

# INSTALLATION MANAGEMENT

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## Preface

The National Military Strategy, embracing principles of Deterrence, Forward Presence, Crisis Response, and Reconstitution, requires a revisioning for Army installations. Central to this new installation role is the capacity to respond rapidly from the CONUS base with overwhelming force in response to regional crises, to enhance deterrence, and to perform peacetime missions. This strategy marks the dawn of a new era for Army installation management and philosophy.

Installations of the twenty-first century must have the capability to train, mobilize, deploy, sustain, support, recover, and reconstitute assigned and mobilized operating forces. The traditional boundary between tactical and sustaining base activities will disappear as the installation power projection platform assumes an active role in the welfare of deployed operating forces.

The installation/garrison commander has enormous responsibilities as he guides the installation to support the National Strategy and the movement of our installations to power projection platforms. To execute this successfully, the commander must understand the core installation management functions and understand the responsibilities of an installation commander.

FM 100-22 provides guidance for readiness, business practices, and quality of life as it pertains to military installation management. This publication provides the processes for the core installation management functions.

The proponent of this publication is HQ TRADOC. Send comments and recommendations on DA Form 2028 directly to Commandant, USALMC, ATTN: ATSZ-LSI, Fort Lee, Virginia 23801-6050.

Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

PART ONE

FUNDAMENTALS FOR THE FUTURE

CHAPTER 1

The Imperatives and Installation Management Goals

Commanders exercise installation management when they plan, organize, staff, direct, and control activities to accomplish the installation's mission. This defines the role of the installation in the achievement of the overarching goals of the Army and the military strategy. The commander's mission is to build installations of excellence. This is done by maintaining readiness requirements, executing sound business practices, and enhancing the quality of life of the military community. This links the mission to the overarching goals of the national military strategy. The mission supports the role the Army and each installation plays within that strategy. Commanders face this challenge regardless of the role of the installation they command. It could be the home of a deploying force, an ammunition plant, a major training center, or other supporting activity.

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INSTALLATION DEFINED

An installation is an aggregation of contiguous or near contiguous common mission-supporting real property holdings under the jurisdiction of the Department of Defense controlled by and at which an Army unit or activity is permanently assigned. The Army organizes installations using tables of organization and equipment, tables of distribution and allowance, and personnel

resource documents. Installations, are designed to support America's Army. Activities on the installation receive installation support in accomplishing their missions. Examples of these are schools, hospitals, reserve component elements, and Army divisions. An installation can be compared to a civilian community or a city where people work, train, live, and play.

NATIONAL SECURITY STRATEGY

The National Security Strategy of containment, which served the nation through the cold war, has evolved into a strategy of enlargement — expanding the world community of free-market democracies. In support of that National Security Strategy, the Armed Forces are pursuing a strategy of engagement. Engagement is the United States remaining involved as a world leader. The fundamental tenets of our engagement strategy are Deterrence, Warfighting and Operations Other Than War. The Army's role in this strategy is to continue providing well-led, well-trained and well-equipped forces to combatant commanders.

As we move into the twenty-first century, the Army will be smaller, CONUS-based, power projection, regionally focused force required to maintain a 360 degree view of the world. The Army's power projection force emphasizes versatility and adaptability within units, joint and combined capabilities, enhanced lethality, global sustainability, and rapid deployability. Our installations have a direct role in the marshaling, training, and deploying of these forces. Army installations in both CONUS and forward presence locations will serve as launching and recovery pads. These projection platforms will sustain and recover deployed forces.