



Department of Defense **INSTRUCTION**

NUMBER 1005.16

September 11, 2014

Incorporating Change 3, December 18, 2019

USD(A&S)

SUBJECT: Commander in Chief's Annual Award for Installation Excellence

References: See Enclosure 1

1. **PURPOSE.** In accordance with the authority in section 1125 of Title 10, United States Code (Reference (a)), Presidential Memorandum (Reference (b)), and DoD Directive 5134.01 (Reference (c)), this instruction establishes policy, assigns responsibilities, and prescribes procedures for administering the Commander in Chief's Annual Award for Installation Excellence (referred to in this instruction as the "Installation Excellence Award").

2. **APPLICABILITY.** This instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within DoD.

3. **POLICY.** It is DoD policy to:

a. Encourage installation excellence and innovation by providing appropriate recognition through the Installation Excellence Award.

b. Annually recognize installation excellence by presenting the Installation Excellence Award to an installation from each Military Service (as defined in the Glossary) and the Defense Logistics Agency (DLA).

4. **RESPONSIBILITIES.** See Enclosure 2.

5. **PROCEDURES.** See Enclosure 3 for criteria regarding award eligibility, nomination, selection, and presentation of the Installation Excellence Award. See Enclosure 4 for examples of the Secretary of Defense (SecDef) Special Recognition Certificates.

6. **RELEASABILITY. Cleared for public release.** This instruction is available on the Directives Division Website at <https://www.esd.whs.mil/DD/>.

7. **SUMMARY OF CHANGE 3.** This change is administrative and:

a. Updates references and organizational symbols to reflect the reorganization of the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, in accordance with the July 13, 2018 Deputy Secretary of Defense Memorandum (Reference (d)) and the Chief Management Officer of the Department of Defense in accordance with the February 1, 2018 Secretary of Defense Memorandum (Reference (k)).

b. Allows the Assistant Secretary of Defense for Sustainment (ASD(S)) to conduct an awards ceremony at the Pentagon via video teleconference at their discretion.

c. Updates the definition of installation for accuracy.

8. **EFFECTIVE DATE.** This instruction is effective September 11, 2014.



Frank Kendall
Under Secretary of Defense for
Acquisition, Technology, and Logistics

Enclosures

1. References
2. Responsibilities
3. Award Criteria, Eligibility, Nomination, Selection, and Presentation
4. SecDef Special Recognition Certificate Samples

Glossary

ENCLOSURE 1

REFERENCES

- (a) Section 1125 of Title 10, United States Code
- (b) Presidential Memorandum, “Memorandum for the Men and Women of the Department of Defense,” January 22, 1985
- (c) DoD Directive 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)),” December 9, 2005, as amended
- (d) Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
- (e) DoD Instruction 5400.11, “DoD Privacy and Civil Liberty Programs,” January 29, 2019
- (f) DoD 5400.11-R, “Department of Defense Privacy Program,” May 14, 2007
- (g) DoD Directive 5122.05, “Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)),” August 7, 2017
- (h) DoD Instruction 5230.29, “Security and Policy Review of DoD Information for Public Release,” August 13, 2014, as amended
- (i) “Base Structure Report,” published annually by the Deputy Under Secretary of Defense for Acquisition and Sustainment
- (j) DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- (k) Secretary of Defense Memorandum, “Disestablishment of the Deputy Chief Management Officer and Establishment of the Chief Management Officer,” February 1, 2018

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)). The USD(A&S):

a. Submits Installation Excellence Award nominations to the Executive Secretary of the Department of Defense (ExecSec) for SecDef approval.

b. Submits nominations for the SecDef Special Recognition Certificate associated with the Installation Excellence Award to the ExecSec for SecDef approval.

2. ASD(S). Under the authority, direction, and control of the USD(A&S), the ASD(S):

a. Manages the Installation Excellence Award program.

b. Annually requests nominations from the Military Departments and the DLA.

c. Evaluates nomination packages submitted by the Military Departments and the DLA for completeness and compliance with award selection criteria.

d. Forwards recommended nominees to the USD(A&S). The staffing package includes drafts of congratulatory letters for submission to the White House through the ExecSec.

e. Coordinates with the Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)) on media outreach regarding announcement and recognition of the award winners. Coordinates with the ATSD(PA) when news media coverage of an awards ceremony is being planned.

f. Plans, coordinates, manages, and oversees the presentation of awards at a ceremony or distribution of the awards through other means.

g. Ensures all personally identifiable information is collected, maintained, disseminated, and used in accordance with DoD Instruction 5400.11 (Reference (e)) and DoD 5400.11-R (Reference (f)).

3. DIRECTOR, DLA. Under the authority, direction, and control of the USD(A&S) and through the ASD(S), the Director, DLA annually:

a. Conducts an internal DLA Installation Excellence award competition.

b. During the month of January, forwards a nomination package for one DLA Installation Excellence Award to the ASD(S) for evaluation.

c. Designates a representative for the award program to act as liaison to the ASD(S) and to assist in the coordination of the award and ceremony.

4. EXECSEC. The ExecSec:

a. Processes Installation Excellence Award and Special Recognition Certificate packages for SecDef approval.

b. Forwards requests to the White House for Presidential letters that recognize the accomplishments of the award-winning installations and congratulate them on their achievements.

5. DIRECTOR, WASHINGTON HEADQUARTERS SERVICES (WHS). Under the authority, direction, and control of the Chief Management Officer of the Department of Defense, the Director, WHS, through the Director, Executive Services Directorate:

a. Annually updates the permanent Installation Excellence Award Pentagon exhibit to reflect the current winning installations.

b. Provides graphical support for the annual award.

6. ATSD(PA). The ATSD(PA):

a. Provides support for media outreach regarding the announcement of award winners, including coordination with the public affairs officers of the Military Services and the DLA as necessary.

b. Reviews and edits media outreach materials produced by the ASD(S) to ensure compliance with DoD standards for release of official DoD information to the news media, in accordance with DoDD 5122.05 (Reference (g)).

c. Provides security and policy review of official DoD information proposed for public release regarding the installation award program and award winner details in accordance with DoD Instruction 5230.29 (Reference (h)), as needed.

7. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments annually:

a. Conduct an internal Service Installation Excellence Award competition.

b. During the month of January, forward an Installation Excellence Award nomination package for each Military Service to the ASD(S) for evaluation. The Secretary of the Navy will submit two nominations, one for a Navy installation and one for a Marine Corps installation.

c. Designate a representative for the award program to act as the liaison to the ASD(S) and to assist in the coordination of the award and ceremony.

ENCLOSURE 3

AWARD CRITERIA, ELIGIBILITY, NOMINATION,
SELECTION, AND PRESENTATION

1. AWARD CATEGORIES

a. Installation Excellence Award. The SecDef awards a trophy to one winning installation from each Military Service and the DLA. In addition to the trophy, the winning installations each receive an Installation Excellence flag and a letter from the Commander in Chief complimenting the installation team on their outstanding achievements.

b. SecDef Special Recognition Certificates. The SecDef awards Special Recognition Certificates to individuals, organizations, teams, units, offices, projects, programs, and major installation events from the winning installation for significant contributions made toward that installation's success. Local civic leaders or organizations that greatly contributed to the installation's success through support or partnerships may also be considered for submission for a certificate. All nominations should be screened and endorsed by their respective Service or DLA headquarters.

2. ELIGIBILITY FOR AWARD. All DoD installations are eligible and encouraged to compete for the Installation Excellence Award.

3. PERIOD OF PERFORMANCE. The competitive period will be the 12-month fiscal year (October 1 through September 30) preceding the year in which the award is presented (e.g., the 2015 award is presented in May of 2015, based on performance in fiscal year 2014).

4. NOMINATION PACKAGE REQUIREMENTS

a. The Military Departments and DLA are to provide two hard copies of the nomination package and two electronic copies on compact disc (CD) no later than January 31. Send submissions to:

Office of the ASD(S)
Facilities Management
3400 Defense Pentagon
Room 5C646
Washington, D.C. 20301-3400

b. Nomination packages must include:

(1) Secretary of the Military Department or Director, DLA Approval. A signed nomination memorandum from the Secretary concerned or the Director, DLA.

(2) Military Service or DLA Award Nominee Basic Information

- (a) Full official name of the installation.
- (b) Installation Commanding officers (list the primary mission commander and installation commander where they are not the same person).
- (c) U.S. Postal Service mailing address.
- (d) Installation point of contact (POC) name with e-mail address and phone number.
- (e) Congressional district and names of congressional representatives for the installation's district.

(3) Nomination Write-Up and Selection Justification. Provide a comprehensive narrative that speaks to the installation's achievements in the performance criteria, as described in section 7 of this enclosure. -Information provided will be used to: support the nominations to the SecDef; draft Presidential letters; support ceremony materials; and for the Pentagon award display. Format the narrative as follows:

- (a) Microsoft (MS) Word document.
- (b) Page orientation: portrait.
- (c) Font: Times New Roman.
- (d) Font size: 12 point.
- (e) Margins: left justified, 1" margins
- (f) Spacing: single space.

(4) Photographs. Submit approximately 20 high-quality digital photos on a separate graphics CD. Photographs may be used in a ceremony slide show, award posters, and the Pentagon displays. Each photograph:

- (a) Should contain only one image (i.e., no collages).
- (b) Should be indicative of the personnel and events that garnered the award nomination (such as installation support personnel performing their duties, installation special events and activities). Photos of buildings should include people.

(c) Is required to be 300 dots per inch (dpi) or greater resolution, and in a Joint Photographic Experts Group (JPEG), Portable Network Graphics (PNG), Adobe Photoshop (PSD), or Tag Image File Format (TIFF) format. Portable Document Format (PDF), bitmap, and Graphics Interchange Format (GIF) files are not recommended as they generally do not provide clear images when enlarged.

(5) Unit or Installation Insignia. Provide a digital copy of the winning unit or installation's insignia in PSD or Adobe Illustrator format on CD for use in the ceremony program, slide show, posters, and displays. Do not use PDF, bitmap, or GIF files.

5. SECDEF SPECIAL RECOGNITION CERTIFICATES

a. The SecDef recognizes individuals, units, offices, teams, and major installation programs or events that made significant contributions toward the installation's success in winning the Installation Excellence Award. There are three certificate categories for which an installation may submit a nomination:

(1) DoD personnel (military and civilians assigned to the installation); 8½" by 11" certificate.

(2) Non-DoD personnel (for example, local civic leaders, local school officials, and foreign nationals working on the installation); 8½" by 11" certificate.

(3) Installation offices, units, teams, installation-wide programs or major events; 11" by 14" certificate.

b. To submit a nomination, the Military Departments and DLA will provide:

(1) A list of the Special Recognition nominees, segmented and labeled in the three categories. Do not use bold text, symbols, or special formatting effects. Spell out military ranks. If the installation had a change in command during the performance period, both commanders may be nominated. Provide their command position service dates. Certificates will be printed directly from the list provided. Format the list as follows:

(a) Format as an MS Word document.

(b) Page Orientation: portrait.

(c) Font: Times New Roman, 12 point.

(d) Margins: single column, left justified, 1" margins, maximum of four lines per certificate.

(e) Spacing: Single space all text and between each nomination listed.

Figure 1. Examples of Special Recognition Nominations

<p>DoD Personnel nomination:</p> <p>Master Sergeant John J. Smith 60th Aircraft Generation Squadron Travis AFB, California</p> <p>Office/Team nomination:</p> <p>The Men and Women of the Morale, Welfare, and Recreation Office Fort Carson, Colorado</p> <p>Program/Event nomination:</p> <p>Wounded Warrior Job Fair Family Support Center Navy Yard, Washington, D.C.</p>
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(2) A citation for each certificate nominee in separate paragraphs that highlight the specific and unique contributions made and the impact on achieving installation excellence. The citations support the nominations to the SecDef for the Special Recognition Certificates.

6. AWARD SELECTION PROCEDURES

a. In accordance with the purpose of the award and within the general guidelines provided by OSD, the Military Departments and DLA will develop their own selection procedures, conduct their respective Installation Excellence Award competitions, select their installation nominations, identify candidates for SecDef special recognition, and forward their award nomination packages to the Deputy Assistant Secretary of Defense for Facilities Management (DASD(FM)) within the Office of the ASD(S) for a completeness and compliance review.

b. After the DASD(FM)'s review, the ASD(S) forwards the nominations with recommendations through the USD(A&S) to the SecDef for consideration and final selection.

7. PERFORMANCE CRITERIA. The following performance criteria are to be considered by the Military Departments and DLA in the review of nominees for this award:

a. Mission Support. The installation's performance as a power projection platform for military mission(s).

- b. Energy. The extent to which the installation developed and executed innovative and aggressive energy and water conservation programs, and the achievements toward meeting energy reduction goals.
- c. Quality of Life. Efforts made to improve the quality of life for junior enlisted members.
- d. Unit Morale. The extent to which the installation promoted unit cohesiveness and recognized outstanding teams and individuals.
- e. Environment. Compliance, remediation, and environmental stewardship actions.
- f. Real Property Asset Management. The extent to which the installation facilities are utilized fully or plans are made to consolidate infrastructure. Temporary (relocatable) facilities have projects programmed for replacement with permanent buildings.
- g. Real Property Stewardship. The extent to which installation facility investments are focused on scheduled sustainment, restoration, or demolition of facilities rated in poor and failing conditions.
- h. Competitive Activities. Innovation in achieving the best value, as either a supplier or a receiver of services or goods (e.g., cost comparisons, cost reductions, competitive contracting actions, inter-service support agreements, self-help programs).
- i. Communications. Efforts made to share information and manage data across the installation.
- j. Safety and Health. The extent to which the installation promoted safety and health programs.
- k. Security. The extent to which the installation promoted security (information, physical, industrial, operational, and personnel awareness security programs), and highlighted force protection and the necessity of suspicious activity reporting.
- l. Public Relations. The extent to which the installation promoted positive relations with the local community.
- m. Other Awards Won. Other installation or unit awards won or citations for accomplishments occurring during the rating period.

8. NOTIFICATION OF WINNERS

a. Upon SecDef approval, the ASD(S) coordinates with the ATSD(PA) to distribute a news release announcing the winning installations. No one will make any announcement about the Installation Excellence Award before the OSD news release. However, the Military Departments and DLA may announce the winners of their **internal** installation award programs, even when the winning installation may be the candidate for the Installation Excellence Award.

b. The ASD(S) will notify the Secretaries of the Military Departments and Director of DLA, by memorandum, of the installations selected by SecDef to receive the Installation Excellence Award.

c. Once they are notified that the ATSD(PA) has published the official news release of the Installation Excellence Award winners, the Secretaries of the Military Departments and the Director of DLA may notify the commanders of the winning installations.

9. AWARDS DISTRIBUTION

a. At ASD(S) discretion, an awards ceremony may be conducted in the Pentagon or by video teleconference to honor the winners of the Installation Excellence Award and to present the winning installations with award items.

b. The award ceremony or award distribution is generally scheduled for May to coincide with the military celebrations of Armed Forces Week and Memorial Day.

c. When a ceremony is planned, invitees include representatives from the winning installations; their congressional members and state elected officials; Secretaries concerned and the Director, DLA; Pentagon personnel; and the media.

(1) The ASD(S) will send invitation letters:

(a) To the Secretaries of the Military Departments and the Director, DLA, asking them to participate in the ceremony.

(b) To respective State governors, senators, congressional district representatives, and congressional committee members for each of the winning installations.

(2) The Military Service and DLA ceremony planning POCs are responsible for:

(a) Ensuring that the calendars for the Secretary concerned or the Director, DLA, are booked for their participation in the ceremony.

(b) Coordinating with their winning installations and ensuring that all other very important persons (VIPs) are invited (e.g., community leaders, such as mayors or city managers).

The Military Services and the DLA are responsible for providing security information to the Pentagon Force Protection Agency for building access and for escorting their visitors.

(3) ASD(S)/DASD(FM) will provide each Military Service and the DLA with 100 custom printed VIP card invitations and an Invitation Workbook (containing a spreadsheet for tracking invitations and RSVPs).

(4) Military and Service POCs will send their attendance Workbooks to the ASD(S)/DASD(FM) POC via e-mail 2 weeks before the scheduled ceremony date. Service and DLA POCs are to indicate:

(a) For VIPs attending the ceremony, the names and title or rank.

(b) For VIPs in the audience that should be recognized in the opening remarks, their name and phonetic spelling of name, title or rank, and full official position name or duty title. VIPs that will generally be acknowledged during the opening remarks are:

1. OSD directors and general officers.
2. Congressional members or their staff personnel.
3. Civic leaders and any other special guests of the winning installations.

(5) Service and DLA POCs will submit an update of the VIP submission to Office of the ASD(S)/DASD(FM) one week prior to the ceremony date after which Service and DLA POCs will provide daily e-mail updates of invitee changes.

(6) Each Service and DLA will initially be allotted up to 60 reserved seats in the Pentagon Auditorium. Unreserved seats will be reassigned.

d. The installation commander and up to seven installation staff members may go on stage as the award-receiving party for each installation. Each installation commander will have 2 minutes on the ceremony schedule to address the audience and to recognize their installation team's success.

e. In the event that a ceremony is not held, the ASD(S) will ensure that the award items are properly distributed to the recipients.

f. When news media coverage of the awards ceremony is desired, the ASD(S) will coordinate media attendance with the ATSD(PA).

ENCLOSURE 4

SECDEF SPECIAL RECOGNITION CERTIFICATE SAMPLES

Figure 2. Sample Certificate for DoD Installation Personnel, Actual Size: 8 1/2" X 11"

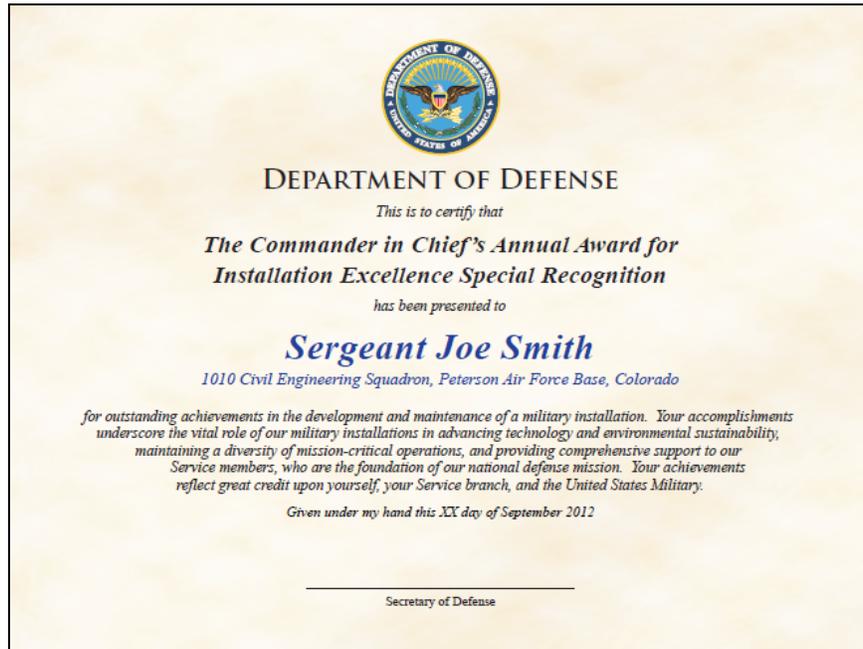


Figure 3. Sample Certificate for Non-DoD Personnel, Actual Size: 8 1/2" X 11"

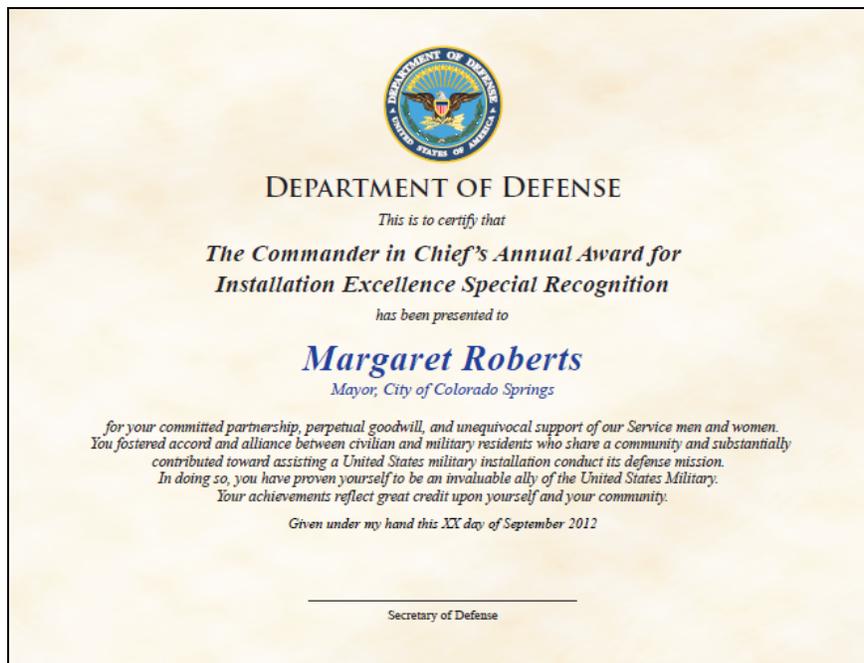


Figure 4. Sample Certificate for Installation Units, Offices, Teams, Programs, and Major Events,
Actual Size: 11" X 14"



GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(S)	Assistant Secretary of Defense for Sustainment
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
BSR	Base Structure Report
CD	compact disc
DASD(FM)	Deputy Assistant Secretary of Defense for Facilities Management
DLA	Defense Logistics Agency
ExecSec	Executive Secretary of the Office of the Secretary of Defense
GIF	Graphics Interchange Format
JPEG	Joint Photographic Experts Group
MS	Microsoft
PDF	Portable Document Format
PNG	Portable Network Graphics
POC	point of contact
PSD	Photoshop document
RSVP	Répondez, s'il vous plaît (English: respond if you please)
SecDef	Secretary of Defense
TIFF	Tag Image File Format
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
VIP	very important person
WHS	Washington Headquarters Services

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this instruction.

installation. A military base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including leased space, that is controlled by, or primarily supports DoD's activities. An installation may consist of one or more sites, or may be an administrative designation (source: Base Structure Report (BSR) (Reference (i))).

Military Departments. The Department of the Army, Department of the Navy, and the Department of the Air Force. Each Military Department is separately organized under its own Secretary and functions under the authority, direction, and control of the Secretary of Defense. (See DoDD 5100.01 (Reference (j))).

Military Services. The Army, Marine Corps, Navy, and Air Force (see Reference (j)).