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h. Additional references and resources may be found on the IMCOM Gift Program SharePoint site <https://home.army.mil/sites/fmwrc/fm/GD/SitePages/Home.aspx>.

H-45. MARKETING, COMMERCIAL SPONSORSHIP, ADVERTISING, AND INTERACTIVE SOLUTIONS: (POCs are Robert Vogt, IMWR-MK, DSN 450-1822 or COM (210) 466-1822, e-mail: robert.m.vogt.naf@mail.mil and Edward Griffin, IMWR-MK, DSN 450-1866 or COM (210) 466-1866, e-mail: edward.v.griffin4.naf@mail.mil.

a. Marketing.

(1) MWR Marketing Division's role is to communicate knowledge about MWR programs, services and benefits to authorized MWR Patrons.

(2) All income and expenses should normally be reported under Program Code RU (Marketing).

(3) Leadership and Workforce Development.

(a) Ensure compliance with professional development and ethics training requirements for all designated sponsorship and advertising personnel. Garrison marketing, commercial sponsorship and advertising personnel must complete the Family and MWR Academy online Sponsorship and Advertising Course and annual Army Ethics training prior to soliciting commercial sponsorship and advertising.

(b) Recommend sponsorship and advertising professionals participate in industry training such as the annual IEG (Insight, Evaluation & Guidance) Conference. IMCOM G9 Marketing negotiates a reduced military rate (typically 40 percent off the regular rate). These are great opportunities and resources to learn about industry trends, hear what sponsors are looking for, and to meet and talk to potential sponsors AR 215-1, para 11-3b. DOD policies and restrictions on conference attendance must be adhered to. For more information on the current DOD policies on conference attendance, contact garrison local Financial Management Office.

(4) MWR Marketing is a nonappropriated fund (NAF) entity that supports MWR programs, events and facilities.

(a) The MWR Marketing office is not intended to provide services or produce products for non-NAF entities, organizations, programs or events.

(b) Appropriated fund (APF) organizations and entities may not benefit from MWR Marketing services, labor, NAF-purchased equipment, signage, supplies, etc. However, the

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Marketing Division will support MWR Programs that receive APF funding as defined by policy or guidance in AR 215-1.

(5) The Marketing Division is responsible for:

(a) Commercial Sponsorship and Advertising Solicitation.

(b) Promoting of MWR programs, by producing creative and informational products. Publicity efforts are tailored to a wide variety of media avenues based on the size and scope of an event or program.

(c) Using marketing analysis techniques and research data to make recommendations to DFMWRs and program managers.

(d) Supporting MWR programs by recognizing the needs and expectations of existing and potential customers.

(e) Ensuring all Family and MWR marketing communications materials comply with the Family and MWR Brand Visual Identity and Voice Guidelines posted at <http://www.mwerbrandcentral.com>.

(f) Maintaining the MWR Division calendar to provide a central information resource and assure that events and programs are appropriately scheduled.

(g) Assisting program/activity managers develop and promote programs in support of their operational and financial goals which meet the needs of the supported military community.

b. Commercial Sponsorship.

(1) Commercial Sponsorship personnel partner with corporate America to enhance vital Family and MWR programs by obtaining private sector funding, services or supplies in exchange for promotional and advertising opportunities within the Army community.

(2) Commercial Sponsorship is authorized only for Family and MWR Programs. Commercial Sponsorship may not be solicited for non-Family and MWR programs/events such as employee/unit functions, military social functions and Balls.

(3) Family and MWR is the only Federal entity authorized to solicit and accept commercial sponsorship on Army Installations. Only employees designated by the Garrison Commander or DFMWR are permitted to engage in the solicitation of commercial sponsorship. Units and individual Soldiers may not solicit for sponsorship, advertising, gifts or donations.

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(4) Commercial sponsorship revenue is to be reported using GLAC 553 (Commercial Sponsorship Income) under the department within the program or programs that delivered the sponsored event/activity. When the sponsorship money is received in advance of the event/activity (not within the same month the event/activity is executed), the transaction is recorded using GLAC 267 (Miscellaneous Unearned Income, instead of GLAC 553. When the event/activity is executed, a transaction is recorded that moves the amount originally recorded in GLAC 267 to GLAC 553.

(5) When an event that has a contractual agreement to receive sponsorship money occurs prior to the actual receipt of the cash, the amount of cash that will be eventually received is recoded as income using GLAC 553 on the day the event occurs with a contra to GLAC 140 (Miscellaneous Other Receivables). When the cash is actually received, credit GLAC 140 on the DAR.

(a) Commercial sponsorship managers will use RecTrac to enter their sponsorship agreements as they are signed by sponsors throughout the year, which will eliminate the annual report at the end of the fiscal year. Training will be provided prior to the start of FY16.

(b) Sponsorship revenue in GLAC 553 (Commercial Sponsorship Income) will be further broken down into assets sold when agreements are entered into RecTrac with the following transaction categories:

- On-Post Financial Institutions
- Off-Post Financial Institutions
- Educational Institutions
- Indoor Digital Network Signage
- Outdoor Electronic Billboards
- Web Advertising
- Social Media Advertising
- E-mail Advertising

(c) If part of the sponsorship agreement is a web banner or digital signage, this will have to be entered into RecTrac with the appropriate transaction categories. Detailed instructions will be provided with the RecTrac Guidance and in the training.

(6) Expenses incurred to obtain commercial sponsorship (i.e., long distance calls, postage, travel to meet with potential sponsors, etc.) are to be reported in Department Code 9G under Program Code RU – Marketing. Once sponsorship funds are obtained for a specific program/event, the commercial sponsorship revenue for that specific program/event will be

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recorded in the program code that actually carries out (executes) the event/activity. Labor and other expenses not directly related to obtaining commercial sponsorship (such as training/professional development) are recorded in Department Code 9G under Program Code RU – Marketing. This applies only to the commercial sponsorship coordinator.

(7) Expenses incurred due to delivering the event/activity are not commercial sponsorship expenses, nor are they to be reported using this department nor the marketing program code. The expenses are to be reported under the program code of the program that actually puts on (delivers) the event/activity.

(8) Commercial sponsorship coordinators should provide their projected income and expenses in the annual operating budget cycles. The annual goal for Commercial Sponsorship revenue should be a minimum of twice the Commercial Sponsorship Coordinator's salary without benefits.

(9) If garrisons participate in national sponsorship promotions such as the Soldier Show, Operation Rising Star and Strong Bands, where garrisons may solicit local sponsors, garrison sponsorship personnel must send a copy of their sponsorship agreements to the IMCOM G9 Marketing Commercial Sponsorship/Advertising Program Coordinator.

c. Commercial Advertising.

(1) Installation commercial advertising revenue generated during the fiscal year by the marketing or advertising office is reported using GLAC 557 (Advertising Revenue) in Department Code 9H (Advertising) under Program Code RU (Marketing). Commercial advertising revenue is any income generated by selling advertising space in NAFI publications, media, or other venues, such as banners, signs, etc., to include electronic formats, i.e. unofficial websites. If commercial advertising revenue is generated for a specific activity, i.e. golf program (Program Code LQ), the revenue should be reported using GLAC 557 in the appropriate department under the golf program; non-marketing activities may, but are not required to, establish a separate Department Code 9H to record commercial advertising revenue.

(a) Commercial advertising managers will use RecTrac to enter their advertising agreements as they are signed by sponsors throughout the year, which will eliminate the annual report at the end of the fiscal year. Training will be provided prior to the start of FY16.

(b) Advertising revenue in GLAC 557 (Advertising Revenue Income) will be further broken down into assets sold when agreements are entered into RecTrac with the following transaction categories:

- Educational Institutions

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- Print Advertising
- Indoor Digital Network Signage
- Outdoor Electronic Billboards
- Web Advertising
- Social Media Advertising
- E-mail Advertising

(c) Detailed instructions will be provided with the RecTrac Guidance and in the training.

(d) Commercial advertising coordinators should provide their projected income for each fiscal year as well as their expected expenses during the annual operating budget cycles. Projected income, at a minimum, should be twice the salary without benefits..

(2) Expenses incurred to obtain commercial advertising (i.e., general supplies, printed solicitation pieces or proposals for ads, and direct mailings, travel expenses of an advertising manager when the travel is directly connected with the advertising; postage and freight that is part of the advertising and long distance phone calls) are to be reported in Department Code 9H under Program Code RU.

(3) Once commercial advertising funds are obtained for a specific program, commercial advertising revenue for that specific program will be recorded in the program code where the advertising is displayed.

(4) The cost of printing and/or creating NAFLI publications and media where a commercial advertisement is placed is not a direct advertising expense and would be reported in Department Code 89 (Marketing). For example, when the commercial advertising coordinator sells advertising space in a MWR magazine, the expense of printing the publication is not an advertising expense, but rather a printing expense that is to be reported in the marketing division/department.

(5) Materials created to promote an event or program that include a sponsor logo or mention would also not be considered a direct advertising expense, but rather an expense of marketing.

(6) Labor and other expenses not directly related to obtaining commercial advertising (such as training/professional development) are recorded in department code 9H, under Program Code RU. Training and professional development examples are industry association memberships, related coursework, and conference registration fees. This applies only to the commercial advertising coordinator.

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(7) Commercial advertising coordinators should provide their projected income and expenses in the annual operating budget cycles. The annual goal for commercial advertising revenue should be a minimum of twice the commercial advertising coordinator's salary.

(8) Commercial Sponsorship and Advertising personnel are not authorized to issue invoices for sponsors/advertisers due to potential conflict of interest. All invoices must be issued by the Financial Management office. The Financial Management office is also the only entity to accept payments.

(9) Garrisons are authorized to schedule sponsor and advertiser appreciation events. It is recommended that garrison commanders attend and personally thank sponsors for their support. This creates goodwill and sponsors are more likely to return the following year.

(10) Garrisons must provide annual listings of planned events to the IMCOM G9 Commercial Sponsorship and Advertising Program Coordinator with description of the events, demographics such as number of attendees, age group participating in the event etc. The IMCOM G9 Commercial Sponsorship and Advertising Program Coordinator will offer these events to potential sponsors and initiate transfer of fees to garrisons upon receipt of proof of execution of sponsor benefits. Details and applicable information regarding the transfers will be provided by IMCOM G9 Marketing.

(11) Garrisons may be asked to respond to inquiries and requests for information from IMCOM G9 Marketing on short notice when necessary in order for IMCOM G9 Marketing being able to accept national sponsorship or advertising offers where participating garrisons will receive the sponsorship or advertising funds.

(12) Advertising of off-post banks and credit unions is prohibited; limited sponsorship is authorized only after coordination with the Garrison Banking Liaison Officer (BLO)/Credit Union Liaison Officer (CULO).

(13) Sponsorship and Advertising with for profit educational institutions has to be approved by the local Education Services Officer (ESO) at the Army Education Center. For national promotions, IMCOM G9 Marketing will work with the IMCOM G1 POC to get approval for the sponsorship/advertising from the participating installations. The IMCOM G9 Commercial Sponsorship and Advertising Program coordinator will inform the garrisons, once approval has been received from the IMCOM G1 POC. This procedure does not eliminate the requirement for the garrison commercial sponsorship/advertising manager to coordinate with the local ESO for garrison initiated sponsorship and/or advertising prior to entering into an agreement.

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(14) All media displaying sponsor or advertiser names must show the mandatory disclaimer “No U.S. Army Endorsement Implied.”

d. Army MWR MasterCard. Garrisons will actively market the Army MWR Credit Card at all Family and MWR point of sale locations worldwide as required by the Customer Payment Solutions credit card contract. Promotion of the Army MWR Credit Card may include onsite event marketing, take one brochure displays, internet and digital marketing. Garrisons that fail to reach the minimum amount of new accounts will forfeit the reduced merchant discount rate provided by the contract. Guidance for Marketing the Army MWR Credit Card, including detailed information about the Army MWR Credit Card is available at <http://www.mwrbrandcentral.com/HOMEPAGE/armymwrcard.html>.

e. Interactive Solutions. The Installation Management Command (IMCOM) G9 Marketing Division offers a suite of marketing enterprise solutions designed to enhance communication strategies for garrison Family and Morale, Welfare and Recreation (MWR) Directorates. These enterprise solutions include the IMCOM MWR Enterprise Web and Digital Signage marketing platforms. Future solutions will be integrated and made available to garrison MWR Marketing Offices as they become available.

(1) Digital Signage. IMCOM G9, Marketing and Interactive, Digital Signage team creates, manages, and distributes electronic content to networks of digital displays that are centrally managed for targeted information, entertainment, merchandising, and advertising. The digital displays provide Garrison Commanders an enterprise medium to disseminate and receive IMCOM and community information (to include community events), and also provide garrison Family and MWR marketing offices a digital platform to effectively and efficiently communicate IMCOM and Family and MWR messaging.

(a) IMCOM G9, Marketing and Interactive Solutions, Digital Signage platform provides an opportunity to generate advertising and commercial sponsorship revenue for garrisons and HQ, IMCOM G9. In order to maximize efficiencies of this technology, HQ, IMCOM G9 has determined that any nonappropriated fund instrumentalities who intend to procure digital displays after 30 March 2015 are required to utilize the HQ, IMCOM G9 Interactive Solutions Digital Signage marketing platform as the service-provider.

(b) IMCOM G9, Marketing and Interactive Solutions assumed control of the Army Recreation Machine Program (ARMP) Digital Signage platform in FY14.

(c) ARMP has no operational control or fiduciary responsibility of the Digital Signage platform. Garrisons participating in the ARMP digital signage platform will now refer to the HQ, IMCOM G9 Marketing and Interactive Solutions, Digital Signage Team for assistance. Digital

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Signage equipment currently installed at garrisons will be transferred to Garrison Family and MWR Directorates NAF property books.

(d) IMCOM G9 Marketing and Interactive Solutions is responsible for program oversight, help desk support, training, and funding of all expenses associated with the digital signage content management software, telecommunications between display and server, site surveys for display placement approval, initial installation and, contingent upon funding, indoor digital signage hardware. A detailed list of IMCOM G9 responsibilities is available at <http://www.mwrbrandcentral.com>.

(e) Garrison Family and MWR Directorates are responsible for electrical requirements, touch labor support for maintenance, outdoor LED billboards, and updated demographic information for each display location. A detailed list of Garrison responsibilities is available at <http://www.mwrbrandcentral.com>.

(2) IMCOM MWR Enterprise Web.

(a) HQ, IMCOM G9 has determined that all garrison Family and MWR nonappropriated fund (NAF) websites will be consistent in appearance and functionality. The IMCOM MWR Enterprise Web has been identified as the platform for producing and hosting all garrison Family and MWR websites. HQ, IMCOM G9 will oversee compliance with Enterprise Web requirements and other technical garrison registration.

(b) HQ, IMCOM G9 has approved and selected Concrete 5 as the standardized Content Management System (CMS) to unify the overall appearance, format and functionality of all garrison Family and MWR websites and ArmyMWR.com. This effort is intended to reinforce IMCOM messaging and provide a sense of familiarity to Army community members as they transition from garrison to garrison. Implementation of a unified, centrally-managed CMS is a HQ, IMCOM G9 revenue-generating initiative which leverages shared messaging and advertising content. It will provide cost savings in labor, development and hosting services (versus the current practice of individually-managed websites).

(c) Effective upon publication of this order, garrison Family and MWR Directorates must apply and register for transition into the IMCOM MWR Enterprise Web. Supporting information and registration form is located at <http://www.mwrbrandcentral.com>. Garrisons who are not current participants in the Enterprise Web (launched or in-production) must register within 14 days after receiving this order.

(d) Garrison Family and MWR Directorates under a contractual agreement with a web-service provider will transition into the Enterprise Web immediately upon expiration of their existing web-service contract on or before 30 Sep 2018.

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(e) Implementation and integration of nonappropriated fund MWR websites will be at no cost to garrisons transitioning into the IMCOM MWR Enterprise Web.

H-46. RECREATION PROGRAMS NET INCOME BEFORE DEPRECIATION (NIBD)

BENCHMARKS: (POC Josh Gwinn, IMWR-CR, DSN 450-1357 or COM (210) 466-1357, and email joshua.p.gwinn.naf@mail.mil.

In FY16 Recreation programs will achieve the following NIBD benchmarks at the Garrison level:

- a. CAT A Recreation Programs: Achieve a breakeven NIBD in aggregate.
- b. CAT B Recreation Programs: Achieve a 3% NIBD in aggregate.
- c. CAT C Recreation Programs: Achieve a 5% NIBD in aggregate.

Garrisons must submit a Memorandum for Record through respective Region POCs for consideration, and G9 recognition of unique circumstances that limit capability to meet standards. A 3-year financial performance trend analysis must supplement the request.

H-47. FAMILY AND MWR DELIVERY SYSTEM (FMWR-DS): (POC Sam Sakorafis, IMWR-CR, DSN 312-450-1359 or COM 210-466-1359, and email samuel.c.sakorafis.naf@mail.mil.

a. FMWR-DS is a package of strategies and designed processes to foster delivery of integrated, customer focused programs tailored to meet each garrisons unique needs. FMWR-DS supports the mission through identifying and leveraging resources enabling garrisons to meet customer needs, supporting the mission, and making performance management culture work. FMWR-DS, particularly during difficult financial times, is an excellent assessment tool to ensure deliverables are indeed demand driven, facility utilization is maximized, activities and services are executed in the most efficient manner, on/off post resources are identified/utilized, etc.

b. Each garrison will establish a FMWR-DS programming team (authorization and requirement for a core team of programmers was established by NETCALL 2007-40). The team composition and numbers should be representative of the individual garrison's functional programs. Ad-hoc team members from other program areas, e.g. Marketing, NAF Contracting, etc., will be made available to support the FMWR-DS process.

c. The DFMWR has responsibility to establish, maintain and lead the programming team.