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Installation Management Command  
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IMCOM G9 Business and Recreation

**INSTALLATION MANAGEMENT COMMAND (IMCOM) G9  
STANDARD OPERATING PROCEDURE (SOP)  
BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) LIFE SKILL'S  
PROGRAM**

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**History.** This is the second edition of this publication.

**Applicability.** The administration of systems, applications, and data in this SOP applies to all organizational elements and supported organizations that use IMCOM Business and Recreation Programs (BRD). Non-compliance impacts internal controls, financial reporting, and accreditation which effects programming, planning, budgeting execution and solvency.

**Proponent and exception authority.** The Office of Primary Responsibility (OPR) for this SOP is IMCOM G9 BRD Programs Division. The OPR has the authority to approve exceptions or waivers that are consistent with controlling law, regulations, and command policies. The proponent may delegate this approval authority in writing. Activities may request a waiver by providing justification that includes a full cost benefit analysis and must include formal review by the activity's legal officer. All waiver requests must be endorsed by the Garrison commander or senior leader of the requesting activity and forwarded through their higher headquarters to the SOP proponent.

**Supplementation.** Supplementation of this SOP is prohibited without prior approval from IMCOM BRD Programs Division, 2405 Gun Shed Road, Joint Base San Antonio, Fort Sam Houston, TX 78234-1223.

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to IMCOM BRD Program Division, 2405 Gun Shed Road, Joint Base San Antonio, Fort Sam Houston, TX 78234-1223.

**Distribution.** Distribution of this publication is available in electronic media only and is located in the IMCOM BRD Programs Division Document Library at [https://army.deps.mil/army/cmds/imcom\\_G9/G9/MSO/Site\\_Pages/SOPs.aspx](https://army.deps.mil/army/cmds/imcom_G9/G9/MSO/Site_Pages/SOPs.aspx).

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## **Section I – Introduction**

**1-1. History.** The Better Opportunities for Single Soldiers (BOSS) Life Skills (LS) program was introduced as a pilot program in Fiscal Year (FY) 15 under a grant from the Department of Defense (DoD). Installation Management Command (IMCOM) G9 identified and selected 18 Garrisons to participate in the pilot program. Due to its overwhelming popularity and the impact to resiliency, leaders across the Army asked for the program to continue and expand. In order to build resiliency among Soldiers and to build cohesive teams and squads, the BOSS LS program was expanded to include all Garrison BOSS locations, IMCOM-wide. In FY16, additional funding was received from DoD to support the expansion.

**1-2. Definition.** LS events are designed specifically to educate, license, or certify Soldiers in a wide variety of abilities for adaptive and positive behavior. These skills help enable Soldiers to effectively deal with the demands and challenges of life. Traditionally, LS can be categorized into five primary areas: personal and character development, licensing and certifications, health and nutritional wellness, physical strength, and emotional stability. Within the BOSS program, this definition is understood to also include activities that promote social interaction, leadership, and lifelong intangible learning, which require education, and training. This definition is deliberately broad and vague to allow for the breadth of unique opportunities and creativity available from the wide variety of ideas and topics available to present LS events to Soldiers.

**1-3. Purpose.** This SOP explains responsibilities and procedures for administering and executing the BOSS LS program. LS events are designed specifically to educate or certify Soldiers in a wide variety of abilities for adaptive and positive behavior. These skills help enable Soldiers to effectively deal with the demands and challenges of life. The BOSS LS program provides Soldiers the opportunity to identify, plan, and participate in skill learning opportunities. BOSS is an official Department of the Army (DA) program managed by IMCOM, G9, Family, Morale, Welfare, and Recreation (FMWR), executed at the Garrison level by Soldiers, for Soldiers.

a. The administration of the BOSS LS program applies to all programs found in AR 215-1.

b. The procedures outlined in this publication supersede all previous documents addressing the administration of systems, applications and data related to the BOSS LS program.

**1-4. Philosophical foundation of the program.** The philosophical foundation of the BOSS LS program is based on providing educational sessions that will produce positive behaviors. These positive behaviors will enable Soldiers to effectively navigate the demands and challenges of everyday life and their military profession. This program provides an opportunity to assist in the development and readiness of Soldiers as leaders and productive members of their organization and communities. The LS

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program teaches primary learning objectives to improve Soldiers' resiliency. Additionally, the program contributes to the growth in five primary areas: personal and character development, license and certification, health and nutritional wellness, physical strength, and emotional stability.

**1-5. Scope.** This SOP is applicable to all IMCOM Directorates (IDs), IMCOM Garrisons, and other supported organizations single Soldier population (to include single parents and unaccompanied Soldiers). Exceptions to the supported population will be considered only under special local conditions and justified in writing through the appropriate IMCOM channels to IMCOM BRD.

**1-6. References.** AR 215-1.

**1-7. Records Management.**

a. Records created as a result of processes prescribed by this SOP must be identified, maintained, and disposed of according to Army Regulation 25-400-2, The Army Records Information Management System (ARIMS), and DA Pamphlet (DA PAM) 25-403, Guide to Recordkeeping in the Army.

b. Record titles and descriptions are available on the ARIMS website (<https://www.arims.army.mil>).

## **Section II – Responsibilities**

**2-1. HQ IMCOM.** Oversees and provides guidance for IMCOM responsibilities to the administration of the BOSS LS program.

a. IMCOM Command Sergeant Major (CSM) oversees, provides guidance, promotes, and educates leaders and Soldiers on the BOSS LS program.

b. IMCOM CSM has final decision on all LS packets elevated to their level if IMCOM G9 SGM and IMCOM G9 BOSS PM disagree with an ID Approved LS packet.

**2-2. HQ, IMCOM G9 Director.**

a. Ensure BOSS LS program provides proper processes and procedures to deliver effective and efficient FMWR programs and services that support Army priorities and initiatives.

b. Approve and communicate all revisions and updates to guidance related to BOSS LS program.

c. Ensure annual review, monitoring, and evaluation of BOSS LS program for proper internal control procedures.

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d. Request additional funding from applicable sources when needed to keep program operating.

e. Conduct program training, evaluation, and workshops to ensure IDs and Garrisons are executing the program effectively.

f. G9 Sergeant Major (SGM) oversees, promotes, provides guidance, and communicates the execution of the BOSS LS program to the G9 Director, IMCOM CSM, ID CSMs, and all others that have a need to know about the program.

**2-3. IMCOM G9 Business and Recreation Division.**

a. Annually review SOP and ensure internal and external stakeholder recommendations are incorporated as needed.

b. Ensure appropriate IMCOM Program Managers (PMs) act as Subject Matter Experts (SMEs) and represent areas of responsibility related to collaborative participation in the development, support, and planning of enterprise programming events and activities for Soldiers in conjunction with IMCOM BOSS Executive Council.

c. Ensure coordination in the development of training and enable access to training assets in support of user learning requirements.

d. Provide reach back and remote support for updates, implementation, and execution of the BOSS LS program.

e. Coordination for approval by Director, G9, all revisions and updates to policies and guidance for the BOSS LS program

f. Distribute yearly funding allocation to each Garrison based on single Soldier population reported through the Army Stationing and Installation Plan (ASIP) numbers per Appendix A.

1. Develop and staff yearly funding memorandum through IMCOM Financial Management (FM) Division NLT 15 SEP.

2. Life Skills allocation amounts per installation are based on single Soldier population data provided by Army Stationing and Installation Plan (ASIP); Small - \$22,000, Medium - \$30,000, and Large - \$40,000.

g. Provide approval/disapproval on all LS packets received from the IDs.

h. Document and track each LS packet received from the IDs per Appendix B.

1. Review LS tracker with IDs monthly to ensure events are being executed per approved LS packet timeline; Appendix C.

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2. Provide a monthly rollup of LS events planned/executed to IMCOM and ID Leadership on the last Friday of the month or as requested.

i. Approve/disapprove all monthly reimbursements submitted by Garrison FMs in general ledger account code (GLAC) 276 share point tool located at: [https://army.deps.mil/army/cmds/imcom\\_G9/G9/Divisions/List/GLAC276FundsTracker/Allitems.aspx](https://army.deps.mil/army/cmds/imcom_G9/G9/Divisions/List/GLAC276FundsTracker/Allitems.aspx)

**2-4. IMCOM Directorates.**

a. Ensure engagement of Senior Commanders (SCs), tenant units, and Garrison commanders (GCs) in support and administration of BOSS LS program.

b. Provide support and assistance to Garrisons in order to ensure program success, emphasizing the importance and benefits of the LS program. Program success is measured by the goals, objectives, and timelines outlined in the approved Garrison Concept of Operations (CONOP): Appendix E.

c. Provide guidance to Garrisons to ensure accurate documenting and tracking of all approved program expenses using GLAC 276 share point tool within 30 days of execution of LS event.

d. Ensure Garrisons receive their yearly LS funding allocation per Garrison size and ASIP population calculations. Manage and communicate to Garrison FMs and IMCOM BOSS PM any cross leveling of fund allocations to support over/under executing programs.

e. Develop and issue supplemental BOSS LS program guidance as required.

f. Ensure Garrisons are effectively utilizing the BOSS LS program.

g. Provide guidance and support to ID CSM, ID BOSS representative and MWR advisor (ID BOSS Triad) to ensure they are executing the program and in compliance per their responsibilities as described in this SOP.

h. Provide direct assistance to Garrison FMWR programs and activities in the planning and execution of the BOSS LS program.

i. ID BOSS representatives and MWR Program Manager ensure Garrison LS packets are in compliance with this SOP and provide endorsement and recommendation to ID CSM.

1. Assign "Approval Code" to packet per Appendix B.

2. Forward packet to ID CSM for review and endorsement.

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3. Comply with ID CSM's recommendation and if recommended for approval, endorse and send packet to IMCOM G9 BOSS PM.

4. Inform Garrison on IMCOM decision to execute Life Skill.

5. Life skill events must be submitted to IMCOM G9 NLT 15 days before execution. If a packet is within a 15-day window it must include a Letter of Lateness (LOL) signed by the ID CSM.

j. ID CSM has the final endorsement and recommendation for all Garrison LS events before packet is forwarded to IMCOM G9 BOSS for final decision.

1. If IMCOM BOSS disapproves a packet a reason and recommendation will be forwarded to IMCOM G9 SGM for direct communication to ID CSM.

2. ID CSM can ask for an exception to policy or waiver for an event if it does not comply with this SOP.

k. Joint Base (JB) installations where Army is not the proponent and Army Soldiers are stationed, IDs will engage on behalf of the Army to deliver the BOSS LS program as applicable.

l. Support the attendance and participation of appropriate ID and or Garrison personnel in working groups (WG) to review, monitor, and evaluate the BOSS LS program.

m. Support on-site evaluation and assessment of internal controls in accordance with (IAW) AR 11-2.

n. Support all Garrison and IMCOM supported organizations in recurring assessments to monitor compliance and identify risks for remediation, IAW Federal, DOD, and Army policies, to include, but not limited to AR 215-1.

o. Review submitted LS events and ensure Garrisons are adhering to this SOP.

p. ID will review and provide an update to all LS events NLT the 10<sup>th</sup> of each month.

**2-5. IMCOM Garrisons.**

a. Ensure engagement of SC, tenant units, and DFMWR leadership in support and administration of the BOSS LS program.

b. Emphasize the importance and benefits of the BOSS LS program and promote participation.

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c. Ensure Installation BOSS council identifies LS topics needed to promote positive behaviors, resiliency, linkage to Chief of Staff Army (CSA) priorities and Sergeant Major of the Army (SMA) initiatives such as, This is My Squad (TiMS) lines of effort (LOE), and the other five primary areas of growth listed in paragraph 1-3.

d. Comply with approved LS packet timeline as described in Appendix C.

1. Life skill events must be submitted to IMCOM Directorate NLT 45 days before execution. If a packet is within a 45-day window, it must include a Letter of Lateness signed by the Garrison CSM.

e. Garrison BOSS Triad ensure LS packets are in compliance with this SOP

f. Submit endorsed packet via online submission form ([https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/Lists/BRD\\_BOSS\\_LSS/AllItems.aspx](https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/Lists/BRD_BOSS_LSS/AllItems.aspx))[https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/Lists/BRD\\_BOSS\\_LSS/AllItems.aspx](https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/Lists/BRD_BOSS_LSS/AllItems.aspx)) for ID and IMCOM review and decision on LS event.

g. After completion of LS activity, Garrison DFMWR advisor or designated representative will submit program after action report (AAR) to include program expenses in the Recreation Program Share Tool located on the Army Community Recreation Reports Online (ACRRO) <https://cr.xservices.com/ACRRO/> NLT 5 business days upon completion of event.

h. Garrisons will ensure participants complete Appendix F (survey) at the completion of the LS event. <https://www.mwrresourcecenter.com/resources/community-recreation/better-opportunities-single-soldiers-boss/life-skills>. Alternatively, participants may complete hard copies of the survey and submit to their BOSS Advisor.

i. Garrisons will complete Annex G (Story Board) and Annex H (AAR) NLT 5 business days upon completion of LS event. [https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/SitePages/BRD\\_BOSS.aspx](https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/SitePages/BRD_BOSS.aspx)

j. Garrisons are highly encouraged to actively participate with DFMWR Recreation Delivery System to facilitate partnerships and to create ideas for LS events.

k. BOSS program will work with Garrison DFMWR and Installation programs to maximize LS opportunities and resources.

l. LS program funds are used solely for the benefit of eligible BOSS Soldiers/Service members.

m. Ensure accurate and timely documenting and tracking of LS funds in the appropriate accounts section within QD (BOSS), department code GF, and the Garrison appropriate location code. Funds are transferred from IMCOM G9 to Garrisons as



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GLAC 276 unearned income (special MOA – UFM). The offsetting income entries on Garrison books under QD GF is GLAC 564 9UFM Income – special – non-payroll. These funds are intended to sustain the BOSS LS program.

1. All funding reimbursement will be completed per above guidance and applicable FY funding memo, NLT 30 days after the execution of event.

2. FMs will input approved packet with the following label “Event Code – Event Title” (i.e., 23-0001 – Life Skill Event) in the comment section of the GLAC 276 share point tool.

n. Develop and issue supplemental BOSS LS program guidance for the Garrison as needed.

o. Support the attendance and participation of appropriate Garrison personnel in Working Groups (WGs) to review, monitor, and evaluate the effectiveness of LS program.

p. Support on-site evaluation and assessment of internal controls IAW AR 11-2.

## **2-6. Personnel Security Requirements.**

Personnel who require access to BOSS must: at a minimum, complete required annual information assurance training, sign DD 2875 (or locally developed, service level equivalent form IAW STIG V-31011; IA-05,02.01: SV-41058r2 rule) System Authorization Access Request (SAAR) and sign the NETCOM Form 25-4-2 Acceptable Use Policy (AUP). Utilize the Army Training and Certification Tracking System (ATCTS) at <https://atc.us.army.mil/iastar/index.php> to report and manage IT and or information assurance (IA) workforce and general user population training and certification when utilizing DD 2875 or regional ID managed locally developed training and tracking systems to equivalent command policies and standards for the area of operation.

Army Regulation 25-2, Chapter 4, Section 5, identifies additional personnel security standards for positions requiring access to IT and for processing information within IT systems.

a. Level II personnel are defined as IA positions (e.g., operating system administrators) with limited privileged level access to control, manage or configure information systems (IS) and devices.

b. Level III personnel are defined as personnel with roles, responsibilities, and access authorization of normal users with non-privileged level access to IS and devices.

Examples would include supervisory positions, such as Program or Facility Managers.

c. Level IV personnel are defined as personnel in non-IT positions (e.g., clerks performing transaction), requiring restricted user level access to unclassified, non-sensitive IS and devices.

### **Section III – Program**

#### **3-1. Eligibility.**

a. The BOSS LS program is intended for Single Soldiers, single parents, unaccompanied bachelors, and (single) sister service members that are stationed on Army led Garrisons, or where exceptions have been made.

b. BOSS LS events are not authorized reimbursement for other eligible MWR patrons that do not fit into the eligibility listed above.

#### **3-2. Components.**

There are seven phases to the LS program. The LS program teaches primary learning objectives to improve a Soldier's resiliency. Additionally, the program contributes to the growth of five primary areas: personnel and character development, licensing and certifications, health and nutritional wellness, physical and mental strength, and emotional stability.

a. Phase 1 (Gather Data). Gathering information to better understand what currently exists on the installation, what resources are needed for the program, program cost analysis, Soldier demographics and interests, and leadership input on trending LS needs.

b. Phase 2 (Develop Plan). With the aid of the MWR advisor, the BOSS council plans in tandem with the mission of the installation command to ensure cohesiveness and maximum participation. BOSS works in conjunction with other DFMWR programs such as entertainment, recreation centers/warrior zones, auto skill centers, outdoor recreation (ODR), and other FMWR resources to support the LS program. BOSS council enters information in Appendix D (checklist) and Appendix E (CONOP).

1. Garrisons should look inside the Garrison for training facilitators, facilities, and resources before looking outside the Garrison for training opportunities.

c. Phase 3 (Approve Plan). Once Appendix D and E are completed, they should be endorsed by the Garrison BOSS President and DFMWR advisor then forwarded to the GCSM for final Garrison decision. If approved by the GCSM the packet will be submitted for approval through online submission form at ([https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/Lists/BRD\\_BOSS\\_LSS/AllItems.aspx](https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/Lists/BRD_BOSS_LSS/AllItems.aspx)). The ID team will assign an event tracking number per Appendix B and complete the ID approval process outlined in this SOP. Once the ID receives the final approval from IMCOM G9 they will send final approval and documents back to the Garrison to execute the training event.

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1. LS funding does not pay for an FMWR employee to conduct/facilitate training within their normal duty hours. Under certain circumstances, a Garrison can ask for an exception to policy for funding an FMWR employee if the training occurs outside of the employee's normal duty day or other undetermined circumstances.

d. Phase 4 (Educate the Garrison). Identify appropriate personnel to be briefed (e.g., BOSS council, command teams, FMWR, marketing/social media team, unit representatives). Prepare for and conduct program briefing to include purpose, LS definition, event cost, measurable expectations, maximum number of participants, and timeline.

e. Phase 5 (Implement the Plan). Execute the approved LS activity.

f. Phase 6 (Evaluate). Conduct analysis and feedback of the LS activity by preparing Annex G (Story Board) and Annex H (AAR) ensuring all participants complete Appendix F (Survey) immediately after the event. The survey can be found at <https://www.mwrresourcecenter.com/resources/community-recreation/better-opportunities-single-soldiers-boss/lifskills>. Alternatively, participants may complete hard copies of the survey and submit to their program coordinator. Upload all required documents to Recreation Program Share Tool and IMCOM SharePoint ([https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/SitePages/BRD\\_BOSS.aspx](https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G9/SitePages/BRD_BOSS.aspx)) NLT 5 business days after execution of event. It would also be wise to share feedback with Garrison command team, Garrison CRD, and other stakeholders.

g. Phase 7 (Recovery). Ensure all receipts and fees associated with the approved LS event are sent to the Garrison FM and submitted for reimbursement using the GLAC 276 share point tool within 30 days of execution of event.

1. If a Garrison submits a request for reimbursement after 30 days it must have a memorandum signed by the Garrison CSM and ID CSM outlining why the Garrison was out of compliance with SOP.

### **3.3. Limitations and Restrictions.**

The LS program can be very effective in training Soldiers on tasks that can add to lifelong learning opportunities. BOSS councils need to be cognizant that this program is not intended to be a recreation and leisure funding source. LS activities should be balanced.

Example: Basic Skiing 101, LS program will pay for the cost of rental equipment, instructor fees, lift ticket, and transportation costs to a local ski area. If the event requires an overnight stay due to safety concerns and distance, then the LS program will fund a night of lodging. If the event plans the event over a three-day weekend and the Soldiers wanted to stay an additional night, then the cost of that night of lodging

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would not be covered under LS funding. Soldiers would pay out of pocket for the additional night(s) lodging.

c. Garrisons cannot conduct the same event every month/quarter. There must be a mixture of learning opportunities between events that share the same outcome.

1. An exception to this rule can be requested if the event is capped at a certain amount of participation or specific conditions must exist to conduct the training event such as weather, transportation resources, etc.

2. If a Garrison is conducting a back-to-back event the reason must be clearly articulated in the CONOP.

Example: Garrison X decides to conduct a stand-up paddle board or kayak survival training every month for 12 months. Most likely would not be approved unless the Garrison can explain why this event is needed 12 times in a year.

Example: Garrison X decides to conduct back-to-back ski classes within a month. First execution could only accommodate 12 Soldiers, but 24 wanted to participate. Most likely would be approved as long as it was articulated before the LS packet is received by the IMCOM G9 BOSS team.

PAUL D. BURK  
Director, G9

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**Appendix A (Garrison Funding Allocation)**

<b>Garrison</b>	<b>FY23 Single Soldier Population (verified by ASIP)</b>	<b>FY23 Annual Budget (based on garrison size and SOP guidance)</b>	<b>Garrison Code</b>
<b>Europe</b>			
Ansbach	1,400	\$22,000	XS
Bavaria - Grafenwoehr	5,095	\$30,000	ZF
Bavaria - Hohenfels	1,418	\$22,000	
Benelux	864	\$22,000	YM
Benelux - Brussels	195		
Benelux - Schinnen	181		
Italy - Livorno	441	\$22,000	VA
Italy - Vicenza	2,059	\$22,000	
Poland	Rotational	\$22,000	ZU
RP - Baumholder	1,231	\$22,000	ZG
RP - Kaiserslautern	2,000	\$22,000	
Stuttgart	2,437	\$22,000	ZC
Wiesbaden	1,092	\$22,000	WH
<b>Total</b>	<b>18,413</b>	<b>\$250,000</b>	
<b>Pacific</b>			
Camp Carroll	643	\$22,000	KL
Camp Walker / Henry	1,431	\$22,000	
Camp Casey	1,910	\$22,000	KM
K-16	337	\$22,000	
Greely	150	\$22,000	QG
Hawaii	11,215	\$30,000	QB
Camp Humphreys	10,897	\$30,000	KD
Suwon	250	\$22,000	
JBER (BOSS Only)	2,424	\$22,000	EFT FUNDS
Okinawa	382	\$22,000	QJ
Zama	440	\$22,000	
Wainwright	4,025	\$22,000	QG
<b>Total</b>	<b>34,104</b>	<b>\$280,000</b>	
<b>Readiness</b>			
Bliss	16,221	\$30,000	TC
Bragg	25,857	\$40,000	FB
Buchanan	152	\$22,000	AC
Campbell	13,895	\$30,000	FC
Carson	12,536	\$30,000	FD
Devens	500	\$22,000	FE
Drum	8,490	\$30,000	FG
Dugway	25	\$22,000	OC
Hood	19,361	\$30,000	FH
Hunter Liggett / Parks	1,777	\$22,000	GD
Irwin	5,708	\$30,000	FL
JBLM	15,634	\$30,000	FM

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Garrison	FY23 Single Soldier Population (verified by ASIP)	FY23 Annual Budget (based on garrison size and SOP guidance)	Garrison Code
<b>Readiness</b>			
JBMDL	250	\$22,000	<b>EFT Funds</b>
McCoy	2,359	\$22,000	<b>FN</b>
Miami	556	\$22,000	<b>AE</b>
Polk	6,678	\$30,000	<b>FT</b>
Riley	8,257	\$30,000	<b>FU</b>
Soto Cano	200	\$22,000	<b>SC</b>
Stewart / HAAF	8,491	\$30,000	<b>FW</b>
WSMR	965	\$22,000	<b>OD</b>
YPG	336	\$22,000	<b>OE</b>
<b>Total</b>	<b>148,248</b>	<b>\$560,000</b>	
<b>Sustainment</b>			
APG	660	\$22,000	DA
Belvoir	3,497	\$22,000	RE
Detrick	526	\$22,000	HC
JBM-HH	1,539	\$22,000	RA
Meade	7,295	\$22,000	RI
<b>Total</b>	<b>13,517</b>	<b>\$110,000</b>	
<b>Training</b>			
Benning	18,512	\$30,000	<b>TB</b>
Carlisle Barracks	397	\$22,000	<b>TD</b>
Gordon	8,805	\$30,000	<b>TH</b>
Hamilton	316	\$22,000	<b>RK</b>
Huachuca	4,308	\$22,000	<b>TZ</b>
Jackson	12,625	\$30,000	<b>TM</b>
JBLE	3,592	\$22,000	<b>EFT FUNDS</b>
Knox	5,422	\$30,000	<b>TN</b>
Leavenworth	2,438	\$22,000	<b>TP</b>
Lee	7,197	\$30,000	<b>TQ</b>
Leonard Wood	12,462	\$30,000	<b>TW</b>
Natick	200	\$22,000	<b>DQ</b>
POM	2,604	\$30,000	<b>TT</b>
Rucker	8,273	\$40,000	<b>TU</b>
Sill	9,534	\$30,000	<b>TV</b>
West Point	2,652	\$22,000	<b>PA</b>
<b>Total</b>	<b>99,337</b>	<b>\$434,000</b>	
<b>Direct Report</b>			
JBSA	9,617	\$22,000	<b>EFT FUNDS</b>
<b>Total</b>	<b>9,617</b>	<b>\$22,000</b>	
<b>Total Army Wide</b>	<b>323,236</b>	<b>1,656,000</b>	

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**Appendix B (Life Skill Master Tracker Approval Codes)**

<b>Garrison</b>	<b>Starting Number</b>	<b>Ending Number</b>
<b>Europe</b>		
Ansbach	230241	230260
Benelux	230281	230300
Grafenwoehr	230301	230320
Hohenfels	230321	230340
Italy- Livorno	230361	230380
Italy- Vicenza	230441	230460
Poland	230381	230400
RP-Baumholder	230261	230280
RP-Kaiserslautern	230341	230360
Stuttgart	230401	230420
Wiesbaden	230421	230440
<b>Pacific</b>		
Carroll	230221	230240
Casey	230121	230140
Greely	230041	230060
Hawaii	230001	230020
Humphreys	230161	230180
JBER	230061	230080
K-16	230141	230160
Okinawa	230101	230120
Suwon	230181	230200
Wainwright	230021	230040
Walker / Henry	230201	230220
Zama	230081	230100
<b>Readiness</b>		
Bliss	230581	230600
Bragg	230601	230620
Buchanan	230561	230580
Campbell	230621	230640
Carson	230641	230660
Devens	230661	230680
Drum	230701	230720
Dugway	230721	230740
Hood	230741	230760
Hunter Liggett	230761	230780
Irwin	230781	230800
JBLM	230801	230820
JBMDL	230681	230700
McCoy	230821	230840
Miami	230841	230860
Polk	230861	230880
Riley	230881	230900
Soto Cano	230901	230920
Stewart	230921	230940

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<b>Garrison</b>	<b>Starting Number</b>	<b>Ending Number</b>
<b>Readiness</b>		
WSMR	230941	230960
YPG	230961	230980
<b>Sustainment</b>		
APG	230461	230480
Belvoir	230481	230500
Detrick	230501	230520
JBM-HH	230521	230540
Meade	230541	230560
<b>Training</b>		
Benning	230981	231000
Carlisle Barracks	231001	231020
Gordon	231021	231040
Hamilton	231041	231060
Huachuca	231061	231080
Jackson	231081	231100
JBLE	231101	231120
Knox	231121	231140
Leavenworth	231141	231160
Lee	231161	231180
Leonard Wood	231181	231200
Natick	231201	231220
POM	231221	231240
Rucker	231241	231260
Sill	231261	231280
West Point	231281	231300
<b>Direct Report</b>		
JBSA	231301	231320



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**Appendix C (Timeline)**

<b>BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) LIFE SKILLS</b>			
<b>Step</b>	<b>Description</b>	<b>Action Officer</b>	<b>Timeline</b>
1	Garrison BOSS Team hosts a BOSS General Council Meeting, IAW BOSS Desk Reference, IOT generate Life Skills event ideas.	Garrison BOSS President	D-90
2	Garrison BOSS Executive Council: 1. Records all ideas received from the General Council meeting. 2. Research best practices on previous Life Skill events executed. 3. Presents Life Skill events to the BOSS Triad for approval.	Garrison BOSS Executive Council	D-90
3	*Garrison BOSS Team and BOSS Executive Council completes BOSS Life Skills Packet (Checklist, CONOP, and Risk Assessment).	Garrison BOSS Executive Council	D-50
4	Garrison BOSS Triad (President, MWR Advisor, and GCSM) reviews packet; if approved forwards to ID BOSS Team. Life Skill Packets are submitted at: <a href="#">BOSS Life Skill Submissions</a>	Garrison BOSS President	D-45
5	ID BOSS Team reviews packet and recommend approval to IMCOM G9 or denies packet and returns to Garrison BOSS Triad.	ID BOSS Team	D-25
6	*ID BOSS Triad submits packet for approval to IMCOM G9.	ID BOSS Team	D-15
7	IMCOM G9 BOSS Approves/Denies Life Skill Packet	DA BOSS Team	D-15
8	ID and Garrison BOSS Team receives approval or disapproval notification.	Garrison BOSS Team	D-15
9	Garrison executes Life Skill's event and conducts the Life Skills Survey.	Garrison BOSS Team	D-Day
10	Garrison BOSS Team creates After Action Report (AAR) and Story Board.	Garrison BOSS Team	D+1
11	NLT 5 days after completion of the Life Skills event Garrison BOSS Team must: 1. Submit AAR and Story Board to IMCOM G9 at <a href="#">IMCOM G9 BOSS</a> 2. Input all information in the Recreation Program Share Tool located on the Army Community Recreation Reports Online (ACRRO) as outlined in the LS SOP at <a href="#">ACRRO</a>	Garrison BOSS Team	D+5
12	NLT 30 days after the completion of the Life Skills event Garrison BOSS Teams work with Garrison MWR Financial Manager to input the Life Skills event reimbursement request, with event receipts, into IMCOM G9 GLAC 276 Garrison Reimbursement Request on SharePoint at <a href="#">GLAC 276 Tool</a>	ID BOSS Team	D+30
13	IMCOM G9 BOSS Team reviews and approves reimbursements and issues Refund Memo.	DA BOSS Team	

Notes:\*Packets must be received at IMCOM G9 for approval NLT 15 days prior to event execution.




**Appendix D (Checklist)**



		Approval Code		
<b>BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) LIFE SKILLS CHECKLIST</b>				
1. LIFE SKILL TITLE			2. PROPOSED DATE (MM/DD/YYYY)	
3. Prepared By:				
a. Name (Last, First, Middle Initial)		b. Rank/Grade		c. Duty Title
d. Garrison	e. Email		f. Telephone	
4. Does the Life Skill activity meet the following Conditions:				
<input type="checkbox"/> Yes	<input type="checkbox"/> No	a. Engaged Single Soldier at BOSS Council Meetings for input/feedback?		
<input type="checkbox"/> Yes	<input type="checkbox"/> No	b. Does the event have Command Support and Involvement?		
<input type="checkbox"/> Yes	<input type="checkbox"/> No	c. Resourcing and Research conducted for best practices?		
<input type="checkbox"/> Yes	<input type="checkbox"/> No	d. Have you established a Life Skills execution Plan?		
<input type="checkbox"/> Yes	<input type="checkbox"/> No	e. Is there a Marketing and Advertising Plan in place?		
5. What Life Skills activity topic(s) does this fall into? (Select all that apply)				
<input type="checkbox"/> Mental and Physical Fitness	<input type="checkbox"/> Leader Development		<input type="checkbox"/> Financial Literacy	
<input type="checkbox"/> Cooking / Nutrition	<input type="checkbox"/> Housing/Barracks QOL		<input type="checkbox"/> Personal Development	
<input type="checkbox"/> Parenting Skills	<input type="checkbox"/> Relationship Skills		<input type="checkbox"/> Presentation Skills	
<input type="checkbox"/> Community Service	<input type="checkbox"/> Self Regulation		<input type="checkbox"/> Licensing and Certification	
<input type="checkbox"/> Other (Explain)				
6. How does this event support the CSA Priorities and the SMA Initiatives? Which LOE(s) Does this support?				
7. How will this Training impact a Soldiers Lifelong Learning?				
8. Approximate cost to deliver this Life Skills Program?		9. How many Soldiers are planned to Participate?		10. Does this Life Skill result in the Soldier receiving a License/Certification?
				Yes <input type="checkbox"/> No <input type="checkbox"/>

		Approval Code	
<b>BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) LIFE SKILLS CHECKLIST FLOW CHART</b>			
<b>Garrison BOSS President</b>			<b>D-45</b>
<input type="checkbox"/> Recommend Approval	<input type="checkbox"/> Recommend Disapproval	Comments	
Signature			
<b>Garrison MWR Advisor</b>			<b>D-45</b>
<input type="checkbox"/> Recommend Approval	<input type="checkbox"/> Recommend Disapproval	Comments	
Signature			
<b>Garrison Command Sergeant Major</b>			<b>D-45</b>
<input type="checkbox"/> Recommend Approval	<input type="checkbox"/> Recommend Disapproval	Comments	
Signature			
<b>ID BOSS Representative</b>			<b>D-35</b>
<input type="checkbox"/> Recommend Approval	<input type="checkbox"/> Recommend Disapproval	Comments	
Signature			
<b>ID MWR Program Manager</b>			<b>D-30</b>
<input type="checkbox"/> Recommend Approval	<input type="checkbox"/> Recommend Disapproval	Comments	
Signature			
<b>ID Command Sergeant Major</b>			<b>D-25</b>
<input type="checkbox"/> Recommend Approval	<input type="checkbox"/> Recommend Disapproval	Comments	
Signature			
<b>IMCOM G9 Staff</b>			<b>D-15</b>
<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved	Comments	
Approved By	Date Received		


**Appendix E (CONOP)**



UNCLASSIFIED// <b>Life Skill Event Here</b>		<b>BOSS</b>
	Does the SM receive a license/certification:      Yes or No	Map of location of event, room layout, or other applicable diagram / image. Add a legend and symbols as needed
<p style="text-align: center;"><u>Synopsis:</u></p> Provide a brief, 2-3 sentence summary of the 5 W's regarding the Life Skills event. This should be a summary only; the specifics will be entered in the next section!		
<p style="text-align: center;"><u>Concept of Operations:</u></p> In this section you will provide a detailed explanation as to how this event will be conducted. It helps to break the event into phases, or to write using a chronological order. Include any external coordination that will be conducted. After completing this section, the reader should have a solid understanding of how the event is going to occur. Any contingency operations which may be required should also be listed here, such as alternate sites, instructor or weather contingencies, etc.  If you seem to need more space than this, you can always reduce font size. However, consider removing information that may be replicated elsewhere, such as the timeline of events which will be listed on page 2. Instead, focus on concepts of implementation and actors that will dictate success or failure.  If you don't need all the space, that's fine! Increase the font size slightly and move on. But, make sure you've been descriptive enough that the reader is left with few, if any, questions.		<p style="text-align: center;"><u>Skills Taught:</u></p> <ul style="list-style-type: none"> <li>Develop quantifiable measures of success for the top 2-3 skills Soldiers will gain by participating in this event. Discuss skills and the measures of success using bullets and a very brief description. Bullets should not be more than one sentence. If you feel more skills are significant, add one more bullet listing all additional skills.</li> </ul>
		<p><u>Approval Code</u></p>  


UNCLASSIFIED/		<b>Life Skill Event Here</b>		<i>BOSS</i>	
	<u>Registration:</u>	<p><u>Timeline:</u></p> <ul style="list-style-type: none"> <li>List an anticipated timeline for all components of the event. Include transportation time and other considerations.                             <ul style="list-style-type: none"> <li>Use 2nd level text to denote involvement of any participants or facilitators who are not part of the entire program</li> <li>3rd level text can be used for contact information or other pertinent details, as appropriate</li> </ul> </li> </ul>	<p><u>Expenses:</u></p> <ul style="list-style-type: none"> <li>List all associated expenses. This should be a summary of the full budget. If preferred, this can be done in spreadsheet (column) format or whatever method is most appropriate.</li> <li>Include a total cost at the bottom.</li> </ul>		
	<p><u>Marketing:</u></p> <ul style="list-style-type: none"> <li>List all major methods of marketing, to include partnerships. Consider PAO, MWR marketing, social media, flyer production, etc.</li> </ul>		<p><u>Physical/Educational Takeaways:</u></p> <ul style="list-style-type: none"> <li>List any tangible items participants will take from the event and an approximate dollar value This also includes informational handouts or items not purchased</li> </ul>		
	<p><u>Decision Points:</u></p> <ul style="list-style-type: none"> <li>Discuss in bullet format any decision points which impact the ability to run this event, such as weather calls or other external factors</li> </ul>		<p><u>MWR/External Coordination:</u></p> <ul style="list-style-type: none"> <li>List partnerships with any other MWR organizations to execute the event List any external coordination requirements</li> </ul>	<p><u>Action Officer:</u></p> <p>Rank and name of Action Officer Email address and phone number</p>	
					

**Appendix F (Survey)**


		<b>Approval Code</b>			
<b>BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) Life Skill Survey</b>					
<p>The following survey will give your BOSS Team feedback to improve future Life Skills events. Please fill out all questions to the best of your ability.</p>				<p>Take this survey online!</p> 	
<b>Demographic Data</b>					
<b>Garrison</b>		<b>Demographic (Circle One)</b> Single                      Single Parent Geographical Bachelor		<b>Pay Grade</b>	
<b>Event Ratings Data</b>					
<b>Event Name:</b>					
Please rate the Life Skills event on the following. Leave blank if it does not apply.					
	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
This activity introduced me to a new skill.					
This activity made me more confident in my abilities.					
This activity provided me with skills I can use for the rest of my life.					
I enjoyed the camaraderie and Esprit de Corps with others during this activity.					
This activity will provide me with ways to deal with my Mental Fitness. (stress levels, anxiety, etc.)					
<b>What did you like most about the event?</b>					
<b>What would you improve for the next event?</b>					
<b>Additional feedback?</b>					
<p><b>Be sure to follow Army BOSS on Social Media!</b></p> <p>Facebook – <a href="https://www.facebook.com/ArmyMWRBOSS">https://www.facebook.com/ArmyMWRBOSS</a>      Instagram – <a href="https://www.instagram.com/ArmyMWRBOSS/">https://www.instagram.com/ArmyMWRBOSS/</a> Twitter - <a href="https://twitter.com/ArmyMWRBOSS">https://twitter.com/ArmyMWRBOSS</a></p>					

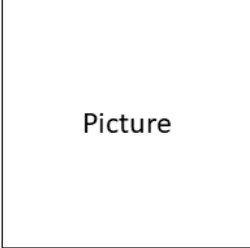
**Appendix G (Storyboard)**

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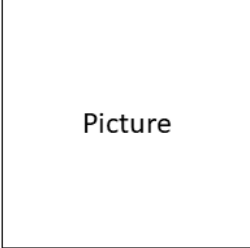
# Event Name Here





Picture

Photo Description

Picture

Photo Description

**Event:**

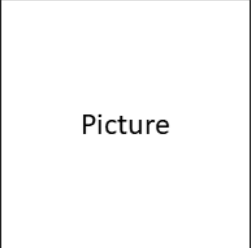
**Date:**

**Location:**

**Time:**

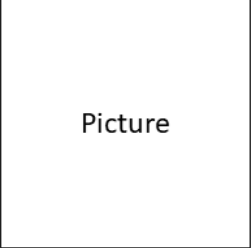
**Attendees:**

**Overview:**





Picture

Photo Description

Picture

Photo Description



**Appendix H (After Action Review)**



**DEPARTMENT OF THE ARMY**  
DIRECTORATE OF FAMILY AND MORALE, WELFARE, AND RECREATION  
BETTER OPPORTUNITIES FOR SINGLE SOLDIERS  
FORT HOOAH, NEVERLAND 12345-6789

UNIT CODE HERE

DATE HERE

MEMORANDUM FOR RECORD

SUBJECT: After Action Review (AAR)

1. The Fort Hooah BOSS Program held EVENT NAME on DATE at LOCATION. This event was to DESCRIBE EVENT (this should typically be 2-3 Sentences and cover how many attended the event).
2. EVENT NAME Financial Report:
  - a. Event Expenses:

EVENT EXPENSE - \$00.00 (You can add lines for numerous expenses)
  - b. Event Income:

EVENT INCOME - \$00.00 (You can add lines for numerous expenses)
  - c. EVENT COST/GAIN TO BOSS PROGRAM.
3. Event success or areas to sustain:
  - a. Sustain 1
  - b. Sustain 2
  - c. Sustain 3
4. Event shortfalls and/or areas to improve:
  - a. Improve 1
  - b. Improve 2
  - c. Improve 3
5. Other special comments about event:
  - a. Explanation of Comments (this is where you can add anything not noted above)



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UNIT CODE

SUBJECT: After Action Review (AAR)

14. The point of contact for this After Action Report is the Fort Hooah Better Opportunity for Single Soldiers President.

JOHN A. SMITH  
SPC, USA  
Fort Hooah BOSS President

ENCLOSURES:  
1. EVENT RECIEPTS