

MODERNIZING FACILITIES FOR WARFIGHTER READINESS

ARMY RESERVE INSTALLATION
MANAGEMENT DIRECTORATE



FISCAL YEAR 2024 ANNUAL REPORT

LETTER
FROM THE
DIRECTOR

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FROM THE DIRECTOR

As we reflect on the past year, I am proud to report that the Army Reserve Installation Management Directorate (ARIMD) has delivered significant results through our alignment with higher headquarters priorities. As the Director of ARIMD, it is my privilege to share with you the impactful work we have accomplished in support of the Army Reserve's mission.

The Army Installation Strategy serves as a guiding framework, and we are focused on three key lines of effort: Support Our People, Strengthen Installation Readiness and Resilience, and Continuously Transform and Innovate. The Army Reserve made targeted investments to support these lines of effort, and we have made substantial progress in the following areas:

Support Our People: We are committed to supporting the well-being, development, and recognition of Soldiers and Civilian personnel. In fiscal year (FY) 24, the Army Reserve continued to invest in new military construction projects while restoring and modernizing existing facilities to provide a safe, healthy, and productive work environment. Additionally, we recognized outstanding performance and exceptional productivity through our awards program and provided mission essential training to enhance the skills and subject matter expertise of our workforce.

Strengthen Installation Readiness and Resilience: Resilient and ready installations are critical to our ability to support the Army's mission. To that end, we implemented initiatives to enhance the energy efficiency and resiliency of our installations, improving our ability to respond to and recover from utility disruptions and challenges. Additionally, we enhanced our cybersecurity posture to protect our facilities and their control systems from emerging threats and adversarial activities. By investing in our installations and planning for the future, we are ensuring the Army Reserve remains a capable and effective force.

Continuously Transform and Innovate: We are committed to driving innovation and transformation across our installation management operations by leveraging new and emerging technologies, processes, and partnerships to improve our effectiveness and agility. In FY24, ARIMD developed tailored knowledge management tools to ensure accountability, enhance collaboration, improve information sharing, and streamline decision-making. By utilizing data analytics and insights, we can identify gaps in capabilities, optimize our resources, and drive timely implementation of solutions to complex problems.

I am proud of the progress we have made, but I am also keenly aware that our work is far from over. As we look to the future, we will continue to prioritize the needs of the mission while driving innovation and readiness in support of warfighter lethality. I would like to extend my deepest gratitude to the Directorate of Public Works (DPW) community for their tireless efforts, dedication, and commitment to excellence. Your selfless service and expertise have made a tangible difference in the lives of our Soldiers and their Families, and I am honored to serve alongside such a talented and dedicated team.



Martin J. Naranjo
Colonel, U.S. Army
Director, Army Reserve
Installation Management
Directorate





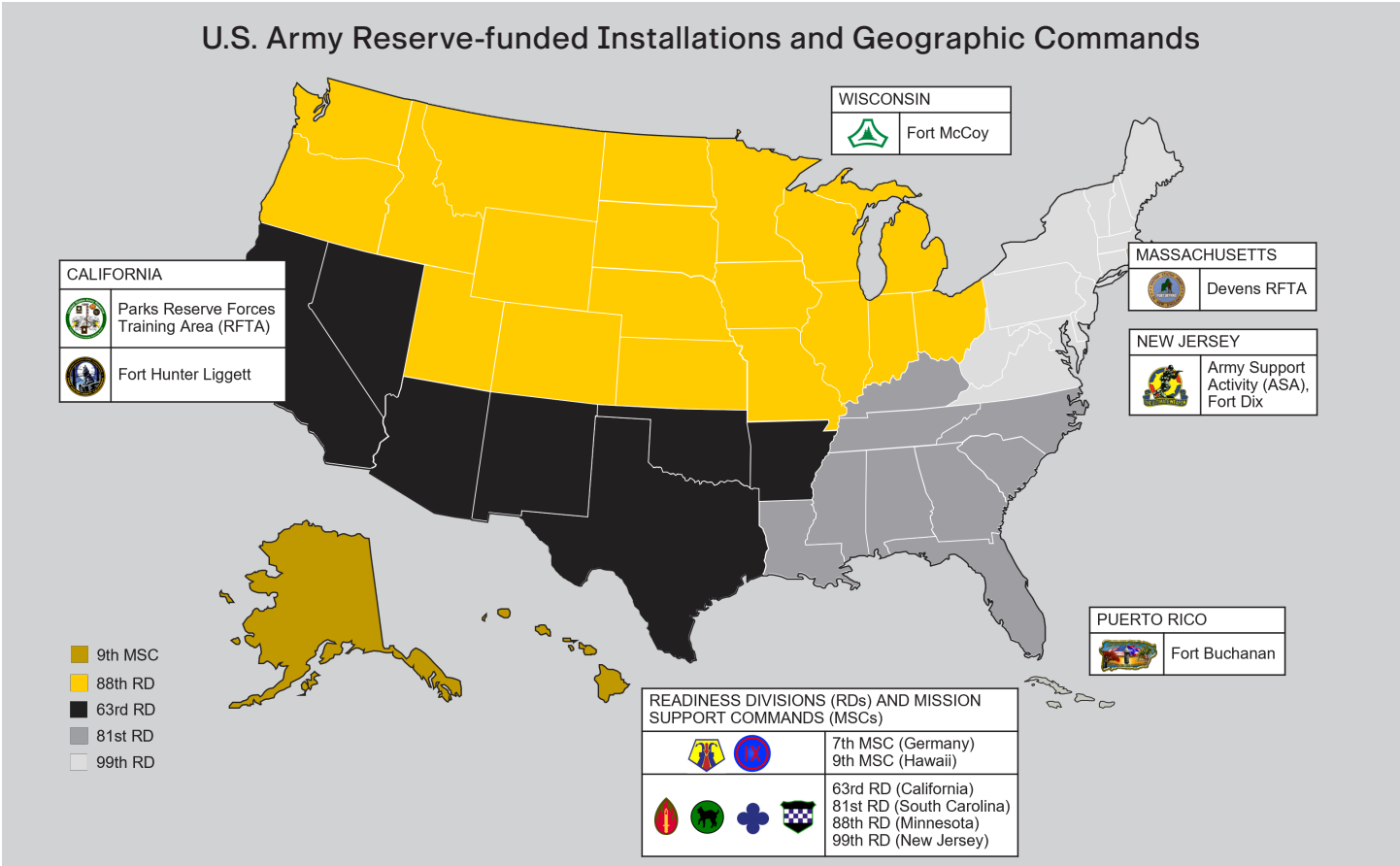
ARIMD UNIVERSE

Mission

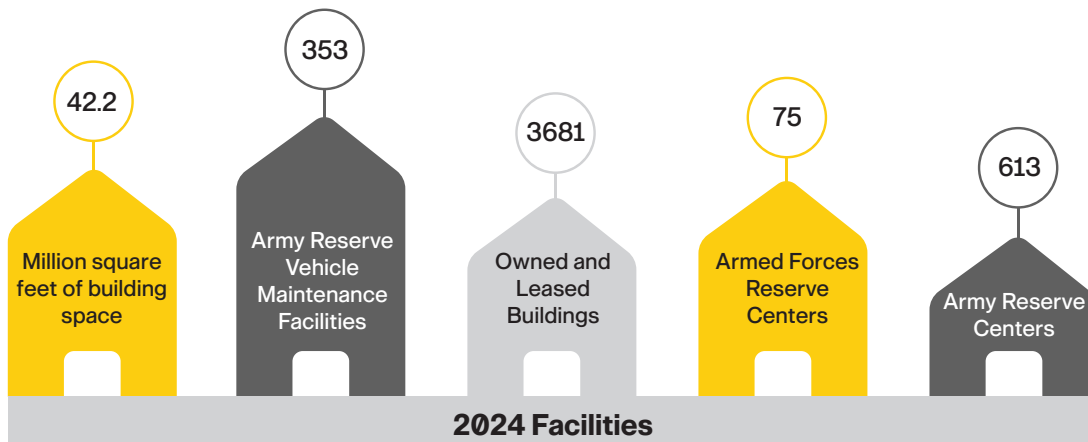
The Office of the Chief, Army Reserve (OCAR) ARIMD establishes policies; prioritizes and distributes resources; and develops and manages programs that deliver facilities, lands, and infrastructure that support the readiness of the Army Reserve, protect the environment, and strengthen our communities.

Vision

State-of-the-art, sustainable, and resilient facilities, lands, and infrastructure that contribute to a capable, combat-ready, and lethal Federal Reserve.

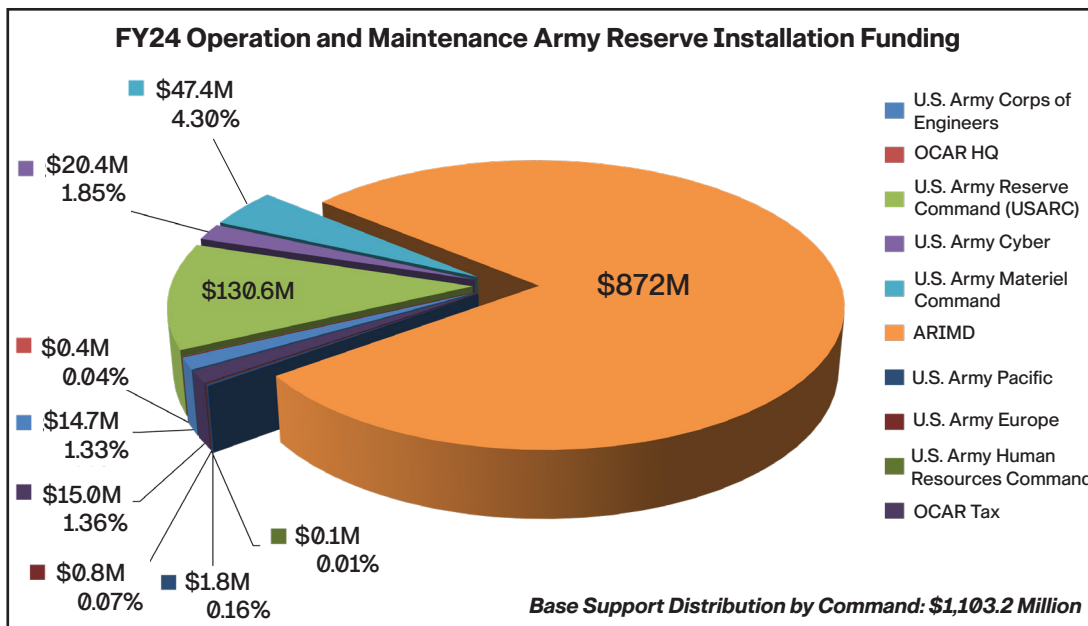


Resource Management At A Glance

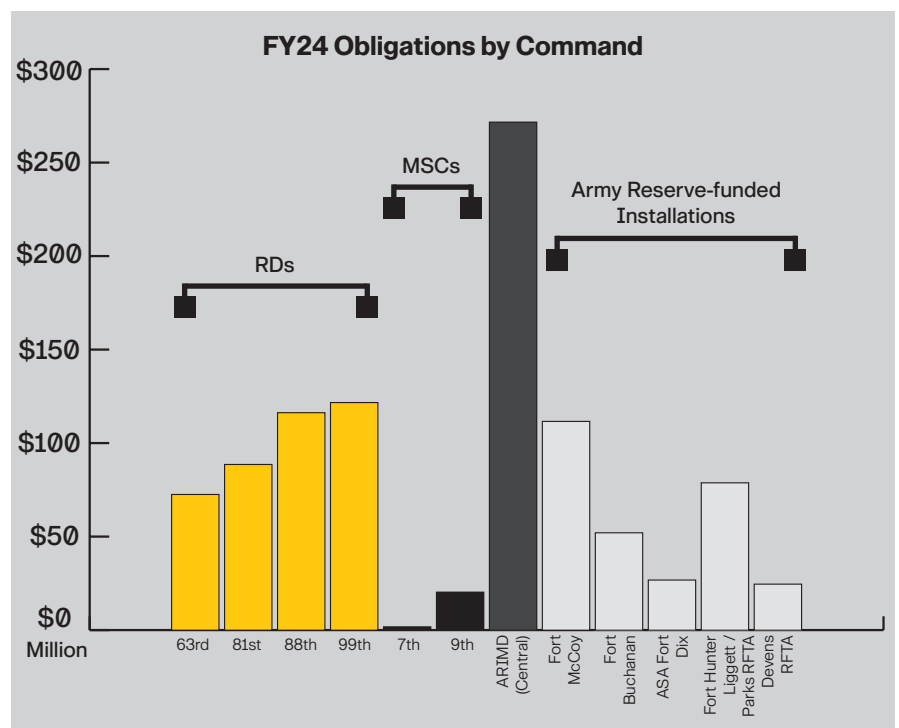
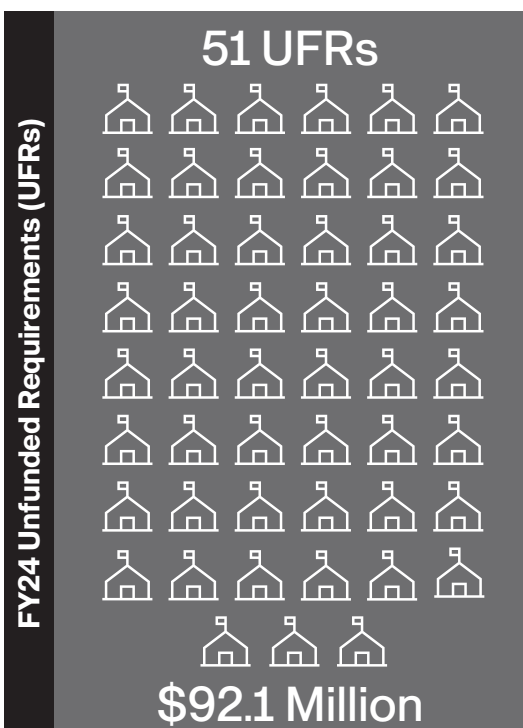


FY24 Execution of Funds	
	100%

FY24 Obligated Totals	
Base Operations Support (BOS)	\$404.9 Million
Sustainment + Restoration + Modernization (and Demo) (SRM)	\$517.4 Million
FY25 Requested Totals	
BOS	\$578.3 Million
SRM	\$474.4 Million



Military Decision Evaluation Packages (MDEPs)	
	43 Base Support MDEPs





Army Reserve Installation Management Directorate



DIVISION PROFILES

ARIMD Front Office

The OCAR is an element of the Headquarters, Department of the Army (HQDA) staff. As part of this staff, ARIMD is charged with representing the Chief of Army Reserve in planning, policy, and programming responsibilities. The ARIMD Front Office maintains collaborative relationships and consistently engages with the Office of the Secretary of Defense, Army Secretariat, and HQDA staff to ensure we have a pulse on regulations, guidance, and policies that have the potential to impact our responsibilities. In the same vein, it is imperative that we are prepared to influence the development of these directives to best support the Installation and facility management needs of our Army Reserve Soldiers. From the Army Campaign Plan to the Army Reserve Centers (ARCs) of the Future and so many more, integration and implementation of these strategies is at the heart of what we do. To that end, ARIMD continues to develop knowledge management and data integration resources in an online centralized platform to support collective and transparent management of our efforts – the Army Reserve Installation Management Enterprise (ARIM-E). The ARIMD Front Office supports an innovative and passionate staff that includes three divisions: Assets, Resource Management, and Sustainment and Resiliency.



Assets Division

The Assets Division is responsible for a broad range of functions, from master planning, installation geospatial information and services (IGIS), real estate acquisition and disposal, and construction and major repair programs. The division develops and implements comprehensive master plans, real estate, and construction policies, and program oversight, devising effective execution strategies. They manage real property exchanges and enhanced use leasing programs, distributing and accounting for construction and real estate resources to support these initiatives. Key responsibilities of the division include maintaining and updating critical real property data across various Army data bases of record. The division supports the bi-annual Real Property Planning Boards and facilitates the annual Construction Requirements Review Committee. They also manage compliance with Title 10 notification requirements, oversee Military Construction (MILCON), Major Repair, Lease, and Army Installation Support (QMIS) MDEPS, and provide real estate oversight to USARC and the Army Reserve Installation Community. The Assets Division provides crucial funding direction, supporting centralized turnkey program execution and facilitating updates to the Design Guide for Army Reserve Specific Facilities through the Criteria Control Board. The division provides training for MILCON and Major Repair project programming and oversees Army Reserve Housing and Barracks equities. They actively pursue opportunities to accelerate Major MILCON and Major Repair projects to offset what are otherwise significant shortfalls in funding within these programs. This comprehensive and expert support provided by the Assets Division ensures the Army Reserve has state-of-the-art, sustainable, and resilient facilities, lands, and infrastructure, ultimately contributes to a capable, combat-ready, and lethal force.

Resource Management Division

The primary mission of the Resource Management (RM) Division is to manage the financial and manpower resources assigned to ARIMD in support of the acquisition, construction, sustainment, enhancement, and disposal of all Army Reserve Real Property through judicial planning, oversight, and execution of Army programs. All the RM Teams provide support to the RDs, Installations, and the MSCs. The Accounting Team provides accounting policy and guidance to ensure that all financial transactions will comply with audit readiness requirements. They also work with the field to clear unmatched transactions, liquidate obligations, and resolve problematic financial transactions. The Budget Team performs complex

financial analyses and develops funding guidance to provide direction to the field for appropriate funding use and execution. They also assist in identifying funding to support critical unfinanced requirements to meet mission requirements. The Manpower Team aids and advises the Installations with Command and Control to Installation Management Command (IMCOM) in Table of Distribution and Allowances management and coordinates with the IMCOM Readiness. They also provide headquarters level support for the Internal Controls program. In addition, they review and prepare support agreements and are the lead on the ARIMD implementation of the 7600A and 7600B process involving the Treasury Department and the Department of Defense (DOD). The RM Team ensures the financial and manpower requirements comply with all financial laws, regulations, and policies to ensure that ARIMD accomplishes all programs in accordance with Federal law and Army regulations.

Sustainment and Resiliency Division

The Sustainment and Resiliency Division (SRD) plans, programs, and resources Army Reserve-funded Installation services, establishing policies and guidance as they relate to sustainable and resilient facility operations. The division has a diverse portfolio that prioritizes resilience and readiness. The Installation Services and Programs Branch (ISPB) manages use of the Army Reserve's existing electric vehicle fleet, oversees the Intergovernmental Support Agreement (IGSA) Program, logistics services, and Installation Status Report support and training across the enterprise. The Sustainment and Engineering Operations Team manages the Army Reserve Solid Waste Program and sustainment and engineering services. The Army Reserve's Energy & Water Program enables critical facilities to have uninterrupted access to power and water during utilities disruption by implementing new and efficient technologies such as microgrids, renewable energy sources, and centralized building control systems. The Army Reserve Environmental Quality Program protects access to training lands and facilities, and ensures compliance with environmental laws and regulations to enhance mission readiness. Execution of conservation, planning, compliance, pollution prevention, and restoration missions are executed through an integrated operational approach leading to innovative solutions with component level buy in. SRD's Strategic Readiness Team is responsible for senior leader engagement, facilitates strategic planning efforts, tells the Army Reserve story through communications, designs customized training, and manages the awards programs.

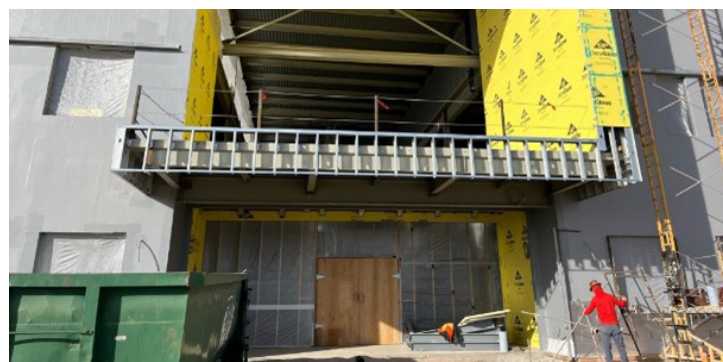


SUPPORT PEOPLE

Supporting Force Modernization and Protecting Investments

New MILCON projects enhance readiness, safety, morale and retention, utility efficiency, and community engagement. In FY24, the Army Reserve secured over \$174 million in MILCON funding to support pivotal projects including a new ARC in Birmingham, AL and a new Area Maintenance Support Activity in San Tan Valley, AZ. Additionally, funding was utilized for minor military construction, planning and design, and cost-to-complete projects. Notable congressional adds funded the design of the Richmond, VA ARC and the construction of a new Network Enterprise Center (NEC) at Fort Hunter Liggett, CA. The NEC provides secure internal and external network communications supporting national and international elements including but not limited to the Army, Army Reserve, Army National Guard, Army Corps of Engineers, Navy Reserve, and Marine Corps Reserve.

The Army Reserve also invested \$142 million in the FY24 Restoration and Modernization (R&M) Program targeting five critical locations in need of repair. The R&M program resets the site to extend the lifespan of enduring facilities by 25 years, ensuring they remain operational to support the Army Reserve's mission to train ready and resilient Soldiers. The funded projects include repairs to Collective Training Officer Barracks in New Jersey and ARCs in Minnesota, California, Iowa, and Texas. By resetting these key facilities, the R&M program will maintain the Army Reserve's



readiness and capabilities while improving the overall condition, functionality, and adaptability of its infrastructure. This investment will have a lasting impact on the Army Reserve's ability to train agile Soldiers to support emerging mission assignments.

Funding the Preservation of Our Rich Military History

In FY24, ARIMD received \$319 thousand through the DOD Legacy Resource Management Program for 15 National Historic Preservation Act Section 110 projects. The program is designed to help meet conservation responsibilities and protect historic properties. The funding will allow for evaluations of 11 historic buildings for the 88th RD, as well as three historic building and one traditional cultural place evaluations for the 63rd RD. Over the next three years, ARIMD will compete for a series of additional sponsored projects by the DOD Legacy Resource Management Program partnered with the National Preservation Institute. These are specifically designed to help meet historic conservation responsibilities.

Leveraging Partnerships in Remarkable Land Transfer

In March 2024, the State of Utah, in conjunction with the University of Utah, began construction on a new ARC at Camp Williams in an agreement to relocate the Army Reserve from historic Fort Douglas. The \$127 million state funded effort is a culmination of years of discussions between the Army Reserve, University of Utah, and the State of Utah to transfer the remaining 49.7 acres of the historic property to the University. The construction is scheduled to be completed in April 2026. The 1,800-member complex will consist of a 174,564 square foot ARC, 18,281 square foot Area Maintenance Shop, and 13,208 square foot unheated storage building. The ARC will include a 230-seat auditorium, state of the art audio visual system, modern flexible furniture, and historical artwork and memorabilia remembering the history of Fort Douglas.



Fort Hunter Liggett personnel and HQDA leadership attend the DOD's Presidential Federal Sustainability Awards to accept honorable mention recognition on 25 June 2024 at the White House in Washington, D.C.

Honoring Excellence

The ARIMD semi-annual appreciation program highlights excellence and esprit de corps in the Army Reserve DPW community. The program recognizes Department of Army Civilians and military personnel from the field who provide exceptional performance and service to the mission of the organization. Six chosen recipients received recognition in the form of a Star Note from Mr. Stephen Sullivan, Director for Resources, Installations, and Materiel. Additionally, the directorate supports federal-level awards to recognize exemplary individual and team efforts across our Army Reserve-funded Installations, RDs, and the MSC. In 2024, both the 81st RD and 88th RD received Secretary of the Army Environmental Awards, and Fort Hunter Liggett received a Presidential Federal Sustainability Award Honorable Mention.

Building Skills: Training for Success

ARIMD hosts trainings focused on enhancing skills and knowledge to ensure Soldiers and Civilian employees effectively manage and maintain infrastructure, support operational readiness, and meet the unique challenges of military missions. In 2024, ARIMD conducted:

- **FY24 Annual Installation Status Report Centralized Training** as a joint, in-person event with the Army National Guard and over 115 participants in attendance. The training is critical to enabling Reserve Component leadership to make informed decisions by providing accurate and timely data required to sustain and/or improve installation facilities, operational capabilities, and support services.
- **2024 Onboarding** in conjunction with USARC G-3/5/7 Engineers Directorate. The purpose of the session was to provide newly assigned command, DPW, and resource management staff an understanding of the organizational structure, roles and responsibilities, and services and support provided by both organizations.
- **Facilitation Training** to Army Reserve-funded Installations and RDs. The training provides students with the skills necessary to prepare properly, engage their audience, record information accurately, identify and manage dysfunction, build consensus, and develop clear paths forward in the many facilitated forums conducted across the enterprise.
- **Deputy Assistant Secretary of Defense for Energy Resilience and Optimization Supply Equipment Webinar Series** panel member support. Stakeholders from across the DOD gathered to identify and resolve barriers to accelerate the delivery of charging infrastructure.





STRENGTHEN INSTALLATION READINESS AND RESILIENCE

Driving The Future

The ARIMD, with support from the U.S. Army Engineering and Support Center, Huntsville, launched a master planning initiative to support the growing need for vehicle infrastructure at Army Reserve facilities nationwide. The effort's site assessments will provide data through FY25, helping Army Reserve RDs and the MSC make informed decisions on chargers and equipment to manage the enterprise's existing fleet. Charging facilities will be executed through a \$95 million, five-year agreement that was awarded in FY24 to industry partner Techflow to design, install, and maintain charging and supporting microgrid infrastructure. The agreement paves the way for a full-scale charger rollout, building on the success of a pilot program in partnership with the Defense Innovation Unit. The pilot, which included seven dual-port chargers at the Parks Reserve Forces Training Area and three at the 63rd RD Headquarters in California, measures usage, uptime, and other performance metrics to ensure efficient operations. It also explores "Charging-as-a-Service," allowing personal charging revenues to offset infrastructure costs.



Optimizing Resources through Comprehensive Master Planning

In FY24, funding was allocated to advance key master planning efforts, ensuring installations remain mission-ready and adaptable to future needs. Among these initiatives are the Fort McCoy and Fort Buchanan Installation Resiliency Plans which identify installation mission impacts due to emerging infrastructure threats. These plans provide a risk-based assessment and recommendations for mitigation projects to be included in master plans. Additionally, funding was allocated to develop state master plans for Oklahoma, Kansas, Florida, Texas, and the National Capital Region. These comprehensive master plans will play a vital role in installation management, providing a strategic framework that enables the efficient achievement of mission objectives by streamlining infrastructure and optimizing resources.





Powering Resilience: Expanding Energy Microgrids for Mission Readiness

The ARIMD continued to support leading the way in Army energy resilience. The directorate enabled Fort Hunter Liggett to implement the first-ever military installation microgrid powered by renewable sources. Army and community leaders and industry partners joined Fort Hunter Liggett to mark the completion of its \$21.8 million microgrid project with a ribbon cutting ceremony. The fully islandable microgrid will help the installation reach 90% of its independent energy requirements and the Army's overarching mission of infrastructure to support a ready, deployable military force to respond to the nation's needs.

The 9th MSC continues to operate a microgrid on American Samoa. The Pele ARC received a \$2.1 million 325 kilowatt roof-mounted solar photovoltaic system with a 150 kilowatt hour (kWh) battery energy storage system in FY21. This system represented the first fully operational microgrid in the Army Reserve. It serves as the most operationally capable federal entity in American Samoa and supports the Defense of Civil Authorities mission. In FY24, the 9th MSC added additional battery storage bringing the total capacity to 545 kWh to improve the capabilities of the system.



Army Reserve Center of the Future

ARIMD conducted the Army Reserve Center of the Future Capabilities Based Assessment to modernize Army Reserve Centers' designs towards future requirements and strategic readiness. Representatives from the Geographic and Functional Commands of the Army Reserve assembled to identify gaps in current Army Reserve Center designs compared to future readiness and contingency operations requirements. Numerous gaps were identified and recommended solutions were developed through DOTmLPF – doctrine, organization, training, materiel, leadership and education, personnel, and facilities – a decision making framework that assesses and addresses capability gaps in the military.



CONTINUOUSLY TRANSFORM AND INNOVATE

Connecting The Future Through Systems Integration

In FY24, 35 new advanced utility meters were installed and integrated into the Army Reserve Enterprise Building Control System (EBCS). A total of over 1,300 advanced meters at Army Reserve facilities are connected to the EBCS and the Army's Meter Data Management System enabling centralized real-time monitoring of utility systems. The Army Reserve is actively prioritizing the incorporation of new facilities into the EBCS while continuing to facilitate the repair of meters and communication to offline and failed devices. The EBCS recently reached 260 integrated buildings – halfway to our final goal.

The ARIMD is also planning for cybersecurity in the future to ensure it is an integral part of the Installation Energy and Water Plan process, metering, and building controls. In support of cybersecurity mitigation, physical inventories and/or assessments were conducted at Fort McCoy, Fort Hunter Liggett, Parks RFTA, Fort Buchanan, Devens RFTA, and at three of the four RDs. All inventories and assessments are on track for completion by FY25 and ahead of the schedule required by EXORD 141-18 which addresses cybersecurity of facility-related control systems.

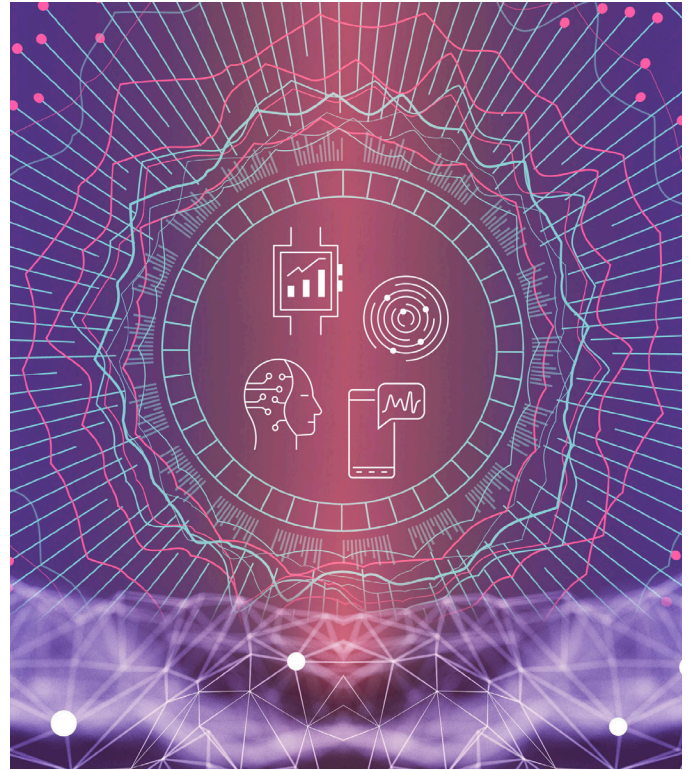


Transforming Installation and Facility Management

ARIMD initiated the Army Reserve Facility and Installation Management Enterprise Operations and Work Force Assessment. This RAND Arroyo Center study will assess the Army Reserve's capability and capacity to deliver and maintain healthy, modern, and operationally ready facilities in support of current and future Army forces and operations. The RAND Arroyo Center will analyze emerging technologies and management practices to transform installation and facility management. Additionally, alternative private and public sector approaches will be considered in the development of recommended changes to decision processes, organization, and manpower.

Improving Data Management

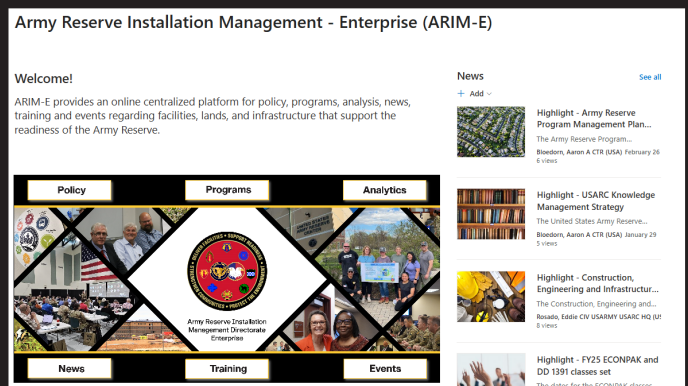
In 2024, the Army Reserve IGI&S Team continued to evolve its capabilities by improving data accuracy and decision making across the enterprise. A key focus was the development of applications designed to compare real property data with Geographic Information System data to streamline real property reconciliation. These tools enable planners to identify discrepancies, validate records, and ensure alignments between geospatial and real property systems of record. Additionally, the Army Reserve Installation Atlas (AR-IA) has been updated to provide a live representation of various real property and planning systems. This integration delivers up to date insights directly to the DPW community. Lastly, AR-IA servers received several upgrades that enable enhanced future performance and growth of services. These advancements reflect a broader commitment to leveraging technology to optimize installation management, reduce redundancy, and improve data integrity.



Transforming Data into Action

Developing custom knowledge management tools to improve efficiency, productivity, and better decision making are key to managing the lifecycle of facilities and their components. The ARIM-E serves as a crucial intranet hub that centralizes key resources to streamline communication and enhance efficiency. The ARIMD Knowledge Management team consistently partners with other organizations to facilitate the development of numerous system dashboards. Internally, in FY24, the team developed data visualization tools including:

- **Army Reserve Universe** – a quarterly snapshot that tracks changes in real property. In FY24, the report transitioned from static to dynamic to provide enhanced metrics and trends.
- **Army Reserve BUILDER Dashboard** – a custom interface tailored to provide advanced reporting across the enterprise for more robust building component and sub-component analytics.



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