

INSIDE IMCOM

INSTALLATION MANAGEMENT COMMAND NEWS

**THE "POWER OF THE
PATCH" AGAINST A
WINTER STORM**

**DEDICATED TO THE
ARMY STORY, IMCOM
COMMUNICATORS AWARDED**

**INSTALLATIONS'
ENVIRONMENTAL
PROGRAMS RECOGNIZED**

MARCH/APRIL/MAY
2021
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Inside IMCOM is a publication created by the IMCOM professional, for the IMCOM professional, to increase awareness of fellow team members and foster deeper relationships among the IMCOM workforce.

Inside IMCOM is part of our service culture. It is a venue to recognize our amazing staff, exchange useful lessons and best practices, share information with one another about the more interesting aspects of our work in our communities, and spark new ideas to inculcate our service culture and enhance our working environments.

We can’t do that without you! If you are assigned to IMCOM – whether a Soldier, contractor or civilian – you are an *Insider*. You have interesting information to share and we want to know about it.

Inside IMCOM depends on columns, commentaries, articles, letters and photos from you.

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Cover photo: Staff Sgt. Christopher Skeens, a crew chief assigned to U.S. Army Aviation Battalion Japan, prepares for a First Flight rehearsal with Japan Ground Self-Defense Force members at Kastner Army Airfield, Japan, Dec. 16, 2020. Photo by Winifred Brown, David G. Harris Public Affairs competition awardee.

COMMANDER'S CORNER

I had an opportunity last month to spend half a day with many of IMCOM’s past commanders, CSMs and Senior Civilians. It was such a joy to share examples of the great work you IMCOM professionals continue to do around the globe. While we roll up many of your stories weekly in the IMCOM News Sampler, my favorite of our publications is *Inside IMCOM* because it focuses on you, our people. It shines a light on how you live out the IMCOM Service Culture in your work places and communities. To view a brief video where I describe our Service Culture Campaign in more detail, check out the link at the bottom of page 16, or steal the COVID friendly SCC Leadership Pledge provided by USAG Bavaria (p19).



Speaking of links, we’ve included a “PCS Tip” video series produced by USAG Rhineland Pfalz’ Jason Tudor, one of our award winning Public Affairs professionals. I encourage you to view the videos and share them as-is or put your own twist on them for your local community. Use the link in the “In Case You Missed It” section to view the incredible new branding throughout the IMCOM Headquarters building

The brilliant cover photo for this edition was taken by Winifred Brown of USAG Japan (Camp Zama). It was part of a photo series (Individual Category) that recently won her awards at the IMCOM and AMC levels as part of an annual competition, and is now competing at the Army and perhaps DoD levels. See all the IMCOM winning communicators on page 17.

I could not be prouder of our folks who too often grind it out in the background as unsung heroes, U.S. Army Environmental Command here in San Antonio. I’m also proud of all the professionals at the garrison level who execute the Army Environmental Program. On page 7 you can read about how they ensure “the Army continues to preserve the natural infrastructure and realistic environments our Soldiers need in order to train, fight and win.”

2021 marks the 50 year anniversary of the U.S. Army’s Outdoor Recreation Program, and I know all of us who are or were in the Army have great “Outdoor Rec” memories. Who Are You? (p8) highlights the USAG Stuttgart ODR program manager, and the article on pg. 12-13 is an interesting summation of this impactful program’s history.

By the time we publish our next edition, the postponed 2020 Olympic Games will be ramping up for Tokyo; meet the IMCOM Soldiers of the World Class Athlete Program who will compete as part of the US Olympic Team on page 18.

Keep hunting the good stuff and sharing it with us. We’ll keep working hard to further share your stories across the Army and to the American people.

Protect Yourself, so we can Protect the Force, so the Force can Protect the Nation!

LTG Douglas M. Gabram
Commanding General
U.S. Army Installation Management Command

Command group ICE card

The command group has their own ICE comment card for feedback from IMCOM professionals. Follow the link to submit a comment. <https://ice.disa.mil/index.cfm?fa=card&sp=131023>



10 Ways Digital Garrison improves readiness

By Sarah Luna, IMCOM public affairs

The Digital Garrison mobile app available for free on Google Play and Apple app stores serves as an Army enterprise wide solution connecting our Army stakeholders. Here are some ways that readiness improves through using Digital Garrison.

1. Emergency Push Notifications: Real time information about weather, gate closures, training exercises, COVID-19 or other situations as they happen.

2. Survivor Access Badge Assistance: Previously known as Gold Star badge, the new and improved Survivor Access section on Digital Garrison has the badge request checklist, how to get a replacement pin or button, establishing a DFAS MyPay Account and more.

3. Announcements: Leadership can share about key events, local issues and fun. The bell in the top left corner on the Digital Garrison dashboard signals recent announcements in the notification center. Announcements available directly on the dashboard in May.

4. Commissary Shopping and order pick up:

The Digital Garrison community section and commissary button takes users to a commissary without leaving home.

5. AAFES Exchange shopping: AAFES provides local deals, specials and some opportunities available only to Digital Garrison users. Star Card or other forms of saved payment can expedite



purchases. All proceeds from the Exchange sales goes directly back into our military community.

6. MWR events: Better weather means there's even more to do at many garrisons. Upcoming events, classes, date nights and family fun keep people connected are found here.

7. All installation services in one place!

The Digital Garrison installation directory includes Family Support, Housing, Restaurants & Food, Financial Services...all the offices Army personnel need at a garrison.

8. Access to the Army Maintenance App

(ArMA): Housing and barracks residents are able to sign up and access ArMA to submit work orders through Digital Garrison and at: <https://www.armymaintenance.com>.

9. Great for a PCS, TDY or personal travel:

On 5 April 2021, Digital Garrison links to the new Army PCS Move Application. Anyone on TDY can quickly learn about their temporary station now while Army stakeholders can plan a visit to another garrison at their leisure.

10. Improved communication across the enterprise: Digital Garrison centralizes FISMA compliant information from the IMCOM Enterprise Web home.army.mil/garrison sites, AAFES and MWR of 64 garrisons. Additional garrisons available as they reach technical requirements.



Video corner: PCS tips

Jason Tudor, a public affairs specialist at USAG Rheinland-Pfalz, and one of IMCOM's Keith L. Ware video award winners, produced several short, informational videos for the upcoming Summer Surge. Below are links to some he put together based on a list of "tips" collected from the in-processing/sponsorship/housing staff.

<https://www.dvidshub.net/video/785320/summer-surge-pcs-tip-orders>

<https://www.dvidshub.net/video/785322/summer-surge-pcs-tip-no-fee>

<https://www.dvidshub.net/video/785488/summer-surge-pcs-tip-drivers-license>

<https://www.dvidshub.net/video/785487/summer-surge-pcs-tip-receipts>

<https://www.dvidshub.net/video/785321/summer-surge-pcs-tip-photo-your-stuff>



HUNTING THE GOOD STUFF

Fort Stewart DoDEA school hosts Read Across the Neighborhoods parade

Sparky the Fire Dog and the Cat in the Hat ride atop Fort Stewart-Hunter Army Airfield Fire Emergency Services' Engine 5 during Murray Elementary School's Read Across the Neighborhoods Parade, March 4 on Fort Stewart, Georgia. The parade was held in honor of Read Across America week and featured vehicles donning congratulatory messages to the MES Kindergarten class who recently won first place at the school-wide Read Across America reading competition. Photo by Molly Cooke



Installation handbook debut

By IMCOM HQ PM/P

IMCOM Protection in coordination with the Center for Army Lessons Learned (CALL) published the first and only CALL Handbook focused on Installations. This handbook provides Senior Leaders and Garrison Commanders a guide to IMCOM's Externally Evaluated Full Scale Exercise (FSE) Program. It details the role of leaders in training, the design process, the external evaluation process, and Corrective Action Plan/Improvement Plan processes. The purpose of this handbook is to provide Installation Leadership a timeline for engagement in the FSE process and strategies for planning, execution success, and improvement. The handbook can be found online at: Restricted (CAC required): <https://call2.army.mil/Default.aspx> Unrestricted: <https://usacac.army.mil/organizations/mccoe/call> and printed copies will be distributed in the near future.



Firefighters at Fort Rucker. Courtesy photo

Meme city



So we are just letting March come back after the way it acted last year?

The “Power of the Patch” against a winter storm

By Scott Malcom, IMCOM public affairs

The historic winter storms of February have passed, but the work to assess and repair damages at Army installations around the country will last for months. Although 22 installations were impacted by the storm, the bases with the most damage were Fort Hood, Texas, Fort Sill, Oklahoma, Fort Polk, Louisiana, and Fort Carson, Colorado.

Leading the recovery is U.S. Army Installation Management Command, commanded by LTG Doug Gabram. From the global operations center at IMCOM Headquarters on Fort Sam Houston, Joint Base San Antonio, Texas, Gabram and his team of experienced professionals provide support to garrison commanders and their teams on the ground to coordinate a rapid but thorough recovery project.

Each afternoon, Gabram and his staff communicate directly with garrison commanders to go over their challenges in

detail. As part of the larger Army Materiel Command team, Gabram can leverage the “Power of the Patch,” or the capabilities that exist at AMC or any of its 10 subordinate commands, to assist garrisons.

For example, the extreme temperatures at Fort Hood caused a number of HVAC heating coils to fail. Because of their age, they are hard to get and almost impossible to replace. “It’s like you need an alternator for your 1965 classic hot rod but nobody makes them anymore,” said Gabram.

Gabram knew about the coils first hand because he had visited Fort Hood the day prior to walk the ground and view the damages himself. The Commanding General of Army Materiel Command, GEN Ed Daly, had made a similar visit to hard-hit Fort Sill the previous week.

Renee Mosher, AMC’s deputy chief of staff for logistics integration, offered an idea to explore options available at the additive manufacturing capability at Joint Manufacturing and Technology Center at Rock Island Arsenal, Illinois. The center has the ability to create a working new part using the old one as a template.

The Mission and Installation Contracting Command, headquartered at Fort Sam



LTG Doug Gabram, commanding general of Installation Management Command, meets with installation staff at Fort Hood, Texas, after a historic winter storm damaged the garrison. Photo by MAJ Gerald Robinson

Houston, Joint Base San Antonio, is also part of the “Power of the Patch.” Led by BG Christine Beeler, the MICC provides real-time synchronized business solutions and acquisition support to Army installations across the United States throughout inclement weather.

The “Power of the Patch” is good news to COL Jason Wesbrock, garrison commander at Fort Hood, who reported nearly 2,000 Soldiers were initially displaced from 40 damaged barracks. According to Wesbrock, because the garrison and unit leaders had a plan in place, “There are no Soldiers living in harsh conditions. All are living in good barracks rooms with heat and water.”

Continued on page 7



LTG Doug Gabram speaks to a Soldier in the barracks at Fort Hood after a historic winter storm damaged the garrison. Photo by MAJ Gerald Robinson

from page 6

Gabram and his multifunctional team also pay very close attention to the status of the 138 families across the Army who were displaced from their homes due to winter storm damages. The number is down below 100 now and decreasing each day. The Families, temporarily housed in hospitality suites at each installation, return to homes

that have been repaired and inspected.

Before parting ways at the evening update on March 2, Greg Kuhr, IMCOM’s director of Logistics and Public Works, reminded garrison commanders of the need for speed. “While there is a process to determine reimbursements for storm damages, do not slow down on making repairs to wait on

money. If you need to purchase parts or services to make these repairs, move out and we will sort out the funding later,” Kuhr said.

Gabram reminded the team to stay on the offense.

“This is where we need rapid coordination at the appropriate level. It’s all about taking care of the Army’s number one priority, PEOPLE,” Gabram said.

Installations recognized in Army’s excellence in environmental programs

By Troy Darr, Army Environmental Command public affairs

The Army announced the winners of the 2020 Secretary of the Army Environmental Awards program, the highest honor conferred by the Army in the field of environmental science and sustainability.

The Senior Official Performing the Duties of the Assistant Secretary of the Army for Installations, Energy and Environment, J. E. “Jack” Surash, P.E., selected four installations and two teams to represent the Army in the 2021 Secretary of Defense Environmental Awards Program.

“The Army recognizes successes that demonstrate the Army Environmental Program’s focus on supporting the highest level of installation and Soldier readiness. This focus ensures the Army continues to preserve the natural infrastructure and realistic environments our Soldiers need in order to train, fight and win,” said Surash. “Our Army environmental teams deserve this recognition.



Prescribed burning at Fort Stewart provides the installation with benefits such as wildfire reduction, a superior military training platform and improved forest ecosystem health. U.S. Army photo

Their work protects human health, improves Soldier and family quality of life and protects the natural environment.”

This year’s winners demonstrated superior program management and presented a variety of environmental technical solutions that benefit and enable the mission, are transferrable to other Army organizations and installations, involve local stakeholders, and produce measurable outcomes and a

positive impact. Congratulations to the Army’s 2020 award winners: Natural Resources Conservation – Large Installation: Fort Stewart-Hunter Army Airfield; Cultural Resources Management – Small Installation: Camp Umatilla, Oregon Army National Guard; Sustainability – Non-Industrial Installation: U.S. Army Garrison Fort Polk; Environmental Restoration – Installation: U.S. Army Corps of Engineers, Alaska District; Cultural Resources Management – Team/Individual: Cultural Resources Management Team, Fort Stewart-Hunter Army Airfield; Sustainability – Team/Individual: Sustainability Team, Minnesota Army National Guard.

For more information about the Secretary of the Army Environmental Awards program, visit the U.S. Army Environmental Command’s website at <https://aec.army.mil/index.php/awards>.

WHO ARE YOU?

What is your name and job title?

Jenny Tomaszewski, USAG Stuttgart Outdoor Recreation program manager

What does a typical day at work look like?

In Stuttgart we are mainly a rental facility. We make sure equipment is prepped and we also provide Warrior Adventure Quest programing. We work with units to set those up for resiliency training. Our biggest season is ski season which has been hard this year because the slopes have been closed.

What is your favorite thing about your job?

Pushing people outside of their comfort zones in a controlled setting and seeing what they are capable of.

Are you excited about ODR's 50th anniversary this year?

I am thrilled to be a part of the 50-year celebration! It is really cool to see how far equipment has come over the years and the foundation that many professionals have laid for ODR to be the organization it is today.

How did you get into ODR?

I went to Western Kentucky University where I got a degree in ODR management and minored in leadership. I got an internship with Fort Carson ODR.

How did you end up in Europe?

I am a spouse now and my husband is stationed here. I transitioned from Fort Carson to Fort Campbell and then to Fort Bragg where I met my husband rock climbing there. He is a CPT and is Special Forces.

Did you experience any positive situations as a result of the pandemic?

I saw how resilient people are. People who rent skis will go and hike up the mountains and ski down since the normal slopes have been closed. The lockdowns over here have been intense. It has caused a lot of stress so being able to see people still renting and wanting to do things with their families has been great.

What would you do if you won the lottery?

I would want to open an adventure park with rock climbing galore, bike trails, archery ranges and a fishing pond. I would buy a bicycle for everyone that comes to visit.

Do you have any hobbies?

Everything I do for work is my own personal hobby. A new one since COVID is biking. I bike to work and it helps me provide routes for customers.

We want to get to know IMCOM professionals across the command. Please feel free to conduct your own interview and send it to Brittany.j.nelson2.naf@mail.mil



Jenny hiking to summit Säuling in Germany. Courtesy photo



Jenny with her husband Patrick at an ODR event. Courtesy photo

CHAPLAIN'S CORNER

Devotional: Bright hope

By CH (COL) Michael Zell, IMCOM Commanding Chaplain

I've often wondered why God allows adversity and trials in my life. Did I do something wrong? Did I miss a turn in the road somewhere? Is there some sin in my life that causes God to keep me at arm's length and make me go it alone? It can feel that way. In light of all we are going through together it can be difficult to make sense of it all.

The meaning we ascribe to adversity determines what comes next.

What if we are being refined? What if God is using circumstance to build character and bring transformation? Jeremiah 29:11 states, *"For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future."* The purpose of God is clear. All adversity, struggle, and strife are used to transform us in to all that God is calling us to be.

In our endurance we are refined and grow through adversity. The power of God dispels doubt and fear, and affirms who we are becoming. We learn we are not alone. We are worthy. God is with us. As we transform, we become a bright hope to those in need. As the people of God, we are empowered to be carriers of grace, compassion, and reconciliation to our community.

Take time today and examine the hope that lives within you. Ask the tough questions. Struggle for the answers. Share your hope and together we will chart the path for the future. Jeremiah 29:11 (NIV)



Locked down in paradise: Resort uses down time to prepare for guests

By Brad Hays, Marketing Director, Edelweiss Lodge and Resort

The last year has been a challenging one for members of the Armed Forces stationed worldwide.

In Germany, the most recent COVID-19 lockdown began in November 2020 and only recently has started to ease. Dining out, relaxing with a group of friends, and traveling on vacation seem like experiences from a distant past.

However, now that there seems to be some light at the end of a long tunnel, the DOD community in Europe is eager to start making up for lost time. When travel is once again allowed, the Edelweiss Lodge and Resort in beautiful Garmisch, Germany, will be ready to welcome back service members and their families.

Even though the Edelweiss staff could not serve guests during the various lockdowns in 2020, they were not idle. Improvements throughout the property were made with the focus on the customer experience.

Numerous projects were completed that would



Executive chef Stephen Losee checks on fresh herbs growing at the resort. Photo by Brad Hays

have been difficult to finalize during normal operations.

Guest rooms were repainted, and wood paneling was refurbished inside and out. The mattresses were upgraded. Lighting throughout the hotel was replaced with energy-saving LED lightbulbs. Heating controls in guest rooms also have been upgraded to a more efficient system to reduce overall energy consumption at

the resort.

A major emphasis while closed has been on improving the quality and freshness of the resort's food offerings. The new executive chef, Stephen Losee, has developed new menu items at each of the three restaurants. His emphasis has been on using locally produced ingredients. Losee recently had an extensive herb and vegetable garden installed on the resort for a farm-to-table approach.

The staff are proud of the improvements and eager to welcome back guests. For more information, visit <https://www.edelweisslodgeandresort.com>

IMCOM ground breaking events through May 31, 2021

March 27, Fort Polk Opening Ceremony

The JRTC and Fort Polk will host the Spring Heritage Reunion to provide heritage families (those displaced by the construction of Camp Polk) the opportunity to visit family cemeteries and homesteads. The event consists of an opening ceremony and guided tours within the training area.

March 29, Detroit Arsenal Groundbreaking

Repair damaged sections of storm water collection system, to include piping and basins. Adequately re-size piping and additional infrastructure (additional piping; basins, outfalls, detention, etc.) as necessary to mitigate/prevent surface flooding and properly manage storm water run-off.

April 1, Joint Base Myer-Henderson Hall Groundbreaking

Groundbreaking ceremony for Building 404 on Fort Myer. Building 404 houses the only Dining Facility (DFAC) on JBM-HH as well as the Soldier for Life Program and the U.S. Army Band. NOTE: Dates and times are tentative and will be refined at a later date.

April 14, USAG Bavaria Ribbon-cutting

FY16 AFH-C, PN78712, \$19M constructed 29 townhouses for junior enlisted service members and families. This event will mark the completion of the project and availability for occupancy.

April 15, USAG Daegu Groundbreaking

Groundbreaking for the FY20 NAF project, New Army Lodging Facility, Camp Walker (PA: \$39 Mil). The estimated construction contract award is 28 Feb 2021 and estimated construction completion date is 30 Jun 2023.

April 26, USAG Detroit Arsenal Groundbreaking

Construction of a 40 MVA electrical substation within the Detroit Arsenal perimeter to replace a 11MVA electrical substation.

April 29, Fort Hood Groundbreaking

Groundbreaking for the start of demolition at Chaffee Village. Actual time, and attendees are still pending.

May 3, Daegu Groundbreaking

Groundbreaking for FY21 R&M project to repair deteriorated B975 (Barracks). This 3-story UH built in 1987 requires complete replacement of utility systems. The project PA is \$6.8M with an estimated start date of May 2021 and completion in August 2022.

VOLUNTEER SPOTLIGHT

Humphreys RSO bike giveaway ensures mobility, supports community

By Spc. Matthew Marcellus, USAG Humphreys public affairs

Eyes widened with excitement and anticipation as the second Annual Area III USAG Humphreys Religious Support Office (RSO) Community Bicycle Giveaway commenced, drawing in community members from across Humphreys with the offer of a free bicycle, March 6.

The Humphreys RSO hosted the event, along with the participation of volunteers from across Humphreys, who helped set up the event, organize community members following United States Forces Korea COVID-19 precautions and facilitate a registration agreement necessary for community members taking a bicycle.

“We’re conducting a community bicycle giveaway to give back to the community and to police up a lot of the abandoned bikes that are found,” said SSG Michael Wait, the operations Noncommissioned Officer in Charge for the USAG Humphreys Provost Marshall office. “The single staff sergeants and below don’t necessarily have the opportunity to get vehicles to drive around, as they need to have an exception to policy to get around that. Humphreys is not the smallest installation, so getting around here is a lot easier if you have some sort of mobile transportation.”

Soldiers, families and community members lined up, some even several hours early, for the chance to select a bike from among a group of abandoned bicycles impounded by the military police.

“I think having a bike to get around would be important, especially with all of the cars and traffic here,” said Dinah Barry, a military spouse and community member who attended the giveaway with her two children. “It’s also very scenic in a lot of the areas where we live off-base, so it would be nice just to ride our bikes around to enjoy them.”



SFC Shameria Jones, the senior religious affairs Noncommissioned Officer in Charge for USAG Humphreys, aids and oversees as a community member signs a registration agreement necessary for receiving a free bicycle. Photo by Spc. Matthew Marcellus.

A critical stipulation of receiving a bicycle was the registration agreement that participants had to sign, stating that they would register their new bike with the Defense Biometric Identification System (DBIDS) office, at Maude Hall, within 10 days. The DBIDS office would then give a registration number and sticker that participants must affix to their bicycle or risk receiving a ticket and losing the bike to re-impoundment.

The bike giveaway is one of many events organized and put on by garrison assets to help support the greater Humphreys community, many of whom are separated from their families and friends for extended periods. Such events provide unique opportunities for Soldiers, families and community members to participate in and support, helping to build and fortify the resilient and robust atmosphere of Humphreys.

“There’s a lot of good information here,” said Barry. “Thank you for this giveaway. It’s great to see and feel the support to the community and the Soldiers, especially being overseas and away from family. It’s a really good asset to have.”

Five decades of morale, fitness and resiliency building; ODR turns 50

By Brittany Nelson, IMCOM public affairs



Fort Leonard Wood Outdoor Recreation patrons hone their new paddling technique skills during a community level canoe trip. Courtesy photo

The U.S. Army's Outdoor Recreation program is celebrating 50 years of supporting Soldiers, civilians and their Families through morale building and the healthy lifestyle-oriented activities and services.

The first Outdoor Recreation, ODR, program was established in 1971 and since then, ODR has been providing programs and services around the world at Army installations.

ODR is a Family and Morale, Welfare and Recreation program. FMWR is the G9 division of the U.S. Army Installation Management Command.

John O'Sullivan, the U.S. Army ODR program director, said ODR has been running successfully for five decades due to the benefits of the program.

"ODR's mission is to teach outdoor skills and leisure activities which improve overall quality of life," said O'Sullivan. "The fact that

ODR has been maintained for 50 years, and continues to build, is a reason to celebrate. ODR has earned recognition through achievements."

O'Sullivan said quality of life has been improved through ODR because it provides a different perspective for Soldiers.

"They can get away from their normal environment, develop new skills and learn about lifetime leisure programs," said O'Sullivan. "ODR gets them outside in the fresh air and gives them the opportunity to enjoy nature."

In addition to outdoor activities, ODR facilities include parks and picnic areas, equipment checkout centers, RV campgrounds and cabins, marinas, stables, kennels, shooting and trap and skeet ranges, paintball fields and challenge courses.

ODR also provides introductory instruction

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and participation for camping, climbing, hiking, biking, hunting, fishing, boating, ski and snowboarding, horseback riding, and many other activities.

O'Sullivan has been working with ODR for 33 years and has seen many great developments including the warrior adventure quest, WAQ.

WAQ is a training tool designed to introduce Soldiers to activities that serve as alternatives to aberrant behaviors often associated with accidents involving recently re-deployed Soldiers. This tool presents coping outlets to help Soldiers realize their own new level of normal after deployment.

"We run about 25,000 Soldiers through the program in a year," said O'Sullivan. "The WAQ really emphasizes the epitome of ODR. It provides a method that helps with resiliency



Paddlers take a break while running the Nenana River with Fort Wainwright Outdoor Recreation in 2014. Courtesy photo

and provides an outlet for stress while being team oriented."

Daniel Gasparino, recreation branch chief for IMCOM-Europe, started working with ODR in 1978.

"I was fortunate to be working with ODR at a time when it was growing, and I had an opportunity to influence its progression," said Gasparino. "ODR took many different forms. Every garrison was doing something different and exciting as new sports come about."

Gasparino recalls when snowboarding was invented and they introduced it at their ODR



In Garmisch, Germany, junior division ski competitors await their turn for the giant slalom race at the 2003 U.S. Forces Europe Ski & Snowboard Championships. Courtesy photo

program in Europe.

"My director saw snowboarding at an exposition and he brought us aboard," said Gasparino. "We all thought, 'You have got to be kidding me, this is like a skateboard on the mountains.' It was a hit, though, and the next year we added it to our program."

Gasparino said that one of the great things about ODR is getting to introduce these new sports and opportunities to Army communities in a safe and fun environment.

ODR programs offer various activities and services based on their locations.

"ODR takes advantage of the local environment and climate," said Gasparino. "In Germany and Europe there are the Alps for skiing and hiking. In the Mediterranean area you have the sea, lakes and rivers for water sports. Every aspect of the environment is your playground if you use it properly."

To celebrate 50 years, local ODR programs will be holding events to showcase the opportunities available through their garrison. Patrons will be able to see the greater benefits to morale, comprehensive fitness, and overall well-being.

Events will adhere to safety guidelines, including applicable pandemic rules and restrictions.

An outdoor adventure photo sweepstakes will be held June 1 to Sept. 7 across Army MWR and ODR social media accounts.

Virtual soft skill learning: Invest in you and live up to your greatness

By Larry A. Doxtater, IMCOM HQ G7, course author

The IMCOM HQ's G7 Institutional Training Branch helps Soldiers and civilians become better leaders by offering a host of virtual interpersonal skill workshops.

The dynamic duo, Larry Doxtater and Darrick Hinson, offers six workshops focused on people skills: The 5 Levels of Leadership, Attitude and Trust, True Colors - personalities, generations, emotional intelligence, and critical conversations. The team also facilitates the Operational Excellence for Leaders, and Employee workshops, the Service Culture Train-the-Trainer program, and supports the quarterly garrison pre-command course.

"The Game Changer (TGC) – Invest in You and Live up to your Greatness program began as a 40 hour residential course and has evolved into individual workshops on Microsoft Teams," said Doxtater, senior facilitator. "The success of the program really has been garrison leadership and the thirst for learning of our teammates worldwide."

The team's 2021 schedule is 98% booked. It substantiates TGC's popularity and use of actionable content which creates opportunities for self-reflection. The high energy, knowledge, and engagement of the facilitators is a bonus. Essentially, TGC creates an awareness for potential behavior changes.

To address opportunities of behavioral change its design is student-centered, applying adult learning principles and the "Army" experiential learning model (ELM). The instructors participate and guide students through self-discovery with nominal lecture.

Activities have been modified for MS Teams, but continue to include peer-to-peer feedback, problem-solving, self-analysis/self-reflection assessments, collaborative learning, application of student knowledge



Students from USAG Wiesbaden patiently await their name to be called to graduate the Game Changer Course. Photo taken prior to COVID-19. Courtesy photo

and opportunities to share experiences and knowledge with their classmates. This allows them the ability to strengthen skills and build relationships. However, don't take our word for it; this is what Daniel Jones, chief, administrative services division at USAG Ansbach said:

"It is my fundamental belief that investing in our staff's professional development is vital for team retention. Replacing talent can cost more than retaining the employees you originally had. Employee development and training is no longer an additional perk, it's essential for the organization and the workforce that propels it. Training for soft skills was the number one priority for our talent development strategy. The modern workplace requires adaptable, critical thinkers that can communicate effectively. The game changer classes provided this for our garrison. Even after years of attending the training, Army professionals are still talking about the classes and the impact the learning had on their professional trajectory".

Since the start of TGC, nearly 650 employees have attended the course or a

From page 14

workshop and the accolades and successes are not in short supply.

Alan Brunson, workforce management specialist at Fort Stewart, noted: "Classroom participation made the instruction inviting and gave all participants an opportunity to provide valuable feedback and an opportunity to share our experiences as leaders. The course enhanced/reinforced leadership skills I already possess and provided new leadership tools for me to use going forward. Great Job!"

Leslie Herlick, Fort Campbell training resources coordinator, stated, "Larry and Darrick were engaging, personable, and relatable. Thank you for providing this opportunity for our workforce."

A general consensus of participants have said they regarded themselves as being emotionally intelligent, but the self-assessment in the workshop has revealed there is room for improvement.

"I now have tools that I can use to increase my emotional intelligence," said Bernadette White of Fort Gordon. "My goal is to return to my workplace and really put into practice these skills as they relate to how I react to others."

Hinson said he and Doxtater are not just checking the block. They are training the installation management workforce to become more self-aware to improve the work culture and the lives of IMCOM's most valuable asset and it is evident in feedback they receive.

"I have begun my journey on change and will continue to pursue," said Morgan Rae Samuels from Fort Stewart. "I know the journey can be long, rough and unending, but this is something that I want to do for me. I feel like the first step is recognizing that there is a need for change, and that I have done it."

The facilitators both agree that putting real actionable learning opportunities in front of the workforce is the easy part. They believe they are making a real difference to help others change their game and lead healthier personal and professional lives; the onus



Class photo of USAG Buchanan students standing in front of the famous Ceiba Tree, centennial tree. Photo taken prior to COVID-19. Courtesy photo

is on the employee and many of them have practiced and achieved success.

"I can say that since taking this class I am much more aware of how my emotional responses impact others in different situations," said Cathy Robinson, housing manager at Fort Gordon. "I have used the tools I learned in this class to take more time to consider the situation, the individual with whom I am dealing, and respond less 'emotionally' than I have in the past. This class helped me grow not only in my work life but in my personal life as well."

Doxtater stated that one of the most encouraging comments he has ever had is when both an employee and supervisor attended the course separately and later the employee needed to have a tough conversation with their supervisor and was a bit anxious about it. She built up the courage to knock on the door and saw the Crucial Conversations book on the desk and immediately had a sigh of relief and was able to have the discussion that turned out successful. She planned the conversation using what was taught in the class. It is so satisfying to know I had a tiny part in her success.

For more information about course offerings, contact Larry at larry.a.doxtater.civ@mail.mil.

Emerging Enterprise Leader program

By Kayla Jackson, IMCOM HQ G1



Participants from IMCOM's EEL program, cohort two, January 2018. Courtesy photo



Operational contributors and senior mentors from IMCOM's EEL program, cohort two, August 2019. Courtesy photo

IMCOM G1 hosted the graduation of the second cohort of the IMCOM Emerging Enterprise Leader (EEL) program on Jan. 20. The EEL Program supports Army readiness by providing participants at the GS 11 and GS 12 (or equivalent) level a path for professional success while building a robust bench of aspiring leaders with the potential for assignments of greater responsibility. Operational contributors at the GS 13-15 (or equivalent) level provide coaching and mentoring throughout the duration of the participants' leadership journeys.

Each command was directed to implement the EEL program to provide a broader perspective and develop the next generation of leaders ready and capable to achieve strategic advantage in a complex world. EEL focuses on building and strengthening technical and leadership competencies, broadening skills, and creating competent and confident Army civilians. In order to successfully complete and graduate, participants must complete all four phases of the program: self-development, mentoring, developmental assignment, and team project over a two-year period.

Cohort three of the EEL program kicked off in August 2020. The participants and operational contributors completed their orientation and training courses and are currently in the self-development phase of the program. The application window for cohort four participants and operational contributors is expected to be announced in the summer of 2021. Please contact the HQ IMCOM G1 CIVPER TMD team at: usarmy.jbsa.imcom-hq.mbx.tmd-civilian-development@mail.mil for more information on being in this exciting program.

Video corner: Service Culture Campaign

IMCOM's Commanding General, LTG Doug Gabram, highlights the importance of the Service Culture Campaign within the workforce. LTG Gabram outlines the seven components: leader workforce engagement, communication, onboarding and outboarding, recognition of outputs, leader development talent management, sense of belonging and assessment. Use the URL below to watch the quick two minute video. <https://www.dvidshub.net/video/787441/service-culture-campaign>



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Dedicated to the Army story, IMCOM communicators awarded

Each year the Army holds the MG Keith L. Ware Public Affairs Competition where winners at the IMCOM level move on to compete at AMC, and those winners to HQDA. IMCOM announced its winners in February, and AMC held their competition in March. The IMCOM award winning public affairs professionals moving on from AMC to compete at HQDA and potentially DoD are listed below.

Army Communicator of the Year: 1st Place, Maria Cavins, U.S. Army Garrison Italy; 2nd Place, David Poe, Fort Bliss.

Civilian Graphic Designer of the Year: 1st Place, Emily Mihalik, Joint Base Myer-Henderson Hall.

Military Photographer of the Year: 1st Place, SPC Matthew Marcellus, USAG Humphreys.

Clark Taylor Civilian Videographer of the Year: 2nd Place, Maria Cavins, USAG Italy.

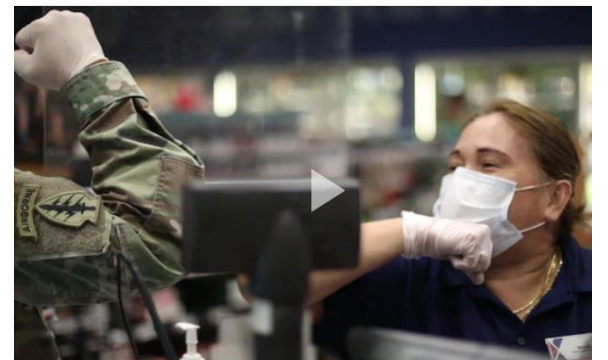
Moss-Holland Civilian Writer of the Year: 1st Place, Elvia Kelly, Fort Bragg.

Paul D. Savanuck Military Writer of the Year: 1st Place, SPC Matthew Marcellus, USAG Humphreys.

Kathy-Canham Ross Award of Distinction: 1st Place, Kevin Larson, Fort Stewart; 2nd Place, William Coppennoll, Fort McCoy.



One of SPC Matthew Marcellus' photographs. Marcellus won Military Photographer of the year at the AMC level and is moving on in the competition.



Screenshot of Maria Cavins' award winning video "U.S. Army Garrison Italy Hidden Heroes: AAFES Express."



Left: Graphic of an appropriated image of a U.S. Army Nurse Corps WWII Vintage Poster by Sgt. Henry McAlear to be used in conjunction with Joint Base Myer-Henderson Hall Retiree Appreciation Month stories. Graphic designed by Emily Mihalik, awardee of the Civilian Graphic Designer of the Year award. Right: A screen shot from one of Elvia Kelly's articles. Kelly is the winner of the Moss-Holland Civilian Writer of the Year award.

DPW helps flatten curve while still getting job done



Photo By Elvia Kelly | An image of a Fort Bragg barracks provides a visual for DPW crew members who conducted... read more

FORT BRAGG, NC, UNITED STATES
06.03.2020
Story by Elvia Kelly
Fort Bragg Garrison Public Affairs Office Q

FORT BRAGG, N.C. - As the Department of Defense initiated guidance and safety measures to the workforce in response to the global outbreak of the coronavirus disease (COVID-19) in March, Fort Bragg leadership came together to discuss a way forward in an effort to flatten the curve while still maintaining mission readiness.

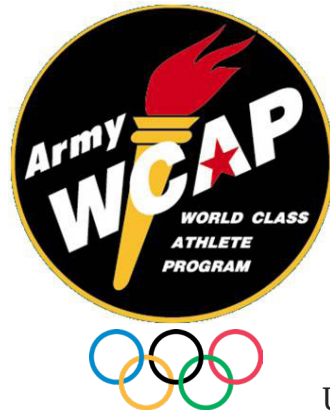
While Fort Bragg stood ready to make necessary adjustments to limit the spread of the virus, the Directorate of Public Works had to determine the best course of action to keep Fort Bragg's infrastructure operational while functioning with half of its workforce.

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WHAT'S NEXT?

IMCOM Soldier-athletes representing U.S. at 2020 Olympic Games

The (re-scheduled) year of the Olympic is here and Soldier-athletes in the U.S. Army World Class Athlete Program are gearing up for trials and competitions to qualify. The 2021 Summer Olympic Games and Paralympic Games will be held in Tokyo, Japan, with opening ceremonies July 23 and Aug. 24, respectively. Despite the COVID-19 pandemic, WCAP Soldier-athletes have stayed resilient and at the top of their game. WCAP currently has



six Soldier-athletes qualified for the games, ready to represent the U.S. Army and America on a global platform. **1LT Amber English**, **SSG Nickolaus Mowrer** and **SSG Sandra Uptagrafft** for shooting; **SSG Naomi Graham** qualified for boxing; and **SGT Amro Elgeziry** and **SGT Samantha Schultz** in modern pentathlon. Follow @USArmyWCAP and @FamilyMWR to stay up to date as the Soldier-athletes continue their journey on the road to the games.



Above (L to R) 1LT Amber English, SSG Nickolaus Mowrer and SSG Sandra Uptagrafft, qualifiers for shooting. Courtesy photos Below (L to R) SSG Naomi Graham, qualifier for boxing; SGT Amro Elgeziry and SGT Samantha Schultz, qualifiers for modern pentathlon. Photos by Brittany Nelson and MAJ Nathaniel Garcia



ICYMI: IN CASE YOU MISSED IT

Rebranding IMCOM HQ

The Installation Management Command headquarters at JBSA-Fort Sam Houston has been going through a rebranding project with a goal of improving the work environment and the professionalism of the building. So far the following have been updated: the south lobby, the first and third floor elevator banks, the operations center, the side hallways, the main hallway leading to the command group entrance, the command group foyer and the command conference room. Check out the video link below to take an up close and personal tour of the refreshed building. Stay tuned for updates on the north lobby, the stairwells and a few conference rooms. <https://www.dvidshub.net/video/788306/rebranding-imcom-hq>



Leadership Pledge

Taking care of our customers begins with taking care of our most valuable asset – our IMCOM Professionals.

IMCOM Leaders will provide our Team Members the same concern, respect and caring attitude that we expect them to share with our Customers – Soldiers, Families, Civilians and Retirees.

We pledge to position you for success with:

- an impactful on-boarding and orientation experience to welcome you to the IMCOM Team.
- clear performance standards, to include standards for service excellence.
- an Individual Development Plan (IDP) developed with your supervisor; reviewed during periodic counseling.
- opportunities for personal growth and professional development.
- a recognition program to reward service and performance excellence.
- engaged Leaders who seek and welcome your input and take action to continuously improve the organization.
- an organization that embraces the concept of team, teamwork and empowerment.
- a promise to hold ourselves and each other accountable.



Check out USAG Bavaria's "COVID-19 friendly" leadership pledge. What a great way to embody the Service Culture Campaign while in the pandemic environment!

If you are interested in printing a copy for your garrison, please contact Brittany Nelson at brittany.j.nelson2.naf@mail.mil.

Right: An overview of IMCOM's Service Culture Campaign including the seven components.



Want to see your content featured in the next edition?

We can't do that without you! If you are assigned to IMCOM – whether a Soldier, contractor or civilian – you are an *Insider*. You have interesting information to share and we want to know about it. *Inside IMCOM* depends on columns, commentaries, articles, letters and photos from you. Please send your content ideas and author's name, rank, department and contact information to one of the following POCs: **Editor:** brittany.j.nelson2.naf@mail.mil **Assistant Editor:** susan.a.merkner.naf@mail.mil **IMCOM PAO mailbox:** usarmy.jbsa.imcom-hq.mbx.public-affairs-office@mail.mil