL STATUTE**

EO 12958

**CUSTOMERS**

Commanders; Security Managers/S2; Military Personnel; Civilian Personnel; Contractor Personnel

**REGULATION**

DOD 5200.1-R; DOD 5200.2-R; DOD 5220.2-R; AR 380-5; AR 380-49; AR 380-67

**CRITICAL TO QUALITY CHARACTERISTICS**

Training is relevant and timely to the needs of customers; training reduces the risk of security incidents, violations and compromises of classified information, and enhances security program effectiveness.

**OUTPUT**

MEASURE  
% of appointed S2s/unit security managers trained by the Garrison Security Office within 90 days of appointment

TARGET  
95-100%

FORMULA  
Number of appointed S2s/unit security managers trained within 90 days of appointment/total number of appointed security managers

DATA OWNER  
DPTMS Garrison Security Office

DATA SOURCE  
Local Files and Records

REPORTED TO  
Garrison Commander; Headquarters IMCOM; Supported Organizations

FREQUENCY  
Quarterly

**OUTCOME**

MEASURE  
Satisfy customer needs IAW mission requirements based on CMS rating.

TARGET  
CMS score of 5

FORMULA  
Determined by CMS

DATA OWNER  
Garrison Security Office

DATA SOURCE  
Local Files and Records

REPORTED TO  
Garrison Commander; Headquarters IMCOM; Supported Organizations

FREQUENCY  
Annually

September 2012  FY13 CLS Configurations  529
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of supported S2s/unit security managers

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95-100% CMS score of 5

CUSTOMER VIEW
The S2/unit security manager is fully trained and capable of administering the information, industrial, personnel, and SETA programs within the unit.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
85.0 Number of supported S2s/unit security managers

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75-94% CMS score of 3-4

CUSTOMER VIEW
The S2/unit security manager is trained and capable of administering most aspects of the information, industrial, personnel, and SETA programs within the unit. Some actions require additional assistance and/or multiple attempts to complete IAW Army policy/procedures.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
65.0 Number of supported S2s/unit security managers

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
55-74% CMS score of 2

CUSTOMER VIEW
The S2/unit security manager is capable of administering some aspects of the information, industrial, personnel, and SETA programs within the unit. Most actions require additional assistance and/or multiple attempts to complete IAW Army policy/procedures.
DESCRIPTION

Protect classified and sensitive/controlled unclassified information that safeguards Army operations and activities, critical infrastructure, equipment and military, civilian and contractor personnel. Program ensures access to classified and sensitive/controlled unclassified information is limited only to authorized persons, and that all classified and sensitive/controlled unclassified information is properly marked, stored, reproduced, transmitted, transported and destroyed.

COMPONENTS

- Provide guidance, support and process administration related to, or in support of, the following functions:
  1. Classification and declassification management (includes development of classification guides, classification/declassification determinations, and marking procedures);
  2. Destruction (includes approved destruction devices and methods, operation of centralized destruction facilities where applicable);
  3. Safeguarding (includes access and visit control, classified meetings, processing equipment);
  4. Storage (includes open storage requirements, security containers, locks and security checks);
  5. Transportation and transmission (includes courier briefings and orders, transportation methods and requirements and temporary storage);
  6. Security incidents (includes preliminary inquiries, investigations, compromises, damage assessments and debriefings);

- Maintain liaison with the contracting officers, contracting officer representatives, facility security officers and security managers to coordinate industrial security program requirements;
- Provide guidance and support in the development and review of contract security documentation (includes DD Forms 254, Statements of Work, Performance Work Statements, Task Orders);
- Provide program management and oversight to include required Staff Assistance Visits and inspections

LEGAL STATUTE

USC Title 18 (Section 1001); USC Title 28 (Section 101); USC Title 18 (Section 798); USC Title 18 (Section 641); USC Title 18 (Section 793); USC Title 18 (Section 794); USC Title 18 (Section 795); USC Title 18 (Section 796); USC Title 18 (Section 797); USC Title 18 (Section 798); USC Title 18 (Section 952); USC Title 18 (Section 1001); USC Title 18 (Section 1924); USC Title 50 (Section 797); USC Title 50 (Section 783B); USC Title 50 (Section 783D); EO 12968; EO 10450; EO 12958; EO 10865; EO 13142; EO 12972; EO 10865; EO 12829;

REGULATION

DOD 5200.1-R; DOD 5400.7; ISOO Directive (Classified National Security Information), 13 October 1995; AR 380-5; AR 25-55; AR 190-13; AR 190-16; DOD 5220.22-R; AR 380-49; AR 380-5; AR 380-67; AR 25-2

CUSTOMERS

Commanders; Security Managers/S2; Military Personnel; Civilian Personnel; Contractor Personnel

CRITICAL TO QUALITY CHARACTERISTICS

Timely and accurate support and guidance for the protection of classified information; balancing security and operational requirements.

OUTPUT

MEASURE
% of supported organizations with classified holdings for which regulation-required inspections are conducted.

TARGET
95-100%

FORMULA
Number of required oversight inspections conducted/number of organizations requiring oversight inspections

DATA OWNER
DPTMS Garrison Security Office

DATA SOURCE
Local Files and Records

REPORTED TO
Garrison Commander; Headquarters IMCOM; Supported Organizations

FREQUENCY
Annually

OUTCOME

MEASURE
Satisfy customer needs IAW mission requirements based on CMS rating

TARGET
CMS score of 5

FORMULA
Determined by CMS

DATA OWNER
Garrison Security Office

DATA SOURCE
Local Files and Records

REPORTED TO
Garrison Commander; Headquarters IMCOM; Supported Organizations

FREQUENCY
Annually
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of supported organizations

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
95-100% CMS score of 5

CUSTOMER VIEW
Consistent program oversight reduces potential for security incidents/violations. All oversight inspections will be conducted IAW regulatory guidelines.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
85.0 Number of supported organizations

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
75-94% CMS score of 3-4

CUSTOMER VIEW
Moderate risk for security incidents/violations impacting mission accomplishment due to limited oversight. Not more than 25% of required oversight inspections deferred or performed via unit self-assessment.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
65.0 Number of supported organizations

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
55-74% CMS score of 2

CUSTOMER VIEW
Significant risk for security incidents/violations impacting mission accomplishment due to limited oversight. Up to 45% of required oversight inspections deferred or performed via unit self-assessment.
DESCRIPTION
This SSP ensures the protection of installations by coordinating & integrating all activities necessary to develop, implement, execute, & sustain the Installation’s capability to prepare for, prevent, mitigate the potential effects of, respond to, & recover from emergencies resulting from natural hazards, technological hazards, and acts of terrorism, to include CBRNE events. This SSP implements National Incident Management System (NIMS) guidance, including National Response Framework (NRF), in the development & execution of an Emergency Management Program within an installation. This SSP provides for the coordination of installation planning & execution with supporting/supported commanders as well as Federal, State, Tribal, Local, Non-Governmental, Private, and Host Nation agencies. The SSP provides for evacuation and safe haven management and execution, to include saving lives and preventing the suffering of displaced personnel during and after an emergency. This SSP provides for the development & execution of an Installation EM Working Group (EMWG), participation in partner working groups, readiness/status reporting, and programming/budgeting functions.

COMPONENTS
Includes:
• Program Implementation and Evaluation
• CBRNE/EM Planning Programming Budgeting Execution System (PPBES)
• Sustain IPP/AEFRP Material Solutions
• Develop, implement, & sustain CBRNE/EM Working Group (EMWG)
• Conduct & sustain medical coordination
• Federal, State, Local, Non-Governmental, Private, and Host Nation Coordination
• Develop, implement, & sustain Support Agreements & Contracts
• NIMS Resource Management (emergency material/personnel)
• Evacuation Coordination
• Shelter Coordination (for personnel displaced by an emergency)
• Safe Haven Management (for personnel displaced by an emergency)
• Shelter-in-Place Management (for personnel impacted by an emergency)
• Coordinate primary & secondary Emergency Operations Centers (EOCs)
• Coordinate fielding & use of Mass Warning & Notification system(s)
• Coordinate fielding & use of Emergency Communications system(s)

Excludes:
• Proponency of primary & secondary Emergency Operations Centers (EOCs) – Service 300/301
• Proponency of fielding & use of Mass Warning & Notification system(s) – Service 300/301
• Proponency of fielding & use of Emergency Communications system(s) – Service 300/301

LEGAL STATUTE
• PL 109-295 Sections 653 & 645
• PL 109-417 Sections 301-306, 405, & 2811
• National Incident Management System (NIMS) required by PL 109-295

CUSTOMERS
All installation personnel including Senior Commander, DoD personnel, contractors, family members, tenants, retirees, transients, and Host Nation.

CRITICAL TO QUALITY CHARACTERISTICS
Program meets JSIVA benchmarks, resulting in an installation environment that is safe and secure.

OUTPUT
MEASURE
Effectiveness of CBRNE/EM Capability Provided
FORMULA
# of capabilities provided / # of capabilities required
DATA OWNER
CBRNE/EM Specialist
DATA SOURCE
Higher HQ or Self Assessment
REPORTED TO
Garrison Commander or Senior Commander
FREQUENCY
Quarterly

OUTCOME
MEASURE
Ability to Provide a Safe and Secure Environment
FORMULA
# of incidents with successful (determined by GC) outcome / # of total incidents
TARGET
>=90%

REGULATION
• DEPSECDEF Memo (29 Nov 05)
• DoDI 2000.16 Standards E3.20.1 & E3.21.3
• DoDI 2000.18 Standards 1-3 & 9
• JP 3-07.2 Chapter VII
• JP 3-41 Chapter 2
• National Preparedness Standard (NFPA 1600) Standards 4.2-4.4, 5.6, & 5.7

SSP: Maintain Installation CBRNE/EM Capability
SERVICE: Emergency Management
Cost % 30.0

Plans, Training, Mobilization, and Security (DPTMS)
DATA OWNER
CBRNE/EM Specialist

REPORTED TO
Garrison Commander or Senior Commander

DATA SOURCE
Higher HQ or Self Assessment

FREQUENCY
Annually
COST FACTOR: 100.0

PRIMARY WORK DRIVER: 
Required Capabilities

OUTPUT PERFORMANCE TARGET: >=90%

OUTCOME PERFORMANCE TARGET: >=90%

CUSTOMER VIEW:
Effective CBRNE/EM capability is provided, resulting in an installation environment that is safe and secure.

CAPABILITY LEVEL - 2

COST FACTOR: 75.0

PRIMARY WORK DRIVER: 
Required Capabilities

OUTPUT PERFORMANCE TARGET: <90% and >=70%

OUTCOME PERFORMANCE TARGET: <90% and >=70%

CUSTOMER VIEW:
Between 70% and 90% of required capabilities are actually provided, and between 70% and 90% of incidents have successful outcomes.

CAPABILITY LEVEL - 3

COST FACTOR: 50.0

PRIMARY WORK DRIVER: 
Required Capabilities

OUTPUT PERFORMANCE TARGET: <70% and >=50%

OUTCOME PERFORMANCE TARGET: <70% and >=50%

CUSTOMER VIEW:
Between 50% and 70% of required capabilities are actually provided, and between 50% and 70% of incidents have successful outcomes.
This SSP enables the ability to provide the Commander with Comprehensive Risk Management recommendations to mitigate vulnerabilities or accept quantified risk. The assessments and resulting Risk Management recommendations provide Commanders with the ability to manage risk to protect all personnel & tenant commands, including structures and facilities. This SSP implements National Incident Management System (NIMS) guidance in the development of a risk-based approach to Emergency Management. This Risk Management process serves as the foundation for an Installation’s capability to prepare for, prevent, mitigate the potential effects of, respond to, & recover from emergencies resulting from natural hazards, technological hazards, and acts of terrorism, to include CBRNE events.

COMPONENTS
• Criticality Assessments
• Vulnerability Assessments
• Threat/Hazard Assessments
• Consequence Assessments
• Capability Assessments
• Relative Risk Evaluations
• Needs Assessments
• Cost-Benefit Analysis
• Mitigation Recommendations
• Support to Higher Headquarters Assessments (i.e. JSIVA, etc.)

LEGAL STATUTE
• PL 109-295 Sections 653 & 649
• National Incident Management System (NIMS) required by PL 109-295

CUSTOMERS
All installation personnel including Senior Commander, DoD personnel, contractors, family members, tenants, retirees, transients, and Host Nation.

CRITICAL TO QUALITY CHARACTERISTICS
Completed assessments identify vulnerabilities, which are mitigated according to Garrison Commander direction, or risk is assumed by Garrison Commander.

OUTPUT
MEASURE
Effectiveness of risk management program
FORMULA
# assessments conducted / # assessments required
DATA OWNER
CBRNE/EM Specialist
DATA SOURCE
CBRNE/EM Spec, AT, Phys Security, Security Intel
REPORTED TO
Garrison Commander
FREQUENCY
Annually or as required by Garrison Commander

OUTCOME
MEASURE
Percentage of all-hazards vulnerabilities mitigated or assumed by Garrison Commander/Senior Commander based on level of risk
FORMULA
# of all-hazards vulnerabilities mitigated or assumed / # vulnerabilities identified in assessments
DATA OWNER
CBRNE/EM Specialist
DATA SOURCE
CBRNE/EM Spec, AT, Phys Security, Security Intel
REPORTED TO
Senior Commander
FREQUENCY
Annually or as required by Garrison Commander
# Plans, Training, Mobilization, and Security (DPTMS)

## 604    B  Cost %  20.0  
**SERVICE:** Emergency Management  
**SSP:** Perform Continuous CBRNE/EM Risk Management

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Risk assessment</td>
<td>&gt;=90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
Most required assessments are conducted. All vulnerabilities identified are mitigated or assumed.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Risk assessment</td>
<td>&lt;90% and &gt;=70%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
70% - 90% of required assessments are actually conducted. All vulnerabilities identified are mitigated or assumed; however, low risk is assumed by conducting risk assessment every other year instead of annually.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Risk assessment</td>
<td>&lt;70% and &gt;=50%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**
50% - 70% of required assessments are actually conducted. All vulnerabilities identified are mitigated or assumed; however, medium risk is assumed by conducting risk assessment every 3 years instead of annually.
This SSP provides for the development of deliberate & incident planning to prepare for, prevent, mitigate the potential effects of, respond to, & recover from emergencies resulting from natural hazards, technological hazards, and acts of terrorism, to include CBRNE events, in order to enhance CBRNE/EM capability. The CBRNE/EM program plan addresses identified threats/vulnerabilities to the Installation. This SSP implements National Incident Management System (NIMS) guidance in the development of a comprehensive, overarching Emergency Management Plan consisting of a cover instruction, basic plan, support annexes, functional area annexes, hazard-specific appendices, & general appendices. Planning supports execution of JP3-41 CBRNE Consequence Management.

**COMPONENTS**

Includes:
- Implement Risk Management Recommendations
- Develop, implement, & sustain an Installation Emergency Management Plan to support preparedness, prevention, mitigation, response, & recovery phase operations as well as the development and execution of the Incident Action Planning process & development of mitigation guidance, & recovery planning
- Establish reporting procedures
- Program interoperability into all planning efforts
- Integrate support agreements
- Core components consist of Command and Control (C2), Mass warning and notification, public awareness, emergency first responders, definitive medical care, and mass care

Excludes:
- Critical Infrastructure Protection (CIP)
- Continuity of Operations (COOP)

**LEGAL STATUTE**
- PL 109-295 Section 653
- National Incident Management System (NIMS) required by PL 109-295

**REGULATION**
- DEPSECDEF Memo (29 Nov 05)
- DoDI 2000.16 Standards E3.20.1 & E3.21.1
- DoDI 2000.18 Standard 4
- DoDI 6055.6 Standard E2.5.10
- JP 3-07.2 Appendix M
- JP 3-41 Chapter 4
- National Preparedness Standard (NFPA 1600) Standard 5.8

**CUSTOMERS**

All installation personnel including Senior Commander, DoD personnel, contractors, family members, tenants, retirees, transients, and Host Nation.

**CRITICAL TO QUALITY CHARACTERISTICS**

A comprehensive plan has been reviewed and approved by the Garrison Commander/Senior Commander.

**OUTPUT**

**MEASURE**

Degree to which plan is executable in accordance with DoDI standards

**TARGET**

>=90%

**FORMULA**

# of components developed / # of components required

**DATA OWNER**

CBRNE/EM Specialist

**DATA SOURCE**

CBRNE/EM Specialist

**REPORTED TO**

Garrison Commander or Senior Commander

**FREQUENCY**

Annually or as required by Garrison Commander

**OUTCOME**

**MEASURE**

Percentage of total Core Components that are exercised

**TARGET**

100%

**FORMULA**

# Core Components exercised / Total # Core Components

**DATA OWNER**

CBRNE/EM Specialist

**DATA SOURCE**

CBRNE/EM Specialist

**REPORTED TO**

Garrison Commander or Senior Commander

**FREQUENCY**

Annually or as required by Garrison Commander
## Plans, Training, Mobilization, and Security (DPTMS)

### SSP: Maintain Executable CBRNE/EM Plan (All-Hazards)

<table>
<thead>
<tr>
<th>Cost %</th>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
<th>CUSTOMER VIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.0</td>
<td>100.0</td>
<td>CBRNE/EM Plan</td>
<td>&gt;=90%</td>
<td>100%</td>
<td>Plan is executable and meets DoDI standards. All core components are exercised.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&lt;90% and &gt;=70%</td>
<td>100%</td>
<td>Between 70% and 90% of required components are actually developed. In off years, all core components are exercised through functional exercises in lieu of full scale exercises.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&lt;70% and &gt;=50%</td>
<td>100%</td>
<td>Between 50% and 70% of required components are actually developed. In off years, all core components are exercised through table top exercises in lieu of full scale exercises.</td>
</tr>
</tbody>
</table>
DESCRIPTION
This SSP provides for the development, management, execution, & evaluation of training (garrison & individual) and exercises (full scale, functional, tabletop) to support the assessment of Emergency Management Plans at the Installation level. This SSP implements National Incident Management System (NIMS) guidance in the training & exercise process to support the execution of a comprehensive, overarching Emergency Management Plan. This SSP provides for garrison Awareness-level, Operations-level, and Technician-level training at Installations as required by regulatory guidance. This SSP provides for the ability to exercise preparedness, prevention, mitigation, response, and recovery phase operations for emergencies resulting from natural hazards, technological hazards, and acts of terrorism, to include CBRNE events. Training supports execution of JP3-41 CBRNE Consequence Management.

COMPONENTS
Training to include: (A) Army Community Awareness; (B) Base Command Staff; (C ) Emergency Manager (Installation and Tenant organizations); (D) CBRNE Specialist; (E) Public Health Emergency Officer (PHEO); (F) Emergency Operation Center (EOC); (G) First Responders; (H) First Receivers; (I) Emergency Responders; (J) Incident Commanders; and (K) Dispatchers (not all positions listed in A-K above may be present at all installations). Exercises consist of six core components: Command and Control, Mass Warning and Notification, Public Awareness, First/Emergency Responders, Definitive Medical Care, and Mass Care.

LEGAL STATUTE
• PL 109-295 Sections 653, 645, 647, & 648
• National Incident Management System (NIMS) required by PL 109-295

REGULATION
• DEPSECDEF Memo (29 Nov 05)
• DoDI 2000.16 Standard 23
• DoDI 2000.18 Standard 5
• JP 3-07.2 Chapter VII
• National Preparedness Standard (NFPA 1600) Standards 5.13-5.14

CUSTOMERS
All installation personnel including Senior Commander, DoD personnel, contractors, family members, tenants, retirees, transients, and Host Nation.

CRITICAL TO QUALITY CHARACTERISTICS
Exercises are completed and successfully identify shortfalls in Core Components. Shortfalls identified result in the development of corrective actions to address deficiencies.

OUTPUT

MEASURE
Percentage of required components that are exercised

FORMULA
# components exercised / # components required

TARGET
>90%

DATA OWNER
CBRNE/EM Specialist

DATA SOURCE
CBRNE/EM-Exercise AAR

REPORTED TO
Senior Commander

FREQUENCY
Annually or as required by Garrison Commander

OUTCOME

MEASURE
Determine if full scale exercises are conducted each year (100%), every other year (67%), or every 3 years (33%)

FORMULA
# of full scale exercises conducted within 3 years / 3

TARGET
100%

DATA OWNER
CBRNE/EM Specialist

DATA SOURCE
CBRNE/EM-Exercise AAR

REPORTED TO
Garrison Commander

FREQUENCY
Annually
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Full scale exercises

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
>=90% 100%

CUSTOMER VIEW
Garrison performs full scale exercise each year and exercises most of required components.

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 Full scale exercises

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
<90% and >=70% 67%

CUSTOMER VIEW
Garrison performs full scale exercise every other year, and in off year Garrison will perform at least one functional exercise. Garrison is able to exercise 70% to 90% of required components.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Full scale exercises

OUTPUT PERFORMANCE TARGET OUTCOME PERFORMANCE TARGET
<70% and >=50% 33%

CUSTOMER VIEW
Garrison will perform full scale exercise every 3 years. Garrison is able to exercise 50%-70% of required components.
DESCRIPTION
Provide all types of Photography services

COMPONENTS
Includes the following:
- Photography
- Service Level Management

LEGAL STATUTE

REGULATION
DODI 5040.8 Visual Information (VI) Activity Management, 26 Jan 2005
AR 640-30 Photographs for Military Personnel Files, 10 Apr 2006
For additional regulations see AR 25-1’s Appendix A, References

CUSTOMERS
CRITICAL TO QUALITY CHARACTERISTICS
Number of Service Requests Completed (all work orders), Quality of Service and Product, Well produced product, Response time (turnaround), Ability to translate customer requests into finished product (specs were met)

MEASURE
Workload of Photography Services [IT Metrics 16.3.04]

FORMULA
Measure 1: Total number of photography products requested.
Measure 2: Actual number of photography products completed within 5 working days.
Calculation: (measure 2 / measure 1) x 100 = % of photography products completed within 5 working days.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly

OUTPUT

TARGET
>= 95% of photography products completed within 5 working days.

OUTCOME

MEASURE
Customer Satisfaction Concerning Photography Services [IT Metrics 16.3.03]

FORMULA
Measure 1: Total Number of Survey Questions multiplied by 5 possible customer value points.
Measure 2: Sum of customer assigned value points.
Calculation: (measure 2 / measure 1) x 100 = % of rating survey items.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0
**PRIMARY WORK DRIVER** Number of products requested

**OUTPUT PERFORMANCE TARGET** >= 95% of photography products completed within 5 working days

**OUTCOME PERFORMANCE TARGET** 75% - 100% of rating survey items

**CUSTOMER VIEW** TBD

### CAPABILITY LEVEL - 2

**COST FACTOR** 65.0
**PRIMARY WORK DRIVER** Number of products requested

**OUTPUT PERFORMANCE TARGET** >= 90% but < 95% of photography products completed within 5 working days.

**OUTCOME PERFORMANCE TARGET** 55% - 74% of rating of survey items

**CUSTOMER VIEW** TBD

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0
**PRIMARY WORK DRIVER** Number of products requested

**OUTPUT PERFORMANCE TARGET** 80% - 89% of photography products completed within 5 working days

**OUTCOME PERFORMANCE TARGET** 35% - 55% of rating of survey items

**CUSTOMER VIEW** TBD
DESCRIPTION
Provide all types of Graphics Arts Services

COMPONENTS
Includes the following:
- Graphic Self Help
- Graphic Arts Support
- Service Level Management

LEGAL STATUTE

CUSTOMERS

CRITICAL TO QUALITY CHARACTERISTICS
Number of Service Requests Completed (all work orders), Quality of Service and Product, Well produced product, Response time (turnaround), Ability to translate customer requests into finished product (specs were met), Ability to translate ideas into visually creative and imaginative products

MEASURE
Response Time for Graphic Arts Services [IT Metrics 16.2.04]

TARGET
>= 95% of graphic arts products completed within 6 working days.

FORMULA
Measure 1: Total number of graphic arts products requested for the reporting period.

Measure 2: Actual number of graphic arts products completed within 6 working days.

Calculation: (measure 2 / measure 1) x 100 = % of graphic arts products completed within 6 working days.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly

OUTCOME
Customer Satisfaction of Graphic Arts Services [16.2.03]

TARGET
>= 75% of rating survey items

FORMULA
Measure 1: Total Number of Survey Questions multiplied by 5 possible customer value points.

Measure 2: Sum of customer assigned value points.

Calculation: (measure 2 / measure 1) x 100 = % of rating survey items.

DATA-owner
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Number of products requested

<table>
<thead>
<tr>
<th>PERFORMANCE TARGET</th>
<th>PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;= 95% of graphic arts products completed within 6 working days</td>
<td>&gt;= 75% of rating survey items</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
TBD

### CAPABILITY LEVEL - 2

**COST FACTOR** 65.0  
**PRIMARY WORK DRIVER** Number of products requested

<table>
<thead>
<tr>
<th>PERFORMANCE TARGET</th>
<th>PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;= 90% but &lt; 95% of graphic arts products completed within 6 working days</td>
<td>&gt;= 55% but &lt; 75% of rating of survey items</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
TBD

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0  
**PRIMARY WORK DRIVER** Number of products requested

<table>
<thead>
<tr>
<th>PERFORMANCE TARGET</th>
<th>PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% - 89% of graphic arts products completed within 6 working days</td>
<td>&gt;= 35% but &lt; 55% of rating of survey items</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**  
TBD
Plans, Training, Mobilization, and Security (DPTMS)

702   C   10.0   SERVICE: Multimedia/Visual Information Processes

SSP: 16.5 - VI Broadcast Audio/Video Services

DESCRIPTION
Provide Command Channel and closed circuit TV (CCTV) Services; provide local and non-local audio/video productions.

COMPONENTS
Includes the following:
- Television / Broadcast Services
- Video / Audio
- Service Level Management

CUSTOMERS
CRITICAL TO QUALITY CHARACTERISTICS
Availability of broadcast services, Number of Service Requests Completed, Timeliness, Bandwidth, Professionally qualified personnel, Having suitable equipment

OUTPUT
MEASURE
Availability of Broadcast Services [IT Metrics 16.5.01]
FORMULA
Measure 1: Total number of hours of access required for broadcast services.
(Maximum availability should be 24 hours per day, times the number of days in the reporting period, minus hours of scheduled/planned outages).
Measure 2: Measure 1 minus hours of unscheduled/unplanned outages.
Calculation: (measure 2 / measure 1) x 100 = % of broadcast services available.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly

OUTCOME
MEASURE
Customer Satisfaction Concerning Broadcast/Video/Audio Services [IT Metrics 16.5.07]
FORMULA
Measure 1: Total Number of Survey Questions multiplied by 5 possible customer value points.
Measure 2: Sum of customer assigned value points.
Calculation: (measure 2 / measure 1) x 100 = % of rating survey items.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly
Plans, Training, Mobilization, and Security (DPTMS)

**CAPABILITY LEVEL - 1**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Number of requests for broadcast services support</td>
<td>= 100% of broadcast services available.</td>
<td>&gt;= 75% of rating survey items</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

TBD

**CAPABILITY LEVEL - 2**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>65.0</td>
<td>Number of requests for broadcast services support</td>
<td>&gt;= 98% but &lt; 100% of broadcast services available.</td>
<td>&gt;= 55% but &lt; 75% of rating survey items</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

TBD

**CAPABILITY LEVEL - 3**

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>Number of requests for broadcast services support</td>
<td>95% - 97% of broadcast services available.</td>
<td>&gt;= 35% but &lt; 55% of rating survey items</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

TBD

---

**SERVICE:** Multimedia/Visual Information Processes

**SSP:** 16.5 - VI Broadcast Audio/Video Services

**702 C**

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE: Multimedia/Visual Information Processes</th>
<th>SSP: 16.5 - VI Broadcast Audio/Video Services</th>
</tr>
</thead>
</table>

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DESCRIPTION
Provide all types of Multimedia Services

COMPONENTS
Includes the following:
- Multimedia
- Service Level Management

LEGAL STATUTE
DODI 5040.8 Visual Information (VI) Activity Management, 26 Jan 2005
For additional regulations see AR 25-1’s Appendix A, References

CUSTOMERS
CRITICAL TO QUALITY CHARACTERISTICS
Number of Service Requests Completed (all work orders)
Quality of Service and Product
Ease of usability of services
Well produced product
Response time (turnaround)
Ability to translate customer requests into finished product (specs were met)
Ability to translate ideas into visually creative and imaginative products

MEASURE
Workload of Multimedia Products [IT Metrics 16.4.04]

TARGET
>= 95% of original multimedia products completed within 16 working days.

FORMULA
Measure 1: Total number of multimedia products requested.

Measure 2: Actual number of multimedia products completed within 16 working days.

Calculation: (measure 2 / measure 1) x 100 = % of original multimedia products completed within 16 working days.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly

OUTCOME
MEASURE
Customer Satisfaction Concerning Multimedia Services [16.4.03]

TARGET
>= 75% of rating survey items

FORMULA
Measure 1: Total Number of Survey Questions multiplied by 5 possible customer value points.

Measure 2: Sum of customer assigned value points.

Calculation: (measure 2 / measure 1) x 100 = % of rating survey items.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Number of work order requests

OUTPUT PERFORMANCE TARGET
>= 95% of original multimedia products completed within 16 working days.

OUTCOME PERFORMANCE TARGET
>= 75% of rating survey items

CUSTOMER VIEW
TBD

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
65.0 Number of work order requests

OUTPUT PERFORMANCE TARGET
>= 90% but < 95% of original multimedia products completed within 16 working days.

OUTCOME PERFORMANCE TARGET
>= 55% but < 75% of rating survey items

CUSTOMER VIEW
TBD

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 Number of work order requests

OUTPUT PERFORMANCE TARGET
80% - 89% of original multimedia products completed within 16 working days.

OUTCOME PERFORMANCE TARGET
>= 35% but < 55% of rating of survey items

CUSTOMER VIEW
TBD
DESCRIPTION
Provide public address system / presentation support for official functions (set up, operations, and tear down)

COMPONENTS
Includes the following:
- Presentation Support
- Service Level Management

LEGAL STATUTE
DODI 5040.8 Visual Information (VI) Activity Management, 26 Jan 2005
For additional regulations see AR 25-1’s Appendix A, References

CUSTOMERS
CRITICAL TO QUALITY CHARACTERISTICS
Number of Support Requests Completed

OUTPUT

MEASURE
Workload of Presentation Support [IT Metrics 16.7.01]

TARGET
>= 95% of requested presentation events were supported

FORMULA
Measure 1: Total number of presentation events requesting support.
Measure 2: Actual number of presentation events supported.

Calculation: \( \frac{\text{measure 2}}{\text{measure 1}} \times 100 = \% \text{ of requested presentation events were supported} \)

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly

OUTCOME

MEASURE
Customer Satisfaction Concerning Presentation Support Services [IT Metrics 16.7.02]

TARGET
>= 75% of rating survey items

FORMULA
Measure 1: Total Number of Survey Questions multiplied by 5 possible customer value points.
Measure 2: Sum of customer assigned value points.

Calculation: \( \frac{\text{measure 2}}{\text{measure 1}} \times 100 = \% \text{ of rating survey items} \)

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly
<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
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<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td>100.0</td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
<td>Number of requests for presentation support</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td>&gt;= 95% of requested presentation events were supported</td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
<td>&gt;= 75% of rating survey items</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td>TBD</td>
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<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
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</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td>65.0</td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
<td>Number of requests for presentation support</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td>&gt;= 85% but &lt;95% of requested presentation events were supported</td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
<td>&gt;= 55% but &lt; 75% of rating of survey items</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td>TBD</td>
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<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
<th></th>
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<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
<td>50.0</td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
<td>Number of requests for presentation support</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
<td>75% - 84% of requested presentation events supported.</td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
<td>&gt;= 35% but &lt; 55% of rating of survey items</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
<td>TBD</td>
</tr>
</tbody>
</table>
DESCRIPTION
Provide various VI Media / Equipment Support Services

COMPONENTS
Includes the following:
- Media / Equipment Services
- Service Level Management

LEGAL STATUTE
DODI 5040.8 Visual Information (VI) Activity Management, 26 Jan 2005
For additional regulations see AR 25-1’s Appendix A, References

CUSTOMERS
CRITICAL TO QUALITY CHARACTERISTICS
Number of Support Requests Completed
Number of Issue Requests Completed
Condition of media and equipment
Availability of media and equipment
Usability of media and equipment
Availability of instructions

MEASURE
Workload of Equipment Loan/Issue [IT Metrics 16.6.03]

TARGET
>= 95% of requested equipment was issued

FORMULA
Measure 1: Total number of requested equipment items to be loaned/issued.

Measure 2: Actual number of equipment items that were loaned/issued.

Calculation: (measure 2 / measure 1) x 100 = % of requested equipment issued.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly

OUTPUT

OUTCOME
MEASURE
Customer Satisfaction Concerning Media/Equipment Support Services [IT Metrics 16.6.05]

TARGET
>= 75% of rating survey items

FORMULA
Measure 1: Total Number of Survey Questions multiplied by 5 possible customer value points.

Measure 2: Sum of customer assigned value points.

Calculation: (measure 2 / measure 1) x 100 = % of rating survey items.

DATA OWNER
Chief of the Multimedia Visual Information Branch

DATA SOURCE
Automated Work Order System

REPORTED TO
Chief of IT Systems Support Division

FREQUENCY
Quarterly
### Plans, Training, Mobilization, and Security (DPTMS)

**702 F**  
**Cost %** 6.0  
**SERVICE:** Multimedia/Visual Information Processes  
**SSP:** 16.6 - VI Media / Equipment Support Services

### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER**  
Number of requests for equipment or media loans

**OUTPUT PERFORMANCE TARGET**  
>= 95% of requested equipment issued.

**OUTCOME PERFORMANCE TARGET**  
>= 75% of rating survey items

**CUSTOMER VIEW**  
TBD

### CAPABILITY LEVEL - 2

**COST FACTOR** 65.0  
**PRIMARY WORK DRIVER**  
Number of requests for equipment or media loans

**OUTPUT PERFORMANCE TARGET**  
>= 85% but < 95% of requested equipment issued.

**OUTCOME PERFORMANCE TARGET**  
>= 55% but < 75% of rating of survey items

**CUSTOMER VIEW**  
TBD

### CAPABILITY LEVEL - 3

**COST FACTOR** 50.0  
**PRIMARY WORK DRIVER**  
Number of requests for equipment or media loans

**OUTPUT PERFORMANCE TARGET**  
75% - 84% of requested equipment issued.

**OUTCOME PERFORMANCE TARGET**  
>= 35% but < 55% of rating of survey items

**CUSTOMER VIEW**  
TBD
DESCRIPTION
Provide operational and regulatory oversight to ensure a safe, secure, efficient Airfield and Installation Aviation Environment is available

COMPONENTS
This may include, but is not limited to the following:
- Coordinate and execute integrated CLS 302 services
- Serve as Installation SVC 302 focal point for administrative and operational matters
- Ensure compliance with prescriptive regulatory guidance, IMCOM Airfield QAE inspection criteria and IMCOM Airfield SOP
- oversees IMCOM Airfield Safety and Security programs
- Manage Airfield maintenance regulatory inspection and survey compliance
- Participate in Installation Master Planning
- Manage and forecast SVC 302 personnel, training, equipment and infrastructure budget coordination and execution

CUSTOMERS
DoD flight crew, federal agencies flight crew, allied flight crew, airfield dispatchers, civil flight crew, garrison commander and directors, SMC, DVs, aircraft passengers, air traffic controllers, local community

MEASURE
Provide integrated airfield services in compliance with prescriptive guidance and regulatory standards

TARGET
100%

FORMULA
# of operational hours based in compliance with DOD, DA, and UFC criteria / # of hours airfield is published to be open

DATA OWNER
Airfield Manager

DATA SOURCE
Daily/Annual inspection logs

REPORTED TO
Garrison Commander, DPTMS

FREQUENCY
Monthly to DPTMS, Quarterly to Garrison Commander

OUTPUT

MEASURE
Aircraft is able to safely operate on the airfield environment to complete mission requirements

TARGET
100%

FORMULA
# aircraft able to safely operate because airfield services mission requirements have been met / # of aircraft intended to operate

DATA OWNER
Airfield Manager

DATA SOURCE
Daily/Annual inspection logs

REPORTED TO
Garrison Commander, DPTMS

FREQUENCY
Monthly to DPTMS, Quarterly to Garrison Commander
**CAPABILITY LEVEL - 1**

**COST FACTOR**  
100.0

**PRIMARY WORK DRIVER**  
size and layout (square yards, # of runways/taxiways, ramps/aprons) of airfield  
# and type of airfield inspections and checks  
# hours of operation

**OUTPUT PERFORMANCE TARGET**  
95-100

**OUTCOME PERFORMANCE TARGET**  
Aircraft is able to safely operate on the airfield environment to complete mission requirements: 95-100

**CUSTOMER VIEW**  
Full airfield services available to meet mission and training requirements

**CAPABILITY LEVEL - 2**

**COST FACTOR**  
85.0

**PRIMARY WORK DRIVER**  
size and layout (square yards, # of runways/taxiways, ramps/aprons) of airfield  
# and type of airfield inspections and checks  
# hours of operation

**OUTPUT PERFORMANCE TARGET**  
70-94

**OUTCOME PERFORMANCE TARGET**  
Aircraft is able to safely operate on the airfield environment to complete mission requirements: 90-94

Note: Substantial reduction in availability of airfield to support the mission

**CUSTOMER VIEW**  
2/3 of published time the airfield services will be availableCustomer assumes a higher level of risk under published restrictions

**CAPABILITY LEVEL - 3**

**COST FACTOR**  
70.0

**PRIMARY WORK DRIVER**  
size and layout (square yards, # of runways/taxiways, ramps/aprons) of airfield  
# and type of airfield inspections and checks  
# hours of operation

**OUTPUT PERFORMANCE TARGET**  
50-69

**OUTCOME PERFORMANCE TARGET**  
Aircraft is able to safely operate on the airfield environment to complete mission requirements: 80-89

Note: Critical reduction in availability of airfield to support the missionUnable to comply with all DOD, DA, FAA, ICAO, Host Nation, and UFC criteria within published hours of operation

**CUSTOMER VIEW**  
1/2 of published time the airfield services will be availableSevere impacts to mission readinessCustomer assumes a higher level of risk
DESCRIPTION
Provide flight management operations to support administrative functions, aviator services and management of aircraft arrival and departure operations

COMPONENTS
This may include, but is not limited to, the coordination of the following:
• Process flight plans and coordinate flight following
• Provide advisory service as required (including: airfield, traffic, and limited weather information, etc)
• Maintain flight information publications in an area suitable for flight planning
• Initiate and disseminate NOTAMS (Notices to Airmen)
• Process prior permission requirements (including: CALP (civil aircraft landing permit), AALAN (army aircraft landing authorization number)
• Coordinate for Customs, Immigration, Homeland Security, and Ag Inspections
• Disseminate airfield command and control information as required
• Coordinate for Airfield DVIP arrivals and departures and ensure suitable DVIP facilities are available
• Activate emergency response notification systems (crash, weather warnings, initiate overdue aircraft procedures, etc.)
• Support applicable Airfield Safety program tasks (FOD, Airfield Inspections, driver / vehicle ramp access procedures and briefings, etc.)

CUSTOMERS
DoD flight crew, federal agencies flight crew, allied flight crew, airfield dispatchers, civil flight crew, garrison commander and directors, SMC, DVs, aircraft passengers, air traffic controllers, local community

CRITICAL TO QUALITY CHARACTERISTICS
Provide flight management services in compliance with regulatory guidance and standards

LEGAL STATUTE
FAA Order 7110.10

REGULATION
AR 95-2
IMCOM supplement to AR 95-2
FM 3-04.300
AR 95-11
AR 95-10
AR 95-23
AR 95-20

OUTPUT

MEASURE
Provide flight management services during published hours of operation

TARGET
100%

FORMULA
# hours service available ÷ # hours service published/ validated to be provided

DATA OWNER
Airfield Dispatch

DATA SOURCE
Flight logs, Event logs, comment cards

REPORTED TO
Garrison Commander, DPTMS, Airfield Manager

FREQUENCY
Daily to Airfield Manager, Monthly to DPTMS, Quarterly to Garrison Commander

OUTCOME

MEASURE
On time departures

TARGET
100%

FORMULA
# of aircraft departed on time/ total # scheduled to depart

DATA OWNER
Airfield Dispatch

DATA SOURCE
Flight logs, Event logs, comment cards

REPORTED TO
Senior Mission Commander, Garrison Commander, DPTMS, Airfield Manager

FREQUENCY
Daily to Airfield Manager, Monthly to DPTMS, Quarterly to Garrison Commander
### CAPABILITY LEVEL - 1

**COST FACTOR**: 100.0  
**PRIMARY WORK DRIVER**:  
- # and type of flight management operations  
- # of NOTAMS  

**OUTPUT PERFORMANCE TARGET**: 95-100  
**OUTCOME PERFORMANCE TARGET**:  
- On time departures: 95-100

**CUSTOMER VIEW**:  
Full flight management services available to meet mission and training requirements

### CAPABILITY LEVEL - 2

**COST FACTOR**: 80.0  
**PRIMARY WORK DRIVER**:  
- # and type of flight management operations  
- # of NOTAMS  

**OUTPUT PERFORMANCE TARGET**: 70-94  
**OUTCOME PERFORMANCE TARGET**:  
- On time departures: 80-94

**CUSTOMER VIEW**:  
Increased risk to aviation operations; potential delay in meeting mission and training requirements; potential increased workload on flight crew to perform flight management services

### CAPABILITY LEVEL - 3

**COST FACTOR**: 65.0  
**PRIMARY WORK DRIVER**:  
- # and type of flight management operations  
- # of NOTAMS  

**OUTPUT PERFORMANCE TARGET**: 50-69  
**OUTCOME PERFORMANCE TARGET**:  
- On time departures: 70-79

**CUSTOMER VIEW**:  
Increased workload on flight crews
DESCRIPTION
Provide airfield ground support operations, coordination and execution

COMPONENTS
Based on Airfield mission, size and capacity may include but is not limited to the following:
Coordinate and execute safe and efficient aircraft ground services support for transient, visiting and tenant aircraft
Support APOE/APOD and A/DAACG Airfield/Aircraft ground support requirements
Marshall, park, and tow aircraft
Operate Ground Support and Material Handling Equipment
Refuel and defuel aircraft (hot or cold)
Provide engine start services
Ensure safe and efficient ground movement and positioning of aircraft.
Provide de-ice to both Aircraft and airfield surfaces as required
Assist in preparation and loading of cargo and passengers
Support Airfield infrastructure and facility readiness
Implement and enforce Airfield Safety program

LEGAL STATUTE
National Fire Protection Association (NFPA)
NFPA 407
Occupational Safety and Health Act
OSHA
CFR 19-10

REGULATION
FM FM 10-67-1
AR 95-2
IMCOM supplement to AR 95-2
FM 3-04.300
AR 70-12
AR 420-90
AR 385-95, AR 385-10

CUSTOMERS
DoD flight crew, federal agencies flight crew, allied flight crew, civil flight crew, aircraft passengers,

CRITICAL TO QUALITY CHARACTERISTICS
Provide safe and efficient Aircraft Ground Support Services

MEASURE
Aircraft Ground Support Services available during published hours of operation

TARGET
100%

FORMULA
# hours service available ÷ # hours service published/ validated to be provided

DATA OWNER
Airfield Manager

DATA SOURCE
Airfield Operations (multiple sources)

REPORTED TO
Garrison Commander, DPTMS

FREQUENCY
Monthly to DPTMS, Quarterly to Garrison Commander

OUTPUT

MEASURE
Ability to meet customer needs, based on Mission Criteria (i.e. marshalling, parking, towing, and aircraft servicing).

TARGET
100%

FORMULA
# of aircraft serviced to customer requirements with no mission delay due to inadequate aircraft service / # of aircraft serviced

DATA OWNER
Airfield Manager

DATA SOURCE
Airfield Operations (multiple sources)

REPORTED TO
Garrison Commander, DPTMS

FREQUENCY
Monthly to DPTMS, Quarterly to Garrison Commander

OUTCOME

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FY13 CLS Configurations
558
Plans, Training, Mobilization, and Security (DPTMS)

900  C  Cost %  SERVICE:  Airfield Operations

SSP:  Aircraft Ground Support Services

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  # and type of aircraft serviced
# and type of service provided
# and type of equipment maintenance

OUTPUT PERFORMANCE TARGET
95-100

OUTCOME PERFORMANCE TARGET
Completing customer requirements with no mission delay due to inadequate aircraft service: 90-100

CUSTOMER VIEW
Full aircraft services available to meet mission and training requirements

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
80.0  # and type of aircraft serviced
# and type of service provided
# and type of equipment maintenance

OUTPUT PERFORMANCE TARGET
70-94

OUTCOME PERFORMANCE TARGET
Completing customer requirements with no mission delay due to inadequate aircraft service: 80-89
Note: Delays to completing customer requirements with potential mission impact

CUSTOMER VIEW
Delayed response timeAircraft crew member may be required to assist with aircraft servicesSome services may not be provided

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
65.0  # and type of aircraft serviced# and type of service provided# and type of equipment maintenance

OUTPUT PERFORMANCE TARGET
50-69

OUTCOME PERFORMANCE TARGET
Completing customer requirements with no mission delay due to inadequate aircraft service: 70-79
Note: Significant delays to completing customer requirements with potential mission impactLimited services or no service available

CUSTOMER VIEW
Significant delayed response timeAircraft crew member will be required to assist with aircraft servicesSome services will not be provided resulting in probable mission cancellations
DESCRIPTION
Provide through ATC services and Airspace management the safe, orderly, and expeditious flow of air traffic in the assigned airspace

COMPONENTS
This includes, but is not limited to providing the following recognized ATC services based on Airfield(s) and Installation’s mission, size, capacity and location:
- Air Traffic Control Services (LC, GC, FD)
- Ground Controlled Approach Services (ASR, PAR, FD)
- Airspace Information Center Services (FF, FD)
- Army Radar Approach Control and Clearance Delivery (AC, DC, AP, FD)
- Army Approach Control (non-radar) (AC, DC)

LEGAL STATUTE
- FAA Order 6000-15
- 14 CFR Part 65, 91
- FAA Order 7110.65
- FAA Order 7400.8
- FAA Order 7210.6

REGULATION
- AR 95-2
- IMCOM supplement to AR 95-2
- FM 3-04.300
- FM 3-04.303
- AR 40-501
- AR 95-10
- AR 115-2
- AR 385-95, AR 385-10
- OPM Standard for ATC

CUSTOMERS
DoD flight crew, federal agencies flight crew, allied flight crew, civil flight crew, airfield dispatchers, airfield manager

CRITICAL TO QUALITY CHARACTERISTICS
Safe, orderly, and expeditious flow of air traffic

MEASURE
Provide the required ATC services by ATC facility type (ARAC, ATCT, GCA, AIC, AAC)

TARGET
100%

FORMULA
# of hours service provided by facility type / # of published hours provided by facility type

DATA OWNER
ATC Chief

REPORTED TO
IMCOM, ATSCOM, Garrison Commander, DPTMS, Airfield Manager

FREQUENCY
Daily to Airfield Manager, Monthly to DPTMS, IMCOM, and ATSCOM, Quarterly to Garrison Commander

OUTPUT

OUTCOME
MEASURE
Conduct safe, efficient, expeditious use of airspace and airfield in support of a full range of aircraft, ground movement and other aviation related operations (advisories, sequencing, separating)

TARGET
100%

FORMULA
# of operational errors or deviations attributed to ATC (incident or deviation) / # of total movements per month

DATA OWNER
ATC Chief

REPORTED TO
IMCOM, ATSCOM, Garrison Commander, DPTMS, Airfield Manager

FREQUENCY
Daily to Airfield Manager, Monthly to DPTMS, IMCOM, and ATSCOM, Quarterly to Garrison Commander

September 2012 FY13 CLS Configurations 560
Plans, Training, Mobilization, and Security (DPTMS)

900  D  Cost %  45.0  SERVICE:  Airfield Operations  
      SSP:  Air Traffic Control (ATC) Services

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  # of air and ground movements
      # of controllers that require ATC certification training

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
95-100  Percent of ATC Operational Errors: 0-5

CUSTOMER VIEW
No delays to the mission due to ATC services Perform mission safely

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
90.0  # of air and ground movements
      # of controllers that require ATC certification training

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
70-94  Percent of ATC Operational Errors: 6-10

Note: Delays to completing customer requirements with potential mission impact
Delays to flight traffic. Reduced deployment/redeployment operational capability. Reduction in customer training capability. Increased risk to aviation operations

CUSTOMER VIEW
Reduction in safety. Probable reduction in flight crew mission capability. Reduced flexibility in flight operations. Inability to perform a full range of operations

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
80.0  # of air and ground movements
      # of controllers that require ATC certification training

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
50-69  Percent of ATC Operational Errors: 11-15

Note: Significant delays to flight traffic Realignment of deployment/redeployment operational capability to another military/civilian airfield location Realignment in customer training capability Significant increase of risk to aviation operations

CUSTOMER VIEW
Impact to the restoration to ATC services beyond the time of full funding restored (6-24 months) Significant reduction in safety Reduction in flight crew and unit mission capability Loss of flexibility to schedule and conduct flight operations Inability to perform a full range of flight operations Increased cost and time to meet mission requirements
Maintain and certify airfield and air traffic control communication systems and Navigational Aids System (NAVAIDS) readiness

Ensure readiness through preventative and corrective maintenance, technical certification, calibration, evaluation, oversight, and documentation of all or some of the following:

- NAVAID systems and facilities to include radar surveillance systems.
- Communications systems and facilities including inside plant and non-standard communications configurations supporting Air Traffic Control and Airfield Operations.
- Automation systems and facilities to include non-standard equipment configurations.
- Test Measurement and Diagnostic Equipment (TMDE)
- Special and standard tools
- Facility and equipment logs, files and records to include Technical Performance Reports.
- Prescribed Load Lists (PLL)
- Certification Training Program
- Airfield and work center safety program

LEGAL STATUTE

FAA Order 8200.1
FAA Order 8260.3
FAA Order 8000.90

REGULATION

AR 95-2 (10 April 2007)
IMCOM supplement to AR 95-2
AR 750-1, 750-43
FM 3-04.300
FM 3-04.303
DA Pam 750-8, 750-35
TB 750-25, 11-6625-3263
DA PAM 611-21, 738-750
AR 385-95, AR 385-10 and TB 385-4

CUSTOMERS

DoD flight crew, federal agencies flight crew, allied flight crew, civil flight crew, air traffic controllers, airfield dispatchers

CRITICAL TO QUALITY CHARACTERISTICS

Operational NAVAID and communication equipment

MEASURE

Operational and certified systems are available to customers

TARGET

100%

FORMULA

# of hours the system is operational / # of total hours in a reported period (non-operational time is TLRT-M as described in AR750-1; time due to scheduled maintenance, realignment, or FAA flight checks is subtracted out of operational and total hours)

DATA OWNER

Chief of ATC maintenance

DATA SOURCE

Communication systems and NAVAID operational logs

REPORTED TO

Garrison Commander, DPTMS, Airfield Manager, ATC Chief

FREQUENCY

Monthly to ATC Chief, Airfield Manager, and DPTMS, Quarterly to Garrison Commander

MEASURE

ATC systems are reliable

TARGET

100%

FORMULA

# of hours the system is reliable / total of # hours in a reported period (non-operational time is TLRT-M as described in AR750-1; time due to scheduled maintenance, realignment, or FAA flight checks is subtracted out of reliable and total hours)

DATA OWNER

Chief of ATC maintenance

DATA SOURCE

Communication systems and NAVAID operational logs

REPORTED TO

Garrison Commander, DPTMS, Airfield Manager, ATC Chief

FREQUENCY

Monthly to ATC Chief, Airfield Manager, and DPTMS, Quarterly to Garrison Commander
**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Quantity and type of equipment

**OUTPUT PERFORMANCE TARGET** 95-100  
**OUTCOME PERFORMANCE TARGET** ATC systems are reliable: 95-100

**CUSTOMER VIEW**  
Full range of navigation and communication capabilities

**CAPABILITY LEVEL - 2**

**COST FACTOR** 80.0  
**PRIMARY WORK DRIVER** Quantity and type of equipment

**OUTPUT PERFORMANCE TARGET** 70-94  
**OUTCOME PERFORMANCE TARGET** ATC systems are reliable: 90-94

Note: Delays to flight traffic. Reduced deployment/redeployment operational capability. Reduction in customer training capability. Increased risk to aviation operations

**CUSTOMER VIEW**  
Reduction in safetyProbable reduction in flight crew mission capabilityReduced flexibility in flight operationsInability to perform a full range of operations

**CAPABILITY LEVEL - 3**

**COST FACTOR** 70.0  
**PRIMARY WORK DRIVER** Quantity and type of equipment

**OUTPUT PERFORMANCE TARGET** 50-69  
**OUTCOME PERFORMANCE TARGET** ATC systems are reliable: 85-89

Note: Significant delays to flight trafficRealignment of deployment/redeployment operational capability to another military/civilian airfieldRealignment in customer training capabilitySignificant increase of risk to aviation operations

**CUSTOMER VIEW**  
Impact to the restoration to certified navigation and communication systems beyond the time of full funding restored (6-18 months)Significant reduction in safetyReduction in flight crew and unit mission capabilityLoss of flexibility to schedule and conduct flight operationsInability to perform a full range of flight operationsIncreased cost and time to meet mission requirements
Plans, Training, Mobilization, and Security (DPTMS)

901 A Cost % 9.0 SERVICE: Mobilization and Deployment Support
SSP: Deployment, Reception & Reintegration Planning

DESCRIPTION
Develop and maintain a plan documenting resources, actions, process, procedures and preparation required to support the movement of personnel & equipment to and from theater of operations.

COMPONENTS
"Conduct Deployment, Redeployment Reception & Reintegration Planning, Publish Deployment, Redeployment Reception & Reintegration Plans, Conduct Exercises to Validate Deployment, Redeployment Reception & Reintegration Plans"

LEGAL STATUTE

CUSTOMERS
Garrison Commander & Staff, Military Units

REGULATION
AR 5-9, AR 55-1, AR 220-1, AR 500-5, AR 600-8-101, AMOPES, FORSCOM 500-3 Series, PPG, RESET OPORDS, ARFORGEN, Army Campaign Plan

CRITICAL TO QUALITY CHARACTERISTICS
A Deployment, Redeployment Reception & Reintegration plan that has been reviewed and/or updated in the past 36 months and validated at least annually

OUTPUT

MEASURE
Conducted an exercise or actual deployment within the last 12 months

TARGET
100%

FORMULA
# of exercises and/or deployments / # of scheduled exercises and/or deployments

DATA OWNER
DPTMS

DATA SOURCE
Deployment/MOB Office
TPFDD

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
Deployment, redeployment reception, and reintegration plans updated within the past 36 months

TARGET
100% in 1 to 36 Months

FORMULA
Number of months since deployment, redeployment reception, and reintegration plan were last updated

DATA OWNER
DPTMS

DATA SOURCE
Deployment/MOB Office
TPFDD

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
### Plan, Training, Mobilization, and Security (DPTMS)

#### CAPABILITY LEVEL - 1

**COST FACTOR** | PRIMARY WORK DRIVER
---|---
100.0 | AMOPES, FORSCOM 500-3 Series, Unit Stationing Plan, JOPES

**OUTPUT PERFORMANCE TARGET**
Conducted 90-100% of scheduled exercises or deployments annually

**OUTCOME PERFORMANCE TARGET**
1 - 36 months

**CUSTOMER VIEW**
Updated deployment, redeployment reception, and reintegration plans

#### CAPABILITY LEVEL - 2

**COST FACTOR** | PRIMARY WORK DRIVER
---|---
50.0 | AMOPES, FORSCOM 500-3 Series, Unit Stationing Plan, JOPES

**OUTPUT PERFORMANCE TARGET**
Conducted 50-89% of scheduled exercises or deployments annually

**OUTCOME PERFORMANCE TARGET**
37 - 48 months

**CUSTOMER VIEW**
Updated deployment, redeployment reception, and reintegration plans

#### CAPABILITY LEVEL - 3

**COST FACTOR** | PRIMARY WORK DRIVER
---|---
33.0 | AMOPES, FORSCOM 500-3 Series, Unit Stationing Plan, JOPES

**OUTPUT PERFORMANCE TARGET**
Conducted 10-49% of scheduled exercises or deployments annually

**OUTCOME PERFORMANCE TARGET**
49 - 60 months

**CUSTOMER VIEW**
Updated deployment, redeployment reception, and reintegration plans
Develop and maintain a plan documenting resources, processes, procedures, responsibilities and preparation required to access Reserve Component forces on to active duty in support of a level of mobilization authority and subsequent release from active duty.

**COMPONENTS**
- Conduct Mobilization / Demobilization Planning
- Publish Mobilization / Demobilization Plan
- Conduct Exercises to Validate Mobilization / Demobilization Plans
- Manage Individual Mobilization Augmentees (IMA) and Garrison Mobilization TDA
- Operate Pre-Mob Assistance Team (PMAT)

**LEGAL STATUTE**
- REGULATION
  - AR 5-9, AR 55-1, AR 220-1, AR 500-5, AR 600-8-101, AMOPES, FORSCOM 500-3 Series, PPG

**CUSTOMERS**
- Garrison Commander & Staff, Military Units, First Army, USARC, JFHQ

**CRITICAL TO QUALITY CHARACTERISTICS**
- A mobilization/demobilization plan that has been reviewed and/or updated in the past 36 months and validated at least annually

**OUTPUT**

**MEASURE**
- Conducted an exercise or actual mobilization/demobilization within the last 12 months

**TARGET**
- 100%

**FORMULA**
- \( \frac{\text{# of exercises and/or mobilizations/demobilizations}}{\text{# of scheduled planned exercises and/or mobilizations}} \)

**DATA OWNER**
- DPTMS

**DATA SOURCE**
- Mobilization Office

**FREQUENCY**
- Quarterly

**REPORTED TO**
- Garrison Commander, G3/5/7 First Army

**OUTCOME**

**MEASURE**
- Mobilization/demobilization plan updated within the past 36 months

**TARGET**
- 100% in \( \geq 36 \) Months

**FORMULA**
- Number of months since Mobilization/demobilization plan was last updated

**DATA OWNER**
- DPTMS

**DATA SOURCE**
- Mobilization Office

**FREQUENCY**
- Annually

**REPORTED TO**
- Garrison Commander, G3/5/7 First Army
COST FACTOR
100.0
PRIMARY WORK DRIVER
AMOPES, FORSCOM 500-3 Series, Unit Stationing Plan, JOPES
OUTPUT PERFORMANCE TARGET
Conducted 90-100% of scheduled exercises or mobilizations annually
OUTCOME PERFORMANCE TARGET
1 - 36 Months

CUSTOMER VIEW
Updated mobilization/demobilization plan

COST FACTOR
50.0
PRIMARY WORK DRIVER
AMOPES, FORSCOM 500-3 Series, Unit Stationing Plan, JOPES
OUTPUT PERFORMANCE TARGET
Conducted 50-89% of scheduled exercises or mobilizations annually
OUTCOME PERFORMANCE TARGET
37 - 48 months

CUSTOMER VIEW
Updated mobilization/demobilization plan

COST FACTOR
33.0
PRIMARY WORK DRIVER
AMOPES, FORSCOM 500-3 Series, Unit Stationing Plan, JOPES
OUTPUT PERFORMANCE TARGET
Conducted 10-49% of scheduled exercises or mobilizations annually
OUTCOME PERFORMANCE TARGET
49 - 60 months

CUSTOMER VIEW
Updated mobilization/demobilization plan
DESCRIPTION
This SSP covers deployment and deployment support (scheduling, tracking and reporting) on deploying units, individuals, and equipment including, but not limited to, movement to APOE/SPOE

COMPONENTS
Execute Deployment Activities
Coordinate Temporary Change Status (TCS) Orders
Coordinate with the Installation Transportation Office
Oversight of Transport to/from APOE/SPOE
Provide Post-deployment Functions

LEGAL STATUTE

CUSTOMERS
Military units, individual service members, DoD Civilians, contractors, Combatant Commander

CRITICAL TO QUALITY CHARACTERISTICS
Units, individuals, & equipment are ready to deploy to theater IAW scheduled Ready-to-Load-Date-Personnel (RLD-P)

MEASURE
TCS orders for validated units or individuals published prior to RLD-P

TARGET
<=72 hours

FORMULA
# of hours within which 100% TCS orders for validated units or individuals are published

DATA OWNER
DPTMS

DATA SOURCE
TCS Orders

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTPUT

OUTCOME

MEASURE
100% meet scheduled LAD

TARGET
100%

FORMULA
# of units or individuals meet LAD / # of units or individuals validated

DATA OWNER
DPTMS

DATA SOURCE
TCS Orders

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
Plans, Training, Mobilization, and Security (DPTMS)

COST FACTOR 100.0

PRIMARY WORK DRIVER AMOPES, FORSCOM 500-3 Series, JOPES, AR 55-1

OUTPUT PERFORMANCE TARGET 100% TCS orders for validated units or individuals published >= 72 hrs prior to RLD-P

OUTCOME PERFORMANCE TARGET 100% meet scheduled LAD

CUSTOMER VIEW Meets mission requirement

CAPABILITY LEVEL - 2

COST FACTOR 50.0

PRIMARY WORK DRIVER AMOPES, FORSCOM 500-3 Series, JOPES, AR 55-1

OUTPUT PERFORMANCE TARGET 100% TCS orders for validated units or individuals published between 71 to 48 hrs prior to RLD-P

OUTCOME PERFORMANCE TARGET 75-99% meet scheduled LAD

CUSTOMER VIEW Not meeting mission requirement

CAPABILITY LEVEL - 3

COST FACTOR 33.0

PRIMARY WORK DRIVER AMOPES, FORSCOM 500-3 Series, JOPES, AR 55-1

OUTPUT PERFORMANCE TARGET 100% TCS orders for validated units or individuals published published between 47 to 24 hrs prior to RLD-P

OUTCOME PERFORMANCE TARGET 50-74% meet scheduled LAD

CUSTOMER VIEW Not meeting mission requirement
## Plans, Training, Mobilization, and Security (DPTMS)

### SSP: Coordinate Mobilization & Demobilization Life Support

**DESCRIPTION**

This SSP coordinates the delivery of Base Operation Services (life support services & facilities) to mobilizing or demobilizing RC Soldiers and units to include, but not limited to, billeting, transportation, food services, and quality of life.

**COMPONENTS**

Operate a Contingency Operations Base (COB) & Contingency Operations Location (COL)

**LEGAL STATUTE**

- [ ]

**CUSTOMERS**

Military units, individual service members, DoD Civilians, contractors

**CRITICAL TO QUALITY CHARACTERISTICS**

Quality of life services are provided on arrival of mobilizing or demobilizing Soldiers

### OUTPUT

**MEASURE**

Percentage of Soldiers that are billeted on the day of arrival

**TARGET**

100%

**FORMULA**

\[
\frac{\text{# of Soldiers billeted}}{\text{# of Soldiers arrived for mobilization or demobilization}}
\]

**DATA OWNER**

Mobilization Office

**DATA SOURCE**

Unit Training Schedule

**REPORTED TO**

Garrison Commander

**FREQUENCY**

Quarterly

### OUTCOME

**MEASURE**

100% of units able to proceed to day 2 activities without interruption due to life support issues

**TARGET**

100%

**FORMULA**

\[
\frac{\text{Average # of days for units to proceed to day 2 activities}}{\text{Total # of units}}
\]

**DATA OWNER**

Mobilization Office

**DATA SOURCE**

Unit Training Schedule

**REPORTED TO**

Garrison Commander

**FREQUENCY**

Quarterly
**CAPABILITY LEVEL - 1**

**COST FACTOR**  
100.0

**PRIMARY WORK DRIVER**  
AR 5-9, AR 55-1, AR 220-1, AR 420-1, AR 500-5, AR 600-8-101, AMOPES, FORSCOM 500-3 Series, PPG

**OUTPUT PERFORMANCE TARGET**  
100% of Soldiers are billeted on the day of arrival

**OUTCOME PERFORMANCE TARGET**  
100% of units able to proceed to day 2 activities without interruption due to life support issues

**CUSTOMER VIEW**  
Units should be able to proceed to day 2 activities without interruption due to life support issues

**CAPABILITY LEVEL - 2**

**COST FACTOR**  
50.0

**PRIMARY WORK DRIVER**  
AR 5-9, AR 55-1, AR 220-1, AR 420-1, AR 500-5, AR 600-8-101, AMOPES, FORSCOM 500-3 Series, PPG

**OUTPUT PERFORMANCE TARGET**  
75-99% of Soldiers are billeted on the day of arrival

**OUTCOME PERFORMANCE TARGET**  
Units will be delayed to training activities by 1 day

**CUSTOMER VIEW**  
Units will be delayed to training activities by 1 day

**CAPABILITY LEVEL - 3**

**COST FACTOR**  
33.0

**PRIMARY WORK DRIVER**  
AR 5-9, AR 55-1, AR 220-1, AR 420-1, AR 500-5, AR 600-8-101, AMOPES, FORSCOM 500-3 Series, PPG

**OUTPUT PERFORMANCE TARGET**  
50-74% of Soldiers are billeted on the day of arrival

**OUTCOME PERFORMANCE TARGET**  
Units will be delayed to training activities by 2 days

**CUSTOMER VIEW**  
Units will be delayed to training activities by 2 days
Provides those installation functions to ensure the efficient & effective execution of support functions, tracking, reporting, scheduling and certification of mobilizing units, individuals, and equipment to meet combatant command requirements

**COMPONENTS**
- Coordinate Transport from Home Station to Mobilization Station
- Operate Mobilization Unit In-processing Center (MUIC)
- Operate a Mobilization Operations Center (MOC)
- Operate a CONUS Replacement Center
- Operate a Contingency Operating Base (COB)
- Operate a Contingency Operating Location (COL)

**LEGAL STATUTE**
- AMOPES, TMOPES, FORSCOM 500-3 Series, AR 55-1, AR 220-1, AR 600-8-101, PPG, First Army Mobilization SOP

**CUSTOMERS**
- Military units, individual service members, DoD Civilians, contractors, Combatant Commander

**CRITICAL TO QUALITY CHARACTERISTICS**
- Units, individuals, & equipment are validated on required tasks IAW published guidance

**OUTPUT**

**MEASURE**
Validation of units, individuals and equipment

**TARGET**
100%

**FORMULA**
# of units, individuals and equipment validated / # of units, individuals and equipment required to deploy/employ

**DATA OWNER**
DPTMS

**DATA SOURCE**
Validation Letter

**REPORTED TO**
Validation Board & First Army CG

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
100% units, individuals, and equipment meet RLD-P, RLD-E, and/or report date

**TARGET**
100%

**FORMULA**
# of units, individuals and equipment meet RLD-P, RLD-E, and/or report date / # of units, individuals and equipment required to meet RLD-P, RLD-E, and/or report date

**DATA OWNER**
DPTMS

**DATA SOURCE**
Validation Letter

**REPORTED TO**
Validation Board & First Army CG

**FREQUENCY**
Quarterly
## CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>AMOPES, TMOPES, FORSCOM 500-3 Series, AR 55-1, AR 220-1, AR 600-8-101, PPG, First Army Mobilization SOP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
100% validated units, individuals and equipment

**OUTCOME PERFORMANCE TARGET**
100% units, individuals, and equipment meet RLD-P, RLD-E, and/or report date

**CUSTOMER VIEW**
Meets mission requirement

## CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
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<tbody>
<tr>
<td>50.0</td>
<td>AMOPES, TMOPES, FORSCOM 500-3 Series, AR 55-1, AR 220-1, AR 600-8-101, PPG, First Army Mobilization SOP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
75-99% validated units, individuals and equipment

**OUTCOME PERFORMANCE TARGET**
75-99% units, individuals, and equipment meet RLD-P, RLD-E, and/or report date

**CUSTOMER VIEW**
Not meeting mission requirement

## CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.0</td>
<td>AMOPES, TMOPES, FORSCOM 500-3 Series, AR 55-1, AR 220-1, AR 600-8-101, PPG, First Army Mobilization SOP</td>
</tr>
</tbody>
</table>

**OUTPUT PERFORMANCE TARGET**
50-74 validated units, individuals and equipment

**OUTCOME PERFORMANCE TARGET**
50-74% units, individuals, and equipment meet RLD-P, RLD-E, and/or report date

**CUSTOMER VIEW**
Not meeting mission requirement
DESCRIPTION
Provides those installation functions to ensure the efficient & effective execution of support functions, tracking, reporting and scheduling of redeploying and/or demobilizing personnel, equipment, and units.

COMPONENTS
"Oversight of Transport from APOD/SPOD
Coordinate Redeployment Reception, Reintegration & Demobilization Activities
Coordinate billeting, unit equipment maintenance, transportation, food services, and quality of life
Reverse Soldier Readiness Processing (SRP)
Operate a CONUS Replacement Center
Execute HQDA ARFORGEN Reset Requirements
operate a Post-Mob Assistance Team (PMAT)"

LEGAL STATUTE

CUSTOMERS
Military units, individual service members, DoD Civilians, contractors

CRITICAL TO QUALITY CHARACTERISTICS
Cleared personnel returned to home station w/in 7 days
Identifying individual medical issues, coordinating consult, and transfer to Warrior Transition Unit (WTU)

OUTPUT

MEASURE
Provide required services to complete redeployment reception, demobilization & reintegration to 100% of personnel within 7 days

TARGET
100%

FORMULA
# of days within which 100% of personnel have completed redeployment reception, demobilization and reintigration

DATA OWNER
DPTMS

DATA SOURCE
Unit Training Schedule

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly

OUTCOME

MEASURE
100% of personnel able to proceed through each processing action to meet REFRAID or return to HOR

TARGET
yes

FORMULA
yes/no

DATA OWNER
DPTMS

DATA SOURCE
Unit Training Schedule

REPORTED TO
Garrison Commander

FREQUENCY
Quarterly
Plans, Training, Mobilization, and Security (DPTMS)

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>Provide required services to complete redeployment reception, demobilization &amp; reintegrations to 100% of customers within 5 days</td>
</tr>
<tr>
<td>OUTCOME PERFORMANCE TARGET</td>
</tr>
<tr>
<td>100% of personnel able to proceed through each processing action to meet REFRAD or return to HOR - Yes/No</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Return to HOR within 5 days of reception date</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>75.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>Provide required services to complete redeployment reception, demobilization &amp; reintegrations to 100% of personnel within 6 days</td>
</tr>
<tr>
<td>OUTCOME PERFORMANCE TARGET</td>
</tr>
<tr>
<td>100% of personnel able to proceed through each processing action to meet REFRAD or return to HOR - Yes/No</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Return to HOR within 6 days of reception date</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>50.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>Provide required services to complete redeployment reception, demobilization &amp; reintegrations to 100% of personnel within 7 days</td>
</tr>
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<td>OUTCOME PERFORMANCE TARGET</td>
</tr>
<tr>
<td>100% of personnel able to proceed through each processing action to meet REFRAD or return to HOR - Yes/No</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Return to HOR within 7 days of reception date</td>
</tr>
</tbody>
</table>

SSP: Reception, Demobilization & Reintegration Operations

F

Cost %
15.0

SERVICE: Mobilization and Deployment Support

Plans, Training, Mobilization, and Security (DPTMS)

Cost %
15.0

SERVICE: Mobilization and Deployment Support

Plans, Training, Mobilization, and Security (DPTMS)

Cost %
15.0

SERVICE: Mobilization and Deployment Support

Plans, Training, Mobilization, and Security (DPTMS)

Cost %
15.0

SERVICE: Mobilization and Deployment Support

Plans, Training, Mobilization, and Security (DPTMS)

Cost %
15.0

SERVICE: Mobilization and Deployment Support
Coordinate and synchronize day to day and future operations for the garrison while maintaining situational awareness across the entire installation and area of responsibility. Provides technical expertise and leadership to ensure quality, timely and accurate collection and reporting to higher, adjacent and subordinate headquarters using classified and unclassified systems. Receive, analyze, recommend and disseminate timely and appropriate resources to internal and external requests for manpower, equipment and or services. Provide, operate, and maintain primary and redundant unclassified & classified communication systems.

**COMPONENTS**
Current Operations includes SIR, Command Reporting Requirements and mandatory, regulatory and directed garrison reporting including but not limited to:
1) Advise, assist and coordinate with Installation staff sections.
2) Enforces operational priorities for distributing Garrison assets.
3) Monitor and coordinate the (Command Control Communications Computers Intelligence Surveillance Reconnaissance (C4ISR).
4) Responsible to maintain current command alert rosters.
5) Direct appropriate resources in response to IMCOM and Senior Commander operational requirements.
6) Prepare and present command group briefings.
7) Develops, publishes and maintains the CCIR and EEFI
8) Prepare, publish and track operations orders based on command guidance.
9) Maintain a team to integrate Garrison operations.
10) Coordinate with internal/external organizations and units.
11) Coordinate necessary support to enable garrison training and operations.
12) Develop and manage a viable OPSEC program.
13) Develop, synchronize and publish Garrison master calendar.
14) Participate in NORTHCOM, ARNORTH, FORSCOM, FEMA, and other designated conferences, meetings and exercises as required on COOP, DSCA, Emergency Management, and Pandemic Flu.
15) Maintain classified storage/COMSEC.
16) Surge operations to meet consequence and management requirements.

**Manage Taskings:**
1) Receive taskings (e.g. but not limited to Staff Action Control Officer (SACO), Worldwide Individual Augmentee System (WIAS), Senior Commander, DA, Garrison IMCOM).
2) Conduct informal/formal coordination.
3) Conduct mission analysis and develop courses of action.
4) Gain approval or Respond to Reclama.
5) Establish an assignment and tracking system.
6) Coordinate Funding.
7) Issue task order and suspense.
8) Monitor suspense.
9) Develop reports / Inform HQ.

**Events and Ceremonies:**
1) Receive request.
2) Synchronize date, time, and location.
3) Conduct mission analysis and develop courses of action.
4) Conduct informal/formal coordination.
5) Gain approval on course of action.
6) Develop/issue a tasking or MOI.
7) Coordinate with support activities (FMWR, Band, PAO).
8) Monitor, conduct, participate, and facilitate IPRs.
9) Rehearse and adjust support.
10) Supervise or monitor execution. Required systems Include the following:

1) NIPRNET & SIPRNET data networks.
2) Secure Phone (STE) & Secure FAX.
3) Commercial Phone and DSN.
4) FAX.
5) Handheld and Base Station Trunked Radio Network.
6) Access to secure VTC and non-secure VTC capability.

Other systems may include but are not limited to:
1) SINCgars Tactical Voice Network.
2) Post Sirens and mass notification systems.
3) Telephone Alert System (Communicator), Bulletin Board, and Geocast telephonic alert systems.
4) Windows Pop-up Network Instant messaging system.
5) Post Cable TV Command Channel programming.
6) Post-wide Cable TV Override, all channels.
7) Telephone Hotline to Units and Staff (Reverse 911).
8) Web-based emergency management C2 messaging system used with local, state, and federal emergency management offices.
9) Crash Phone for airfield.
10) Incident Management System (IMS). This is the JPM Guardian fielded emergency management hardware/software suite.

**Plans, Training, Mobilization, and Security (DPTMS)**

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE: Command and Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.0</td>
<td>SSP: Current Operations</td>
</tr>
</tbody>
</table>
CUSTOMERS
Garrison and Senior Commander, IMCOM, higher, adjacent and subordinate units.
Soldiers and Families. Retirees and civilians.

CRITICAL TO QUALITY CHARACTERISTICS
Responsive, accurate, technically proficient, functional, timely, safe. Tasks are timely, accurate, compassionate, consistent rules, realistic suspense, flexible, compliant, credible, clear in understanding roles and relationships. Events & Ceremonies: Professional, timely, resourced, coordinated/synchronized, planned, rehearsed. Required systems: Redundancy, classified/unclassified, availability, reliability, mobility, accessibility, compatibability.

MEASURE
Capability to coordinate and direct appropriate resources and enforce priorities in response to IMCOM, Garrison and Senior Commanders' operational requirements. Reports submitted IAW published reporting guidance. Tasks processed within the established suspense.

FORMULA
Existing Capability (Manpower and Systems) / Required Capability (Manpower and Systems)

DATA OWNER
Chief, Ops Branch

DATA SOURCE
ADD: IOC Logs, sent emails, and messages.

REPORTED TO
Chief, Plans and Ops Division

FREQUENCY
Quarterly

TARGET
100% capability to meet IMCOM, Garrison and Senior Commanders' operational requirements.

OUTCOME
MEASURE
Capability meets IMCOM, Garrison and Senior Commanders' operational requirement. Accurate reports submitted within established timelines. Tasks processed within the established suspense. Optimum and sustained use of FMC available communications systems.

FORMULA
Existing Capability (Manpower and Systems) / Required Capability (Manpower and Systems)

DATA OWNER
Chief, Ops Branch

DATA SOURCE
ADD: IOC Logs, sent emails, and messages.

REPORTED TO
Chief, Plans and Ops Division

FREQUENCY
Quarterly

TARGET
100% capability to meet IMCOM, Garrison and Senior Commanders' operational requirements.
Plans, Training, Mobilization, and Security (DPTMS)

902 A  
Cost % 30.0  
SERVICE: Command and Control  
SSP: Current Operations

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>90-100%</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Full capability to coordinate and synchronize day to day and future operations for the garrison.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>75.0</td>
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<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>75-89%</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Full capability to coordinate, synchronize and provide situational awareness for only those actions necessary to maintain Health, Life and Safety and Command-directed Mission-Essential functions. Limited capability for shaping future operations and conducting short-suspense taskings.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>COST FACTOR</td>
</tr>
<tr>
<td>50.0</td>
</tr>
<tr>
<td>OUTPUT PERFORMANCE TARGET</td>
</tr>
<tr>
<td>60-74%</td>
</tr>
<tr>
<td>CUSTOMER VIEW</td>
</tr>
<tr>
<td>Severely reduced capability to conduct Current Ops: Coordinates, synchronizes and provides situational awareness for only those actions necessary to maintain Health, Life and Safety.</td>
</tr>
</tbody>
</table>
DESCRIPTION
Provide Preemptive measures to protect health and safety, restore essential government services, and provide emergency relief to government, businesses and individuals affected by the consequences of all-hazards emergencies and acts of terrorism, both man-made and natural.

COMPONENTS
Includes but is not limited to:
- Identify, acquire and plan the use of resources needed to anticipate, prevent and or mitigate the effects of a disaster, threat or act of terrorism.
- Force Protection
- Severe Weather and Natural Disaster Response Plan
- Defense Support of Civil Authorities
- Immediate Response to local Civil Authorities
- Search and Rescue
- MASCAL operations and support to NDMS
- Hazardous Material Response Plan
- Composite Risk Management and Critical Infrastructure Key Resources (CFKR) Risk Management Hazardous Material Response Plan
- Defense Critical Infrastructure Program
- CBRNE Response
- Identify and track installations participation in disaster relief operations.
- WMD plans, operations and exercises as EOP components.
- RAM

LEGAL STATUTE
Title X, Section 407 of USC
Title 42 USC 5121 as Ammended Disaster Relief and Emergency Assistance (Stafford Act)
HSPD - 5 AND 8. Katrina Recovery Improvement Act of 2006

REGULATION
DOD Directive 3025.1 (Military Support to Civil Authorities)
DOD Directive 3025.15 (Military Assistance to Civil Authorities)
DOD Directive 5525.5 (DOD Cooperation with Law Enforcement)
DOD Directive 3020.36 (National Security Emergency Preparedness)
DOD Directive 3025.12 (Military Support for Civil Disturbances)
DOD Directive 3020.26/AR 500-3 (Continuity of Operations)
AR 525-27 Emergency Management
AR 525-13 (Force Protection)
DODI 2000.11 (Force Protection)
DODI 3020.40 (Defense Critical Infrastructure Program)
FM 5-0 (Army Planning and Orders Production)
HQDA EXORD 693-05 (Implementation of National Response Plan and NIMS)
SECDEF Directive on Homeland Defense and Civil Support

CUSTOMERS
Higher, adjacent, subordinate units, organizations, agencies, Soldiers and Families

CRITICAL TO QUALITY CHARACTERISTICS
Timeliness, clarity of direction, rapid response, rapid decision-making ability, established communication ability (internal and external), well-trained staff, technical proficiency, effectiveness, common operational picture, planning and risk management.

OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing response plans validated within past year</td>
<td>100% of plans validated within validation period</td>
</tr>
</tbody>
</table>

FORMULA
# of plans validated / # of plans required to be validated

DATA OWNER
Chief, Ops Branch

DATA SOURCE
Op Center Logs, AARs, existing OPLANS

REPORTED TO
Chief, Plans & Ops Division

FREQUENCY
Quarterly

OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corrective actions completed or elevated for identified weaknesses, findings and observations</td>
<td>100% of corrective actions completed or elevated</td>
</tr>
</tbody>
</table>

September 2012 FY13 CLS Configurations 579
FORMULA

# of corrective actions either completed or elevated / # of corrective actions identified

DATA OWNER
Chief, Ops Branch

REPORTED TO
Chief, Plans & Ops Division

DATA SOURCE
Op Center Logs, AARs, existing OPLANS

FREQUENCY
Quarterly
Plans, Training, Mobilization, and Security (DPTMS)

902  B  Cost %  10.0  SERVICE: Command and Control
      SSP: Disaster Preparedness & Crisis Response

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER  # of plans to develop, approve, and validate

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
> 90 - 100% Annually  > 95 - 100% of Plans Validated Annually with a Full-Scale Exercise (observed exercise that meets established standards and criteria against an approved scenario. TTX, FE, FSE as necessary to demonstrate a capability or real-world execution.) or real world execution.

CUSTOMER VIEW
Disaster Preparedness & Crisis Response Plans developed, approved and validated annually through full-scale exercise or real-world execution and documented in the AAR with Improvement Action Plan to HSEEP standards.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER  # of plans to develop, approve, and validate

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
> 90 - 100% Annually  > 95 - 100% of Plans Validated with a table-top exercise or Rehearsal Of Concept (ROC) drill

CUSTOMER VIEW
Disaster Preparedness & Crisis Response Plans have been developed and validated by table-top exercise or Rehearsal Of Concept (ROC) drill. All required tasks accomplished in the year but not necessarily simultaneously in the same exercise and documented in the AAR with Improvement Action Plan to HSEEP standards.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER  # of plans to develop, approve, and validate

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
> 90-100% Annually  > 95 - 100% of Plans developed and staffed with stake-holders

CUSTOMER VIEW
Disaster Preparedness & Crisis Response Plans have been developed and staffed with stake-holders. Plans approved and "most likely hazards" or "highest risk" Disaster Preparedness and Crisis Response plans validated annually through TTX or FE and documented in the AAR with Improvement Action Plan to HSEEP standards.
DESCRIPTION
This SSP ensures the installation maintains 24/7 capability as required (defined as scalable through telecommunications and physical presence) for situational awareness (SA) and Common Operating Picture (COP) of critical information and events, allowing the Senior Commander and the Garrison Cdr to make informed and timely decisions, and provides an expandable base of operations to execute the Anti-Terrorism/Force Protection and All Hazards Response Plan Contingency Operations (real world or exercise) and ARFORGEN. Plan, coordinate, resource, support, and Execute support to real world events and directed exercises (internally and externally) and ARFORGEN IAW commander's guidance, directives, regulations and OPLANS/CONPLANS and Exercise Directives.

COMPONENTS
- Inform commanders and staff of current and future events.
- Provide notification to units, staff, employees and family members when disaster strikes.
- Maintain liaison activities with other authorities (Local, State, Federal, National, Joint Services Agencies, International; e.g. FEMA, host nation mil. and civ.)
- Maintain communications and share COP within the installation, local, state and federal authorities, lateral, supporting and supported command, agencies and governments, and with higher HQs.
- Receive reports from off installation, Incident Command Posts, higher headquarters, and process the information.
- Establish, train, and operate the Installation Operations Center IAW applicable FPCON Measures and available resources.
- Train Crisis Action personnel and Installation Operations Center in accordance with applicable policy and regulatory guidance.
- Allocate adequate space to conduct Crisis Action operations.

Real World Event (could be ARFORGEN event) or Exercise Execution:
1) Discover planning weaknesses, reveal resource gaps, improve coordination, practice use of communication networks, clarify roles and responsibilities, improve individual and organizational performance, and improve readiness;
2) Coordinate funding requirements (RM);
3) Identify, resource and train white cell, blue cell, red cell OT/OC and role players;
4) Develop exercise training objectives;
5) Establish timeline;
6) Conduct planning conferences;
7) Designate an exercise director;
8) Develop Master Scenario Event Lists (MSELs);
9) Coordinate with internal/external agencies and mission elements;
10) Perform risk analysis;
11) Brief Senior Commander;
12) Coordinate for life-support;
13) Conduct a hot-wash and formal AAR;
14) Publish the AAR results to higher, lower and adjacent headquarters;
15) Revise, update OPLANs (ALL Moved to Plan/Exer)

LEGAL STATUTE
Title X, Section 407 USC
Title 42 USC 5121 as amended
Disaster Relief and Emergency Assistance (Stafford Act)
Homeland Security Presidential Directive 8 (Implement NIMS)
Post Katrina Emergency Reform Act
Economy Act
HSPD 5

REGULATION
AR 190-45 (Serious Incident Reporting)
AR 600-20 (Army Command Policy)
AR 525-13 (Force Protection)
DODI 2000.11 (Force Protection)
FM 6-0 (Command and Control)
AR 600-8-105 (Military Orders)
DOD Directive 3020.26/AR 500-3 (Continuity of Operations)
AR 350-28 (Army Exercises)
AR 350-1 (Army Training)
FM 7-0 (Army Training)
DODI 2000.11 (Force Protection)
HQDA EXORD 693-05 (Implementation of National Response Plan and NIMS)
ARNORTH OPORD 2008-0108 (FP Order)
AR 25-12 (COMSEC)
AR 380-5 (INFOSEC)
AR 530-1 (OPSEC)
NRF
NIMS
DODD 2000.18
National Response Framework
DoD Strategy for Homeland Defense and Civil Support
UFC 4-010-23 15 July 2008
FM 3-0 (Operations)

CUSTOMERS
Higher, adjacent, subordinate units, organizations, agencies, Soldiers and Families

CRITICAL TO QUALITY CHARACTERISTICS
Relevency, a safe, fully functional facility, capable of classified/unclassified operations, responsiveness, availability, timeliness, expandable, computability (internal/external), competency, redundancy. Execute support to real world events or exercise of plans are relevant, targeted, measurable, observable, valid, rehearsable, resourced, synchronized, supportable, timely, integrated and communicated through trained personnel (CAT).
<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain an Installation Operations Center that supports integrated Command and Control functions. 5 Required Systems at all Installations: Nonsecure telephone, secure telephone, NIPR, SIPR and Automated Message Handling System.</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assigned # personnel + Operational # Systems / Required # personnel + Required # Systems = Percentage (%)</td>
<td>Chief, Ops Branch</td>
<td>ADD: Event Logs, AARs, CDR feedback</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief, Plans and Ops Division</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to provide SA and COP to Garrison Commander, higher, adjacent, and subordinate units. 5 Required Systems of All Installations: Nonsecure telephone, secure telephone, NIPR, SIPR and Automated Message Handling System.</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
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</tbody>
</table>
### Plans, Training, Mobilization, and Security (DPTMS)

<table>
<thead>
<tr>
<th>Cost</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0</td>
<td>Command and Control</td>
<td>Installation Operations Center</td>
</tr>
</tbody>
</table>

#### COST FACTOR

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Geography, demographics and mission. Threat, assessment and vulnerability analysis.</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100%. No significant personnel limitations; all communications systems operational; all events supported without negatively affecting other DPTMS functions.</td>
<td>90-100%. No significant personnel limitations; all communications systems operational; all events supported without negatively affecting other DPTMS functions.</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Timely and accurate vertical and horizontal reporting of routine and classified information, recurring reports, and support to ARFORGEN, exercises, and contingency operations. All events supported without negatively affecting other DPTMS functions. IOCs at Power Generating Platforms (PGP) and Power Projection Platforms (PPP) will normally have 24/7 operations (Regions validate requirement). All other IOCs will operate during duty hours; mission personnel/staff duty/military police handle reports during non-duty hours. All IOCs will have a dedicated facility, and will be capable of surging to 24/7 for limited time (up to 7 days) to support ARFORGEN, exercises and contingencies without impact to other DPTMS core functions.

#### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>65.0</td>
<td>Geography, demographics and mission. Threat, assessment and vulnerability analysis.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>75-89%. No significant personnel limitations; at least one means of secure communications operational; all events supported without negatively affecting other DPTMS functions.</td>
<td>75-89%. No significant personnel limitations; at least one means of secure communications operational; all events supported without negatively affecting other DPTMS functions.</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Timely and accurate vertical and horizontal reporting of routine and classified information, recurring reports, and support to ARFORGEN, exercises, and contingency operations. All events supported without negatively affecting other DPTMS functions. IOCs at Power Generating Platforms (PGP) and Power Projection Platforms (PPP) will normally have 24/7 operations (Regions validate requirement). All other IOCs will operate during duty hours; mission personnel/staff duty/military police handle reports during non-duty hours. All IOCs will have a dedicated facility, and will be capable of surging to 24/7 for limited time (up to 7 days) to support ARFORGEN, exercises and contingencies without impact to other DPTMS core functions.

#### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>35.0</td>
<td>Geography, demographics and mission. Threat, assessment and vulnerability analysis.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>60-74%. Personnel shortages and/or non secure communications capability only. IOC cannot operate 24/7 for even a limited time without moderate impact to other DPTMS functions.</td>
<td>60-74%. Personnel shortages and/or non secure communications capability only. IOC cannot operate 24/7 for even a limited time without moderate impact to other DPTMS functions.</td>
</tr>
</tbody>
</table>

**CUSTOMER VIEW**

Timely and accurate vertical and horizontal reporting of routine and classified information, recurring reports, and support to ARFORGEN, exercises, and contingency operations. All events supported without negatively affecting other DPTMS functions. IOCs at Power Generating Platforms (PGP) and Power Projection Platforms (PPP) will normally have 24/7 operations (Regions validate requirement). All other IOCs will operate during duty hours; mission personnel/staff duty/military police handle reports during non-duty hours. All IOCs will have a dedicated facility, and will be capable of surging to 24/7 for limited time (up to 7 days) to support ARFORGEN, exercises and contingencies without impact to other DPTMS core functions.
DESCRIPTION
Provides the technical expertise and leadership to synchronize and integrate garrison operations into support for CONPLANS, OPLANS, FUNCPLANS, SORs, OPORDs, and Stationing Actions. Plan, coordinate, resource, and develop support for directed exercises (internally and externally) and ARFORGEN IAW commander's guidance, directives, regulations and OPLANS/CONPLANS.

COMPONENTS
Planning involves:
- USAG liaison with Senior Commander's staff (normally G3/5) during planning for Installation events and requirements (RESET, COOP, Operations Center SOP, Crisis Management, Anti-Terrorism, Force Protection).
- Synchronize and coordinate garrison plans with local, state, federal, and host nation military and civilian agencies as necessary.
- Conduct MDMP training for garrison staff.
- Attend In-Progress Reviews (IPRs) and working group meetings.
- Participate in Anti-Terrorism Working Groups or Threat Fusion Cells.
- Participate in site surveys and reconnaissance trips in support of planning functions.
- Prepare and participate in briefings for the Garrison Commander and Senior Commander during the MDMP. Briefings may include Information, Decision, Mission Analysis, Course of Action (COA) briefs, Staff briefings.
- Review and consolidate USAG staff estimates and annexes and present to Senior Commander.
- Form and lead a garrison Operations Planning Group to conduct MDMP and produce products such as garrison COOP.
- Provide input to the USAG Strategic Plan, RESET OPORD and DEPORD and other orders as required. Planning involves:
- USAG liaison with Senior Commander's staff (normally G3/5) during planning for Installation events and requirements (RESET ARFORGEN, COOP, Operations Center SOP, Crisis Management, Anti-Terrorism, Force Protection).
- Synchronize and coordinate garrison plans with local, state, federal, and host nation military and civilian agencies as necessary.
- Conduct MDMP training for garrison staff.
- Attend In-Progress Reviews (IPRs) and working group meetings.
- Participate in Anti-Terrorism Working Groups or Threat Fusion Cells.
- Participate in site surveys and reconnaissance trips in support of planning functions.
- Prepare and participate in briefings for the Garrison Commander and Senior Commander during the MDMP. Briefings may include Information, Decision, Mission Analysis, Course of Action (COA) briefs, Staff briefings.
- Review and consolidate USAG staff estimates and annexes and present to Senior Commander.
- Form and lead a garrison Operations Planning Group to conduct MDMP and produce products such as garrison COOP.
- Provide input to the USAG Strategic Plan, RESET OPORD and DEPORD and other orders as required.

Exercise Execution:
1) Discover planning weaknesses, reveal resource gaps, improve coordination, practice use of communication networks, clarify roles and responsibilities, improve individual and organizational performance, and improve readiness;
2) Coordinate funding requirements (RM);
3) Identify, resource and train white cell, blue cell, red cell OT/OC and role players;
4) Develop exercise training objectives;
5) Establish timeline;
6) Conduct planning conferences;
7) Designate an exercise director;
8) Develop Master Scenario Event Lists (MSELs);
9) Coordinate with internal/external agencies and mission elements;
10) Perform risk analysis;
11) Brief Senior Commander;
12) Coordinate for life-support;
13) Conduct a hot-wash and formal AAR;
14) Publish the AAR results to higher, lower and adjacent headquarters;
15) Revise, update OPLANS.

LEGAL STATUTE
CUSTOMERS  
Garrison or Senior Commander. Staff, tenants, Soldiers, Families, supporting civil authorities

CRITICAL TO QUALITY CHARACTERISTICS  
Thoroughness, timeliness, prioritized, relevant, synchronized, complete, validated plans, adaptive, trained personnel, supportable, executable

| OUTPUT |
|------------------|------------------|
| MEASURE          | TARGET           |
| Staff conducts MDMP and produces a plan | 100% |

FORMULA  
\[
\frac{\# \text{ of plans produced by staff}}{\# \text{ of plans directed or required by the Garrison or Senior Commander}}
\]

DATA OWNER  
Chief, Plans Branch

DATA SOURCE  
OPLANs, Directives, Command Guidance, AARs, Regulatory Guidance

REPORTED TO  
Chief, Plans and Ops Division

FREQUENCY  
Quarterly

| OUTPUT |
|------------------|------------------|
| MEASURE          | TARGET           |
| Staff briefs Garrison or Senior Commander and gains approval | 100% |

FORMULA  
\[
\frac{\# \text{ of plans approved by Garrison or Senior Commander}}{\# \text{ of plans produced by staff required to be approved by Garrison Cdr or SC.}}
\]

DATA OWNER  
Chief, Plans Branch

DATA SOURCE  
OPLANs, Directives, Command Guidance, AARs, Regulatory Guidance

REPORTED TO  
Chief, Plans and Ops Division

FREQUENCY  
Quarterly
CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0          # of plans created, reviewed, and/or updated

OUTPUT PERFORMANCE TARGET          OUTCOME PERFORMANCE TARGET
90-100%                     90-100%

CUSTOMER VIEW
Health, Life and Safety and plans required by Law or Statute and >90% of plans directed or required by Garrison or Senior Commander

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0          # of plans created, reviewed, and/or updated

OUTPUT PERFORMANCE TARGET          OUTCOME PERFORMANCE TARGET
75-89%                     75-89%

CUSTOMER VIEW
Health, Life and Safety and plans required by Law or Statute and 50% > 75% of plans directed or required by Garrison or Senior Commander

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0          # of plans created, reviewed, and/or updated

OUTPUT PERFORMANCE TARGET          OUTCOME PERFORMANCE TARGET
60-74%                     60-74%

CUSTOMER VIEW
Health, Life and Safety and 0% > 60% of plans directed or required by Garrison or Senior Commander
Coordinate installation support for Army transformation operations, including but not limited to Grow The Army, Base Realignment And Closing, Global Defense Realignment and Posture, Modularity, other force structure and equipping modernization actions and ARFORGEN.

COMPONENTS

• Receive and review force integration plans to include Pending Unit Actions Lists (PUAL), Stationing Plans, MTOE and TDA modification plans, Operational Needs Statement (ONS) and Equipment Support Document (ESD) to determine support impacts to the Garrison.

• Coordinate issue of modernized equipment, Rapid Fielding Initiative (RFI), and Army Combat Uniforms (ACU) to installation units/activities.

• Coordinate, integrate, and synchronize garrison staff actions such as Master Planning, TDA authorization adjustments, contract modifications, garrison tasking proportional alignments, based on changes to supported force structure and associated impacts on facilities and base operations services.

• Coordinate for general instruction facilities to support new equipment training (NET).

• Participate in Installation and ACOM-level Force Transformation workshops, meetings and conferences

• Conduct informal/formal coordination

• Identify Garrison Doctrine Organization Training Materiel Leadership Personnel and Facilities (DOTMLPF) requirements

• Identify Garrison gaps and workarounds

• Inform/brief Higher Headquarters

• Coordinate/provide Garrison support

• Coordinate the support to Force Integration & Stationing plans within resources – adjust as required

• Analyze request for support and coordinate Garrison support to Army Test Command operations

LEGAL STATUTE

BRAC

REGULATION

AR 700-142 (Materiel Fielding)
AR 5-10 (Stationing)
DA PAM 700-142 (Materiel Fielding)
AR 710-2 (Supply Policy Below the National Level)
AR 71-32 (Force Development and Documentation - Consolidated Policies)
AR 5-18 (Army Stationing and Installation Plan)
FM 3-100.7 (Force Integration)
Grow the Army Stationing Plan
Army Campaign Plan

CUSTOMERS

FORSCOM, TRADOC, ATEC, USAREUR, 8th Army, USARC, IMCOM

CRITICAL TO QUALITY CHARACTERISTICS

Timely, accurate, feasible, compliant, synchronized, executable, proactive, realistic, funded, understanding of roles and relationships

OUTPUT

MEASURE

Coordinate and support with garrison resources force integration activities as required

FORMULA

# of activities coordinated and supported IAW guidance and directives / # of activities required to be supported IAW guidance and directives

DATA OWNER

Chief, Ops Branch

DATA SOURCE

Fielding Plans, OPORDS, Directives, ALARACT, SOUM

REPORTED TO

Chief, Plans & Ops Division

FREQUENCY

Quarterly

OUTCOME

MEASURE

Support all activities IAW guidance and directives

FORMULA

# of force integration and stationing activities supported within specified timeline / # of force integration and stationing activities required to be supported within specified timeline

DATA OWNER

Chief, Ops Branch

DATA SOURCE

Fielding Plans, OPORDS, Directives, ALARACT, SOUM

REPORTED TO

Chief, Plans & Ops Division

FREQUENCY

Quarterly
Plains, Training, Mobilization, and Security (DPTMS)

902  E  Cost %  10.0  SERVICE: Command and Control
     SSP: Force Management

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>&gt; 90 - 100%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Capability to conduct simultaneous Army transformation operations. Can coordinate all materiel fielding and stationing actions and can participate in all on-post and off-post meetings and conferences.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td>75.0</td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>&gt; 75 - 89%</td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
<tr>
<td>Capability to conduct sequential Army transformation operations, with priority of effort directed by garrison commander. Limited capability to conduct some simultaneous Army transformation operations. Can coordinate most materiel fielding and stationing actions with near-term focus and can participate in on-post and limited off-post meetings and conferences.</td>
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<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td>&gt; 60 - 74%</td>
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</tr>
<tr>
<td>Limited capability to conduct sequential Army transformation operations, with priority of effort directed by garrison commander. No capability to conduct simultaneous Army transformation operations. Can coordinate critical materiel fielding and stationing actions with near-term focus and can participate in on-post meetings only.</td>
</tr>
</tbody>
</table>
DESCRIPTION
Plan, coordinate, resource, support, execute, report, both internal and external organization compliance programs to evaluate/assist in core functions and competencies.

COMPONENTS
Develop internal (garrison) annual programs:
• Review and synchronize IMCOM programs
• Coordinate/synchronize inspections, certifications and audits
• Conduct informal/formal coordination
• Coordinate/train SMEs
• Conduct an in-brief, execute the program, and out-brief the results
• Develop and publish a report
• Conduct follow-up as required/needed
• Adhere to applicable laws, directives, regulations and/or SOPs
• Coordinate Installation Readiness Reporting (DRRS-A) and ensure synchronization with CLS, ISR, SMS, ABC, and other systems.
• Coordinate BASOPS support to tenant Surety Programs and ensure compliance with all required standards of performance.
• Ensure resources in support of civil authorities are IAW MOA, MOU, Mutual Aid Agreements, FEMA Mission Assignments or other authorities.
• Coordinate the Organizational Inspection Program as receiver and provider to include reports of corrective action.
• Coordinate support to Open Skies Treaty.
• Coordinate support to Brushfire operations.
• Ensure compliance with Conventional Weapons Convention Treaty and coordinate program execution.
• Coordinate Repatriation and NEO support operations.
• Coordinate/synchronize inspections, certifications and audits; e.g., OIP, GAO, AAA, IG.
• Manage the corrective actions, Reply by Endorsement and other Improvement Action Plans and follow-up actions as required. (OCONUS-only treaty/SOFA compliance)
• Coordinate external inspector support (Conventional Forces Europe {CFE})
• Coordinate life support, transportation, communication and facilities (CFE)
• Train and rehearse SMEs to facilitate inspections (CFE)
• Adhere to host-nation compliance requirements

LEGAL STATUTE
International Treaties (OCONUS)
Federal Managers Integrity Act of 1982
Public Law 97-255 Title 31 USC - Accounting and Auditing Procedures Act
Status of Forces Agreement (OCONUS)
Chemical Weapons Convention

REGULATION
AR 1-201 (Army Inspection Policy)
AR 11-2 (Management Control)
AR 20-1 (Inspector General Activities and Procedures)
MACOM IMCOM OIP Policies
HSPD 5, 8, 12
Surety references AR 50- series.
AR 220-1, (Readiness Reporting)
DRRS-A
OPENSIES
BRUSHFIRE
NRC Regulations

CUSTOMERS
Higher, adjacent, subordinate units, organizations, agencies, Soldiers and Families

CRITICAL TO QUALITY CHARACTERISTICS
Relevent, targeted, measurable, observable, valid, reheasable, resourced, synchronized, supportable, timeliness, trained personnel, integrated, ensures adherence to regulatory requirements, communicated

OUTPUT

MEASURE
Schedule/coordinate and conduct required inspections

TARGET
100% of required inspections conducted IAW guidance and directives

FORMULA
# of required inspections conducted/supported IAW guidance and directives / # of inspections required to be conducted/supported IAW guidance and directives

DATA OWNER
Chief, Ops Branch

DATA SOURCE
AAR, CDR fb, OPORDS, IAPs, LLs, IRs and Audits

REPORTED TO
Chief, Plans & Ops Division

FREQUENCY
Quarterly

OUTCOME

MEASURE
Corrective actions taken to correct compliance deficiencies (findings and observations)

TARGET
100% of corrective actions completed or elevated

September 2012
FY13 CLS Configurations
SSP: Compliance Programs
SERVICE: Command and Control
Cost % 10.0

plans, training, mobilization, and security (DPTMS)
<table>
<thead>
<tr>
<th>FORMULA</th>
<th># of required inspections conducted/supported IAW guidance and directives / # of inspections required to be conducted/supported IAW guidance and directives</th>
</tr>
</thead>
<tbody>
<tr>
<td>DATA OWNER</td>
<td>Chief, Ops Branch</td>
</tr>
<tr>
<td>REPORTED TO</td>
<td>Chief, Plans &amp; Ops Division</td>
</tr>
<tr>
<td>DATA SOURCE</td>
<td>AAR, CDR fb, OPORDS, IAPs, LLs, IRs and Audits</td>
</tr>
<tr>
<td>FREQUENCY</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Plains, Training, Mobilization, and Security (DPTMS)

902  F  Cost %  10.0  SERVICE: Command and Control  SSP: Compliance Programs

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  # of required inspections

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
> 90 - 100%  > 95 - 100%

CUSTOMER VIEW
Conduct all required inspections (Laws, treaties, regulations, SOPs, other directives).

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
75.0  # of required inspections

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
> 75 - 89%  > 95 - 100%

CUSTOMER VIEW
Conduct all inspections required by laws, treaties and regulations.

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
50.0  # of required inspections

OUTPUT PERFORMANCE TARGET  OUTCOME PERFORMANCE TARGET
> 50 - 74%  > 95 - 100%

CUSTOMER VIEW
Conduct all inspections required by laws and treaties.
### Plans, Training, Mobilization, and Security (DPTMS)

**SSP:** Execute the Training Requirements Integration (TRI) Program

**SERVICE:** Training Land Sustainment

| Cost % | 10.0 |

**DESCRIPTION**

This SSP provides technical expertise and leadership to manage the Training Requirement Integration (TRI) program and a decision support capability based on the integration of training requirements, land conditions, training and testing facilities, and environmental management requirements for the installation's tenant and transient units and activities.

**COMPONENTS**

This SSP includes, but is not limited to providing capabilities to manage and maintain training lands to support mission readiness and the METL.

Examples include but are not limited to:

- Managing organizing and prioritizing all 5 Program Components (TRI, SRA, RTLA, LRAM, and GIS)
- Monitoring and assessing program performance and coordinating personnel, materials, equipment and facilities
- Developing a cooperative relationship and coordinating with internal (installation staff) and external offices (state, federal, local and Host Nation) and other military services per local policy
- Supporting the preparation of scopes of work
- Providing information for command decision support
- Execution and management of unplanned requirement - URR, UFR as part of TRI management and oversight
- Minimize avoidable internal encroachment issues and ensure compatible land uses (e.g., hunting, fishing, forestry, and recreation) to not compromise training goals
- Integrating data derived from RTLA with the Army conservation program
- Provide SRA duties

**CUSTOMERS**

Training Land Users; Commanders

**CRITICAL TO QUALITY CHARACTERISTICS**

Optimized sustained use of training and testing lands

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
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<td>TBD</td>
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<tr>
<th>FORMULA</th>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
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<th>FREQUENCY</th>
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**OUTCOME**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
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</table>
**Plans, Training, Mobilization, and Security (DPTMS)**

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.0</td>
<td>Training Land Sustainment</td>
<td>Execute the Training Requirements Integration (TRI) Program</td>
</tr>
</tbody>
</table>

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
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<tbody>
<tr>
<td>100.0</td>
<td>TBD</td>
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<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<tr>
<td>TBD</td>
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<table>
<thead>
<tr>
<th>CUSTOMER VIEW</th>
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### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
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<tbody>
<tr>
<td>75.0</td>
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<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<th>CUSTOMER VIEW</th>
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### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
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<tbody>
<tr>
<td>50.0</td>
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<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
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<tr>
<td>TBD</td>
<td>TBD</td>
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<th>CUSTOMER VIEW</th>
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<td>TBD</td>
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</table>
This SSP provides the program management and expertise required to execute the LRAM component.

**COMPONENTS**
This SSP includes, but is not limited to:
- Identifying, costing, programming, planning, designing, and executing of LRAM projects based on requirements and priorities identified by the TRI and RTLA components of ITAM. Ensuring projects are appropriately coordinated (examples include DPW, NEPA, Host Nation, Federal and State agencies, Non-Government Organization, Federally recognized tribes) IAW local SOP. Ensuring sustainment of available training land to support the mission.
- Examples of this SSP include:
  -- Provide input into the ITAM plan, WAM, and Develop annual LRAM report
  -- Conduct field surveys to identify problem areas
  -- Define, design and prioritize potential LRAM projects
  -- Evaluate effectiveness of completed LRAM projects and documenting lessons learned
  -- Ensure that needed repair and maintenance projects are coordinated with staff
  -- Follow up with training land users to ensure projects meet their needs
  -- Analyze requirements for equipment and materials
  -- Install, repair and maintain turn pads, low water crossings, firing points
  -- Revegetate and reshape damaged training lands
  -- Develop and maintain maneuver corridors and tactical concealment areas
  -- Remove unmarketable timber
- Examples of what this SSP does not include:
  -- Infrastructure Items and Services that receive SRM/BOS funding (ref 415-28)
  -- Live fire ranges (to include berms grass mowing) unless it is a maneuver range
  -- Projects to achieve environmental conservation or compliance
  -- UXO clearance

**CUSTOMERS**
Training Land Users; Commanders

**CRITICAL TO QUALITY CHARACTERISTICS**
Availability of realistic, suitable, and usable training lands;

**OUTPUT**

**MEASURE**
% of Validated Projects Completed

**FORMULA**
# of validated projects completed / Total # of validated projects

**DATA OWNER**
ITAM Coordinator; LRAM Coordinator (as applicable); Installation TPOC

**DATA SOURCE**
Workplan Analysis Module (WAM)

**REPORTED TO**
Range Officer; DPTMS; Installation TPOC; DPW

**FREQUENCY**
Quarterly

**OUTCOME**

**MEASURE**
% of Acre-Days
Note: 365 baseline

**FORMULA**
\[
\frac{(B-A)}{B} \times 100\% \text{ in acre day}
\]

A = Acre-Days available training land is in a "non-suitable" condition
B = Acre-Days available for training from ISR-NI (from HHQ)

**DATA OWNER**
ITAM Program Coordinator; LRAM Program Coordinator; Installation TPOC

**DATA SOURCE**
Workplan Analysis Module (WAM)

**REPORTED TO**
Range Officer; DPTMS; Installation TPOC

**FREQUENCY**
Annual
Plans, Training, Mobilization, and Security (DPTMS)

**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0

**PRIMARY WORK DRIVER**
- AR350-19; AR200-1 (INRMP); SIKES; NEPA-32CFR651; DoD3200.15; DoD4715.1E; Command Training Guidance; DoD4715.11; DoD4715.12
- Database or Report for Modeling DA guidance on Tier of the installation (SRP Ranking); ATTACC (pulls from ASIP)

**OUTPUT PERFORMANCE TARGET**
- % of Validated Projects Completed: 90-100

**OUTCOME PERFORMANCE TARGET**
- % of Acre-Days Note: 95-100

**CUSTOMER VIEW**
- 100% of Repair, Reconfig, Maintenance projects are completed

---

**CAPABILITY LEVEL - 2**

**COST FACTOR** 50.0

**PRIMARY WORK DRIVER**
- AR350-19; AR200-1 (INRMP); SIKES; NEPA-CFR
- Database or Report for Modeling DA guidance on Tier of the installation (SRP Ranking); ATTACC (pulls from ASIP)

**OUTPUT PERFORMANCE TARGET**
- % of Validated Projects Completed: 70-89

**OUTCOME PERFORMANCE TARGET**
- % of Acre-Days Note: 90-94
- Risk is increased (increased erosion, gulleys, decreased maneuverability, potential safety issues, some areas may have accessibility issues, downtime for vehicle extraction, possible compliance issues)

**CUSTOMER VIEW**
- 50% of Repair projects are completed
- 25% of Reconfiguration projects are completed
- 25% of Maintenance projects are completed

---

**CAPABILITY LEVEL - 3**

**COST FACTOR** 25.0

**PRIMARY WORK DRIVER**
- AR350-19; AR200-1 (INRMP); SIKES; NEPA-CFR
- Database or Report for Modeling DA guidance on Tier of the installation (SRP Ranking); ATTACC (pulls from ASIP)

**OUTPUT PERFORMANCE TARGET**
- % of Validated Projects Completed: 50-69

**OUTCOME PERFORMANCE TARGET**
- % of Acre-Days Note: 85-89

**CUSTOMER VIEW**
- Risk is significantly increased (increased erosion, gulleys, decreased maneuverability, potential safety issues, some areas may have accessibility issues, downtime for vehicle extraction, possible compliance issues, unit readiness will be adversely impacted); Time and cost to restore training areas are significantly increased
This SSP provides the program management and technical oversight required to execute the SRP GIS program as well as creates, manages, and distributes authoritative standardized spatial information, products, and services for the execution of training strategies and missions on U.S. Army ranges and training lands.

**COMPONENTS**

This SSP includes, but is not limited to:

- Managing, organizing, prioritizing and executing GIS projects

Examples of this SSP includes:

- Ensure that software and licenses are up to date
- Ensuring that data is compliant to spatial data standards and submitted to the enterprise process (GiSR)
- Ensuring that the graphic fire desk is operational
- Coordinating program management with the ITAM and range community
- Ensuring that GIS requirements are identified to the ITAM coordinator for inclusion in the 5-year plan and the WAM
- Ensuring Range Control has RMTK (Range Manager’s Toolkit) capability
- Ensuring that required certifications are secured and that training is provided to ITAM and Range Control staff
- Developing a cooperative relationship with GIS personnel at the installation
- Ensuring that current imagery is available
- Facilitate sharing of data for efficiencies
- Data collection/acquisition of standardized geospatial layers for which SRP is the proponent
- Data Management includes updating existing feature classes (ranges and firing points, e.g.) to meet mission requirements and quality assurance plans (QAPs); Data is backed up, secure and shared
- Conducting spatial analysis for SRP range and training land management as prioritized by ITAM program
- Producing deliverables (form can be maps, documents, data, etc) as required by SRP and data calls
- Performing gap analysis

**LEGAL STATUTE**

**REGULATION**

**CUSTOMERS**

Training Land Users; Commanders; Garrison staff (to include ITAM staff, SRP, Range Officer, DPW, DPTMS, PAIO); HHQ; Outside agencies; taxpayers

Note: Layer access restricted to non-sensitive layers

**CRITICAL TO QUALITY CHARACTERISTICS**

Accurate geospatial data and analysis; Product availability (maps, documents, etc);

**OUTPUT**

**MEASURE**

SRP Proponent Data Layers Meet the Army Quality Assurance Plans (QAPs)

**TARGET**

100%

**FORMULA**

# of data compliant layers / Total # of layers in proponency

Reference: AR115, AR350-19 (near future)

**DATA OWNER**

SRP GIS

**DATA SOURCE**

SRP GIS; ITAM office

**REPORTED TO**

Range Officer; Installation TPOC; GIS CAD librarian (Master Planning)/IGIS/GIS Coordinator (PAIO or other)

**FREQUENCY**

Quarterly

**OUTCOME**

**MEASURE**

% of Face-to-Face Analysis and Output Requests Fulfilled Within the Time Required

**TARGET**

100%

**FORMULA**

# of analysis and output requests fulfilled within the time required / Total # of analysis and output requests

**DATA OWNER**

ITAM Coordinator; SRP GIS

**DATA SOURCE**

SRP GIS; ITAM office

**REPORTED TO**

Range Officer; TPOC/COR

**FREQUENCY**

Quarterly
## Plans, Training, Mobilization, and Security (DPTMS)

903  C  Cost % 12.0  SERVICE: Training Land Sustainment  
SSP: Execute the SRP Geographic Information Systems (GIS) Program

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>DoD3200.15; DoD4715.1E; DoD4715.11; DoD4715.12; Executive Order 12906; AR115-11QAPs (see SRP website for attachment to AR350-19); GISRDoD3200-15</td>
<td>SRP Proponent Data Layers Meet the Army Quality Assurance Plans (QAPs): 90-100</td>
<td>% of Face-to-Face Analysis and Output Requests Fulfilled Within the Time Required: 90-100</td>
</tr>
</tbody>
</table>

### CUSTOMER VIEW

- 100% of software and licenses are up to date
- 100% of data is compliant to spatial data standards and submitted to the enterprise process (GISR)
- 100% of custom applications are working, accessible, and users trained on (i.e., RMTK (Range Manager's Toolkit), graphic fire desk)
- 100% of imagery is sufficiently current and at an appropriate scale
- 100% of spatial and attribute data collection/acquisition/maintenance is up to date
- 100% of requested validated deliverables (form can be maps, documents, data, etc) as required by SRP and data calls are on time
- 100% spatial analysis for SRP range and training land management in a timely manner

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0</td>
<td>QAPs (see SRP website for attachment to AR350-19); GISR</td>
<td>SRP Proponent Data Layers Meet the Army Quality Assurance Plans (QAPs): 50-89</td>
<td>% of Face-to-Face Analysis and Output Requests Fulfilled Within the Time Required: 75-89</td>
</tr>
</tbody>
</table>

### CUSTOMER VIEW

- 100% of software and licenses are up to date
- 10% of data is compliant to spatial data standards and submitted to the enterprise process (GISR)
- 95% of custom applications are working, accessible, and users trained on (i.e., RMTK (Range Manager's Toolkit), graphic fire desk)
- Adequate imagery is unfunded
- 10% of spatial and attribute data collection/acquisition/maintenance is up to date
- 75% of requested validated deliverables (form can be maps, documents, data, etc) as required by SRP and data calls are provided on time
- 75% spatial analysis for SRP range and training land management in a timely manner

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>35.0</td>
<td>QAPs (see SRP website for attachment to AR350-19); GISR</td>
<td>25-50</td>
<td>% of Face-to-Face Analysis and Output Requests Fulfilled Within the Time Required: 50-74</td>
</tr>
</tbody>
</table>

### CUSTOMER VIEW

- % of Face-to-Face Analysis and Output Requests Fulfilled Within the Time Required

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September 2012  FY13 CLS Configurations  598
This SSP provides the program management and technical expertise required to execute the RTLA component.

**COMPONENTS**
This SSP includes, but is not limited to:

- Acquiring data and assessing information to maximize the capability and sustainability of the land to support live training and testing activities.
- Defining and documenting their management and monitoring objectives in the Installation RTLA plan (to include integration with other installation planning documents) and provide input into the ITAM plan and the WAM. Collecting, assembling, editing, summarizing, managing RTLA data IAW RTLA plan.
- Coordinating the activities of RTLA data collectors
- Conducting routine technical reviews of planning documents such as INRMP, ICRMP, agricultural leases, annual burn plan, and timber harvest plan to assess impacts to the military mission.
- Ensuring RTLA assessments are appropriately coordinated (examples include Range Control, DPW, Environmental staff, Federal and State agencies, Non-Government Organization, Federally recognized tribes). Assessments include but are not limited to:
  - Recommending boundaries and training load distribution for newly acquired and existing training land, so that the capacity of the training land can best support a new or changing training mission, and a new intensity load.
  - Soil and site stability
  - Ground disturbance
  - Determine the effectiveness of the LRAM projects

This SSP does not include:
- The nine (9) planning level surveys identified under Environmental
- Forest inventory

**CUSTOMERS**
Range Officer; ITAM staff; Environmental and Natural Resource staff

**CRITICAL TO QUALITY CHARACTERISTICS**
Accurate defensible and scientifically sound data analysis and recommendations;

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments Identified and Completed on Time IAW the RTLA Plan</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
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<tbody>
<tr>
<td># of assessments completed / total # of assessment required as identified in the RTLA plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA OWNER</th>
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</thead>
<tbody>
<tr>
<td>RTLA Coordinator; ITAM Coordinator; Installation TPOC (Technical Point of Contact)</td>
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</table>

<table>
<thead>
<tr>
<th>DATA SOURCE</th>
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</thead>
<tbody>
<tr>
<td>WAM (num); Annual Report (num); RTLA Plan (denom)</td>
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</table>

<table>
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<tr>
<th>REPORTED TO</th>
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<tbody>
<tr>
<td>Range Officer; Installation TPOC</td>
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<table>
<thead>
<tr>
<th>FREQUENCY</th>
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<tbody>
<tr>
<td>Quarterly</td>
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</table>

**OUTCOME**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendations Were Developed in a Timely Manner and Adequately Addresses the Concerns of the Staff for All Requests</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORMULA</th>
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</thead>
<tbody>
<tr>
<td># of recommendations developed in a timely manner that were accepted the first time presented / total # of requests for recommendations</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>DATA OWNER</th>
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<tbody>
<tr>
<td>RTLA Coordinator; ITAM Coordinator; Installation TPOC</td>
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<td>WAM (num); Annual Report (num); RTLA Plan (denom)</td>
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<tbody>
<tr>
<td>Range Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Plans, Training, Mobilization, and Security (DPTMS)

<table>
<thead>
<tr>
<th>Capability Level - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Factor</strong></td>
</tr>
<tr>
<td>100.0</td>
</tr>
<tr>
<td><strong>Primary Work Driver</strong></td>
</tr>
<tr>
<td>AR350-19; DoD3200.15; DoD4715.1E; Command Training Guidance; DoDD4715.11; DoDD4715.12# of assessments identified in the RTLA Plan</td>
</tr>
<tr>
<td><strong>Output Performance Target</strong></td>
</tr>
<tr>
<td>Assessments Identified and Completed on Time IAW the RTLA Plan: 90-100</td>
</tr>
<tr>
<td><strong>Outcome Performance Target</strong></td>
</tr>
<tr>
<td>Recommendations Were Developed in a Timely Manner and Adequately Addresses the Concerns of the Staff for All Requests: 95-100</td>
</tr>
<tr>
<td><strong>Customer View</strong></td>
</tr>
<tr>
<td>100% of the following as requested</td>
</tr>
<tr>
<td>-- Acquiring data and assessing information</td>
</tr>
<tr>
<td>-- Defining and documenting their management and monitoring objectives in the Installation RTLA plan</td>
</tr>
<tr>
<td>-- Coordinating the activities of RTLA data collectors Conducting routine technical reviews of planning documents</td>
</tr>
<tr>
<td>-- Conducting routine technical reviews of planning documents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capability Level - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Factor</strong></td>
</tr>
<tr>
<td>80.0</td>
</tr>
<tr>
<td><strong>Primary Work Driver</strong></td>
</tr>
<tr>
<td># of Assessments (RTLA Plan)</td>
</tr>
<tr>
<td><strong>Output Performance Target</strong></td>
</tr>
<tr>
<td>Assessments Identified and Completed on Time IAW the RTLA Plan: 80-89</td>
</tr>
<tr>
<td><strong>Outcome Performance Target</strong></td>
</tr>
<tr>
<td>Recommendations Were Developed in a Timely Manner and Adequately Addresses the Concerns of the Staff for All Requests: 90-94</td>
</tr>
<tr>
<td><strong>Customer View</strong></td>
</tr>
<tr>
<td>100% of the following as requested</td>
</tr>
<tr>
<td>-- Acquiring data and assessing information (limited number of assessments)</td>
</tr>
<tr>
<td>-- Defining and documenting their management and monitoring objectives in the Installation RTLA plan</td>
</tr>
<tr>
<td>-- Coordinating the activities of RTLA data collectors</td>
</tr>
<tr>
<td>-- Conducting routine technical reviews of planning documents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capability Level - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Factor</strong></td>
</tr>
<tr>
<td>66.0</td>
</tr>
<tr>
<td><strong>Primary Work Driver</strong></td>
</tr>
<tr>
<td># of Assessments (RTLA Plan)</td>
</tr>
<tr>
<td><strong>Output Performance Target</strong></td>
</tr>
<tr>
<td>Assessments Identified and Completed on Time IAW the RTLA Plan: 50-79</td>
</tr>
<tr>
<td><strong>Outcome Performance Target</strong></td>
</tr>
<tr>
<td>Recommendations Were Developed in a Timely Manner and Adequately Addresses the Concerns of the Staff for All Requests: 80-89</td>
</tr>
<tr>
<td><strong>Customer View</strong></td>
</tr>
<tr>
<td>Recommendations Were Developed in a Timely Manner and Adequately Addresses the Concerns of the Staff for All Requests</td>
</tr>
</tbody>
</table>
DESCRIPTION
This SSP provides the program management and technical oversight required to execute the SRA component by providing a proactive means to develop and distribute educational materials to users of range and training land assets.

Goal is to reduce avoidable impacts on range and training land assets by all training land users.

COMPONENTS
This SSP includes, but is not limited to:
Needs analysis, coordination with training units to assist in the process, and feedback analysis
Information campaign plan
Ensuring that requirements are identified for inclusion in the 5-year plan and the WAM
Determine appropriate media format and design and dissemination channels

Products include:
-- Soldier Field Cards
-- Playing cards
-- Pens
-- Leader/ Soldier Handbooks
-- Posters/Photos
-- News Articles
-- Briefings/Conference presentations/Classes
-- Pamphlets/Brochures
-- Web site/multi-media
-- Maps and Overlays

CUSTOMERS
Training Land Users; Commanders

CRITICAL TO QUALITY CHARACTERISTICS
Products are clear, accurate, readable and provide up-to-date information and are readily available

OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of materials that are relevant and up-to-date</td>
<td>100%</td>
</tr>
</tbody>
</table>

FORMULA

# of materials reviewed and updated if necessary / total # of materials

DATA OWNER
ITAM Program Coordinator; Installation TPOC

DATA SOURCE
SRA Material Inventory

REPORTED TO
Range Officer; Installation TPOC

FREQUENCY
Quarterly

OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td># of days that products are available prior to training land use</td>
<td>365</td>
</tr>
</tbody>
</table>

FORMULA

# of days that products are available prior to training land use

Note: Materials are also available by request and on the AKO website

DATA OWNER
ITAM Program Coordinator; Installation TPOC

DATA SOURCE
SRA Material Inventory

REPORTED TO
Range Officer; Installation TPOC

FREQUENCY
Annual
### Plans, Training, Mobilization, and Security (DPTMS)

**Service:** Training Land Sustainment

**SSP:** Execute the Sustainable Range Awareness (SRA) Component by Developing Cost Effective and Secure Land Support Plans, Training, Mobilization, and Security (DPTMS)

### CAPABILITY LEVEL - 1

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>AR350-19; DoD3200.15; DoD4715.1E; Command Training Guidance; DoDD4715.11; DoDD4715.12</td>
<td>% of materials that are relevant and up-to-date: 90-100</td>
<td># of days that products are available prior to training land use: 345-365</td>
</tr>
</tbody>
</table>

**Customer View**

All products/briefings are up-to-date and in quantities requested.

### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.0</td>
<td>Number of training land users (RFMSS)</td>
<td>% of materials that are relevant and up-to-date: 70-89</td>
<td># of days that products are available prior to training land use: 325-344</td>
</tr>
</tbody>
</table>

**Customer View**

Not all products are up-to-date but are in quantities requested. Some of the following materials would not be up to date:

- Soldier Field Cards
- Playing cards
- Pens
- Leader/Soldier Handbooks
- Posters/Photos
- News Articles
- Briefings/Conference presentations/Classes
- Pamphlets/Brochures
- Web site/multi-media
- Maps and Overlays

Briefings are up to date and available in quantities requested.

### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>Primary Work Driver</th>
<th>Output Performance Target</th>
<th>Outcome Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0</td>
<td>Number of training land users (RFMSS)</td>
<td>% of materials that are relevant and up-to-date: 50-69</td>
<td># of days that products are available prior to training land use: 300-324</td>
</tr>
</tbody>
</table>

**Customer View**

# of days that products are available prior to training land use
DESCRIPTION
This SSP plans for and provides range complex products and services in support of mission requirements. This service provides a link between training conducted on the installation and the success and survivability on the battlefield.

Note: Range complex resources include ranges, facilities, training areas, and restricted airspace. Includes manual, analog and digital ranges, portable and installed ranges.

COMPONENTS
This SSP includes, but is not limited to:

- Establish and maintain an interdisciplinary process management team to integrate and coordinate all SRP planning and management actions
- Coordination is conducted with all components, the using unit, other affected agencies and units
- Execute the RTLP IAW SRP guidance
- Review requirements for current and future doctrinal compliance
- Coordinate with the RTLP MCX Program Manager on all range modernization design and construction
- Coordinate with Environmental, Engineers, and MSCs in support of the POM and the MCA cycle
- Coordinate with legal to resolve all claims (e.g., maneuver damage claims, etc)
- Provide necessary resource support to enable range complex training (includes budget plan development and execution); Determine type of funding requirement (OMA, GWOT, OPA) and secure resourcing
- Monitor execution of approved programs and plans IAW 350-19 (e.g., RTLP, ITAM, ACUB, Major Land Acquisition Plan [MLAP], range development plan, range complex master plan, ORIS)
- Develop SOP's on the operation of major range facilities and resources.
- Provide and assign adequate munitions issue points, holding areas and storage areas, etc.

- Operate a 24/7 firing desk (monitor activities in the range complex, open and close ranges, establish and operate a net control station, provide weather conditions and fire alerts as required, manually and/or electronically collect/report data and supervise operations to ensure unified and coordinated execution of range complex and training land activities, coordinate emergency service support and provide flight advisories, as required, etc)

- Develop and maintain GIS layers in support of SRP requirements (ICM, UXO, SDZ, etc)
- Develop integrated range management plans for sustainable and future range complex use
- Document information developed by range management to ensure functional, efficient, and effective operations of ranges and range complexes (this includes writing installation’s range regulation)
- Provide customer training to develop the skills and abilities needed to schedule, maintain, and execute training on the range complex
- Perform routine surveillance of real property and information/communications assets to ensure maintenance and repair requirements are identified and resolved.

- Provide oversight of supply acquisition and property accountability (including HAZMAT)

- Provide range clearance for the destruction or removal and proper disposition of used military munitions (e.g., unexploded ordnance [UXO] and Munition Explosive Constituents [MEC]) and other range-related debris (e.g., target debris and military munitions packaging and crating material) to maintain or enhance operational range safety or prevent the accumulation of such material from impairing or preventing operational range use.

Provide adequate number of and properly trained personnel in support of mission requirements to include:
- Maintain personnel status information
- Perform Pay control Administration
- Provide employee evaluations
- Assist employees with access to personnel benefits systems
- Recruit, interview and select personnel.
- Plan for employee development.
- Establish employee progression ladder
- Coordinate employee schedules

This SSP does not include:
- Installation ammunition management (storage, validating requirements, etc IAW AR/DA 385-64)

CUSTOMERS
Military Units; Other agencies (e.g. FBI, Black Ops, DOT, CIA, local law enforcement); Maintenance Section, Garrison Directorates; Public; Contractors

MEASURE
Range Complex Utilization Rate
September 2012

TARGET
>= 90%
FY13 CLS Configurations
**FORMULA**

# of range complex days utilized / total # of range complex days available

Note: Calculating Complex utilization vice scheduled range utilization. A range complex day consists of the sum of days for all ranges, training lands, training facilities, and airspace

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range Officer; DPTMS; G3</td>
<td>RFMSS, Scheduling documents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC, DPTMS, SMC</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

### OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Range Availability Rate</td>
<td>100%</td>
</tr>
</tbody>
</table>

**FORMULA**

# of ranges on hand / total # of ranges required on the Mission Essential Requirement (MER)

<table>
<thead>
<tr>
<th>DATA OWNER</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Range Officer; DPTMS; G3/DOT</td>
<td>RFMSS, Scheduling documents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC; Directorates; SMC; Regions; ACOMs; DRUs, ASCCs</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Plans, Training, Mobilization, and Security (DPTMS)

904 A

Cost % 20.0

SERVICE: Range Operations

SSP: Plan, Manage and Operate Range Complexes

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Workload Driver
# of facilities by type and type of event,
# of range days used by hour,
types of units,
# of users

Database
RFMSS, ASIP

OUTPUT PERFORMANCE TARGET
Range Complex Utilization Rate: 90-100

OUTCOME PERFORMANCE TARGET
Required Range Availability Rate: 90-100

CUSTOMER VIEW
Plan and manage 100% of range complex capability
Operate 100% of range complex capability
Make available all inventory when not in maintenance (see table 4-1, TC25-8)
Provide unconstrained roll-on roll-off service
Review components column for other customer view items

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
83.0 Workload Driver
# of facilities by type and type of event,
# of range days used by hour,
types of units,
# of users

Database
RFMSS, ASIP

OUTPUT PERFORMANCE TARGET
Range Complex Utilization Rate: 75-89

OUTCOME PERFORMANCE TARGET
Required Range Availability Rate: 80-89

CUSTOMER VIEW
Plan and manage 100% of range complex capability
Operate 80% of range complex capability (most critical)
Make available 80% of inventory when not in maintenance (see table 4-1, TC25-8)
Range Control available 24/7
Provide constrained roll-on roll-off service
Note: roll-on and roll-off includes, but is not limited to: tower operator, maintenance, not ammunition delivery, scenario development (collective), set and reset activity
Note: May have to resource by Tier and further refine components for each Tier
-- Unit may have to provide personnel for support (operational): computer operation for RETS ranges, MRF
-- Unit will not have to provide personnel for support (collective, urban-instrumented, and institutional)
Risk at this level of resourcing includes, but is not limited to: -- reduced throughput capability/extended training time per task -- lower priority customers will experience extended training delay -- augmentation may be required from training units -- lead unit will receive 100% of 80% inventory but there will be a cumulative impact to follow on units/mission (specifically at a place that supports an operational force) -- creates a backlog for maintenance
SSP
See green level for remaining customer view components and note that green level performance is provided for these customer view components even at the amber capability level.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
75.0 Workload Driver
# of facilities by type and type of event, # of range days used by hour, types of units, # of users

Database
RFMSS, ASIP

OUTPUT PERFORMANCE TARGET
Range Complex Utilization Rate: 65-74

OUTCOME PERFORMANCE TARGET
Required Range Availability Rate: 70-79

CUSTOMER VIEW
Planning is reduced to minimal level
Manage 100% of range complex capability
Operate critical range complex capabilities for minimal STRAC/POI requirements (regulatory) [171 range days baseline suggested for consideration by field]
-- Minimal mission essential training tasks (theatre specific training requirements)
Make available inventory to support only critical ranges
Reduce hours of operation (no more than 40 hours per week) including Range Control for Tier 2 and Tier 3 installations,
Tier 1 based on available funding Mothball non critical STRAC/POI required inventory
Unit will have to provide personnel for support (collective, urban-instrumented, and institutional)
Stop development of range complex specific GIS layers
Risk at this level of resourcing includes, but is not limited to: -- possible RIF of employees, hiring freeze, furlough of personnel -- mean time between failures is decreased -- inability to replace supplies and other consumables -- reduced throughput capability/extended training time per task -- customers will...
experience extended training delays and reduced liability -- augmentation required from training units -- lead unit will receive only minimal STRAC/POI/Mission Essential Training Task required and inventory but there will be a cumulative impact to follow on units/mission (specifically at a place that supports an operational force) -- only emergency repair/maintenance within limits of funding level (see maintenance SSP) -- reduced contract support of hourly personnelSee green level for remaining customer view components and note that green level performance is provided for these customer view components even at the red capability level.
This SSP provides scheduling of range complex facilities.

This SSP includes, but is not limited to:

- Maintain and update range complex inventory in RFMSS
- Provide customer training and access to a list of the range complex inventory in RFMSS
- Review training priority document
- Conduct coordination to complete management control checklist and obtain event approval (safe the event and meet operational requirements)
- Schedule (approve, modify, or disapprove) training events, facilities, operators, maintainers, training equipment, live-fire, and airspace resources
- Deconflict use of range complex resources (road march activities, common impact areas, non-standard land and airspace use as identified by SDZ, etc.)
- Provide customer SOP for scheduled range complex resources
- Capture historical range usage data

Schedule the availability of ranges based on current readiness status, availability of operators, or as directed.

This SSP does not include:
- ammunition tracking (currently required in AR350-19, will transfer function to TAMIS in future)

CUSTOMERS

Military Units; Other agencies (e.g. FBI, Black Ops, DOT, CIA, local law enforcement); Maintenance Section, Garrison Directorates; Public; Contractors

CRITICAL TO QUALITY CHARACTERISTICS

Accuracy of information provided; Accessability; Timeliness; Credibility; Reliability; Availability of training resources; Ease of scheduling/use; Prioritization; Flexibility

OUTPUT

MEASURE
Request Return Rate

TARGET
Zero (0)

FORMULA

# of requests returned / total # of requests reviewed

DATA OWNER
Operations Officer or Range Officer; PEOEIS

DATA SOURCE
RFMSS, Scheduling documents

REPORTED TO
G3 S3, Command and Staff Meeting, DPTMS; TPIO Live

FREQUENCY
Quarterly

OUTCOME

MEASURE
% of the Events Cancelled

TARGET
Zero (0)

FORMULA

# of events cancelled / total # of events scheduled

Note: Does not include a unit cancelling an event

DATA OWNER
Operations Officer or Range Officer

DATA SOURCE
RFMSS, Scheduling documents

REPORTED TO
G3, S3, Command and Staff Meeting, DPTMS, IMCOM HQ

FREQUENCY
Quarterly
### Plans, Training, Mobilization, and Security (DPTMS)

#### CAPABILITY LEVEL - 1

**Cost Factor** 100.0

**Primary Work Driver**
- Workload Driver
  - # of facility events,
  - # of requests submitted,
  - # of requests approved,
  - # of requestors

**Database** RFMSS

**Output Performance Target**
- Request Return Rate: 0-10

**Outcome Performance Target**
- % of the Events Cancelled due to Scheduling Errors: 0 - 6.4

**Customer View**

Note: Resources required to execute SSP is linked to throughput - Maintain and update range complex inventory in RFMSS daily - Provide customer training and access to a list of the range complex inventory in RFMSS as requested - Review training priority document per scheduling cycle at installation - Conduct coordination to complete management control checklist and obtain event approval (safe the event and meet operational requirements) always for all events - Schedule training events, facilities, operators, maintainers, training equipment, live-fire, and airspace resources for all events - Deconflict use of range complex resources always - Capture historical range usage data always - Schedule the availability of ranges based on current readiness status and availability of operators.

---

#### CAPABILITY LEVEL - 2

**Cost Factor** 80.0

**Primary Work Driver**
- Workload Driver
  - # of facility events,
  - # of requests submitted,
  - # of requests approved,
  - # of requestors

**Database** RFMSS

**Output Performance Target**
- Request Return Rate: 11-15

**Outcome Performance Target**
- % of the Events Cancelled due to Scheduling Errors: 6.5 - 8

**Customer View**

Note: Resources required to execute SSP is linked to throughput (based on operate 80% of range complex capability [most critical]) - Maintain and update range complex inventory in RFMSS weekly - Provide customer training on use of the range complex inventory in RFMSS per published schedule - Review training priority document per scheduling cycle at installation - Conduct coordination to complete management control checklist and obtain event approval (safe the event and meet operational requirements) always for all events - Schedule training events, facilities, operators, maintainers, training equipment, live-fire, and airspace resources for all events - Deconflict use of range complex resources for all events - Provide customer SOP for scheduled range complex resources always - Capture historical range usage data always - Risk includes, but is not limited to: -- Faulty information to customer -- Delays in processing requests -- Increased # of conflicts, and possible increase # of safety conflicts that need to be resolved at the firing desk -- Harmonization decreases -- Possible increase risk on safety - Schedule the availability of ranges based on current readiness status and availability of operators.

---

#### CAPABILITY LEVEL - 3

**Cost Factor** 73.0

**Primary Work Driver**
- Workload Driver
  - # of facility events,
  - # of requests submitted,
  - # of requests approved,
  - # of requestors

**Database** RFMSS

**Output Performance Target**
- Request Return Rate: 16-20

**Outcome Performance Target**
- % of the Events Cancelled due to Scheduling Errors: 8.1 - 14.4

**Customer View**

Note: Resources required to execute SSP is linked to throughput (based on operate STRAC/POI requirements and mission essential training for range complex capability [most critical]) - Maintain and update range complex inventory in RFMSS only as required - Provide customer training on use of the range complex inventory in RFMSS per limited published schedule - Review training priority document per scheduling cycle at installation - Conduct coordination to complete management control checklist and obtain event approval (safe the event and meet operational requirements) always for all events - Schedule training events, facilities, operators, maintainers, training equipment, live-fire, and airspace resources for all events.
equipment, live-fire, and airspace resources for all events. Deconflict use of range complex resources for all events. Provide customer SOP for scheduled range complex resources always. Risk includes, but is not limited to:

- Nonavailability of training facilities
- Faulty information to customer
- Significant delays in processing requests
- Increased cancellation rate
- Increased # of conflicts, and possible increase # of safety conflicts that need to be resolved at the firing desk; delays will impact other services (ammunition forecasting, etc., i.e. cascade failure)
- Harmonization decreases
- Possible increase risk on safety

Schedule the availability of ranges based on current readiness status and availability of operators.
**Plans, Training, Mobilization, and Security (DPTMS)**

| 904 | C | Cost % | 8.0 | SERVICE: Range Operations |

**DESCRIPTION**
This SSP ensures the safe conduct of military, civilian personnel, contractors and other agencies involved and/or affected by training operations.

**COMPONENTS**
This SSP includes, but is not limited to:
- Establish and maintain the range safety program and monitor the effectiveness in coordination with the installation safety manager (this requires appropriate number of staff members of the range organization are certified graduates of the Interservice Range Safety Course [Intermediate])
- Provides standards and procedures for the safe implementation of all range functions, including employment of systems, and munitions (lethal/non-lethal) for qualification and training purposes; Develop and provide Standard Operating Procedures (SOP) to document information developed by range management to ensure the unified safe, efficient, and effective scheduling operations of ranges and range complexes
- Prepare and update Surface Danger Zone (SDZ) to include vertical airspace requirements; review and approve training scenarios
- Supervise weapons firing on the installation, and enforce safety and operational requirements.
- Conduct range operations related safety inspections of training events and facilities (includes travel to and from outlying areas)
- Provide input to command on the establishment of risk controls for current and future operations
- Assess safety hazards and risks associated with military munitions, including procedures to manage UXO hazards on ranges.
- Prohibit access to areas known or suspected to contain UXO (means to limit access include but is not limited to signage, posting guards, gates, public notification, etc), except to personnel authorized to perform specific range-related actions. Where access is necessary, either provide UXO avoidance support or remove UXO, in accordance with safety procedures and other relevant requirements.
- Verify that personnel using the range complex have been certified by the commander
- Perform range complex orientation safety briefings
- Train operators on range unique devices safety and operations (e.g., Battle Effect Simulators and new equipment)
- Coordinate for and assist emergency services - i.e. F&E, medevac, etc [DES provides]
- Provide SME for range accident/incident investigations (i.e., SDZ, scenario development, isolate and maintain accident site, coordinate with safety team, Explosive Ordnance Reconnaissance [EOR], UXO, range clearance)
- Clear units leaving ranges, training facilities, or maneuver areas

**LEGAL STATUTE**

**CUSTOMERS**
Military Units; Other agencies (e.g. FBI, Black Ops, DOT, CIA, local law enforcement); Maintenance Section; Range Control; Garrison Directorates; Public; Contractors

**CRITICAL TO QUALITY CHARACTERISTICS**
Ability to accomplish the mission enabled by accident free operations; Transparent integration of safety with operations; Ability to educate mission and others; Accuracy of SDZs; Subject matter expertise and risk analysis

**OUTPUT**

**MEASURE**
Safety Inspection Ratio

**TARGET**
100%

**FORMULA**

\[
\frac{\text{# of inspections conducted}}{\text{# of inspections required}}
\]

Note: Inspections include training safety inspections, facility safety inspections, etc. Inspections will vary in frequency (high risk events will have one inspection per event, facilities will be inspected with less frequency if not high risk). The number of personnel required will be commensurate with the # of inspections required. If resources are limited inspections will focus on high risk events.

**DATA OWNER**
Range Control Officer

**DATA SOURCE**
local record

**REPORTED TO**
ISO; DPTMS

**FREQUENCY**
Quarterly

**MEASURE**
Incident Rate

**TARGET**
Zero (0)

**FORMULA**

\[
\frac{\text{total # of incidents attributable to range control management}}{\text{total # of training scenarios processed prior to units enaging in training on range complexes}}
\]

Note: A training scenario is any scheduled event

**DATA OWNER**
Range Control Officer

**DATA SOURCE**
local record

---

*September 2012*  
*FY13 CLS Configurations*  
*610*
**Plans, Training, Mobilization, and Security (DPTMS)**

**COST FACTOR**

100.0  
**PRIMARY WORK DRIVER**

Workload Driver  
- # of facilities by type,  
- # and type of event,  
- types of units,  
- # of users  

Database  
RFMSS, ASIP

**OUTPUT PERFORMANCE TARGET**

Safety Inspection Ratio: 83-100

**OUTCOME PERFORMANCE TARGET**

Incident Rate: 0-1

**CUSTOMER VIEW**

- Establish and maintain the range safety program and monitor the effectiveness in coordination with the installation safety manager (this requires appropriate number of staff members of the range organization are certified graduates of the Interservice Range Safety Course [Intermediate])  
- Provides standards and procedures for the safe implementation of all range functions, including employment of systems, and munitions (lethal/non-lethal) for qualification and training purposes; Develop and provide Standard Operating Procedures (SOP) to document information developed by range management to ensure the unified safe, efficient, and effective operations of ranges and range complexes  
- Prepare and update Surface Danger Zone (SDZ) to include vertical airspace requirements; review and approve training scenarios  
- Supervise weapons firing on the installation, and enforce safety and operational requirements.  
- Conduct range operations related safety inspections of training events and facilities (includes travel to and from outlying areas)  
- Provide input to command on the establishment of risk controls for current and future operations  
- Assess safety hazards and risks associated with military munitions, including procedures to manage UXO hazards on ranges  
- Prohibit access to areas known or suspected to contain UXO (means to limit access include but is not limited to signage, posting guards, gates, public notification, etc), except to personnel authorized to perform specific range-related actions. Where access is necessary, either provide UXO avoidance support or remove UXO, in accordance with safety procedures and other relevant requirements  
- Verify that personnel using the range complex have been certified by the commander  
- Perform range complex orientation safety briefings  
- Train operators on range unique devices safety and operations (e.g., Battle Effect Simulators and new equipment)  
- Coordinate for and assist emergency services - i.e. F&E, medevac, etc [DES provides]  
- Provide SME for range accident/incident investigations (i.e., SDZ, scenario development, isolate and maintain accident site, coordinate with safety team, Explosive Ordnance Reconnaissance [EOR], UXO, range clearance)

**CAPABILITY LEVEL - 1**

**COST FACTOR**  
83.0

**PRIMARY WORK DRIVER**

Workload Driver  
- # of facilities by type,  
- # and type of event,  
- types of units,  
- # of users  

Database  
RFMSS, ASIP

**OUTPUT PERFORMANCE TARGET**

Safety Inspection Ratio: 75-82

**OUTCOME PERFORMANCE TARGET**

Incident Rate: 2-3

**CUSTOMER VIEW**

- Establish and maintain the range safety program and monitor the effectiveness in coordination with the installation safety manager (this may reduce the appropriate number of staff members of the range organization that are certified graduates of the Intermediate Range Safety Course as compared to Green)  
- Selectively conduct range operations related safety inspections of training events and facilities based on risk (includes travel to and from outlying areas)  
- Prohibit access to areas known or suspected to contain UXO (means to limit access include but is not limited to signage, posting guards, gates, public notification, etc), except to personnel authorized to perform specific range-related actions. Where access is necessary, provide UXO avoidance support and remove UXO only if it impedes immediate mission, in accordance with safety procedures and other relevant requirements. Method of access restriction will be constrained. - Possible reduction in frequency of training operators on range unique devices safety and operations (e.g., Battle Effect Simulators and new equipment) See green level for remaining customer view components and note that green level performance is provided for these customer view components even at the amber capability level.

**CAPABILITY LEVEL - 2**

**COST FACTOR**  
75.0

**PRIMARY WORK DRIVER**

Workload Driver  
- # of facilities by type,  
- # and type of event,  
- types of units,  
- # of users  

Database  
RFMSS, ASIP

**OUTPUT PERFORMANCE TARGET**

Safety Inspection Ratio: 612

**OUTCOME PERFORMANCE TARGET**

Incident Rate: 6-1

**CUSTOMER VIEW**

- Establish and maintain the range safety program and monitor the effectiveness in coordination with the installation safety manager (this requires appropriate number of staff members of the range organization are certified graduates of the Interservice Range Safety Course [Intermediate])  
- Provides standards and procedures for the safe implementation of all range functions, including employment of systems, and munitions (lethal/non-lethal) for qualification and training purposes; Develop and provide Standard Operating Procedures (SOP) to document information developed by range management to ensure the unified safe, efficient, and effective operations of ranges and range complexes  
- Prepare and update Surface Danger Zone (SDZ) to include vertical airspace requirements; review and approve training scenarios  
- Supervise weapons firing on the installation, and enforce safety and operational requirements.  
- Conduct range operations related safety inspections of training events and facilities (includes travel to and from outlying areas)  
- Provide input to command on the establishment of risk controls for current and future operations  
- Assess safety hazards and risks associated with military munitions, including procedures to manage UXO hazards on ranges  
- Prohibit access to areas known or suspected to contain UXO (means to limit access include but is not limited to signage, posting guards, gates, public notification, etc), except to personnel authorized to perform specific range-related actions. Where access is necessary, either provide UXO avoidance support or remove UXO, in accordance with safety procedures and other relevant requirements. - Verify that personnel using the range complex have been certified by the commander  
- Perform range complex orientation safety briefings  
- Train operators on range unique devices safety and operations (e.g., Battle Effect Simulators and new equipment)  
- Coordinate for and assist emergency services - i.e. F&E, medevac, etc [DES provides]  
- Provide SME for range accident/incident investigations (i.e., SDZ, scenario development, isolate and maintain accident site, coordinate with safety team, Explosive Ordnance Reconnaissance [EOR], UXO, range clearance)

**CAPABILITY LEVEL - 3**

**COST FACTOR**

75.0

**PRIMARY WORK DRIVER**

Workload Driver  
- # of facilities by type,  
- # and type of event,  
- types of units,  
- # of users  

Database  
RFMSS, ASIP

**SERVICE:** Range Operations

**SSP:** Direct and enforce safety management controls pertaining to training operations
CUSTOMER VIEW

- Establish and maintain the range safety program and monitor the effectiveness in coordination with the installation safety manager (this may reduce the appropriate number of staff members of the range organization that are certified graduates of the Intermediate Range Safety Course to a minimum of one)- Selectively conduct range operations related safety inspections of training events and facilities based on high risk (includes travel to and from outlying areas)- Prohibit access to areas known or suspected to contain UXO (means to limit access include but is not limited to signage, posting guards, gates, public notification, etc). If access is necessary, provide UXO avoidance support, in accordance with safety procedures and other relevant requirements. No removal of UXO. Method of access restriction will be constrained. - Additional training on range unique devices safety and operations (e.g., Battle Effect Simulators and new equipment) will not be provided
This SSP provides for range, training facility/area, and targetry maintenance to ensure safe and efficient sustainable range complex use.

COMPONENTS
This SSP includes, but is not limited to:
- Perform and coordinate for targetry and related equipment repair and maintenance (e.g., targets, target devices, rapid response/repair of target pit berms to protect target devices, safety, non-SRM training structures, instrumentation, equipment and tools, communications, unique facilities, COE fixtures and facilities, etc)
- Establish range, targetry, and maneuver land maintenance schedules & inform customers about maintenance plans so they can arrange their training plans accordingly
- Use RFMSS and the ITAM Program to identify scheduling and allocation options that will support maintenance requirements to ensure long-term viability of the range assets [internal]
- Support and synchronize with the ARFORGEN Process (e.g., maintenance and/or range construction during periods of time when bulk of forces have been deployed)

Overhead for this SSP includes but is not limited to:
- Maintaining professional development standards

Note: Range complex resources include ranges, facilities, training areas, and restricted airspace. Includes manual, analog and digital ranges, portable and installed ranges.

This SSP does not include:
- roads and grounds maintenance (service provided by DPW, see Service 40, 41)
- maintaining line-of-sight (service provided by DPW, see Service 40)
- Installation property management
- berm replacement

CUSTOMERS
Military Units; Other agencies (e.g. FBI, Black Ops, DOT, CIA);Schedulers; Public; Contractors (includes foreign weapons training, CSBS and CSG)

CRITICAL TO QUALITY CHARACTERISTICS
Safe fully functioning and usable training facility; Facility is operational when scheduled; Dependable

OUTPUT

MEASURE
Operational Readiness Rate

TARGET
100%

Note: 100% of available days IAW table 4-1 TC25-8

Note: Availability equals the total number of days range available for scheduling unless prevented by equipment malfunction, required maintenance, or command designated non training time.

FORMULA
# of actual days available / # of days available per doctrine or SOP

Note: Doctrinal maintenance days is defined in 1st 2 rows of table 4-1, TC25-8 for scheduled and unscheduled maintenance, and total available days per range type

Note: Calculation is performed for each range type

Note: Availability equals the total number of days range available for scheduling unless prevented by equipment malfunction, required maintenance, or command designated non training time.

DATA OWNER
Range Maintenance Supervisor or Facilities Manager; COR

DATA SOURCE
Range Schedule, RFMSS, TC25-8/SOP

REPORTED TO
Range Officer; DPTMS; GC

FREQUENCY
Quarterly

OUTCOME

MEASURE
Loss of Training Time due to Maintenance or Facility Condition

TARGET
<= 5%

DATA OWNER
Range Control Officer; COR

DATA SOURCE
Range Schedule, RFMSS, TC25-8/SOP

REPORTED TO
Training Support Division Chief DPTMS, GC, IMCOM HQ

FREQUENCY
Quarterly
Plans, Training, Mobilization, and Security (DPTMS)

**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER** Workload Driver  
# of facilities by type,  
# of range days used,  
types of units  
Database  
RFMSS

**OUTPUT PERFORMANCE TARGET**  
Operational Readiness Rate: 83-100

**OUTCOME PERFORMANCE TARGET**  
Loss of Training Time due to Maintenance or Facility Condition: 0-5

**CUSTOMER VIEW**  
Maintain 100% of range complex capabilitySee components

**CAPABILITY LEVEL - 2**

**COST FACTOR** 83.0  
**PRIMARY WORK DRIVER** Workload Driver  
# of facilities by type,  
# of range days used,  
types of units  
Database  
RFMSS

**OUTPUT PERFORMANCE TARGET**  
Operational Readiness Rate: 75-82

**OUTCOME PERFORMANCE TARGET**  
Loss of Training Time due to Maintenance or Facility Condition: 6-8

**CUSTOMER VIEW**  
Maintain 80% of range complex capability (most critical)Risk at this level of resourcing includes due to maintenance, but is not limited to:  
-- reduced throughput capability/extended training time per task  
-- augmentation may be required from training units to deliver, install, repair targets, and conduct of other un-skilled labor requirements, etc.  
Note that mission's ability to support may be impacted by level of mission resources (may include secondary augmentation for roads, grass cutting, see DPW, etc)  
-- lead unit will not be impacted as greatly by maintenance issues but cumulative impact of maintenance will potentially impact follow on units/mission (specifically at a place that supports an operational force)  
-- creates a backlog for plan. manage and operations SSP as well as scheduling SSPSee green level for remaining customer view components and note that green level performance is provided for these customer view components even at the amber capability level.

**CAPABILITY LEVEL - 3**

**COST FACTOR** 75.0  
**PRIMARY WORK DRIVER** Workload Driver  
# of facilities by type,  
# of range days used,  
types of units  
Database  
RFMSS

**OUTPUT PERFORMANCE TARGET**  
Operational Readiness Rate: 67-74

**OUTCOME PERFORMANCE TARGET**  
Loss of Training Time due to Maintenance or Facility Condition: 9-10

**CUSTOMER VIEW**  
Maintain critical range complex capabilities for minimal STRAC/POI requirements capability (regulatory)  
-- Maintain minimal mission essential training task capability (theatre specific training requirements)  
Risk at this level of resourcing includes due to maintenance, but is not limited to:  
-- reduced throughput capability/extended training time per task  
-- augmentation will be required from training units to deliver, install, repair targets, and conduct of other un-skilled labor requirements, etc.  
Note that mission's ability to support may be impacted by level of mission resources (may include secondary augmentation for roads, grass cutting, see DPW, etc)  
-- lead unit will not be impacted as greatly by maintenance issues but cumulative impact of maintenance will potentially impact follow on units/mission (specifically at a place that supports an operational force)  
-- creates a backlog for plan. manage and operations SSP as well as scheduling SSPSee green level for remaining customer view components and note that green level performance is provided for these customer view components even at the red capability level.
**Plans, Training, Mobilization, and Security (DPTMS)**

<table>
<thead>
<tr>
<th>904</th>
<th>E</th>
<th>Cost % 23.0</th>
<th>SERVICE: Range Operations</th>
</tr>
</thead>
</table>

**SSP:** Mission directed modification, reconfiguration or construction of range facilities

**DESCRIPTION**
This SSP provides subject matter expertise to support and facilitate the design, analysis and fabrication and/or reconfiguration of range facilities to meet an immediate requirement.

**COMPONENTS**
This SSP includes, but is not limited to:

- Identify the requirement and scope (description, current situation, impact if not provided)
- Coordinate with Environmental, Engineers, MSCs and Master Planners.
- Review location options that meet environmental, training and weapons requirements
- Analyze requirements for current and future use
- Reconfigure standard (if required) and/or build unique/non-standard range facilities

**CUSTOMERS**
Military Units; Maintenance Section, Garrison Directorates; R&D; Host Nation

**LEGAL STATUTE**

**CRITICAL TO QUALITY CHARACTERISTICS**
Subject matter expertise; Professional staff; Maximize the capability, availability, adaptability, timeliness, and accessibility of ranges and training lands to support emerging doctrinal requirements/TTPs, mobilization, and deployments

**OUTPUT**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid Reconfiguration Rate (R^3)</td>
<td>100%</td>
</tr>
</tbody>
</table>

**FORMULA**

\[
\frac{\text{# of customer projects completed}}{\text{total # of validated requirements requested}}
\]

**DATA OWNER**
DPTMS; Range Officer; Unit Training Officer or POC

**DATA SOURCE**
Range Officer; DPTMS; PW Master Planner; Workplan

**REPORTED TO**
SMC; DPTMS; G3; GC

**FREQUENCY**
Quarterly - requested versus processed; Annually - requested versus completed

**OUTCOME**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Commanders' Range Complex Objectives Are Met with No Validated Negative Commander Responses Received</td>
<td>Zero (0)</td>
</tr>
</tbody>
</table>

**FORMULA**

\[
\text{# of Validated Negative Commander Responses Received}
\]

**DATA OWNER**
DPTMS; Range Officer; Unit Training Officer or POC

**DATA SOURCE**
Range Officer; DPTMS; PW Master Planner; Workplan

**REPORTED TO**
SMC; DPTMS; G3; GC; IMCOM HQ

**FREQUENCY**
Quarterly and Annually
Funding Request:

**SERVICE:** Range Operations

**SSP:** Mission directed modification, reconfiguration or construction of range facilities

### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0

**PRIMARY WORK DRIVER**
- Workload Driver
  - # of stationing actions,
  - # of validated customer requests,
  - # of units mobilizing and type of unit (home stationing MREs),
  - # requirements/new equipment,
  - # of 4283s for new work,
  - new and changing doctrine (macro view),
  - Operational Needs Statement (ONS) requirements,
  - ARFORGEN Model Database

**OUTPUT PERFORMANCE TARGET**
- Rapid Reconfiguration Rate (R^3): 60-100

**OUTCOME PERFORMANCE TARGET**
- All Commanders' Range Complex Objectives Are Met with No Validated Negative Commander Responses Received: 0-1

**CUSTOMER VIEW**
- Prioritize requests based on command guidance (IMCOM, ACOMs, ASCCs, DRUs, and SMC) - Identify the requirement and scope (description, current situation, impact if not provided)- Coordinate with Environmental, Engineers, MSCs and Master Planners.- Review location options that meet environmental, training and weapons requirements- Review requirements for current and future doctrinal compliance [move to plan and manage]- Analyze requirements for current and future use- Reconfigure standard (if required) and/or build unique/non-standard range facilities for all validated requirements

### CAPABILITY LEVEL - 2

**COST FACTOR** 60.0

**PRIMARY WORK DRIVER**
- Workload Driver
  - # of stationing actions,
  - # of validated customer requests,
  - # of units mobilizing and type of unit (home stationing MREs),
  - # requirements/new equipment,
  - # of 4283s for new work,
  - new and changing doctrine (macro view),
  - Operational Needs Statement (ONS) requirements,
  - ARFORGEN Model Database

**OUTPUT PERFORMANCE TARGET**
- Rapid Reconfiguration Rate (R^3): 32-59

**OUTCOME PERFORMANCE TARGET**
- All Commanders' Range Complex Objectives Are Met with No Validated Negative Commander Responses Received: 2-4

**CUSTOMER VIEW**
- Prioritize requests based on command guidance (IMCOM, ACOMs, ASCCs, DRUs, and SMC) - Identify the requirement and scope (description, current situation, impact if not provided)- Coordinate with Environmental, Engineers, MSCs and Master Planners.- Review location options that meet environmental, training and weapons requirements- Review requirements for current and future doctrinal compliance [move to plan and manage]- Analyze requirements for current and future use- Reconfigure standard (if required) and/or build unique/non-standard range facilities to meet validated critical doctrinal requirements (gunnery standards qualifications, new munitions, 39/9 & 40/11 tasks and battle drills, etc)

### CAPABILITY LEVEL - 3

**COST FACTOR** 32.0

**PRIMARY WORK DRIVER**
- Workload Driver
  - # of stationing actions,
  - # of validated customer requests,
  - # of units mobilizing and type of unit (home stationing MREs),
  - # requirements/new equipment,
  - # of 4283s for new work,
  - new and changing doctrine (macro view),
  - Operational Needs Statement (ONS) requirements,
  - ARFORGEN Model Database

**OUTPUT PERFORMANCE TARGET**
- Rapid Reconfiguration Rate (R^3): 15-30

**OUTCOME PERFORMANCE TARGET**
- All Commanders' Range Complex Objectives Are Met with No Validated Negative Commander Responses Received: 2-4

**CUSTOMER VIEW**
- Prioritize requests based on command guidance (IMCOM, ACOMs, ASCCs, DRUs, and SMC) - Identify the requirement and scope (description, current situation, impact if not provided)- Coordinate with Environmental, Engineers, MSCs and Master Planners.- Review location options that meet environmental, training and weapons requirements- Review requirements for current and future doctrinal compliance [move to plan and manage]- Analyze requirements for current and future use- Reconfigure standard (if required) and/or build unique/non-standard range facilities to meet validated critical doctrinal requirements (gunnery standards qualifications, new munitions, 39/9 & 40/11 tasks and battle drills, etc)
OUTPUT PERFORMANCE TARGET
Rapid Reconfiguration Rate (R^3): 4-31

OUTCOME PERFORMANCE TARGET
All Commanders' Range Complex Objectives Are Met with No Validated Negative Commander Responses Received: 5-7

CUSTOMER VIEW
Prioritize requests based on command guidance (IMCOM, ACOMs, ASCCs, DRUs, and SMC) - Identify the requirement and scope (description, current situation, impact if not provided)- Coordinate with Environmental, Engineers, MSC's and Master Planners.- Review location options that meet environmental, training and weapons requirements- Review requirements for current and future doctrinal compliance [move to plan and manage]- Analyze requirements for current and future use- Reconfigure standard range facilities to meet validated TSIRT/POI/Title X requirements
This SSP provides public outreach about maneuver and live fire training doctrine to reduce avoidable impacts to the general public generated by military training.

**COMPONENTS**
This SSP includes, but is not limited to:
- Improve public support for the military mission on the installation
- Generate public awareness concerning military operations conducted on the installation
- Provides information concerning surges, in troop activities, aircraft activities, noise levels, expansion of ranges, land use changes, etc.
- Provide information on recreational use of facilities on military training lands
- Provides the public an opportunity to voice their concerns by providing SME during public forums
- Provide information to the general public about the hazards associated with trespassing
- Interface with environmental groups
- Leverage Range Complex GIS layers to support outreach
- Interface with PAO

**CUSTOMERS**
Public; Internal and external customers

**CRITICAL TO QUALITY CHARACTERISTICS**
Products are clear, accurate, readable and provide up-to-date information and are readily available; Timely information about future operations

### OUTPUT

**MEASURE**
Public Outreach Effort

**TARGET**
100%

**FORMULA**

\[
\text{# of public outreach tasks executed / total # of tasks requested}
\]

**DATA OWNER**
Range Officer; PAO; Legal; Environmental

**DATA SOURCE**
PAO; Legal; Environmental; Range Officer

**REPORTED TO**
GC, SMC, Local community/leaders; Media; Government

**FREQUENCY**
Quarterly

### OUTCOME

**MEASURE**
Community Support Barometer

**TARGET**
100%

**FORMULA**

\[
\text{# of complaints responded to through public outreach tasks / total # of complaints}
\]

**DATA OWNER**
Range Officer; PAO; Legal; Environmental

**DATA SOURCE**
PAO; Legal; Environmental; Range Officer

**REPORTED TO**
GC, SMC

**FREQUENCY**
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
100.0 | Workload Driver

- # of claims/complaints/congressional inquiries,
- # of requests,
- # of visit requests,
- # of major exercises,
- Stationing changes (BRAC and GDP),
- NEPA scoping,
- Ordnance changes,
- Land acquisition/major construction/proposals,
- ACUB,
- Community rezoning,
- Encroachment

**OUTPUT PERFORMANCE TARGET**
Public Outreach Effort: 90-100

**OUTCOME PERFORMANCE TARGET**
Community Support Barometer: 95-100

**CUSTOMER VIEW**
- Proactively improve public support for the military mission on the installation- Proactively generate public awareness concerning military operations conducted on the installation- Provides information concerning surges, in troop activities, aircraft activities, noise levels, expansion of ranges, land use changes, etc. for all requests- Provide information on recreational use of facilities on military training lands on a continuing basis- Provides the public an opportunity to voice their concerns by providing SME during public forums- Provide information to the general public about the hazards associated with trespassing- Interface with environmental groups by reaching out- Leverage Range Complex GIS layers to support outreach- Interface with PAO frequently

### CAPABILITY LEVEL - 2

**COST FACTOR** | **PRIMARY WORK DRIVER**
--- | ---
33.0 | Workload Driver

- # of claims/complaints/congressional inquiries,
- # of requests,
- # of visit requests,
- # of major exercises,
- Stationing changes (BRAC and GDP),
- NEPA scoping,
- Ordnance changes,
- Land acquisition/major construction/proposals,
- ACUB,
- Community rezoning,
- Encroachment

**OUTPUT PERFORMANCE TARGET**
Public Outreach Effort: 75-89

**OUTCOME PERFORMANCE TARGET**
Community Support Barometer: 90-94

**CUSTOMER VIEW**
- Respond to mandatory requirements to inform the public (e.g., EIS, FOI as required by SJA, Congressional request)- Generate public awareness concerning military operations conducted on the installation by maintaining as directed by tasking or other directive to engage the public- Provides information concerning surges, in troop activities, aircraft activities, noise levels, expansion of ranges, land use changes, etc. for all requests- Provide information on recreational use of facilities on military training lands on a continuing basis (regulatory)- Provides the public an opportunity to voice their concerns by providing SME during public forums as directed- Provide information to the general public about the hazards associated with trespassing (regulatory)- Interface with environmental groups as directed only- Leverage existing Range Complex GIS layers to support outreach- Interface with PAO as directed

### CAPABILITY LEVEL - 3

**SSP:** Provide Sustainable Range Program Public Outreach

**Cost %**
5.0

**SERVICE:** Range Operations

**Plans, Training, Mobilization, and Security (DPTMS)**

**FY13 CLS Configurations**

**September 2012**
<table>
<thead>
<tr>
<th>COST FACTOR</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0</td>
<td>Workload Driver # of claims/complaints/congressional inquiries, # of requests, # of visit requests, # of major exercises, Stationing changes (BRAC and GDP), NEPA scoping, Ordnance changes, Land acquisition/major construction/proposals, ACUB, Community re zoning, Encroachment, Database, PAO database, RFMSS, HQ taskings, SJA database, Installation Annual Historical Report, TAMIS, ASIP, EIS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT PERFORMANCE TARGET</th>
<th>OUTCOME PERFORMANCE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Outreach Effort: 50-74</td>
<td>Community Support Barometer: 85-89</td>
</tr>
</tbody>
</table>

CUSTOMER VIEW

- Respond to mandatory requirements to inform the public (e.g., EIS, FOI as required by SJA, Congressional request)
- Provides information concerning surges, in troop activities, aircraft activities, noise levels, expansion of ranges, land use changes, etc. as directed
- Provide information on recreational use of facilities on military training lands on a continuing basis (regulatory)
- Provide information to the general public about the hazards associated with trespassing (regulatory)
- Interface with environmental groups as directed
- Interface with PAO as directed
**DESCRIPTION**

This SSP provides for the loan, issue, receipt and store TADSS to include MILES in the warehouse.

Note: This SSP is inextricably linked to the training, familiarization and certification SSP. Includes limited familiarization training and certification but excludes DA specific virtual TADSS.

**COMPONENTS**

This SSP includes, but is not limited to:

- Advise and assist customers
- Receive and process customer request, verify certifications if applicable, verify account authorized (DA Form 1687)
- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP)
- Check future scheduling and coordinate with Tenant Units
- Select TADSS and prepare for issue
- Instruct customers on proper utilization and function of TADSS
- Conduct visual inspections and/or conduct functional checks as appropriate
- Operate forklift and materiel handling equipment, and maintain same
- Issue TADSS using Materiel Armywide Tracking Systems (MATS)
- Signout TADSS on MATS (issue 3161 or 2062 as appropriate)
- Schedule return times for TADSS
- Scan and/or document returned TADSS to include inventory
- Perform visual inspection of returned TADSS and make determination if maintenance is required if device is unserviceable (refer to maintenance SSP)
- Restock/store TADSS
- Perform lifecycle duties for TADSS
- Prepare and package TADSS for shipment to customers as directed by management

Note: The frequency/quantity/volume of demand and size of MILES may necessitate a separate warehouse operation and additional manpower (e.g. Fort Riley has MILES consisting of 8,536 items on 34 separate authorized line consisting of 48, 312 components as of 24 Apr 07).

**LEGAL STATUTE**

Title X

**CUSTOMERS**

Account holders and Area of Support per AR5-9 paragraph C-11; TSC to TSC (other installations)

**REGULATION**

AR5-9, AR350-38, AR350 -1, DA/TRADOC PAM 350-38, AR95-1, AR385 series (safety), DA PAM 710-2-1, AR 735-5

Note: See theatre specific requirements for insight into manpower requirements. See joint basing requirements guidance for insight into manpower requirements.

**CRITICAL TO QUALITY CHARACTERISTICS**

Availability in quantity requested; Currency; Variety of selection; Timely access to TADSS requested; Serviceability of the TADSS; Availability of consumables; Flexibility in the length of issue; Ability to respond to short fuse customer demands; Ease of the issue process; Coordinate transport and deliver of TADSS; Knowledge of TSC staff; Sufficient storage capability; Network connectivity (TS-MATS)

**MEASURE**

Ability to Fulfill Customer's TADSS Training Enabler Support Requirements

**TARGET**

>= 90%

**FORMULA**

# of TADSS provided from TSC inventory / total # of TADSS requested and validated

Note: Priorities for issue come from the G3 for validating. TSO will notify customer if quantities are not available. Note if additional action was required to locate TADSS not on-hand.

**DATA OWNER**

TSO

**DATA SOURCE**

TSO for failures

DA 2062 (hand receipts) for requests fulfilled, DA 3161 (hand receipt) for short term loans, MATS

**REPORTED TO**

DPTMS, ACOM, ATSC, GC, DGC, DOT/G3

**FREQUENCY**

Quarterly
<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>TADSS Demand Satisfaction</td>
<td>&gt;= 90%</td>
</tr>
</tbody>
</table>

**FORMULA**

# of validated requests fulfilled and delivered by the requested date / total # of validated requests

Note: A validated request may include items not in the TSC catalog above CLS on a reimbursable basis IAW safety protocols and lifecycle sustainment requirements.

**DATA OWNER**

TSO

**DATA SOURCE**

TSO for failures

DA 2062 (hand receipts) for requests fulfilled, DA 3161 (hand receipt) for short term loans, MATS

**FREQUENCY**

Quarterly

Note: OCONUS will report to the appropriate DOT
COST FACTOR 100.0

PRIMARY WORK DRIVER
The # of systems required for training
FY08 DA example Metrics
1 person per 2000 set of MILES
1 person per $1M of inventory up to $3M for non-MILES loan and issue items, an additional person for every $3M thereafter
Datasource TS-MATS, BOIP, MER, POIs, ATRRS

Note: Theatre OCONUS may have varying levels of inventory and will require appropriate adjustments and consideration

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ability to Fulfill Customer’s TADSS Training Enabler Support Requirements: 90-100

OUTCOME PERFORMANCE TARGET
TADSS Demand Satisfaction: 90-100

CUSTOMER VIEW
- Advise and assist customers (nominal 40 hrs per week)- Receive and process customer request, verify certifications if applicable, verify account authorized (DA Form 1687), (nominal 40 hrs per week)- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP), (nominal 40 hrs per week)- Check future scheduling and coordinate with Tenant Units, (nominal 40 hrs per week)- Conduct visual inspections and/or conduct functional checks as appropriate (nominal 40 hrs per week)- Scan and/or document returned TADSS to include inventory- Perform visual inspection of returned TADSS and make determination if maintenance is required if device is unserviceable (refer to maintenance SSP), (nominal 40 hrs per week)- Prepare and package TADSS for shipment to customers as directed by management

COST FACTOR 75.0

PRIMARY WORK DRIVER
The # of systems required for training
FY08 DA example Metrics
1 person per 3000 set of MILES
1 person per $1M of inventory up to $3M for non-MILES loan and issue items, an additional person for every $5M thereafter
NOTE: Review for Inventory ratio data from industry
Datasource
TS-MATS, BOIP, MER, POIs, ATRRS

Note: Theatre OCONUS may have varying levels of inventory and will require appropriate adjustments and consideration

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ability to Fulfill Customer’s TADSS Training Enabler Support Requirements: 70-89

OUTCOME PERFORMANCE TARGET
TADSS Demand Satisfaction: 80-89

CUSTOMER VIEW
Prepare budget and planning documents as process has been completed historically. Provide advisory services to customers IAW historic practice. - Advise and assist customers daily (maximum 40 hrs per week)- Receive and process customer request, verify certifications if applicable, verify account authorized (DA Form 1687), (maximum 40 hrs per week)- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP), (maximum 40 hrs per week)- Check future scheduling and coordinate with Tenant Units, (maximum 40 hrs per week)- Conduct visual inspections and/or conduct functional checks as appropriate (maximum 40 hrs per week)- Scan and/or document returned TADSS to include inventory- Perform visual inspection of returned TADSS and make determination if maintenance is required if device is unserviceable (refer to maintenance SSP), (maximum 40 hrs per week)- Prepare and package TADSS for shipment to customers as directed by management

COST FACTOR 50.0

PRIMARY WORK DRIVER
The # of systems required for training FY08 DA example Metrics
1 person per 4000 set of MILES
1 person per $1M of inventory up to $3M for non-MILES loan and issue items, an additional person for every $6M thereafter
NOTE: Review for Inventory ratio data from industry
Datasource TS-MATS, BOIP, MER, POIs, ATRRS

Note: Theatre OCONUS may have varying levels of inventory and will require appropriate adjustments and consideration

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.
OUTPUT PERFORMANCE TARGET
Ability to Fulfill Customer's TADSS Training Enabler Support Requirements: 65-69

OUTCOME PERFORMANCE TARGET
TADSS Demand Satisfaction: 75-79

CUSTOMER VIEW
- Advise and assist customers (maximum 18 hrs per week)- Receive and process customer request, verify certifications if applicable, verify account authorized (DA Form 1687), (maximum 18 hrs per week)- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP), (maximum 18 hrs per week)- Check future scheduling and coordinate with Tenant Units (maximum 18 hrs per week)- Conduct visual inspections and/or conduct functional checks as appropriate (maximum 18 hrs per week)- Scan and/or document returned TADSS to include inventory- Perform visual inspection of returned TADSS and make determination if maintenance is required if device is unserviceable (refer to maintenance SSP), (maximum 18 hrs per week)- Prepare and package TADSS for shipment to customers as directed by management
This SSP provides Instructors/Operators (I/Os) and Operators for DA specified virtual TADSS.

COMPONENTS
This SSP includes, but is not limited to:
- Serves as the I/O(s) and Operator(s) for the DA specified virtual TADSS
- Perform startup, operation, and shutdown IAW with applicable technical publications and coordinated scheduling
- Schedule instruction
- Capture and report usage rates
- Instruct on use/safety of TADSS (local and TDY depending on the system and situation)
- Provide training and certification to Soldiers completing training who will be authorized to operate the device and maintain master list
- Attend training on new TADSS and receive sustainment training on upgrades to be certified as "train-the-trainer" (local and TDY)
- Perform system calibration, diagnostics, checks, user level PMCS and trouble shooting to identify faults
- Interface with maintenance provider as applicable (see maintenance SSP)
- Act as ACOR and TCOR as required for specified system

Note: Installation in coordination with DA, PEO STRI, PM, IMCOM, ACOMs must resource facility, utilities, site preparation, and contractor at device locations as dictated by DA resourcing.

Examples of the specific virtual trainers that include DA funded I/Os are:
- (Call for Fire Trainer (CFFT) 1:30 at institutional training locations, Engagement Skills Trainer (EST), Simulated Flight Training Systems (SFTS), Longbow Crew Trainer (LCT), Medical Simulation Training Center (MSTC)).

Examples of the specific virtual trainers funded through WCLS, other PM supported MDEPS or resourced locally I/Os include but are not limited to:
- (Call for Fire Trainer (CFFT) 1:12 at installations, Reconfigurable Vehicle Simulator (RVS), Common Drivers Trainer (CDT) and variants, USA Simulator Driver Trainer (USA SDT), HMMWV Egress Assistance Trainer (HEAT), Virtual Combat Convoy Trainer (VCCT), Homestation Instrumentation Training System (HITS), Fire Support Combined Arms Tactical Trainer (FSCATT), Conduct of Fire Trainer (COFT), Aviation Combined Arms Tactical Trainer (AVCATT)).

Note: Coordinate with DAMO-TRS or ATSC for the most current listing of supported Virtual TADSS.

Note: This SSP assumes OMA 4283 resourcing or 1391 MILCON to provide required infrastructure.

CUSTOMERS
Account holders and Area of Support per AR5-9 paragraph C-11;

CRITICAL TO QUALITY CHARACTERISTICS
- Ability to fully operate the TADSS capabilities to meet training objectives/tasks and scheduling needs; Ability to keep current with TADSS capabilities;
- Knowledge of how and where to acquire consumables; Flexibility of hours;
- Accessibility to higher level expertise; Safety

MEASURE
Ratio of Customers Trained for DA Specified Virtual TADSS Versus Customers Scheduled

TARGET
100%

FORMULA
# of customers trained on the system / total # of customers with a validated request for training

Note: Do not count in the denominator, but do elevate to leadership, instances where less/more customers show up than were scheduled.

DATA OWNER
TSO

DATA SOURCE
Operators for numerator
Scheduling Unit for denominator

REPORTED TO
ATSC, ACOM, DPTMS, GC, DAMO-TR, G3

FREQUENCY
Quarterly

OUTPUT

OUTCOME
Training Event Failure Due to Non-Availability of I/Os and Operators

TARGET
Zero(0)

Note: Failure is defined as an event that did not occur as originally scheduled.
FORMULA
# of scheduled training events cancelled, postponed, or rescheduled due to I/O or Operator nonavailability / total # of scheduled training events

DATA OWNER
Senior I/O, TSO

DATA SOURCE
Operators for numerator
Scheduling Unit for denominator

REPORTED TO
ATSC, ACOM, DPTMS, GC, DAMO-TR, G3, Customer Leadership

FREQUENCY
Quarterly

Note: OCONUS will report to the appropriate DOT
### COST FACTOR

**905 B**

<table>
<thead>
<tr>
<th>SERVICE:</th>
<th>Training Support Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSP:</td>
<td>Provide and/or Train Instructors/Operators (I/Os) and Operators for DA Support</td>
</tr>
</tbody>
</table>

#### CAPABILITY LEVEL - 1

**COST FACTOR**

100.0

**PRIMARY WORK DRIVER**

- # of virtual TADSS, virtual TADSS training scheduled

Database

- TS-MATS, RFMSS, local scheduling of TADSS, POIs and applicable training strategies, Army Marksmanship strategy, STRAC

Note: FY08 DA Metric for determining EST/CFFT I/Os supports CL2-Amber.

Note: Theatre OCONUS may have varying requirements and appropriate adjustments must be considered.

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

**OUTPUT PERFORMANCE TARGET**

Ratio of Customers Trained for DA Specific Virtual TADSS Versus Customers Scheduled: 95-100

**OUTCOME PERFORMANCE TARGET**

Training Event Failure Due to Non-Availability of I/Os and Operators: 0-5

Note: Failure is defined as an event that did not occur as originally scheduled.

#### CUSTOMER VIEW

- Available for Training to satisfy commander's training requirements (nominal 40 hrs per week)- Schedule training and assist customers, verify certifications if applicable (nominal 40 hrs per week)- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP), (nominal 40 hrs per week)- Check future scheduling and coordinate with Tenant Units (nominal 40 hrs per week)- Conduct visual inspections and/or conduct functional checks as appropriate (nominal 40 hrs per week)Annotate TADSS utilization as required- Perform operator troubleshooting procedures, make determination if maintenance is required. If device is unserviceable (refer to maintenance SSP) and coordinate maintenance (nominal 40 hrs per week)- Prepare and package unserviceable items to maintenance support activity as directed by management

#### CAPABILITY LEVEL - 2

**COST FACTOR**

75.0

**PRIMARY WORK DRIVER**

- FY08 DA example Metrics for determining EST/CFFT I/Os
- 1 Senior I/O per installation with TADSS
- 1 additional I/O per 12-20 subsystems (5 lane EST)
- 1 additional I/O per > 20 subsystems (5 lanes per subsystem)
- 1 I/O per 20 lanes at Initial Military Training (IMT) locations
- 1 I/O per 1:30 CFFT at institutional training locations
- 5 personnel per MSTC (PEOSTRI contract) consisting of 1 Senior site manager, 3 instructors, 1 admin assistant

Note: G3 will provide other metrics as requested as TADSS are fielded.

Database

- DAMO-TRS guidance

Note: Theatre OCONUS may have varying requirements and appropriate adjustments must be considered.

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

**OUTPUT PERFORMANCE TARGET**

Ratio of Customers Trained for DA Specific Virtual TADSS Versus Customers Scheduled: 85-94

**OUTCOME PERFORMANCE TARGET**

Training Event Failure Due to Non-Availability of I/Os and Operators: 6-15

Note: Failure is defined as an event that did not occur as originally scheduled.

#### CUSTOMER VIEW

- Available for Training to satisfy commander's training requirements (maximum 40 hrs per week)- Schedule training and assist customers, verify certifications if applicable (maximum 40 hrs per week)- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP), (maximum 40 hrs per week)- Check future scheduling and coordinate with Tenant Units (maximum 40 hrs per week)- Conduct visual inspections and/or conduct functional checks as appropriate (maximum 40 hrs per week)Annotate TADSS utilization as required- Perform operator troubleshooting procedures, make determination if maintenance is required. If device is unserviceable (refer to maintenance SSP) and coordinate maintenance (maximum 40 hrs per week)- Prepare and package unserviceable items to maintenance support activity as directed by management

#### CAPABILITY LEVEL - 3

**COST FACTOR**

50.0

**PRIMARY WORK DRIVER**

- IAW DA I/O Metric for CL3-Red resourcing
- DAMO-TRS guidance

Note: Theatre OCONUS may have varying requirements and appropriate adjustments must be considered.

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to...
accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Customers Trained for DA Specific Virtual TADSS Versus Customers Scheduled: 75-84

OUTCOME PERFORMANCE TARGET
Training Event Failure Due to Non-Availability of I/Os and Operators: 16-25

Note: Failure is defined as an event that did not occur as originally scheduled.

CUSTOMER VIEW
- Available for Training to satisfy commander's training requirements (maximum 18 hrs per week)- Schedule training and assist customers, verify certifications if applicable (maximum 18 hrs per week)- Check for TADSS availability (if unavailable check for alternate source - refer to management SSP), (maximum 18 hrs per week)- Check future scheduling and coordinate with Tenant Units (maximum 18 hrs per week)- Conduct visual inspections and/or conduct functional checks as appropriate (maximum 18 hrs per week) Annotate TADSS utilization as required- Perform operator troubleshooting procedures, make determination if maintenance is required. If device is unserviceable (refer to maintenance SSP) and coordinate maintenance (maximum 18 hrs per week)- Prepare and package unserviceable items to maintenance support activity as directed by management
DESCRIPTION
This SSP provides for the visual inspection, functional testing, diagnostic testing, check for general cleanliness, preventative maintenance, checks & services (PMCS), and preparation for reissue for TADSS.

COMPONENTS
This SSP includes, but is not limited to:
Perform visual inspection IAW appropriate technical references (e.g. -10 user manual for maintenance or equivalent)
Identify faults and determine appropriate level of maintenance
Perform maintenance IAW appropriate technical references (e.g. -10 user manual for maintenance or equivalent)
Coordinate warranty and contract maintenance support as applicable
Perform functional user test and quality control of repaired TADSS
Return serviceable items to stock/warehouse
Capture demand requirements for consumable repair parts (bench stock, Prescribed Load List (PLL))
Maintain repair tools, testing and calibration equipment
Update and maintain maintenance records
Submit maintenance reports as required
Provide contact teams support as required and resource

Note: This SSP does not include TADSS maintained in TSC property book but operated by end user (e.g. National Guard TADSS, some schools, desktop trainers, some aviation trainers).

LEGAL STATUTE

CUSTOMERS
TSC

CRITICAL TO QUALITY CHARACTERISTICS
Operational and functional training systems; Qualified and certified staff; Functional environmental controls; Safe and functional facility; Sufficient power, compressed air, NO2, Material Handling Equipment (MHE), and network connectivity; Adequate resourcing for equipment, testing & calibrated equipment, tools, worktables, safety equipment and repair parts & expendables; Timely and responsive maintenance; Sufficient storage capacity; Quality control; Coordination for maintenance performed by outside vendors; Provide maintenance contact team support

OUTPUT

MEASURE
TADSS Operation Readiness (OR) Rate

TARGET
>= 90%

FORMULA
# of maintainable TADSS repaired / # of maintainable TADSS on-hand requiring maintenance

Note: Supply chain resources may impact the availability of TADSS.

DATA OWNER
TSCs

DATA SOURCE
TS-MATS

REPORTED TO
TSO

FREQUENCY
Quarterly

OUTCOME

MEASURE
Availability of Functional TADSS

TARGET
>= 97%

FORMULA
# of serviceable TADSS available for issue / # of TADSS on inventory

Note: Supply chain resources may impact the availability of TADSS.

DATA OWNER
TSCs

DATA SOURCE
TS-MATS
Note: OCONUS will report to the appropriate DOT.
**CAPABILITY LEVEL - 1**

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER**  
# of TADSS to include MILES  
FY08 DA example Metrics for determining TADSS maintenance personnel  
.33 personnel per 2000 sets of MILES  
.33 personnel per $1M of non-MILES inventory (non WCLS loan and issue items) up to $3M and an additional .33 person for every $3M thereafter  
Database  
TS-MATS  
Note: Theatre OCONUS may have varying levels of inventory and will require appropriate adjustments and consideration  
Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

**OUTPUT PERFORMANCE TARGET**  
TADSS Operation Readiness (OR) Rate: 90-100  
**OUTCOME PERFORMANCE TARGET**  
Availability of Functional TADSS: 97-100  

**CUSTOMER VIEW**  
At least 97% of all TADSS required are available for the customer to conduct the desired training.

---

**CAPABILITY LEVEL - 2**

**COST FACTOR** 75.0  
**PRIMARY WORK DRIVER**  
# of TADSS to include MILES  
FY08 DA example Metrics for determining TADSS maintenance personnel  
.33 personnel per 3000 sets of MILES  
.33 personnel per $1M of non-MILES inventory (non WCLS loan and issue items) up to $3M and an additional .33 person for every $5M thereafter  
Database  
TS-MATS  
Note: Theatre OCONUS may have varying levels of inventory and will require appropriate adjustments and consideration  
Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

**OUTPUT PERFORMANCE TARGET**  
TADSS Operation Readiness (OR) Rate: 75-89  
**OUTCOME PERFORMANCE TARGET**  
Availability of Functional TADSS: 80-96  

**CUSTOMER VIEW**  
At least 75% of all TADSS required are available and serviceable for the customer to conduct the desired training.

---

**CAPABILITY LEVEL - 3**

**COST FACTOR** 50.0  
**PRIMARY WORK DRIVER**  
# of TADSS to include MILES  
FY08 DA example Metrics for determining TADSS maintenance personnel  
.33 personnel per 4000 sets of MILES  
.33 personnel per $1M of non-MILES inventory (non WCLS loan and issue items) up to $3M and an additional .33 person for every $6M thereafter  
Database  
TS-MATS  
Note: Theatre OCONUS may have varying levels of inventory and will require appropriate adjustments and consideration  
Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

**OUTPUT PERFORMANCE TARGET**  
TADSS Operation Readiness (OR) Rate: 65-74  
**OUTCOME PERFORMANCE TARGET**  
Availability of Functional TADSS: 60-79  

**CUSTOMER VIEW**  
At least 50% of all TADSS required are available and serviceable for the customer to conduct the desired training.
This SSP provides familiarization training for those TADSS requiring familiarization and certification prior to issue from the warehouse that are non-virtual TADSS (per DA/TRADOC PAM 350-9 or locally procured).

COMPONENTS
This SSP includes, but is not limited to:
- Schedule periodic courses of instruction as required
- Enroll students into course as requested from customers
- Reference training manuals to determine course of instruction
- Develop/follow lesson plans for various TADSS
- Update lesson plans as changes occur for various TADSS.
- Incorporate new training and changes TADSS into the instruction
- Set up instruction site for training
- Prepare and print handouts for students as needed
- Ensure students have the proper personal protective equipment for instruction
- Present all updated safety messages and/or safety alerts are distributed and understood by the students
- Conduct the oral/hands-on training for the specific TADSS to customers
- Research and instruct on proper use of supplies and materials (e.g. expendables, G3/DPTMS forecasted ammunition [see Service 23 - Ammunition Supply], and other consumable supplies)
- Provide hands on step by step safety procedures for handling of HAZMATs (e.g. batteries, and pyrotechnics utilized with TADSS)
- Provide hands on step by step procedures for PMCS and proper cleaning of TADSS for turn in to TSC.

CUSTOMERS
Account holders and Area of Support per AR5-9 paragraph C-11;

CRITICAL TO QUALITY CHARACTERISTICS
Feel comfortable checking out the TADSS; Feel comfortable using the TADSS; Safety; Successful completion of training; Ability to meet training scheduling needs; Ability to use the TADSS capabilities; Ability to keep current with TADSS capabilities; Knowledge of what to do if TADSS breaks or non-operation; Knowledge of how and where to acquire consumables

MEASURE
Ratio of Scheduled Customers Trained

FORMULA
(# of scheduled customers trained + # of walk-ins served) / total # of customers enrolled

DATA OWNER
Training Support Officer (TSO)

DATA SOURCE
TSO

REPORTED TO
G3, G3 training, GC, DGC, SMC, IMCOM, ACOM, DPTMS, Commanders

DPTMS, GC

OUTCOME

MEASURE
Number of TADSS Accidents

FORMULA
# of accidents attributable to equipment or equipment usage that result in injury or damage to equipment / # of times TADSS is issued

DATA OWNER
Commanders, Range Officer for safety

DATA SOURCE
TSO

Note: DPTMS, GC responsibility to elevate to higher command levels
Note: OCONUS will report to the appropriate DOT
REPORTED TO
COS, DPTMS, GC, ISO

Note: DPTMS, GC responsibility to elevate to higher command levels
Note: OCONUS will to the appropriate DOT
Note: Injuries requiring Serious Incident Report (SIR) reporting IAW AR190-40
(and ACOM supplements), AR385-63, and SOPs

FREQUENCY
Quarterly
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 # and type of TADSS to issue

3 personnel at large TSC
2 personnel at medium TSC
1 person at small TSC
Note: Personnel should be position code 01712

Note: Theatre OCONUS may have varying requirements and appropriate adjustments must be considered.

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Scheduled Customers Trained: 95-100

OUTCOME PERFORMANCE TARGET
User Proficiency No accidents, or incidents attributable to TADSS usage: 0-1

CUSTOMER VIEW
Customer achieves 100% of desired familiarization training. (All personnel identified for training receive the training.)

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
75.0 # and type of TADSS to issue

2 personnel at large TSC
1 personnel at medium TSC
0 person at small TSC
Note: Personnel should be position code 01712

Note: Theatre OCONUS may have varying requirements and appropriate adjustments must be considered.

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Scheduled Customers Trained: 90-94

OUTCOME PERFORMANCE TARGET
User Proficiency No accidents, or incidents attributable to TADSS usage: 2-3

CUSTOMER VIEW
Customer achieves 75% of desired familiarization training. (All personnel identified for training receive 100% of the training.)

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
50.0 # and type of TADSS to issue

1 personnel at large TSC
5 personnel at medium TSC
0 person at small TSC
Note: Personnel should be position code 01712

Note: Theatre OCONUS may have varying requirements and appropriate adjustments must be considered.

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Scheduled Customers Trained: 85-89

OUTCOME PERFORMANCE TARGET
User Proficiency No accidents, or incidents attributable to TADSS usage: 4-5

CUSTOMER VIEW
Customer achieves 50% of desired familiarization training. (All personnel identified for training receive 50% of the training.)
Plans, Training, Mobilization, and Security (DPTMS)

905  E  Cost %  7.0  SERVICE: Training Support Centers
SSP: Armywide - Design, Fabricate, Package and Ship Training Devices (ref A)

DESCRIPTION
This SSP provides initial consultation, design, fabrication, packaging and distribution of Armywide training devices (i.e. Training Device Fabrication Request (TDFR)).

Note: Only applies to Knox, Benning, Gordon, Jackson, and Redstone.

COMPONENTS
This SSP includes, but is not limited to:
Providing initial consultation on training device to determine Army-wide fabrication or outsource as required.
TSC facilitates development of the TDFR.
Provide consultation on design, cost estimates, and fabrication schedules with ATSC.
TSC receives ATSC approval and fabrication guidance.
ATSC/external agencies provide MIPR to fabrication installation.
Execute fabrication IAW the TDFR
-- Produce prototype training device for validation.
-- Produce and interpret plans and schematics.
-- Procure, store and manage raw materials.
-- Package (manufacture crates) and shipment IAW distribution plan
Materials that may be used in the fabrication of training devices include:
- Wood
- Plastics
- Metal
- Textiles
- Paint
- Electronic/Electric Parts.

Provide preventative maintenance of the devices fabricated.
Provide preventative maintenance of the fabrication equipment.
Provide life cycle replacement and upgrades of fabrication equipment.
Provide maintenance of facilities/industrial equipment to meet safety requirements.

LEGAL STATUTE

CUSTOMERS
ATSC

CRITICAL TO QUALITY CHARACTERISTICS
Doctrinally supportive training devices provided; Provide high quality resourced training devices in quantities specified by required delivery date; Ease of requesting; Responsiveness to emerging requirements; Knowledge of fabrication capabilities/products; Ability to coordinate production schedules; Understanding of and insight into customer requirements

MEASURE
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested

FORMULA
(# of requested validated devices fabricated, shipped and delivered by the required date) / total # of validated devices requested

DATA OWNER
Fabrication TSCs

DATA SOURCE
Invoices, Production delivery schedules, Production report, TDFR

REPORTED TO
ATSC

FREQUENCY
Quarterly

TARGET
>= 85%

OUTPUT

MEASURE
Ratio of Devices Rejected by the Customer Due to Quality Issues

FORMULA
# of devices rejected by the customer / total # of devices delivered

DATA OWNER
Fabrication TSCs

DATA SOURCE
Invoices, Production delivery schedules, Production report, TDFR

REPORTED TO
ATSC

FREQUENCY
Quarterly

TARGET
Zero (0)

OUTCOME
CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  Validated requirements from mission
        Database
        TDFR, Annual requirements list

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested: 95-100

OUTCOME PERFORMANCE TARGET
Ratio of Devices Rejected by the Customer Due to Quality Issues: 0-5

CUSTOMER VIEW
Customer receives 100% of validated requested TADSS

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
50.0  Validated requirements from mission
        Database
        TDFR, Annual requirements list

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested: 90-94

OUTCOME PERFORMANCE TARGET
Ratio of Devices Rejected by the Customer Due to Quality Issues: 6-8

CUSTOMER VIEW
The number of validated requirements will be reduce by 50%. Maintenance and upgrades to equipment are limited. Limited number of prototypes will be produced. Increased backlog and extended time for shipments. Increased requirement for customer reimbursable or customer will have to outsource. Risk: Limited prototypes will potentially impact quality

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
25.0  Validated requirements from mission
        Database
        TDFR, Annual requirements list

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested: 85-89

OUTCOME PERFORMANCE TARGET
Ratio of Devices Rejected by the Customer Due to Quality Issues: 9-10

CUSTOMER VIEW
The number of validated requirements will be reduced by 75% per command directive. Maintenance to equipment is limited and no upgrades. Extended time for fabrication and shipments. There will be no new TADSS. Increased requirement for customer reimbursable or customer will have to outsource
This SSP provides GTA stock for loan and issue and limited refurbishment of on-line GTAs.

This SSP includes, but is not limited to:
- Supporting customers to include Active, National Guard, Reserves, ROTC, other military components, Federal and State agencies, and other authorized customers
- Manage GTA inventory
- Maintain current installation GTA catalog
- Receive and store GTAs
- Produce on a limited basis on-line GTAs (print products)
- Ship or mail GTAs to off post customers
- Hand receipt GTAs (e.g. flipcharts and other nonexpendable GTAs)
- Restock GTAs (request GTAs from ATSC (DA Form17))
- Dispose obsolete GTAs

LEGAL STATUTE
DA PAM 25-31 (check for currency), AR 350-38

CUSTOMERS
Account holders and Area of Support per AR5-9 paragraph C-11;

CRITICAL TO QUALITY CHARACTERISTICS
Availability in quantity requested; Currency; Reimbursable cost; Variety of selection; Timely access to GTAs requested

OUTPUT

MEASURE
Availability of Requested GTAs

TARGET
100%

FORMULA
\[
\frac{\text{# of GTAs issued}}{\text{total # of validated requests for GTAs}}
\]

DATA OWNER
TSO

DATA SOURCE
TSO

REPORTED TO
DPTMS, ATSC

FREQUENCY
Quarterly

Note: OCONUS will report to the appropriate DOT

OUTCOME

MEASURE
Timeliness of GTA Delivery to Requester

TARGET
Zero(0) missed deliveries

FORMULA
Date GTAs were delivered to requester - Requested GTAs validated delivery date

DATA OWNER
TSO

DATA SOURCE
TSO

REPORTED TO
DPTMS

FREQUENCY
Quarterly

Note: OCONUS will report to the appropriate DOT.
Plans, Training, Mobilization, and Security (DPTMS)

905 F Cost % 9.0 SERVICE: Training Support Centers SSP: Loan, Issue and Print Graphic Training Aids (GTA)

CAPABILITY LEVEL - 1

COST FACTOR          PRIMARY WORK DRIVER
100.0          Historical Demand, Surge Trends, and Command Directives

Datasource
GTA issue log, GTA usage rate report, MATS, Directive, Op Orders, DA Messages, Center for Army Lessons Learned (CALL)

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Availability of Requested GTAs: 90-100

OUTCOME PERFORMANCE TARGET
Timeliness of GTA Delivery to Requester: 0-2 missed deliveries

CUSTOMER VIEW
Customer receives 100% of validated requested GTAs

CAPABILITY LEVEL - 2

COST FACTOR          PRIMARY WORK DRIVER
75.0          Historical Demand, Surge Trends, and Command Directives

Datasource
GTA issue log, GTA usage rate report, MATS, Directive, Op Orders, DA Messages, Center for Army Lessons Learned (CALL)

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Availability of Requested GTAs: 80-89

OUTCOME PERFORMANCE TARGET
Timeliness of GTA Delivery to Requester: 3-5 missed deliveries

CUSTOMER VIEW
Customer receives 75% of validated requested GTAs

CAPABILITY LEVEL - 3

COST FACTOR          PRIMARY WORK DRIVER
50.0          Historical Demand, Surge Trends, and Command Directives

Datasource
GTA issue log, GTA usage rate report, MATS, Directive, Op Orders, DA Messages, Center for Army Lessons Learned (CALL)

Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Availability of Requested GTAs: 75-79

OUTCOME PERFORMANCE TARGET
Timeliness of GTA Delivery to Requester: 6-7 missed deliveries

CUSTOMER VIEW
Customer receives 50% of validated requested GTAs
DESCRIPTION
This SSP provides initial consultation, design, fabrication, packaging and distribution of local training devices (i.e. Devices Training Device Fabrication Request (TDFR)).

COMPONENTS
This SSP includes, but is not limited to:

- Providing initial consultation on training device to determine local, outsource or Army-wide fabrication.
- Provide consultation on design, budget, MIPR, and fabrication schedule.
- Execute fabrication IAW the TDFR
  -- Produce prototype training device for validation.
  -- Produce and interpret plans and schematics.
  -- Procure, store and manage raw materials.
  -- Package (manufacture crates) and shipment IAW distribution plan

Materials that may be used in the fabrication of training devices include:
- Wood
- Plastics
- Metal
- Textiles
- Paint
- Electronic/Electric Parts.

- Provide preventative maintenance of the devices fabricated.
- Provide preventative maintenance of the fabrication equipment.
- Provide life cycle replacement and upgrades of fabrication equipment.
- Provide maintenance of facilities/industrial equipment to meet safety requirements.

Overhead of this SSP includes proficiency certification training for artisans including:
- meeting OSHA requirements
- new equipment training/vendor certification
- TDY for equipment training

This SSP does not include fabrication of training devices in TRADOC PAM 350-9

LEGAL STATUTE

CUSTOMERS
Account holders and Area of Support per AR5-9 paragraph C-11;

CRITICAL TO QUALITY CHARACTERISTICS
Emerging urgent needs and doctrinally supportive training devices provided;
Provide high quality resourced training devices in quantities specified by required delivery date; Ease of requesting; Responsiveness to emerging requirements; Knowledge of fabrication capabilities/products; Ability to coordinate production schedules; Understanding of and insight into customer requirements

MEASURE
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested

TARGET
>= 90%

FORMULA
(# of requested validated devices fabricated, shipped and delivered by the required date) / total # of validated devices requested

DATA OWNER
TSCs

DATA SOURCE
Work Orders, Production delivery schedules, Production report, TDFR

REPORTED TO
Customer, DPTMS

FREQUENCY
Quarterly

OUTPUT

OUTCOME

Note: At local level the customer's desire for devices drives the requirement. Funding is negotiated at the local level.

Note: OCONUS will report to the appropriate DOT.
MEASURE
Ratio of Devices Rejected by the Customer Due to Quality Issues

FORMULA
# of devices rejected by the customer / total # of devices delivered

TARGET
Zero (0)

Note: Creativity is leveraged in the design and fabrication process for prototyping, however, redesign is an inherent part of the development process and is not necessarily a quality issue.

DATA OWNER
TSCs

REPORTED TO
DPTMS

DATA SOURCE
Work Orders, Production delivery schedules, Production report, TDFR

FREQUENCY
Quarterly

Note: OCONUS will report to the appropriate DOT.
COST FACTOR  PRIMARY WORK DRIVER
100.0  Validated requirements from mission (work orders)
        Database
        DA Form 3903-R or ATSC Sponsored Form (FS Form 866)
        Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested: 95-100

OUTCOME PERFORMANCE TARGET
Ratio of Devices Rejected by the Customer Due to Quality Issues: 0-2

CUSTOMER VIEW
Customer receives 100% of validated requested TADSS

COST FACTOR  PRIMARY WORK DRIVER
75.0  Validated requirements from mission (work orders)
        Database
        DA Form 3903-R or ATSC Sponsored Form (FS Form 866)
        Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested: 90-94

OUTCOME PERFORMANCE TARGET
Ratio of Devices Rejected by the Customer Due to Quality Issues: 3-4

CUSTOMER VIEW
The number of validated requirements will be reduce by 25%. Customer is required to pay for shipment or pickup devices. Maintenance and upgrades to equipment are limited. Limited number of prototypes will be produced.

COST FACTOR  PRIMARY WORK DRIVER
40.0  Validated requirements from mission (work orders)
        Database
        DA Form 3903-R or ATSC Sponsored Form (FS Form 866)
        Note for all SSPs workload driver: Total available personnel will provide support across all SSPs to accomplish the total TSC mission.

OUTPUT PERFORMANCE TARGET
Ratio of Devices Fabricated, Packaged, Shipped, and Delivered by the Required Date versus Requested: 80-89

OUTCOME PERFORMANCE TARGET
Ratio of Devices Rejected by the Customer Due to Quality Issues: 5-10

CUSTOMER VIEW
The number of validated requirements will be reduce to mission critical and command directed only. Customer will be required to pay for fabrication in total. Customer is required to pay for shipment or pickup devices. Maintenance and upgrades to equipment are limited to command directed only. Limited number of prototypes will be produced per command directive.
This SSP provides integrated collective battle command staff training and exercises for home station, mission planning and rehearsal, and predeployment training ranging from platoon up to Combined Joint Task Forces (CJTF) levels.

**COMPONENTS**
This SSP includes but is not limited to:
- Provide scalable, integrated Live Virtual Constructive (LVC) training enablers and simulations/stimulations to battle command training.
- Provide and/or coordinate classified intelligence simulation models
- Setup and configure exercise work cells and reconfigurable tactical operation centers and supported areas
- Maintain and develop simulations and exercise databases, generate or coordinate for terrain and visualization databases.
- Coordinate other support elements such as role players that replicate media and foreign personnel & NGOs and others as required, senior mentors
- Provide After Action Review (AAR), Higher Control (HICON), Opposing Force (OPFOR) and Exercise Control (EXCON) capabilities to support unit training and exercises.
- Maintain relevance by adapting existing Training Support Packages, Programs of Instruction, and databases to support unit training requirements

**LEGAL STATUTE**
- Title X (Trained and Ready Forces)

**CUSTOMERS**
- External users (other DoD services, coalition forces, agencies) of the facilities,
- External trainers, Other BCTCs

**MEASURE**
- Requested Training Days with 100% Requested BCTC Training Enablers Provided

**TARGET**
- >= 80%

**FORMULA**
- # of training days used / total # of training days available

**DATA OWNER**
- BCTC Operations Officer

**DATA SOURCE**
- Training Calendars

**REPORTED TO**
- BCTC Director

**FREQUENCY**
- Quarterly

**OUTCOME**
- Training Objectives that are Achieved

**TARGET**
- 100%

**FORMULA**
- # of training objectives achieved / total # of training objectives planned, scheduled and supported

**DATA OWNER**
- Exercise Director

**DATA SOURCE**
- Training Calendars

**REPORTED TO**
- Commander, BCTC Director

**FREQUENCY**
- Quarterly

---

**DESCRIPTION**

**COMPONENTS**

**LEGAL STATUTE**

**CUSTOMERS**

**MEASURE**

**TARGET**

**FORMULA**

**DATA OWNER**

**DATA SOURCE**

**REPORTED TO**

**FREQUENCY**

---

**CUSTOMERS**

**CRITICAL TO QUALITY CHARACTERISTICS**
- Accomplishment of commander's training objectives through realistic, relevant, and integrated Battle Command training
Plans, Training, Mobilization, and Security (DPTMS)

906  
Cost %:  33.0  
SERVICE:  Battle Command Training Center  
SSP:  Provide Integrated Collective Battle Command Staff Training and Exercises

CAPABILITY LEVEL - 1

COST FACTOR  PRIMARY WORK DRIVER
100.0  
# of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
Requested Training Days with 100% Requested BCTC Training Enablers
Provided:  90-100

OUTCOME PERFORMANCE TARGET
Training Objectives that are Achieved:  97-100

CUSTOMER VIEW
Provide scalable, integrated LVC training enablers and simulations/stimulations to battle command training [8 hours a day, 5 days a week] Setup and configure exercise work cells and reconfigurable tactical operation centers and supported areas. Maintain and develop simulations and exercise databases, generate or coordinate for terrain and visualization databases [100% maintained] Provide After Action Review (AAR), Higher Control (HICON), Opposing Force (OPFOR) and Exercise Control (EXCON) capabilities to support unit training and exercises. Maintain relevance by adapting existing Training Support Packages, Programs of Instruction, and databases to support unit training requirements.

CAPABILITY LEVEL - 2

COST FACTOR  PRIMARY WORK DRIVER
60.0  
# of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
Requested Training Days with 100% Requested BCTC Training Enablers
Provided:  75-89

OUTCOME PERFORMANCE TARGET
Training Objectives that are Achieved:  94-96

CUSTOMER VIEW
Provide essential scalable, integrated LVC training enablers and simulations/stimulations to battle command training [8 hours a day, 5 days a week] Setup and configure exercise work cells and static tactical operation centers and supported areas. Maintain simulations and exercise databases. Provide limited After Action Review (AAR), limited Higher Control (HICON), Opposing Force (OPFOR) and Exercise Control (EXCON) capabilities to support unit training and exercises [100% maintained by Hub and Spokes will depend on the Hub for this capability]. Maintain relevance by adapting existing Training Support Packages, Programs of Instruction, and databases to support unit training requirements [100% maintained by Hub and Spokes will depend on the Hub for this capability].

CAPABILITY LEVEL - 3

COST FACTOR  PRIMARY WORK DRIVER
45.0  
# of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
Requested Training Days with 100% Requested BCTC Training Enablers
Provided:  60-74

OUTCOME PERFORMANCE TARGET
Training Objectives that are Achieved:  90-93

CUSTOMER VIEW
Provide minimal exercise support for training enablers and simulations/stimulations to battle command training [8 hours a day, 5 days a week] Set static exercise work cells and static tactical operation centers and supported areas. Maintain simulations and exercise databases. Provide limited After Action Review (AAR), limited Higher Control (HICON), and limited Exercise Control (EXCON) capabilities to support unit training and exercises [Hub only].
**DESCRIPTION**

This SSP provides individual operator and leader battle command sustainment training and new personnel training in an integrated training environment IAW Programs of Instruction.

**COMPONENTS**

This SSP includes but is not limited to:

- Provide training systems (hardware and software), classrooms, and reconfigurable training areas to support requirements for battle command (digital) training; provide support to new equipment training when coordinated
- Setup and configure individual classrooms and reconfigurable tactical operation centers and supported areas
- Maintain relevance by adapting existing Training Support Packages and Programs of Instruction to support unit training requirements

**LEGAL STATUTE**

Title X (Trained and Ready Forces)

**CUSTOMERS**

External users (other DoD services, agencies) of the facilities, External trainers, Other BCTCs

**REALISTIC, RELEVANT, AND INTEGRATED BATTLE COMMAND TRAINING**

**MEASURE**

Training Capacity

**TARGET**

>= 75%

**FORMULA**

# of people requesting enrollment for training / (capacity of the training system/classroom)

Note: Calculation is performed for each system/classroom

**DATA OWNER**

BCTC Director

**DATA SOURCE**

DTMS, Scheduling/rostering process

**REPORTED TO**

SMC G3, DPTMS

**FREQUENCY**

Quarterly

**OUTPUT**

**LEGAL STATUTE**

Title X (Trained and Ready Forces)

**REGULATION**

**CUSTOMERS**

External users (other DoD services, agencies) of the facilities, External trainers, Other BCTCs

**REALISTIC, RELEVANT, AND INTEGRATED BATTLE COMMAND TRAINING**

**MEASURE**

Successful Completion of the Battle Command Program of Instruction (POI) or Standards Established by the Commanders

**TARGET**

>= 80%

**FORMULA**

# of people successfully completing training / # of people enrolled in training

Note: Calculate by class and review monthly rollup of calculations

**DATA OWNER**

BCTC Director

**DATA SOURCE**

DTMS, Scheduling/rostering process

**REPORTED TO**

SMC G3, DPTMS

**FREQUENCY**

Quarterly

**OUTCOME**

September 2012

FY13 CLS Configurations 645
**Plans, Training, Mobilization, and Security (DPTMS)**

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
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<tr>
<td><strong>Source of Data</strong></td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td><strong>Source of Data</strong></td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
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<td><strong>CUSTOMER VIEW</strong></td>
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<table>
<thead>
<tr>
<th>CAPABILITY LEVEL - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST FACTOR</strong></td>
</tr>
<tr>
<td><strong>PRIMARY WORK DRIVER</strong></td>
</tr>
<tr>
<td><strong>OUTPUT PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td><strong>OUTCOME PERFORMANCE TARGET</strong></td>
</tr>
<tr>
<td><strong>CUSTOMER VIEW</strong></td>
</tr>
</tbody>
</table>
This SSP provides mobile training teams, exercise support, network solutions, and distributed training to support Spokes and deployed or remote sites IAW Hub and Spoke strategy.

This SSP includes but is not limited to:
- Provide contract and resource management.
- Provide training for low density Battle Command Systems.
- Provide train the trainer assistance for new simulation equipment training, software version releases, DTT (Doctrine Tactics and Techniques) changes, and contract instructor certification on Battle Command Systems.
- Provide technical SME relating to simulations, training infrastructure or Battle Command Systems training.
- Coordinate for and provide additional personnel to support training and exercise events.
- Perform configuration management for software and integrate equipment and systems in classrooms, work cells, etc.
- Coordinate for the maintenance of simulation and Battle Command hardware
- Provide representation at the PMRs and training related venues.

External users of the facilities, BCTC staff, External trainers (BCTP, JFCOM), Other BCTCs, TRADOC

Timely response; Ability to support units with necessary training support required with expertise, equipment and personnel; Expertise available on call

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td># of external manhours spent supporting the spoke versus available hours</td>
<td>&lt;=30%</td>
</tr>
</tbody>
</table>

Note: No historical data

<table>
<thead>
<tr>
<th>DATA OWNER</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCTC Director at the Hub</td>
<td>Numerator: Actual hours are reported by contractor</td>
</tr>
<tr>
<td></td>
<td>Denominator: Contractor manhours</td>
</tr>
</tbody>
</table>

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<tr>
<th>REPORTED TO</th>
<th>FREQUENCY</th>
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</thead>
<tbody>
<tr>
<td>BCTC chain of command, ACOM, DA level, DPTMS</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of Projects Supported</td>
<td>&gt;= 80%</td>
</tr>
</tbody>
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<tbody>
<tr>
<td>BCTC chain of command</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

Title X (Trained and Ready Forces)
Plans, Training, Mobilization, and Security (DPTMS)

906 C

SERVICE: Battle Command Training Center

SSP: Provide Support to Spoke and Deployed or Remote Sites

CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 Battle Command Training Strategy & # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

& # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
External manhours spent supporting the spoke versus available hours: 0-15

OUTCOME PERFORMANCE TARGET
Ratio of Projects Supported: 90-100

CUSTOMER VIEW
Provide contract and resource management. Provide training for low density Battle Command Systems [whenever required] Provide train the trainer assistance for new simulation equipment training, software version releases, DTT (Doctrine Tactics and Techniques) changes, and contract instructor certification on Battle Command Systems [whenever required] Provide technical SME relating to simulations, training infrastructure or Battle Command Systems training [whenever required]. Coordinate for and provide additional personnel to support training and exercise events [whenever required]. Perform configuration management for software and integrate equipment and systems in classrooms, work cells, etc. [whenever required]. Coordinate for the maintenance of simulation and Battle Command hardware. Provide representation at the PMRs and training related venues [whenever required].

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
60.0 Battle Command Training Strategy & # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

& # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
External manhours spent supporting the spoke versus available hours: 16-20

OUTCOME PERFORMANCE TARGET
Ratio of Projects Supported: 70-89

CUSTOMER VIEW
Provide contract and resource management. Provide mission essential training for low density Battle Command Systems per fixed scheduled. Provide train the trainer assistance for new simulation equipment training, software version releases, DTT (Doctrine Tactics and Techniques) changes, and contract instructor certification on Battle Command Systems per fixed schedule. Provide technical SME relating to simulations, training infrastructure or Battle Command Systems training as available. Coordinate for and provide additional personnel to support training and exercise events as available. Perform configuration management for software and integrate equipment and systems in classrooms, work cells, etc. as available. Coordinate for the maintenance of simulation and Battle Command hardware. Provide representation at the PMRs and training related venues [whenever required]. NOTE: Support would be scheduled and limited to a set number of visits per year for configuration of training areas; exercise support would be prioritized and scheduled in advance.

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
45.0 Battle Command Training Strategy & # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3) & # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data
USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
External manhours spent supporting the spoke versus available hours: 21-25

OUTCOME PERFORMANCE TARGET
Ratio of Projects Supported: 60-69

September 2012 FY13 CLS Configurations 648
CUSTOMER VIEW

Provide contract and resource management. Provide limited train the trainer assistance at the hub only for new simulation equipment training, software version releases, DTT (Doctrine Tactics and Techniques) changes, and contract instructor certification on Battle Command Systems per fixed schedule. Provide limited technical SME relating to simulations, training infrastructure or Battle Command Systems training as available. Provide fixed configuration management for software and integrate equipment and systems in classrooms, work cells, etc. Defer all maintenance of simulation and Battle Command hardware. Provide limited representation at the PMRs.

NOTE: Support would be restricted to initial set up of training areas; exercise support would be restricted to only those events required by statutes.
This SSP supports the communications infrastructure required for Battle Command Training and provides connectivity with other internal and external systems in controlled networks.

This SSP includes but is not limited to:
- Design and maintain closed training and simulation networks (classified and unclassified);
- Interface with and support local and wide area networks;
- Provide and develop communications networks and simulation architectures to support training in classrooms, work cells, and Regimental Tactical Operations Centers (RTOCs);
- Provide and maintain network administration for all networks supporting Battle Command Training, key tasks include but are not limited to: Information Assurance and Network Security for facilities, staffs, and training support systems; establish and maintain accreditation, including documentation; COMSEC; network administration includes tasks associated with administrative, tactical, joint, simulation, SIPR, coalition;
- Coordinate with DOIM and Tactical Signal Elements;
- Maintain and support internal and external training communications enablers such as tech control; ASTi simulated radio systems, VOIP phones, Fixed Tactical Internets, connectivity to virtual training systems, training areas, digital multipurpose ranges, etc.

CUSTOMERS
- Internal and external users of the facilities and networks, BCTC staff, External trainers (BCTP, JFCOM), coalition forces, other services

CRITICAL TO QUALITY CHARACTERISTICS
- Ability to provide reliable and secure networks

OUTPUT

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Certification Level</td>
<td>100%</td>
</tr>
</tbody>
</table>

FORMULA

# of staff with appropriate certifications for their role / total # of staff that require certifications

Note: The BCTC staff will determine who requires which certifications.

DATA OWNER
- COR, BCTC Operations Officer

DATA SOURCE
- Statement of Work (SOW), Industry Standards

REPORTED TO
- BCTC Director

FREQUENCY
- Quarterly

OUTCOME

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Impact of Lost Productivity due to Network Unavailability</td>
<td>&gt;=99% operational training and exercise networks</td>
</tr>
</tbody>
</table>

FORMULA

Amount of unscheduled outages / total scheduled network availability

Note: Outages is measured in time

DATA OWNER
- Network Operations Center (multiple responsible parties)

DATA SOURCE
- Statement of Work (SOW), Industry Standards

REPORTED TO
- BCTC Director, DPTMS, DOIM

FREQUENCY
- Quarterly
### Plans, Training, Mobilization, and Security (DPTMS)

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>Total # of Staff that requires certification</td>
</tr>
<tr>
<td></td>
<td>Battle Command Training Schedule</td>
</tr>
<tr>
<td></td>
<td>ARFORGEN Template</td>
</tr>
<tr>
<td></td>
<td>Technical standards and procedures for both NIPER and SIPRNET as detailed in version 3.4 of the SIPRNET technical guide</td>
</tr>
</tbody>
</table>

### OUTPUT PERFORMANCE TARGET

**Staff Certification Level:** 95-100

**Note:** Role appropriate certification

### OUTCOME PERFORMANCE TARGET

**Training Impact of Lost Productivity Due to Network Unavailability:** 0-2

### CUSTOMER VIEW

Design and maintain closed training and simulation networks (classified and unclassified); interface with and support local and wide area networks; Provide and develop communications networks and simulation architectures to support training in classrooms, work cells, and RTOCs; Provide and maintain network administration for all networks supporting Battle Command Training, key tasks include but are not limited to: Information Assurance and Network Security for facilities, staffs, and training support systems; establish and maintain accreditation, including documentation; COMSEC; network administration includes tasks associated with administrative, tactical, joint, simulation, SIPR, coalition; Maintain and support internal and external training communications enablers such as tech control; ASTi simulated radio systems, VOIP phones, Fixed Tactical Internets, connectivity to virtual training systems, training areas, digital multipurpose ranges, etc.

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### CAPABILITY LEVEL - 2

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.0</td>
<td>Total # of Staff that requires certification</td>
</tr>
<tr>
<td></td>
<td>Battle Command Training Schedule</td>
</tr>
<tr>
<td></td>
<td>ARFORGEN Template</td>
</tr>
<tr>
<td></td>
<td>Technical standards and procedures for both NIPER and SIPRNET as detailed in version 3.4 of the SIPRNET technical guide</td>
</tr>
</tbody>
</table>

### OUTPUT PERFORMANCE TARGET

**Staff Certification Level:** 90-94

**Note:** Role appropriate certification

### OUTCOME PERFORMANCE TARGET

**Training Impact of Lost Productivity Due to Network Unavailability:** 3-4

### CUSTOMER VIEW

Design and maintain closed training and simulation networks (classified and unclassified); interface with and support local area networks; Provide and develop communications networks and simulation architectures to support training in classrooms, work cells, and RTOCs; [Maintained at the Hub for the Spokes, limited capability at the Spokes] Provide and maintain network administration for most of the networks in direct support of Battle Command Training, key tasks include but are not limited to: Information Assurance and Network Security for facilities, staffs, and training support systems; establish and maintain accreditation, including documentation; limited COMSEC ability; network administration includes tasks associated with administrative, tactical, joint, simulation, SIPR, coalition; [Event driven; Limited ability support spare parts such encryption devices, switches, routers; no ability to upgrade aging infrastructure] Maintain and support internal and some external training communications enablers such as tech control; ASTi simulated radio systems, VOIP phones, reduced Fixed Tactical Internet capability; Connectivity to virtual training systems, training areas, digital multipurpose ranges, etc. [event driven, limitations for support to training areas and digital multipurpose ranges]

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### CAPABILITY LEVEL - 3

<table>
<thead>
<tr>
<th>Cost Factor</th>
<th>PRIMARY WORK DRIVER</th>
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<td>45.0</td>
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### OUTPUT PERFORMANCE TARGET

**Staff Certification Level:** 80-89

**Note:** Role appropriate certification

### OUTCOME PERFORMANCE TARGET

**Training Impact of Lost Productivity Due to Network Unavailability:** 5-6

### CUSTOMER VIEW

Maintain network administration for established networks in direct support of Battle Command Training, key tasks include but are not limited to: Minimal at-risk capability for Information Assurance and Network Security for facilities, staffs, and training support systems; maintain accreditation, including documentation; limited
COMSEC ability; network administration includes tasks associated with administrative, tactical, simulation. [Event driven; No ability to support spare parts such as encryption devices, switches, routers; No ability to upgrade aging infrastructure and increased reliance on other network support provided by mission] Maintain and support internal only training communications enablers such as tech control; mission support for tactical radio systems, and VOIP phones; Limited connectivity to training areas, digital multipurpose ranges, etc. [event driven, network support provided by tactical signal units/mission support]
This SSP develops and supports long range training and exercise plans, needs assessments, resource plans, and other strategic assets to further the conduct of battle command training; this involves both working with internal and external agencies, coalition and JIIM (Joint Interagency Intergovernment Multinational) representatives.

**COMPONENTS**

This SSP includes but is not limited to:

- Identify and synchronize battle command training requirements with available resources (facility, network, personnel, etc.) appropriately; Support IAW ARFORGEN (Army Force Generation) and Battle Command MER (Mission Essential Requirements)
- Provide Battle Command training support interface/feedback to the appropriate agencies that monitor training, develop training systems and products, or otherwise support training initiatives.
- Internal coordination with SMCs and other Mission Representatives, Range Control, DOIM, DPW, and other agencies on the installation
- External coordination with agencies. Examples include but are limited to C2 PMs, Battle Command Training Program Senior Mentors, Program Executive Offices, CSR, TSR, TPOs, TIOs, TPOs, TSM, ACOM, ASCCs, DRUs, TADSS PMs
- Schedule and provide support to other agencies using BCTC facilities (auditoriums, conference rooms, VTCs, etc)

**CUSTOMERS**

- Meeting the commander's training objectives in the most efficient and effective manner possible; Ability to identify training priorities

**MEASURE**

**Technological Integration Working Group Effectiveness**

**TARGET**

95%

**FORMULA**

# of issues adjudicated (solved or mitigated) that would significantly impact the training / total # of issues identified that would significantly impact the training

Note: significantly impact the training is defined as 1 or more training objectives not met

**DATA OWNER**

Senior Planners or Operations Lead

**DATA SOURCE**

Working Group Minutes, AAR products, critique sheets, planning conference results, Key Events Tracker, Training Calendar,

**REPORTED TO**

BCTC Director, Unit Commander, DPTMS

**FREQUENCY**

Quarterly

**OUTPUT**

**MEASURE**

Ability of Units to Accomplish their Training to Standard or Increase Training Readiness

**TARGET**

80%

**FORMULA**

# of planned events / total # of events requested

Note: events are both exercises and classes

**DATA OWNER**

Senior Planners or Operations Lead

**DATA SOURCE**

Working Group Minutes, AAR products, critique sheets, planning conference results, Key Events Tracker, Training Calendar,

**REPORTED TO**

BCTC Director, DPTMS

**FREQUENCY**

Quarterly
CAPABILITY LEVEL - 1

COST FACTOR PRIMARY WORK DRIVER
100.0 # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3) & # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET
Technical Integration Working Group Effectiveness: 95-100

OUTCOME PERFORMANCE TARGET
Ability of Units to Accomplish their Training to Standard or Increase Training Readiness: 90-100

CUSTOMER VIEW
Provide Battle Command training support interface/feedback to the appropriate agencies that monitor training, develop training systems and products, or otherwise support training initiatives. Internal coordination with SMCs and other Mission Representatives, DPTMS (Range Control, TSC), DOIM, DPW, and other agencies on the installation. External coordination with agencies. Examples include but are limited to C2 PMs, Battle Command Training Program Senior Mentors, Program Executive Offices, CSR, TSR, TPIOs, TPS, TSM, ACOM, ASCCs, DRUs, TADSS PMs. Schedule and provide support to other agencies using BCTC facilities (auditoriums, conference rooms, VTCs, etc).

CAPABILITY LEVEL - 2

COST FACTOR PRIMARY WORK DRIVER
60.0 # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3) & # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET

OUTCOME PERFORMANCE TARGET
Ability of Units to Accomplish their Training to Standard or Increase Training Readiness: 80-89

CUSTOMER VIEW
Identify and synchronize battle command training requirements with available resources (facility, network, personnel, etc.) appropriately [Provided mainly by the Hub, Spokes synchronize within available resources]; Support IAW ARFORGEN (Army Force Generation) and Battle Command MER (Mission Essential Requirements); Provide Battle Command training support interface/feedback to the appropriate agencies that monitor training, limited capability to develop training systems and products, reliance on TRADOC. Internal coordination with SMCs and other Mission Representatives, DPTMS (Range Control, TSC), DOIM, DPW, and other agencies on the installation. External coordination with agencies [Hub represents the Spokes, decisions involving travel becomes very selective and focuses on high priority events]. Examples include but are limited to C2 PMs, Battle Command Training Program Senior Mentors, Program Executive Offices, CSR, TSR, TPIOs, TPS, TSM, ACOM, ASCCs, DRUs, TADSS PMs. Schedule and provide support to other agencies using BCTC facilities (auditoriums, conference rooms, VTCs, etc).

CAPABILITY LEVEL - 3

COST FACTOR PRIMARY WORK DRIVER
45.0 # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3) & # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER) Source of Data USAFMSA MTOE (review Battle Command Systems * 3)

OUTPUT PERFORMANCE TARGET

OUTCOME PERFORMANCE TARGET
Ability of Units to Accomplish their Training to Standard or Increase Training Readiness: 70-79
CUSTOMER VIEW

Identify and synchronize battle command training requirements with available but limited resources (facility, network, personnel, etc.) appropriately [Provided mainly by the Hub, Spokes synchronize within available resources]; Support IAW ARFORGEN (Army Force Generation) and Battle Command MER (Mission Essential Requirements) Provide Battle Command training support interface/feedback to the appropriate agencies that monitor training, no capability to develop training systems and products, reliance on TRADOC. Internal coordination with SMCs and other Mission Representatives, DPTMS (Range Control, TSC), DOIM, DPW, and other agencies on the installation is driven by the limited resources available External coordination with agencies reduced to VTC or other collaborative means and no travel [Hub represents the Spokes]. Examples include but are limited to C2 PMs, Battle Command Training Program Senior Mentors, Program Executive Offices, CSR, TSR, TPIOs, TIOs, TPOs, TSM, ACOM, ASCCs, DRUs, TADSS PMs
**Plans, Training, Mobilization, and Security (DPTMS)**

<table>
<thead>
<tr>
<th>Cost %</th>
<th>SERVICE:</th>
<th>SSP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.0</td>
<td>Battle Command Training Center</td>
<td>Provide Operational Security</td>
</tr>
</tbody>
</table>

**DESCRIPTION**

This SSP insures physical security for all facilities and operations during classified and unclassified operations.

**COMPONENTS**

This SSP includes but is not limited:

- Provide physical and operation security which includes document, key, and access control.
- Provide for secure handling and storage of classified media.
- Maintain SCIF, Top Secret work areas, and other designated classified areas IAW regulations.
- Coordinate with units for guard forces and other security elements and agencies both on and off the installation; verify clearances; issue badges; coordinate and establish effective security measures.
- Destruction of classified materials.
- Provide industrial security control measures.

**LEGAL STATUTE**

**REGULATION**

**CUSTOMERS**

External users of the facilities, BCTC staff, External trainers (BCTP, JFCOM)

**CRITICAL TO QUALITY CHARACTERISTICS**

- Adequate physical security of the facility, OPSEC, Secure network

**OUTPUT**

**MEASURE**

Continuous Enforcement of Security Policies and Regulations

**TARGET**

Zero (0) for formal; Zero(0) reportable for informal

Note: Informal may be easily corrected at operator level

**FORMULA**

# of failed inspections (includes physical, information, network, and personnel)

Note: Inspections are provided by Provost Marshall, DOIM, DSEC, Counter-intelligence personnel, BCTC staff. Formal checks are standardized but informal/internal spot checks are not.

**DATA OWNER**

BCTC Security Manager or Operations Officer

**DATA SOURCE**

Inspection Report DA-XXXX, DD254,

[review for specific reports]

**REPORTED TO**

BCTC Director, DPTMS

**FREQUENCY**

Quarterly

**OUTCOME**

**MEASURE**

Compliance with Security Regulations

**TARGET**

Zero (0)

**FORMULA**

# of OPSEC violations that are required to be reported to higher HQ that are the responsibility of the BCTC

**DATA OWNER**

BCTC Director

**DATA SOURCE**

Inspection Report DA-XXXX, DD254,

[review for specific reports]

**REPORTED TO**

Physical reported to DES/Provost Marshall, Information to the DOIM/NETCOM, Clearances to the DSEC, DPTMS, and Garrison Directorates as required

**FREQUENCY**

Quarterly

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September 2012  
FY13 CLS Configurations  
656
**CAPABILITY LEVEL - 1**

**COST FACTOR**  
100.0

**PRIMARY WORK DRIVER**  
# of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

# of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
USAFMSA MTOE (review Battle Command Systems * 3)

**OUTPUT PERFORMANCE TARGET**  
Continuous Enforcement of Security Policies and Regulations: 0-1

Note: Informal may be easily corrected at operator level

**OUTCOME PERFORMANCE TARGET**  
Compliance with Security Regulations: 0-1

**CUSTOMER VIEW**  
Provide physical and operation security which includes document, key, and access control. Provide for secure handling and storage of classified media. Maintain SCIF [Hubs only], Top Secret work areas [Division sites], and other designated classified areas IAW regulations. Units will provide guard forces and other security elements and agencies both on and off the installation; verify clearances; issue badges; coordinate and establish effective security measures. Destruction of classified materials Provide industrial security control measures IAW NSA regulatory directives that prohibit degradation.

**CAPABILITY LEVEL - 2**

**COST FACTOR**  
90.0

**PRIMARY WORK DRIVER**  
# of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

# of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
USAFMSA MTOE (review Battle Command Systems * 3)

**OUTPUT PERFORMANCE TARGET**  
Continuous Enforcement of Security Policies and Regulations: 2-3

Note: Informal may be easily corrected at operator level

Note: Resourcing is at a lower level due to a decrease in the volume of activity supported.

**OUTCOME PERFORMANCE TARGET**  
Compliance with Security Regulations: 2-3

**CUSTOMER VIEW**  
Note: Components are the same at Green CL but are performed less frequently because of the reduced volume of activity requiring security support

**CAPABILITY LEVEL - 3**

**COST FACTOR**  
85.0

**PRIMARY WORK DRIVER**  
# of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)

# of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)

Source of Data
USAFMSA MTOE (review Battle Command Systems * 3)

**OUTPUT PERFORMANCE TARGET**  
Continuous Enforcement of Security Policies and Regulations: 4-5

Note: Informal may be easily corrected at operator level

Note: Resourcing is at a lower level due to a decrease in the volume of activity

**OUTCOME PERFORMANCE TARGET**  
Compliance with Security Regulations: 4-5

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**Plans, Training, Mobilization, and Security (DPTMS)**

**SERVICE:** Battle Command Training Center  
**SSP:** Provide Operational Security

**Cost %**  
6.0

**SSP:** Provide Operational Security
supported.

CUSTOMER VIEW
Note: Components are the same at Amber CL but are performed less frequently because of the reduced volume of activity requiring security support
DESCRIPTION
This SSP provides for the operational level maintenance for facilities and Battle Command Training Systems.

COMPONENTS
This SSP includes but is not limited to:
Operational maintenance of Battle Command Training Facilities which include but are not limited to: training work cells, technical control, higher control, and exercise control; individual dedicated classrooms, reconfigurable tactical operations centers, virtual collective training areas and other supported areas (auditoriums, conference rooms, VTCs, etc).
Provide, configure, & maintain training systems hardware and software, servers, VTC suites etc.
Coordinate with DPW and other installations agencies for HVAC, generators, pest control, snow removal and other support services
Provide capability to maintain and clean facilities based on local policy (this includes maintenance and cleaning during classified operations); Based on local policy and funding provide for exterior maintenance

CUSTOMERS
External users of the facilities, BCTC staff, External trainers (BCTP, JFCOM)

CRITICAL TO QUALITY CHARACTERISTICS
Operational and functional training systems, Qualified staff, Functional environmental controls, Safe and clean facility, Sufficient power and network connectivity, Timely and responsive maintenance

OUTPUT
MEASURE
The Level of Maintenance Performed to Ensure the Availability of the Training Capability

FORMULA
# of training hours lost attributed to maintenance failures / total # of scheduled training hours

DATA OWNER
BCTC Director

DATA SOURCE
Numerator = site leads
Denominator = site leads

REPORTED TO
BCTC chain of command

FREQUENCY
Quarterly

OUTCOME
MEASURE
Operational Battle Command Training Capabilities to Execute the Training Requirement

FORMULA
# of training systems (enablers) operational and ready to be used / Total # of training systems (enablers) required to be available

DATA OWNER
BCTC Director

DATA SOURCE
Numerator = site leads
Denominator = site leads

REPORTED TO
BCTC chain of command, DPTMS

FREQUENCY
Quarterly
### CAPABILITY LEVEL - 1

**COST FACTOR** 100.0  
**PRIMARY WORK DRIVER**  
- # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)  
  - Source of Data: ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)  
  - &  
- # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)  
  - Source of Data: USAFMSA MTOE (review Battle Command Systems * 3)

**OUTPUT PERFORMANCE TARGET**  
The Level of Maintenance Performed to Ensure the Availability of the Training Capability: 0-10

**OUTCOME PERFORMANCE TARGET**  
Operational Battle Command Training Capabilities to Execute the Training Requirement: 90-100

**CUSTOMER VIEW**  
Operational maintenance of Battle Command Training Facilities which include but are not limited to: training work cells, technical control, higher control, and exercise control; individual dedicated classrooms, reconfigurable tactical operations centers, virtual collective training areas and other supported areas (auditoriums, conference rooms, VTCs, etc). Provide, configure, & maintain training systems hardware and software, servers, VTC suites etc. Coordinate with DPW for facility service support (e.g. HVAC, pest control, snow removal and other support services) [these items should be included in DPW contracts] Provide capability to maintain and clean facilities based on local policy (this includes maintenance and cleaning during classified operations); Based on local policy and funding provide for exterior maintenance.

### CAPABILITY LEVEL - 2

**COST FACTOR** 60.0  
**PRIMARY WORK DRIVER**  
- # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)  
  - Source of Data: ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)  
  - &  
- # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)  
  - Source of Data: USAFMSA MTOE (review Battle Command Systems * 3)

**OUTPUT PERFORMANCE TARGET**  
The Level of Maintenance Performed to Ensure the Availability of the Training Capability: 11-20

**OUTCOME PERFORMANCE TARGET**  
Operational Battle Command Training Capabilities to Execute the Training Requirement: 80-89

**CUSTOMER VIEW**  
Deferred operational level maintenance in direct support of Battle Command Training Facilities which include but are not limited to: training work cells, technical control, higher control, and exercise control; individual dedicated classrooms, reconfigurable tactical operations centers, virtual collective training areas and other supported areas (auditoriums, conference rooms, VTCs, etc). Provide, configure, & maintain training systems hardware and software, servers, VTC suites etc. Maintenance at operational level is deferred to critical need DS maintenance based upon limited resourcing. Only critical services available. Coordinate with DPW for limited facility service support competing with other garrison directorates for limited DPW capability. Provide capability to maintain and clean facilities based on local policy (this includes maintenance and cleaning during classified operations; Users may need to provide manpower); Based on local policy and funding provide for exterior maintenance.

### CAPABILITY LEVEL - 3

**COST FACTOR** 45.0  
**PRIMARY WORK DRIVER**  
- # of units on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)  
  - Source of Data: ARFORGEN Templates, CATS, USAFMSA MTOE (review Battle Command Systems * 3)  
  - &  
- # of Soldiers on an installation requiring training to include AR5-9 responsibilities (Each installation's MER)  
  - Source of Data: USAFMSA MTOE (review Battle Command Systems * 3)

**OUTPUT PERFORMANCE TARGET**  
The Level of Maintenance Performed to Ensure the Availability of the Training Capability: 11-20

**OUTCOME PERFORMANCE TARGET**  
Operational Battle Command Training Capabilities to Execute the Training Requirement: 80-89

**CUSTOMER VIEW**  
Note: Greater reliance on users to support training, increase unit OPTEMPO due to requirement to support
Note: Total reliance on users to support training, increase unit OPTEMPO due to requirement to support. Risk is BCTC capability begins to degrade training due to extensive support requirements.

CUSTOMER VIEW
Defer maintenance of training systems hardware and software based upon available resourcing, servers etc [VTC based upon capability]. Only mission critical services available if resourced. Coordinate with DPW for limited facility service support competing with other garrison directorates for limited DPW capability. Provide capability to maintain and clean facilities (Users are required to provide manpower to clean facilities).