

U.S. ARMY GARRISON - HAWAII  
INSTALLATION STRATEGIC PLAN

2012-2015



MARCH 2012

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# Commander's Intent

*Creating a clear vision, and charting the course to achieving that vision is what strategic planning is all about. When the entire workforce understands our organizational direction, how we're going to get there and what their individual roles are in achieving our vision, it creates energy, enthusiasm and synergy that prevents us from derailing, even in the toughest of times.*

*That is the intent of this 2012-2015 USAG-HI Strategic Plan. It establishes objectives and action plans that are responsive to the things we must address to ensure our continued success in the future. It allows us to align our focus and our resources behind the priorities of Installation Management Command and the Army. It helps us to mitigate risk and establishes a common language that will maximize the benefits from collaborative efforts with our partners and suppliers. Ultimately, and most importantly, it will help us to better meet the needs of the Soldiers, Families and Civilians we support every day.*

*Please share this plan with all who have a stake in the achievement of our vision for the future and use it as a framework for your own planning efforts. It is intended to be a living document to be reviewed, evaluated and updated annually.*



**COL Douglas S. Mulbury**  
Commander, U.S. Army Garrison, Hawaii



**COL Douglas S. Mulbury**  
Commander, U.S. Army Garrison, Hawaii

## ***Purpose and Scope***

This plan applies to all members of the U.S. Army Garrison Hawaii Team. Its purpose is to focus the organization on the future, to formalize objectives that support the achievement of our vision and align our efforts behind the strategic direction of the Installation Management Command and the Army.

## ***Mission***

To provide sustainable installation support and services for Soldiers, Families, and the military community that meet current and future mission requirements, promote community well-being and enhance the natural environment

## ***Vision***

*The most innovative, customer-focused garrison in the Army where everyone wants to live, work and train!*

## ***Values***

- Loyalty
- Duty
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage
- Teamwork
- Diversity
- Flexibility
- Accountability
- Fairness
- Customer Service
- Technical Competence

# Soldier, Family and Civilian Readiness

**IMCOM Goal:** Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN process through proper training, responsive services and communities of excellence.

## **OBJECTIVE 1: Enhance Master Resiliency Training (MRT) services for spouses and couples**

Outcome: Achievement of this objective will result in increased prevention services to support families through military transitions

Action Plans:

1. Provide regular MRT courses throughout the year
2. Conduct pre and post-deployment resiliency training for brigades
3. Integrate resiliency training into Army Community Services key prevention programs
4. Develop survey measuring impact of MRT

## **OBJECTIVE 2: Promote collaboration between garrison organizations that aim to prevent high-risk behavior**

Outcome: Achievement of this objective will result in increased engagement of primary prevention programs that address Composite Life Cycle Model stress points

Action Plan: Conduct resource network meetings for garrison and community-based high-risk prevention service providers

## **OBJECTIVE 3: Synchronize resiliency programs across ASAP, MEDCOM, and ACS**

Outcome: Achievement of this objective will result in decreased substance abuse incidents and increased resiliency of Soldiers and family members

Action Plans:

1. Identify programs and services that aim to increase protective factors for abuse and dependence and increase partnership
2. Identify and implement best practices

## LOE 1: Soldier, Family and Civilian Readiness

### **OBJECTIVE 4: Improve quality in delivery of SRP services**

Outcome: Unit Commander's satisfaction with SRP services

Action Plans:

1. Survey all deploying/redeploying commanders on effectiveness of SRP process
2. Consolidate monthly surveys provided to the Garrison Commander
3. Review suggested changes and determine feasibility with appropriate agencies

### **OBJECTIVE 5: Develop more effective marketing strategies for Army Continuing Education System (ACES) programs and services**

Outcome: Achievement of this objective will result in increased Soldiers' utilization of available secondary education programs

Action Plans:

1. Coordinate marketing campaign with colleges
2. Conduct education fairs
3. Meet regularly with colleges to discuss plans to increase participation

### **OBJECTIVE 6: Minimize barriers to utilization of services with associated negative social stigma**

Outcome: Achievement of this objective will result in increased participation in prevention programs

Action Plans:

1. Launch public awareness campaign regarding prevention services
2. Publish series of HAW articles generated by proponents articulating messages that destigmatize service utilization
3. Include GC perspective/input in articles and publications
4. Build web-page to USAG-HI web site

# Soldier, Family and Civilian Well-Being

**IMCOM Goal:** Ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness and deliver a quality living and working environment.

## **OBJECTIVE 1: Improve parental understanding of DOE educational opportunities**

Outcome: Achievement of this objective will result in parents' awareness of the educational opportunities

Action Plans:

1. Create a poster for SLO and distribute in schools
2. Create a survey to get feedback on areas of communication that need improvement
3. Coordinate and assist with Schofield Barracks new K-8 school construction
4. Obtain DoD grant funds to improve and renovate Hale Kula School
5. Advocate for other military impacted schools and assist them in submitting grant applications
6. Assist DOE in executing "Initiative for Military Families" program

## **OBJECTIVE 2: Realign programs to meet dwell time changes and resource constraints**

Outcome: Achievement of this objective will result in programs delivered to the needs of the community; increased manpower efficiencies and reallocation of manpower to hours of operation that is cost efficient

Action Plans:

1. Evaluate participation and hours of operation for programs
2. Revitalize Hawaii Army Club System
  - a. Re-energize Army Club programming traditions
    - 1) Grow Right Army Night
    - 2) Implement "Mug Club" program
    - 3) Schedule two new "bringing back tradition" programs

## LOE 2: Soldier, Family and Civilian Well-Being

### b. Expanding Club Entertainment Programs

- 1) Increase BOSS and Tropics focused entertainment programs
- 2) Align programs to support three pillars of BOSS
- 3) Partner with downtown club promoters to obtain attractive entertainment options
- 4) Establish entertainment partnership with joint services to leverage resources
- 5) Integrate community events through Delivery System

### **OBJECTIVE 3: Improve planning and execution of approved new construction, renovations and capital investments**

Outcome: Achievement of this objective will result in improved facilities that support community well-being to standards

Action Plan: Plan and develop comprehensive Business Case to acquire and modernize facilities

### **OBJECTIVE 4: Synchronize marketing efforts**

Outcome: Achievement of this objective will result in a better informed community and increased program participation

Action Plans:

1. Streamline current avenues
2. Explore new communication methods and social media

### **OBJECTIVE 5: Increase community support and understanding of USAG-HI mission**

Outcome: Achievement of this objective will result in improved community understanding and support

Action Plans:

1. Develop virtual tours
  - a. Makua
  - b. KTA
  - c. Historical

## LOE 2: Soldier, Family and Civilian Well-Being

2. Speaker's Program
  - a. Develop a list of venues/opportunities
  - b. Identify subject matter experts for topics
3. Create "good news" toolkit
  - a. Develop recurring talking points inventory
  - b. Develop template for "recent events" monthly talking points
  - c. Develop one-page community update handout
4. Educational Tour/Orientation Program
  - a. Monthly MMR information visits
  - b. Annual Ohana Day
  - c. Elected Officials orientation (election years)
  - d. Identify additional targets of opportunity (Army Birthday, etc.)
5. Develop External E-communication Strategy
  - a. Update/redesign Public Affairs Office web pages
  - b. Assess current social media tools and areas for greater return on investment
  - c. Establish office SOP for exporting information to external public via social media/web

### **OBJECTIVE 6: Improve mutually beneficial relationships that increases awareness and understanding between the Native Hawaiian community and the military**

Outcome: Achievement of this objective will result in the Native Hawaiian community and U.S. Army being able to understand each other

#### Action Plans:

1. Establish consistent dialogue between the Army and Native Hawaiian organizations
  - a. Native Hawaiian Advisory Council
  - b. Iwikupuna
  - c. Petroglyphs

## LOE 2: Soldier, Family and Civilian Well-Being

2. Create learning opportunities for the U.S. Army, their staff, and their Families on Native Hawaiian culture, practices, and values

- a. Workshops (craft, Hawaiian language, ukulele, etc.)
- b. Newcomer's Brief
- c. Orientation for New Employees

### **OBJECTIVE 7: Establish new partnerships to enhance programs and services**

Outcome: Achievement of this objective will result in programs enhanced and/or sustained to meet community needs

Action Plans:

1. Develop a list of existing partnership and briefings
2. November briefing of legislatures by the Army
3. Briefing of DOE
4. Chaplains meeting with other at-large chaplains
5. DPW Environmental identify their partners and we brief those partners with the Soldiers
6. Engage our civilians to act as ambassadors for the garrison

# Leader and Workforce Development

**IMCOM Goal:** Develop a multi-skilled adaptable, and sustainable workforce with the knowledge, skills and abilities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians around the world.

## **OBJECTIVE 1: Sustain workforce development programs to maintain employee competence**

Outcome: Achievement of this objective will result in an engaged and skilled workforce

Action Plans:

1. Establish WFD training coordinators in each directorate as dedicated additional duty
2. Develop training coordinator MOI
3. Develop and implement training management flow chart

## **OBJECTIVE 2: Improve management of civilian workforce**

Outcome: Achievement of this objective will result in a motivated and experienced workforce capable of assuming more responsibility

Action Plans:

1. Update USAG-HI policy to promote fair and transparent hiring policy
2. Conduct 360° appraisals for all supervisors

## **OBJECTIVE 3: Improve workforce experience, leadership capabilities and skill sets**

Outcome: Achievement of this objective will result in a motivated and experienced workforce capable of assuming more responsibility

Action Plans:

1. Field annual engagement surveys
2. Enforce utilization of establish DA leadership development guidelines
3. Develop garrison training philosophy

## LOE 3: Leader and Workforce Development

### **OBJECTIVE 4: Promote equity in rewards and recognition**

Outcome: Achievement of this objective will result in improved workforce performance and engagement

Action Plans:

1. Perform garrison-level analysis of awards programs
2. Determine specific issues/problem areas
3. Prioritize efforts upon determination of results
4. Develop garrison awards SOP w/examples

### **OBJECTIVE 5: Improve accessibility to mandatory training**

Outcome: Achievement of this objective will result in compliance with mandatory training requirements; a trained and capable workforce

Action Plans:

1. Develop and deploy Garrison annual training calendar and guidance
2. Complete LSS Black Belt Project: Increase training venues and media to meet employee training throughput

# Installation Readiness

**IMCOM Goal:** Achieve installations that are platforms of readiness supporting Senior Commanders' current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and enable the provision of effective services to Soldiers, Families and Civilians.

## **OBJECTIVE 1: Expand the installation to increase throughput and enhance training capability**

Outcome: Achievement of this objective will result in increased throughput training capability and maximized current facility and land use; reduced traffic congestion; freed up areas for additional training; and minimized encroachment and increased training opportunities.

### Action Plans:

1. Update/develop Installation Master Plan; begin with Requirements Analysis and Area Development Plans
2. Obtain parcels 7 and 9; and request exemption on moratorium for land acquisition other than training land
3. Extend lease, purchase, or proceed with condemnation of state leased land at Pohakuloa Training Area (PTA) between cantonment and training land
4. Buffer training by implementing the Army Compatible Use Buffer (ACUB) plan of action for both Schofield Barracks and PTA

## **OBJECTIVE 2: Improve environmental stewardship**

Outcome: Achievement of this objective will result in stabilized endangered species population; reduced costs of training and endangered species management and training restrictions; reduced municipal solid waste going to landfills and increased recycling; reduced construction and demolition waste going to landfills and increased recycling; and reduced runoff into the storm water system from the installation.

### Action Plans:

1. Implement endangered species management plan; and consult on newly listed endangered species
2. Reinitiate existing biological opinions with the U.S. Fish and Wildlife Service

## LOE 4: Installation Readiness

3. Increase number of recycling containers available on post; increase education and outreach by creating a recycling brochure and conducting recycling activities at various public events; increase the types of materials accepted at the recycling center.

4. Revise the environmental clause contained in the Job Order Contracting (JOC) contract to specify recycling metrics and reporting requirements for the contractor; work with the Corps of Engineers (COE) and Directorate of Public Works (DPW) to develop a recycling metric Standard Operating Procedure (SOP); and develop base diversion rates.

5. Incorporate use of Low Impact Development (LID) into all new construction projects and upgrade old projects as funded.

### **OBJECTIVE 3: Develop/implement systematic approach to obtain alternative resources**

Outcome: Achievement of this objective will result in additional resources at no tangible cost to the Army

Action Plans:

1. Review best practices from other garrisons
2. Identify where proceeds from recycling are being spent

### **OBJECTIVE 4: Implement and institutionalize the Integrated Management System**

Outcome: Achievement of this objective will result in improved quality of garrison operations

Action Plans:

1. Execute modified strategic planning process
2. Develop balanced scorecard
3. Increase customer outreach
4. Development of workforce engagement programs
5. Re-energize Lean Six Sigma (LSS)

### **OBJECTIVE 5: Improve transportation infrastructure**

Outcome: Achievement of this objective will result in more efficient movement of people and vehicles in and around the installation while using less fossil fuels through the implementation of transportation and traffic initiatives and alternatives both on and

## LOE 4: Installation Readiness

off the installation; and a pedestrian-oriented community with adequate parking.

Action Plans:

1. Update Master Plan to identify and improve transportation inefficiencies and deficiencies
2. Building additional parking structures to meet the Garrison's parking requirement

### **OBJECTIVE 6: Provide safe and secure community**

Outcome: Achievement of this objective will result in responding timely to law enforcement actions; and a safer community

Action Plans:

1. Reduce Directorate of Emergency Services (DES) response time to seven minutes for a GREEN rating
2. Increased education and robust neighborhood watch program

### **OBJECTIVE 7: Upgrade aging infrastructure/facilities and privatize Fort Shafter wastewater system**

Outcome: Achievement of this objective will result in improved infrastructure/facilities

Action Plans:

1. Obtain funding and execute identified Military Construction (MILCON) and Sustainment, Restoration, and Maintenance (SRM) projects, and prioritize projects.
2. Privatize wastewater system at Fort Shafter

### **OBJECTIVE 8: Sustain quality housing and barracks program**

Outcome: Achievement of this objective will result in sustained quality of barracks

Action Plans:

1. Ensure smooth turnover of First Sergeant's Barracks Program (FSBP) back to the units
2. Increase unit leader involvement in status of their barracks
3. Increase cooperation between DPW and unit chain-of-command to ensure barracks are sustained to appropriate standards

# Safety

**IMCOM Goal:** Commanders and leaders will lead the way in changing behavior to prevent accidents, and will empower Soldiers, Families and Civilians at all levels to speak up when they see someone ignoring safety rules or doing something risky. Safety is everyone's business and it is our responsibility to ensure safe performance in all we do. Everyone will be held accountable for accident prevention.

## **OBJECTIVE 1: Increase training rate by reducing no-shows**

Outcome: Achievement of this objective will result in trained Active Duty motorcyclists

Action Plan: Motorcycle objective "pending." In May 2012, we will test an entirely new computer enrollment system. With unknown advantages/limitations, potential impacts cannot be identified at this time.

## **OBJECTIVE 2: Develop website that provides on-line training accessible to all employees**

Outcome: Achievement of this objective will result in trained employees (in Safety awareness)

Action Plan: Motorcycle objective "pending." In May 2012, we will test an entirely new computer enrollment system. With unknown advantages/limitations, potential impacts cannot be identified at this time.

## **OBJECTIVE 3: Comply with NRC License**

Outcome: Achievement of this objective will result in:

Short Term: Soldiers have access to train

Long Term: Decommission of Depleted Uranium (DU)

Action Plans:

1. Purchase additional test equipment (per NRC License)
2. Sample air, water, soil, etc. (location - Schofield/ Pohakuloa Training Area) (reg - Environmental Review and Management Program)
3. Conduct recordkeeping audits
4. Conduct contamination surveys
5. Schedule/conduct awareness training

## LOE 5: Safety

6. Changeover of radioactive material signage
7. Inventory and calibrate radiation test equipment
8. Inventory depleted uranium radioactive material
9. Transport, handle, store and dispose of radioactive material, as required
10. Complete additional requirements as stated in the NRC Material Possession License

### **OBJECTIVE 4: Increase partnerships between government agencies, local community, and private industry to enhance safety awareness**

Outcome: Achievement of this objective will result in cost sharing with minimal or no additional resources for new training or event opportunities

Action Plans:

1. Coordinate Joint Safety Manager meetings (roundtable format)
2. Identify partnership opportunities to share resources for training, special events, synergistic effects, etc.
3. Establish agreements to share resources
4. Coordinate/schedule new training or event opportunities

### **OBJECTIVE 5: Approved agreement (Memorandum of Agreement or Intra-service Support Agreement) between USARPAC and IMCOM Pacific**

Outcome: Achievement of this objective will result in better and more comprehensive Installation Safety Program (with no gaps)

Action Plans:

1. Obtain copy of IG report and CG/RD decision
2. Coordinate meeting with USARPAC and IMCOM Pacific
3. Identify organization's roles and responsibilities
4. Establish MOA/ISA agreement
5. Implement agreement
6. Update agreement (in coordination with RMO), as required

# Energy and Water Efficiency and Security

**IMCOM Goal:** Create energy and water efficient installation by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide Senior Commanders an increased level of energy and water security leading to sustainable and resilient infrastructure and mission assurance.

## **OBJECTIVE 1: Staff DPW to meet modernized infrastructure operational requirements**

Outcome: Achievement of this objective will result in increased control over consumption with technically trained, competent individuals in support of energy/water initiatives as emergent technologies are employed

Action Plans:

1. Accomplish Business Case Analysis of in-house vs. service contract (BOD)
2. Award Contract

## **OBJECTIVE 2: Comply with IMCOM requirement for 1 Garrison Energy Manager per 5 Million Square Feet of space**

Outcome: Achievement of this objective will result in increased oversight and support for energy measures

Action Plan: IMCOM HQ request to increase TDA

## **OBJECTIVE 3: Decrease energy use**

Outcome: Achievement of this objective will result in decreased utility bills.

Action Plan: Develop alternative financed projects (EUL, ESPC, UESC)

## **OBJECTIVE 4: Maintain current water pumping level**

Outcome: Achievement of this objective will result in minimized impact to the aquifer.

Action Plans:

1. Develop wastewater effluent reuse
2. Meter large water users
3. Increase leak detection
4. Install water-sense fixtures

## LOE 6: Energy and Water Efficiency and Security

5. Xeriscaping
6. Community awareness program
7. Rainwater harvesting

### **OBJECTIVE 5: Reduce greenhouse gases from all sources**

Outcome: Achievement of this objective will result in fewer greenhouse gases

Action Plans:

1. Reduce electricity consumed
2. Reduce vehicle fleet
3. Reduce mobility fuel usage
4. Increase use of alternate fueled vehicles

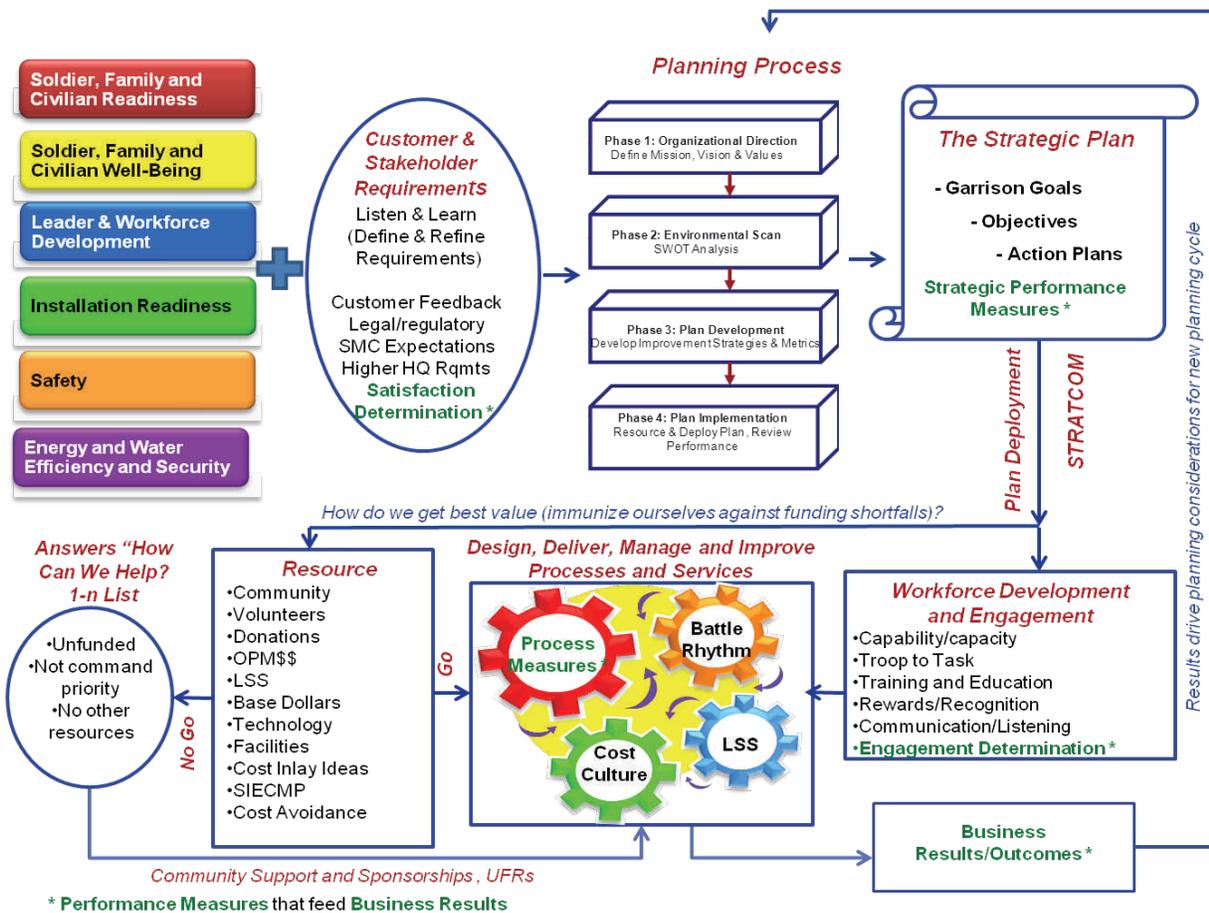
### **OBJECTIVE 6: Promote Energy conscious culture in the Garrison thru incentives and 100% participation in Building Energy Manager (BEM) program.**

Outcome: Achievement of this objective will result in overcoming lack of motivation because of lack of fiscal accountability for utilities

Action Plans:

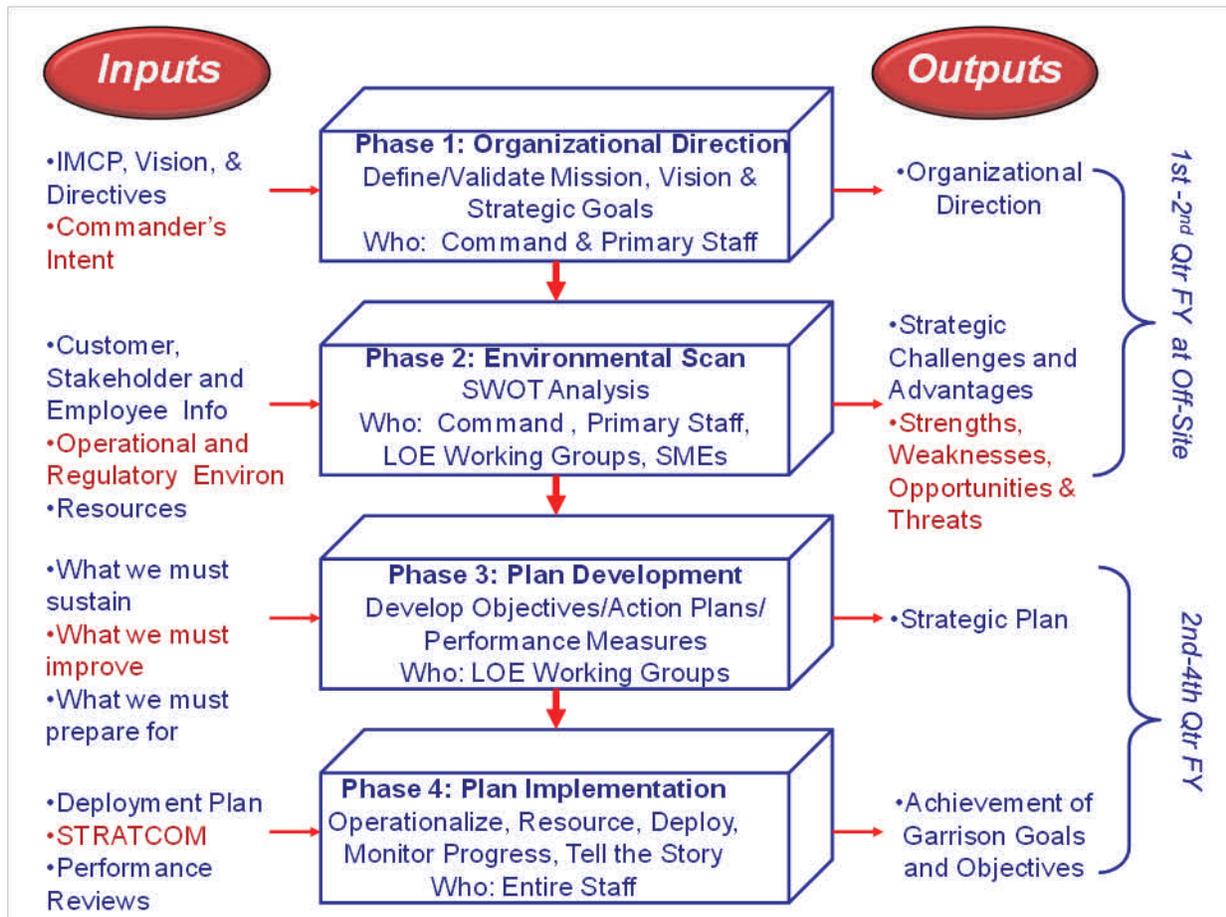
1. Require BEM participation in Director's performance objectives,
2. Vet performance for Installation BEMs at IPB to Senior Commander

## Annex A: USAG-HI Planning Cycle



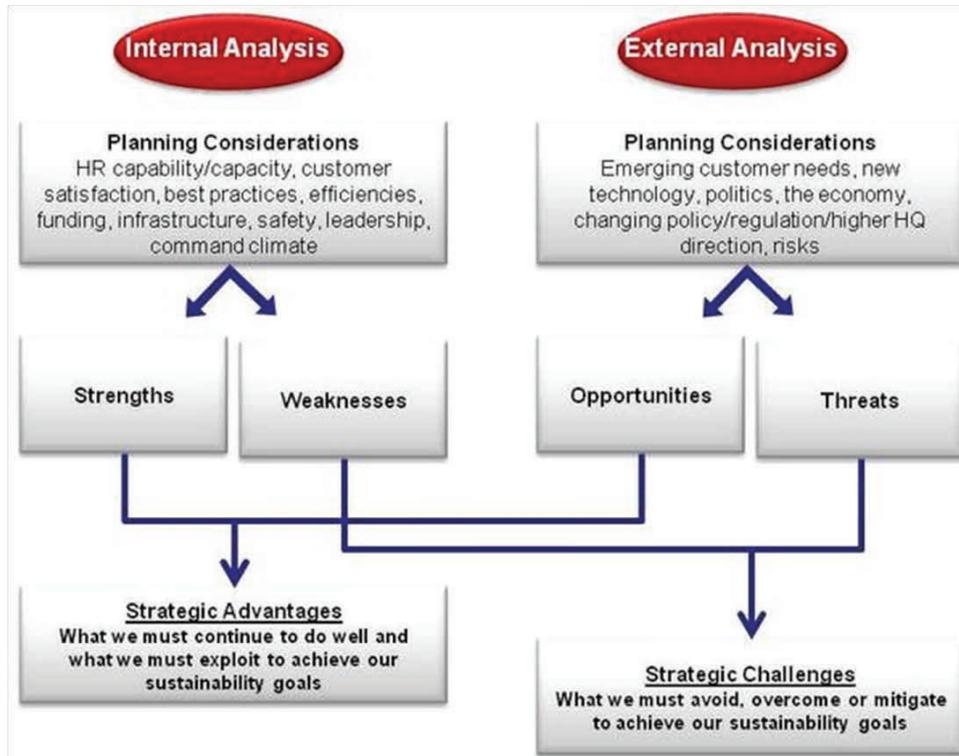
USAG-HI uses a Baldrige-based Integrated Management System (IMS) to implement and sustain the IMCOM Campaign Plan (IMCP) and to align existing services in support of that plan. The IMS was developed to incorporate existing business processes into a larger system that builds mutual support for system components. Further, it effectively integrates and aligns our strategic planning approach with our management system to create a cyclic and systematic process of planning and execution. The IMS is the composite of several sub-processes, such as workforce development, customer listening and learning, and the review of performance, and is continuous with all of its activities happening every day. The system “starts” with the direction provided to us by the IMCP and its Lines of Effort (LOE). Six cross-functional teams aligned to the LOEs and comprised of organizational leaders, subject matter experts, partners and suppliers are officially chartered to develop the plans that will translate IMCOM direction into specific objectives and action plans that are responsive to the needs and expectation of USAG-HI’s customers and stakeholders. To translate IMCOM guidance, the teams use intelligence gathered through the course of the year that tells us what we are doing well, what we need to improve and what we need to be prepared for to ensure sustainability and success in future years. This information feeds Phases 1 and 2 of the Strategic Planning Process which identifies organizational strengths, weaknesses, opportunities and threats from which objectives and action plans can be developed. Once objectives are resourced with both the money and the manpower necessary to support them, their execution becomes part of our daily battle rhythm and progress in their achievement is reviewed at least quarterly. These business results allow us to understand how we are doing in achieving our strategic objectives (changing the business) and how well we’re doing with customer satisfaction, employee engagement, and routine organizational processes (running the business). They form the common operating picture that tells us whether the system is working.

## Annex B: The Strategic Planning Process



USAG-HI uses a four-phased strategic planning process to systematically evaluate the nature and direction of operations, define short and long-term objectives, identify quantifiable objectives and develop action plans to achieve them. Phases 1 and 2 involve our senior leaders, directors and chiefs. This takes place during our annual strategic planning off-site in the first or second quarter of the Fiscal Year (FY). The first day is a visioning session that addresses the broader planning environment. Economic, societal and political considerations are addressed as well as the strategic direction of the Army, IMCOM, and the units we support. Outputs from this first day include a new or validated vision, organizational values and agreement on the Garrison's strategic challenges and advantages. With this established, we enter Phase 2 of the process that also occurs at the planning off-site. During this Phase, subject matter experts, Line of Effort Working Groups (LOE WG) members, partners and suppliers participate in a comprehensive analysis of organizational Strengths, Weaknesses, Opportunities and Threats (SWOT) which facilitates a detailed understanding of where the Garrison is now, and where it wants to be in the future. Phase 3 of the process occurs during the second and third quarters of the FY. During Phase 3, LOE WG members use the results of the SWOT analysis to develop objectives, action plans, performance measures and their targets that allow us to sustain our strengths, correct our weaknesses, capitalize on our opportunities and mitigate our threats. Phase 4 of the process is accomplished initially through the aforementioned teams as they identify resources and other requirements that are necessary in the accomplishment of the plan. Strategies are then deployed to the workforce and progress in their execution is reviewed by Garrison senior leaders on a quarterly or as needed basis.

## Annex C: Strategic Challenges and Advantages



Throughout the course of the year, the Plans, Analysis and Integration Office collects, aggregates and analyzes data and information that feeds the Environmental Scan of the planning process. This data is compiled from a number of sources to include customer and employee feedback channels, performance reviews, and guidance received from higher headquarters. Line of Effort Working Groups (LOE WG) use this information during our annual strategic planning conference to answer such key questions as:

- What financial, organizational, physical, technological, human, innovation and reputational resources does the Garrison have or not have that will impact its ability to effectively satisfy Customers and stakeholders?
- What is the Garrison capable of doing well and what should it be capable of doing but is not?
- What are the broader dimensions of society that influence the industry (these include political/legal, socio-cultural, technological, and global)?
- What factors in the industry (IMCOM) influence the Garrison and its actions and responses?

Answers to these questions comprise the foundation of the analysis of strengths, weaknesses opportunities and threats (SWOT). From this analysis the Garrison has a clear understanding of what its strategic challenges and strategic advantages are. In other words, we know the things that we must respond to, sustain and exploit in order to be successful now and in the future and this provides the launch point for the development of relevant strategies.

2012 Strategic Considerations	
Challenges	Advantages
Increased centralization of decision-making at headquarters	Retainable and motivated workforce
Managing customer expectations	High level of senior leader trust
Uncertain/inconsistent resourcing	Positive, engaged leadership
Sustaining a capable/motivated workforce	Innovation, best practices and social media
Community impact of increased dwell time	Availability of activities/unique cultural experience
Island drawbacks	Customer-focused organization
Increased internal conflicts	Joint effort and opportunities for partnership with other services
Communication	

## LOE 1 SWOT Analysis

### Soldier, Family and Civilian Readiness

#### Strengths

- Existing Core Competence
- Multiple seasoned programs already exist
- Situational understanding
- Joint delivery of services
- Dedicated staff

#### Weaknesses

- Loss of historical knowledge
- Recruit and inability to retain best qualified staff
- Generational Communication gap
- Lack of program evaluation
- Navigating similar services
- Ineffective marketing

#### Opportunities

- Capture lessons learned
- Assist in retooling Soldiers
- Emerging technology
- Building and integrating Soldiers with programs
- Partnership of resources
- Geographic opportunities
- Measure group program effectiveness
- Improve readiness of unique needs of families
- Innovative delivery
- Integration of services
- Removing barriers to services

#### Threats

- Resources
- Training curve for learning new technology
- Imbalance between supply and demand
- Changing needs of Army
- Changing needs of family
- Volunteer force decline

## LOE 2 SWOT Analysis

<h3>Soldier, Family and Civilian Well-Being</h3>	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>•Cultural Awareness programs, appreciation, education, positive experiences with the local community</li> <li>•Existing partnerships (schools, Hawaiian liaison)</li> <li>•Location (geographical)</li> <li>•Accredited programs</li> <li>•Reputation/customer focus</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>•Freeze, recruit, retain (HR processes)</li> <li>•Real estate</li> <li>•Accountability</li> <li>•Geographical dispersement</li> <li>•Communication</li> <li>•Lack of time to work with external community</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>•Marketing programs</li> <li>•Joint partnerships/private sector</li> <li>•Grants, programs (education, relationship building)</li> <li>•Dwell time/program modifications</li> <li>•Army's value to the community</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>•Dwell time (managing expectations, entitlement mentality)</li> <li>•Resources/human capital</li> <li>•Red tape</li> <li>•Economy</li> <li>•External competitors</li> <li>•Public school reputation</li> </ul>

## LOE 3 SWOT Analysis

<h1>Leader and Workforce Development</h1>	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>•Garrison internal training programs</li> <li>•Garrison Employee Recognition program</li> <li>•Communication methods</li> <li>•Experienced workforce with continuity</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>•No centralized training program (Training calendar/sharepoint, IDP requirements)</li> <li>•Under resourcing of WFD programs</li> <li>•Lack cross-training</li> <li>•Inequity in acknowledgement of rewards</li> <li>•Communication of information reaching lowest levels</li> <li>•Increased responsibilities, no time to train</li> <li>•Short suspense dates</li> <li>•Lack of computer access training</li> <li>•No multiple options for training</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>•HQ Training</li> <li>•Webinars</li> <li>•Partnerships with contractors and military</li> <li>•Train the Trainer method</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>•Lack of resources</li> <li>•Aging workforce leaving</li> <li>•Loss of experienced personnel</li> <li>•Overwhelming mandatory training</li> </ul>

## LOE 4 SWOT Analysis

### Installation Readiness

Strengths

- Quality Housing and Barracks
- Robust Environmental Program
- Talented/Dedicated Workforce
- Good Leadership at Garrison
- Good Understanding of Requirements/Mission
- Strong Working Relationships/Communication
- Geography/ Land Procurement Actions Moving Forward

Weaknesses

- Communication
- Lack of "Big Picture" Thinking
- Micromanagement - lack of empowerment
- Morale
- Not Creating Leaders/Growing Supervisors
- Most Land is Developed
- Aging infrastructure
- Training Lands cannot be used for Intended Purpose
- Dissatisfied Customers - Soldiers/Families

Opportunities

- MultiService Coordination
- Land Available adjacent to Army Property
- Partnering with Agencies/Communities/HECO
- External Leadership Training
- Establish Clear Roles of Responsibility for IMCOM Leadership

Threats

- Resources - Manpower/Funding/Time
- Encroachment - Increasing Endangered Species
- Unstable Environment - Stationing/MILCON/Money
- Continuing Litigation barring Land Uses
- Uneducated Decisions/Poor Leadership
- Dissatisfied Community/Outside Installation
- Geography - Land Locked

# LOE 5 SWOT Analysis

## Safety

<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Positive and engaged leadership</li> <li>• Technology</li> <li>• Tailored training for customer requirements</li> <li>• Innovation and best practices (Advanced Motorcycle Safety Program)</li> <li>• Collateral Duty Safety Officers Program</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Motorcycle training thru-put limitations</li> <li>• Managing time and priorities with decreased staffing</li> <li>• Technology learning curve/access to equipment</li> <li>• Awards not equal to recognition due to high frequency of various Awards Programs</li> <li>• Lack of local social media site</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Joint efforts and partnerships (internal/external)</li> <li>• Memorandum of Understanding (MOU) with USARPAC/IMCOM Pacific</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Operating environment             <ul style="list-style-type: none"> <li>• Year-round motorcycle riding and Hawaii's unique environment</li> </ul> </li> <li>• Depleted Uranium (DU)/Nuclear Regulatory Commission (NRC) License</li> </ul>

## LOE 6 SWOT Analysis

# Energy and Water Efficiency and Security

### Strengths

- Army is pro energy conservation
- Establish programs and policies for garrison energy conservation
- HQ funding for energy conservation
- Energy manager is authorized and filled
- Army investing in alternative energy vehicles
- Army reducing size of vehicle fleet
- Reduced electrical consumption reduces carbon footprint
- Vehicle strategies will reduce carbon footprint

### Weaknesses

- Lack of staff to support energy measures
- Lack of motivation because of lack of fiscal accountability for utilities
- Alternative energy sources conflict with land availability and mission
- DOD organizations are more constrained by federal regs than commercial organizations
- Operations and Maintenance for high technology equipment requires increased human capital investment
- Government bureaucracy constrains effort to leverage time sensitive opportunities
- Lack of technical knowledge creates many unfeasible ideas and diverts focus from achievable strategies

### Opportunities

- Located in area suitable for wind, solar and geothermal opportunities
- Partners are motivated to employ energy conservation measures
- Army partner is motivated to produce recycled effluent
- Access to local programs and business partners

### Threats

- Vulnerable to external influence due to geographic location – no local resources
- Social economic instability drives energy costs
- Environmental regulations and community opposition restrict energy initiatives
- Increasing new technology costs and life cycle management requirements to sustain

Annex E: Final Objectives Worksheets

LOE 1: Soldier, Family and Civilian Readiness

IMCOM Subtask	Strategic Challenge/Advantage or SWOT addressed by objective	Garrison Objective	Outcome (End)	Time-frame	Lead/ Propensity	How will this be accomplished? (Action Plans)	STRATCOM	Resource Considerations/ Requirements	Performance Measure (Leading)	Target	Performance Measures (Lagging)	Targets
SR2-1: Transform the Army Community Service delivery system for both the AC and RC by integrating the tenets of Master Resiliency Training (MRT), connecting assessment to service delivery, strengthening information/education to units and Commanders, building more generalists vice specialists, and establishing follow-up capabilities.	Innovative delivery	Enhance MRT services for Spouses and couples	Increased prevention services to support families through military transitions	3 years	ACS	1) Provide regular MRT courses through out the year 2) Conduct pre and post-deployment resilience training for brigades 3) Integrate resilience training into ACS key prevention programs (FAP, FRP, ERP, Mob/Dep, and EFMP) 4) Develop survey measuring impact of MRT	- Cross marketing through units and DFMWR organizations - Collaborate with FRsAs and FRGs - Partnerships with other garrison resilience programs and services	DAPS funding (\$500/quarter), technological resources	1) Number of integrated MRT classes provided per quarter 2) Percentage of Spouses & couples attendees per class 3) % of surveys administered	1) 4 integrated classes per quarter 2) At least 75% of total attendance is Spouses/ couples per quarter 3) 100% of participants surveyed for impact	1) % increase in number of Spouses/ couples trained by 2016 2) Adaptive competence in participants	1) 30% increase from the baseline of 2012 2) Statistically significant increase in emotional intelligence of sampled participants
SR2-2: Execute comprehensive risk reduction and health promotion and suicide prevention programs, aligning programs and services with Soldier and Family Life Transitions	Loss of Historical Knowledge/ Improve Readiness for Families with Unique Needs/ Partnership of Resources	Promote collaboration between garrison organizations that aim to prevent high-risk behaviors	Increased engagement of primary prevention programs that address Composite Life Cycle Model stress points	3 years	ASAP/ Religious Support/ ACS/ MEDCOM	Conduct resource network meetings for garrison and community-based high-risk prevention service providers	Capitalize on relationship with garrison and community partners	Venue	1) Number of meetings held annually 2) Number of representatives various military and non-military agencies 3) Evaluation Surveys	1) Four meetings per calendar year 2) Representation from at least 3 mil org & 2 non-military org per meeting 3) 50% show an increase understanding of resources.	% of resource sharing for Composite Life Cycle Model Stress Points	Resources provided for 100% of Composite Life Cycle Model Stress Points by 2016
SR2-6: Administer an ASAP program that increases knowledge and improves decision making regarding drug use, abuse, and dependency	Navigating Similar Services/ Partnership of Resources	Synchronize resiliency programs across ASAP, MEDCOM, and ACS	Decreased substance abuse incidents and increased resiliency of Soldiers and family members	3 years	ASAP/ ACS/ MEDCOM	1) Identify programs and services that aim to increase protective factors for abuse and dependence and increase partnership 2) Identify and implement best practices	Utilize IPT/ CHPC meetings	- Staffing (Prevention Coordinator, Social Service Assts, FAP, MEDCOM)	1) Number of partnership 2) Number of best practices implemented	1) Two partnerships annually 2) Two best practices implemented annually	# of alcohol and drug incidents	30% decrease from the baseline of 2012

Annex E: Final Objectives Worksheets

**LOE 1: Soldier, Family and Civilian Readiness**

IMCOM Subtask	Strategic Challenge/Advantage or SWOT addressed by objective	Garrison Objective	Outcome (End)	Time-frame	Lead/Propensity	How will this be accomplished? (Action Plans)	STRATCOM	Resource Considerations/ Requirements	Performance Measure (Leading)	Target	Performance Measures (Lagging)	Targets
SR3-3: Develop, maintain, and coordinate execution of a plan required to support the movement of personnel and equipment to and from theater of operations	Lack of Program Evaluation/ Partnership of Resources	Improve quality in delivery of SRP services	Unit Commander satisfaction with SRP services	3-5 years	DHR/ MED-COM	1) Survey all deploying/ deploying commanders on effectiveness of SRP process 2) Consolidate surveys provided to the GC 3) Review suggested changes and determine feasibility with appropriate agencies	Gather Command input and establish buy-in from relevant agencies	- Staff Coordinator - Surveys from MSE	Number of surveys completed and analyzed	95% of unit cmds / chalk cmds completed the surveys	% of satisfied Commands on SRP Process	Greater than 85% satisfaction rate
SR4-1: Develop and maintain Army Continuing Education System (ACES) programs and services that meet the needs of the military community and promote the critical thinking skills key to Soldier readiness	Insufficient Marketing	Develop more effective marketing strategies for ACES programs and services	Increased Soldiers' utilization of available secondary education programs	3 years	ACES, DHR	1) Coordinate marketing campaign with colleges 2) Conduct education fairs 3) Meet regularly with colleges to discuss plans to increase participation	Utilize avenues, such as quarterly publications, briefings, and fairs/expos	DAPS funding (\$500/quarter)	2) # of education fairs 3) # of meetings with schools	2) Two education fairs per year 3) Meet once per quarter with schools	% of increased in Soldier participation in college programs	1 % of increase in participation annually
SR4-2: Deploy mobile information technology capabilities and applications for continuous access to training, doctrinal and informational resources to enable individual and Family readiness.	Removing Barriers to Services/ Ineffective Marketing/ Generational Communication Gap	Minimize barriers to service utilization related to social stigma	Increased participation in prevention programs	1-3 years	PAO/ MED-COM/ ACS/ ASAP/ CHAP	1) Launch public awareness campaign regarding prevention services 2) Publish series of HAW articles generated by proponents articulating messages that destigmatize service utilization 3) Include GC perspective/input in articles and publications 4) Build web-page to USAG-HI web site	HAW, cross-marketing and redistribution through other garrison publications, such as FRG newsletters		2) # of articles address stigma published in HAW per calendar year 4) Web-page developed; complete/ incomplete	2) One article per quarter 4) Complete	% of increase in the number of hits to the webpage	30% increase from the baseline of 2012

Annex E: Final Objectives Worksheets

**LOE 2: Soldier, Family and Civilian Well-Being**

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Prop-ency	How will this be accomplished? (Action Plans)	Resource Con- siderations/ Requirements	STRATCOM	Performance Meas- ure (Leading)	Target	Performance Measures (Lagging)	Targets
SW2 (Excellence in Schools, Youth Services and Child Care)	T - Public School reputation O - Grants O - Army's value to the commu- nity W - Real Estate O - Partnerships W - Communica- tion	2.1: Im- prove paren- tal under- standing of educational opportuni- ties	Parents are aware of the educational opportunities	FY 12/13	DFMWR	2.1.1 Create a poster for SLO and dis- tribute in schools.	No Funding Required	Townhalls, SIMS brief- ings, school councils, parent- community network.	Number of posters distrib- uted and posted	100% sent to schools and posted		
						2.1.2 Create a survey to get feedback on areas of communication that need improvement.	No addi- tional fund- ing required		Number of sur- vey responses	100	Survey Results	
						2.1.3 Coordinate and assist with SB new K-8 school construction	No addi- tional fund- ing required		New school built	5 years (2016)	Class Size	
						2.1.4 Obtain DoD grant funds to im- prove and renovate Hale Kula School	DoD funded		Grant applica- tion completed	Feb-12		
						2.1.5 Advocate for other military im- pacted schools and assist them in sub- mitting grant applications	No addi- tional fund- ing required		Informing schools of Do- DEA grant op- portunities	100%	Number/ amount of grants re- ceived	\$
						2.1.6 Assist DOE in executing "Initiative for Military Families" pro- gram	DoD funded - \$120K per year for three years		Support AP classes at the schools and market to mili- tary	100%	% military stu- dents in AP courses	
SW3 (Facilities, Programs and Services that Support Recrea- tion, Leisure, Travel and Single Soldiers)	S - Accredited Programs W - Communica- tion O - Marketing S - Reputation S - Customer Fo- cus O - Joint part- nerships T - Resources T - External Competitors O, T - Dwelltime	2.2 Realign programs to meet dwell- time changes and resource constraints	Programs de- livered to the needs of the community  Increased manpower ef- ficiencies and reallocation of manpower to hours of op- eration that is cost efficient	FY13	DFMWR	2.2.1 Evaluate participation and hours of operation for programs.	No addi- tional re- sources re- quired	Commmand office visits per quarter	% of programs evaluated	95%	Customer sat- isfaction and utilization	95%
				FY 12/13	DFMWR	2.2.2 Revitalize Hawaii Army Club Sys- tem 2.2.2a Re-energize Army Club pro- gramming traditions 1) Grow Right Army Night 2) Implement "Mug Club" program 3) Schedule 2 new "bringing back tradition" program.	ROI		Formation briefs BOSS repre- sentatives			

Annex E: Final Objectives Worksheets

LOE 2: Soldier, Family and Civilian Well-Being

IMCOM Subtask	Strategic Challenge/Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading)	Target	Performance Measures (Lagging)	Targets
SW3 (Facilities, Programs and Services that Support Recreation, Leisure, Travel and Single Soldiers)	S - Accredited Programs W - Communication O - Marketing S - Reputation S - Customer Focus O - Joint partnerships T - Resources T - External Competitors O, T - Dwell-time	2.2 Realign programs to meet dwell-time changes and resource constraints	Programs delivered to the needs of the community Increased manpower efficiencies and reallocation of manpower to hours of operation that is cost efficient	FY 12/13	DFMWR	2.2.2b Expanding Club Entertainment Programs 1) Increase BOSS focused entertainment programs. 2) Partner with downtown club promoters to obtain attractive entertainment options. 3) Establish entertainment partnership with joint services to leverage resources. 4) Integrate community events through Delivery System.	ROI	Command office visits per quarter  Formation briefs  BOSS representatives	# of partnerships established 1. DS planning and execution teams in place 2. Leadership approves plan 3. Programming and execution milestones reached	2 partnerships teams and plans in place for each program Plan app. Milestones met	1. Guest satisfaction on the likert scale 2. Participation rates 3. Entertainment cost 4. Guest benefit on likert scale	1 & 4. Meet benefit/sat obj by min 4.0 in likert scale 2. Meet % participation increase per program goal 3. 20% cost decrease
			Maximized cost savings	FY13	DFMWR	2.2.3 Increase use of NAF Enterprise Buys program for life cycle replacement	No additional resources required		# of buys	Jan-14	Cost savings in programs \$	
		2.3 Improve planning and execution of approved new construction, renovations and capital investments.	Improved facilities that support community well being to standards	FY14	DFMWR	2.3.1 Plan and develop comprehensive Business Case to acquire and modernize facilities	No additional resources required		# of renovations % planned % under construction #of business cases completed	%; 2 yrs	ISR results for facilities under construction	Green Rating
		2.4 Synchronize marketing efforts	Better informed community and increase program participation	FY12/13	DFMWR PAO	2.4.1 Streamline current avenues	No additional resources required	Townhalls, Briefings, other group gatherings	# of briefings	15% increase	increased program participation	10% increase participation
						2.4.2 Explore new communication methods and Social Media	Realignment of DFMWR Marketing Office personnel	Social media and electronic media communication	facebook "likes" and followers, Twitter "tweets", QR Code tracking	25% increase	increased program participation	15% increase participation

Annex E: Final Objectives Worksheets

LOE 2: Soldier, Family and Civilian Well-Being

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Proponency	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading)	Target	Performance Measures (Lagging)	Targets
SW4 (State and Community Support and Relationships)	O - Partnerships S - Cultural Awareness T - Resources/ Human capital W - Lack of Time T - Red tape W - Communication O - Army's value to the community O, T - Dwell-time T - Economy T - External competitors S - Location	2.5 Increase community support and understanding of USAG-HI mission.	Improved community understanding and support.	FY12/13	PAO	2.5.1 Develop virtual tours: 2.5.1.a Makua 2.5.1.b KTA 2.5.1.c Historical	Tech support, support from other offices, kupuna witness		# of video "views"	Monthly increases in "views"	Number of "liked" or "shared" submissions	Monthly increase in likes, shares
						2.5.2 Speakers' Program 2.5.2.a Develop list of venues/ opportunities 2.5.2.b Identify SMEs for topics 2.5.2.c Pitch program	OT, handouts		# of speaking engagements	TBD-baseline needed first	Survey results indicating knowledge gained from engagement	75% reflecting increase
						2.5.3 Create "good news" toolkit 2.5.3.a Develop recurring talking points inventory 2.5.3.b Develop template for "recent events" monthly talking points 2.5.3.c Develop one-page community update handout	Input from supporting offices/ units, design software		semi-annual usefulness survey of message deliverers	85% of deliverers satisfied	Feedback from message recipients	75% of feedback indicates increased awareness
						2.5.4 Educational Tour/Orientation Program 2.5.4.a Monthly MMR information visits 2.5.4.b Annual Ohana Day 2.5.4.c Elected Officials orientation (election years) 2.5.4.d Identify additional targets of opportunity (Army Birthday, etc.)	MMR scheduling, support from other offices/ units, 0012 funding, OT		# of attendees at events	85% of event seats filled	Survey results indicating knowledge gained from events	75% reflecting increase
						2.5.5 Develop External E-communication strategy 2.5.5.a Update/redesign PAO web pages 2.5.5.b Assess current social media tools and areas for greater return on investment 2.5.5.c Establish office SOP for exporting information to external public via social media/web	Tech Support, social media training, updated digital equipment, support from other offices		# of page visits	Monthly increase in page "views"	Increase in individuals following External news	TBD-Baseline needed first

Annex E: Final Objectives Worksheets

LOE 2: Soldier, Family and Civilian Well-Being

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading)	Target	Performance Measures (Lagging)	Targets
SW4 (State and Community Support and Relationships)	O - Partnerships S - Cultural Awareness T - Resources/ Human capital W - Lack of Time T - Red tape W - Communication O - Army's value to the community O, T - Dwell-time T - Economy T - External competitors S - Location	2.6 Improve mutually beneficial relationships, that increases awareness and understanding between the Native Hawaiian community and the military	The Native Hawaiian community and US Army are able to understand each other.	Continuous	Native Hawaiian Liaison	2.6.1 Establish consistent dialogue between the Army and Native Hawaiian Organizations. - Native Hawaiian Advisory Council - Iwikupuna - Petroglyphs	Manpower and funding for activities		# of newsletters sent out	100%	Increase in subscriptions	50%
						2.6.2 Create learning opportunities for the US Army, their staff, their Families on Native Hawaiian culture, practices, values. - Workshops (craft, hawaiian language, ukulele, etc.) - Newcomer's Brief - Orientation for New Employees			# of lectures, briefs and workshops	100%	Satisfactor rate based on evaluations from lectures and workshops	85%
		2.7 Establish new partnerships to enhance programs and services	Increased partnerships to meet community needs	FY 14	DFMWR PAO/ NHL HR (ALL)	2.7.1 Develop a list of existing partnership and briefings.		Internal/ External	Complete/ Incomplete	Complete	Number of New Partnerships	
						2.7.2 November briefing of legislatures by the Army		Internal/ External	Complete/ Incomplete	Complete		
						2.7.3 Briefing of DOE	No additional funding required	Internal/ External	Complete/ Incomplete	Complete		
						2.7.4 Chaplains meeting with other at-large chaplains		Internal/ External	Complete/ Incomplete	Complete		
						2.7.5 DPW Environmental identify their partners and we brief those partners with the Soldiers.		Internal/ External	Complete/ Incomplete	Complete		
						2.7.6 Engage our civilians to act as ambassadors for the garrison.		Internal/ External	Complete/ Incomplete	Complete		

## Annex E: Final Objectives Worksheets

### LOE 3 Leader and Workforce Development

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) (Action Plan)	Target	Performance Measures (Lagging) (Outcome)	Targets
LW1-1: Grow Leaders - Fully utilize talent management principles to align skills to mission requirements, inculcate succession planning in all levels of the IMC and oversee an enterprise workforce development strategy.	<b>Strengths:</b> Garrison Employee Recognition Program and internal training programs <b>Weaknesses:</b> No centralized training process (training calendar/SharePoint, IDP requirements), under-resourced WFD programs <b>Opportunities:</b> None <b>Threats:</b> None	Sustain workforce development programs to maintain employee competence	An engaged and skilled workforce	1 - 3 years	LOE 3 Working Group	1. Establish WFD training coordinators in each directorate as dedicated additional duty 2. Develop training coordinator MOI 3. Develop and implement training management flow chart	1. Existing resources (Current budget \$151k)	FC&S, ESM, email to directorate admin POCs, publish in monthly employee bulletin, employee town halls, and PAO venues	1. % of directorates with designated training coordinators 2. MOI completed and distributed 3. Flow chart completed and distributed	1. 100% 2. Yes 3. Yes	1. Climate and engagement survey results 2. Customer in-service satisfaction 3. Rates of training accomplishment on IDPs	1. 10% increase annually 2. 10% increase annually 3. 75%
LW2-1: Ensure effective and continuous internal dialog between leaders and the workforce, including performance plans, counseling, ratings and feedback.	<b>Strengths:</b> Communication methods <b>Weaknesses:</b> Communication of information reaching all levels of the workforce <b>Opportunities:</b> None <b>Threats:</b> Temporary power outages, email migrations	Improve management of civilian workforce	Employee satisfaction with supervisor's treatment	1 - 3 years	WFD/PAIO	1. Review USAG-HI policy for fair and transparent hiring practices and modify if necessary 2. Conduct 360 Leadership Analysis for all supervisors	Existing resources		1. Policy updated? Yes/No 2. % of Supervisors completing 360 Leadership Analysis	1. Yes 2. 100% annually	Workforce engagement survey scores for communication, fairness and training	1. TBD pending baseline determination
LW3-1: Teamwork, professionalism and selfless service in all things	<b>Strengths:</b> Experienced workforce with continuity <b>Weaknesses:</b> Increased responsibilities, not enough time to train, short training completion suspense dates <b>Opportunities:</b> None <b>Threats:</b> Loss of experienced workforce, aging workforce leaving	Improve workforce experience, leadership capabilities and skill sets	Motivated and experienced workforce capable of assuming more responsibility	1 - 3 years	PAIO/ WFD/ EAP/ ASAP/ ACAP/ ACS	1. Field annual engagement surveys 2. Implement established DA/IMCOM leadership development polices and practices 3. Maximize existing training resources	Existing resources	FC&S, ESM, email to directorate admin POCs, publish in monthly employee bulletin, employee town halls, and PAO venues	1. % of Employees completing engagement survey 2. Guidelines established? Yes/No 3. Policy developed? Yes/No	1. 60% 2. Yes 3. Yes	1. Employee engagement scores 2. Employee Satisfaction Index scores	1. TBD pending baseline determination

Annex E: Final Objectives Worksheets

LOE 3 Leader and Workforce Development

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) (Action Plan)	Target	Performance Measures (Lagging) (Outcome)	Targets
LW4-2: An empowered workforce focused on collaboration and innovation	<b>Strengths:</b> ERP <b>Weaknesses:</b> Inequity in acknowledgment of rewards <b>Opportunities:</b> None <b>Threats:</b> None	Promote equity in rewards and recognition	Improved workforce performance and engagement	1 - 3 years	WFD/PAIO	1. Perform garrison-level analysis of awards programs 2. Determine specific issues/problem areas 3. Prioritize efforts upon determination of results 4. Develop garrison awards SOP w/ examples	Funding TBD	FC&S, ESM, email to directorate admin POCs, publish in monthly employee bulletin, employee town halls, and PAO venues	1. 5 W's for awards; who's getting them, for what, what types of awards, with what frequency and on what timelines 2. SOP published? Yes/No	1. Pending determination of baseline 2. Yes	1. Employee engagement specific to rewards program 2. Roundtable followup survey results	1. Pending determination of baseline 2. 3.5/5
LW5: Continuing education and training opportunities	<b>Strengths:</b> Available training labs and venues <b>Weaknesses:</b> Lack of cross training, limited computer access training, limited options to present/ receive training <b>Opportunities:</b> HQ DA & IMCOM training, webinars, partnerships with contractors and military, MTTs/train-the-trainer methods <b>Threats:</b> Limited and depleting resources, overwhelming amount of required training	Improve accessibility to mandatory training	Compliance with mandatory training requirements; a trained and capable workforce	1 - 3 years	WFD	1. Develop and deploy Garrison annual training calendar and guidance 2. Complete LSS Black Belt Project: Increase training venues and media to meet employee training throughput	Funding TBD	FC&S, ESM, email to directorate admin POCs, publish in monthly employee bulletin, employee town halls, and PAO venues	1. Calendar and guidance developed? Yes/No 2. Black Belt project completed? Yes/No	1. Yes 2. Yes	1. Mandatory Training completion rates	100%

Annex E: Final Objectives Worksheets

LOE 4: Installation Readiness

IMCOM Sub-task	SWOT Analysis Alignment	Garrison Objective	Outcome	Completion Date (month-year)	Lead/ Pro-pensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) *Action Plan*	Target	Performance Measures (Lagging) *Outcome*	Target
IR5 (The Army's Infrastructure Modernized and Sustainable)	T,S-Geography/ Land Procurement Actions Moving, T, W-Dissatisfied Customers, W-Training Lands Cannot be used for intended purposes, W-Most Land is Developed, T-Encroachment , S,O-Partnering	4.1 Expand the Installation to Increase throughput and Enhance Training Capability	Increased throughput training capability and maximize current facility and land use.	8 Months for PTA, 12 months for FS, and 18 months for SB. Priority= 1:PTA, 2:FS/South, 3:SB/North	DPW/PLN	4.1.1 Update/Develop Installation Master Plan; Begin with Requirements Analysis and Area Development Plans.	\$700K/7 people In-house) in addition to normal duties. In addition, we will need + \$750K (Contract Support) to produce final products for each Primary Installation	Yes, Internal	% of 1st component completed on each Installation and Base - (Digest = 1st Component) - Requires Focus Groups in Master Planning, DPW, Garrison and Installation. Other Components = 2. LRC, 3. CIS, 4. SRC, and 5. IDG Installation/Base (FS/SB/PTA)	100%	% increase in Soldier throughput training capability.	10%
			Increased throughput training capability and maximize current facility and land use. Reduce traffic congestion. Free up area for additional training.	By no later than 2014 (2014 is the date the parcel becomes available for release on the open market).	DPW/PLN	4.1.2 Obtain Parcels 7 & 9; Request exemption on moratorium for land acquisition other than training land.	Request exemption on moratorium for land acquisition other than training land. Need funding for work sent to the COE for processing in-grants/out-grants/land purchases/economic analysis/appraisal/ EA/ EIS. Costs are estimated to run \$5M EA/EIS/Document processing/appraisal.	Yes, Both	% of action items completed	100%	% of increase in additional training areas from previous fiscal year.	10%
			Increased throughput training capability and maximize current facility and land use.	Plan to purchase prior to the end of 2017. Land required to ensure PTA is contiguous to adjacent training area. Options: Extend lease, purchase, or condemnation.	DPW/PLN	4.1.3 Extend Lease, Purchase, or proceed with Condemnation of State Leased Land at PTA between cantonment and training land	We will need funding for work sent to the COE for processing in-grants/out-grants/land purchases/economic analysis / appraisal/ EA/ EIS. Costs are estimated to run \$5M EA/EIS/Document processing/appraisal.	Yes, Both	% of action items completed	100%	# of acres of State leased lands extended, purchased or condemned at PTA.	Overall # of acres between cantonment and training land
			Minimized Encroachment and increased training opportunities	2017 (end of POM cycle)	DPW/ENV	4.1.4 Buffer training by implementing the Army Compatible Use Buffer (ACUB) plan of action for both locations, SB and PTA.	\$3M	Yes, Both	% of External buffer areas increased in accordance with plan	100%	% of Growth of internal buffer areas; % of growth of nuisance complaints from neighboring landowners	0%

Annex E: Final Objectives Worksheets

LOE 4: Installation Readiness

IMCOM Sub-task	SWOT Analysis Alignment	Garrison Objective	Outcome	Completion Date (month-year)	Lead/ Pro-pensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) *Action Plan*	Target	Performance Measures (Lagging) *Outcome*	Target
IR6 (Environmental Stewardship)	T-Encroachment, S-Robust Environmental Program, T-Litigation	4.2 Improve Environmental Stewardship	Stabilized endangered species population	30 years	DPW/ENV	4.2.1 Implement endangered species management plan; consult on newly listed endangered species.	\$11 M/year which supports 150 contracted employees, This number will grow with increased listings	Yes, Both	% of actions completed	100%	% of species stabilized (# of populations stabilized)	Overall # of populations
			Reduced costs of training and endangered species management and training restrictions	10 years	DPW/ENV	4.2.2 Reinitiate existing Biological Opinions with the USFWS	No additional resources, however, USFWS is short staffed which will slow down the process	No	# reinitiations completed	1 per year	% of reduction in costs of endangered species management.	10%
			Reduce municipal solid waste going to landfills and increase recycling	2015 (HQDA driven)	DPW/ENV	4.2.3 Increase number of recycling containers available on post. Increase education and outreach by creating a recycling brochure and conducting recycling activities at various public events. Increase the types of materials accepted at the recycling center.	Resources from QRP can feed back into this requirement	Yes, Internal	% of waste management action plans implemented or % of recycling initiatives implemented.	42% diversion from landfill by end of 2012	% diverted from landfill	50% diversion from landfill by end of 2015
			Reduced construction and demolition waste going to landfills and increased recycling	2015 (HQDA driven)	DPW/ENV	4.2.4 Revise the environmental clause contained in the JOC contract to specify recycling metrics and reporting requirements for the contractor. Work with COE and DPW to develop a recycling metric SOP. Develop base diversion rates.	Resources from QRP can feed back into this requirement	Yes, Internal	% diverted from landfill	50% diversion by end of 2012	% diverted from landfill	75% diversion by end of 2015
			Reduce runoff into the Storm Water system from the installation	1-3 years	DPW/ENV	4.2.5 Incorporate use of LID (Low Impact Development) into all new construction projects and upgrade old projects as funded	% per project/project cost	Yes, Internal	# project plans with LID incorporated	100%	% of runoff diverted from the Storm Water System	100%

## Annex E: Final Objectives Worksheets

### LOE 4: Installation Readiness

IMCOM Sub-task	SWOT Analysis Alignment	Garrison Objective	Outcome	Completion Date (month-year)	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) *Action Plan*	Target	Performance Measures (Lagging) *Outcome*	Target
IR3 (Installation Boot Prints Streamlined and Transformed)	T-Resources, T-Unstable Environment	4.3 Develop/ implement systematic approach to obtain alternative resources	Additional resources at no tangible cost to the Army	1-3 years	RMO; Tiger Team (include SJA & RCO)	Review best practices from other Garrisons and identify where proceeds from recycling are being spent	No additional resources	No	% of best practices adopted	2 per fiscal year	Cost avoidance	1.5% of our operating budget
IR2 (Sustainable Army Communities of Excellence)	T, W-Dissatisfied Customers	4.4 Implement and institutionalize the Integrated Management System	Improved quality of garrison operations	1-3 years	PAIO	Execute modified strategic planning process, develop balanced scorecard, increase customer outreach, development of workforce engagement programs, re-energize LSS	Minimal resources for marketing material	Yes, Internal	Number of LSS practitioners, volume of customer feedback, number of identified performance measures actively used	TBD	Balanced scorecard results (Customer Satisfaction, Process Measures, LSS Cost Savings/Avoidance, Employee Engagement, Strategic Measures)	TBD
IR5 (The Army's Infrastructure Modernized and Sustainable)	W-Aging Infrastructure, W,T-Dissatisfied Customers,	4.5 Improve Transportation Infrastructure	More efficient movement of people and vehicles in and around the installation while using less fossil fuels through the implementation of transportation and traffic initiatives and alternatives both on and off the installation.	8 Months for PTA, 12 months for FS, and 18 months for SB. Priority= 1:PTA, 2:FS/South, 3:SB/North	DPW/ PLN	4.5.1 Update Master Plan to Identify and Improve Transportation Inefficiencies and Deficiencies.	\$700K/7 civilians. in addition to normal duties. In addition, we will need + \$750K (Contract Support) to produce final products for each Primary Installation	Yes, Internal	% of 1st component completed	100%	% traffic initiatives implemented	100%
			Pedestrian oriented community with adequate parking	>5 years	DPW/ PLN	4.5.2 Building additional parking structures to meet the Garrison's parking requirement	Contingent on MILCON funding	Yes, Internal	# planned parking stalls created	Increase stalls by 10% per year	% of planned pedestrian-oriented communities created	100%

## Annex E: Final Objectives Worksheets

### LOE 4: Installation Readiness

IMCOM Sub-task	SWOT Analysis Alignment	Garrison Objective	Outcome	Completion Date (month-year)	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) *Action Plan*	Target	Performance Measures (Lagging) *Outcome*	Target
IR8 (A safe and Secure Community for Soldiers, Family Members, Civilians, and Installation Assets)	W,T-Dissatisfied Customers	4.6 Provide safe and secure community	Respond timely to law enforcement actions.	1-3 years	DES	4.6.1 Reduce DES response time to seven minutes for a GREEN rating.	Manpower	Yes, Internal	% of calls for service within 15 minutes or less	100%	% of law enforcement actions with a reduction in response time	100%
			Safer community	>5 years	DES	4.6.2 Increased education and robust neighborhood watch program	Current manning levels, no additional costs	Yes, Internal	% of education and neighborhood watch programs implemented as planned	100%	% of law enforcement actions reduced from previous fiscal year	10% reduction annually
IR1 (Sustainable Infrastructure That Supports Senior Commander Requirements)	W-Aging Infrastructure	4.7 Upgrade aging infrastructure/facilities and privatize FS wastewater system	Improved infrastructure/facilities	>5 years	DPW/BOD/ENG	4.7.1 Obtain funding and execute identified MILCON and SRM projects, prioritize projects. Privatize wastewater system at Fort Shafter.	\$1B (S, R, & MILCON), can execute \$70M per year with existing manpower	No	# of facility projects that are C3 or 4 that have been input into a program (i.e. PPS) for funding consideration	All	% of facilities that are C1	90% of facilities are C1
IR7 (Quality Housing and Barracks)	S-Quality Housing and Barracks Program, O,S-Partnering	4.8 Sustain quality housing and barracks program	Sustain quality of barracks	1 year	DPW/HSG	4.8.1 Ensure smooth turnover of First Sergeant's Barracks Program back to the units. Increase unit leader involvement in status of their barracks. Increase cooperation between DPW and unit chain-of-command to ensure barracks are sustained to appropriate standards	TBD	No	% of units assuming responsibility of barracks.	100%	Increase unit and leader involvement. Increased DPW coordination and communication with Senior/Mission Leader involvement.	90%

Annex E: Final Objectives Worksheets

LOE 5: Safety

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT Addressed by Objective	Garrison Objective	Outcome	Timeframe	Lead/ Propo- nency	Action Plan	Resource Consideration/ Requirement	STRATCOM	Performance Measure (Leading) * Action Plan *	Target	Performance Meas- ure (Lagging) * Outcome *	Target
5.1 Effec- tive Pri- vately Owned Ve- hicle (POV - Motorcycle and Auto) Safety Pro- grams in Place	Motorcycle Train- ing Through-put Limitations	Increase training rate by reducing no-shows	Trained Active Duty motorcy- clists	Short Term: 1-2 years		Motorcycle objective "pending". In May 2012, we will test an entirely new computer enrollment system. With unknown advantages/limitations, potential impacts cannot be identified at this time.						
5.1 Effec- tive Pri- vately Owned Ve- hicle (POV - Motorcycle and Auto) Safety Pro- grams in Place	Leverage Technol- ogy	Develop website that provides on-line train- ing accessi- ble to all em- ployees	Trained em- ployees (in Safety awareness)	Near Term: 3-5 years		Motorcycle objective "pending". In May 2012, we will test an entirely new computer enrollment system. With unknown advantages/limitations, potential impacts cannot be identified at this time.						
5.3 Employ Hazard Con- trol Measures to Foster a Safe Working and Living Environ- ment	Depleted Uranium (DU) - Nuclear Regula- tory Commission (NRC) License	Comply with NRC Li- cense	Short Term: Soldiers have access to train	Short Term: 1-2 years	DA, HQ IM- COM, ISO & Affected Garrison Director- ates/ Staff Of- fices	<u>Short Term:</u> - Purchase additional test equipment (per NRC Li- cense) - Sample air, water, soil, etc. (location - Schofield/ Poha- kuloa Training Area) (reg - Environmental Review and Management Program) - Conduct recordkeeping au- dits - Conduct contamination surveys - Schedule/conduct aware- ness training - Change over of radioactive material signage	\$4,000 for maintenance, equipment, parts and supplies (projected first year start-up cost to ini- tiate NRC License) - On-going and out year requirements TBD - Vehicle, fuel and personnel require- ments are captured with existing mis- sion assets	HQ IMCOM driven (TBD)	- Percentage of required sam- pling conducted  - Percentage of scheduled audits completed  - Percentage of scheduled awareness train- ing conducted	Green: 100% (per NRC Li- cense)  Red: <100% (per NRC Li- cense)	- Percentage of compliance with all NRC License requirements  - Number of No- tice of Viola- tions (NOVs)	Green: 100% Red: >100%  Green: 0 Red: ≥ 1

Annex E: Final Objectives Worksheets

LOE 5: Safety

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT Addressed by Objective	Garrison Objective	Outcome	Timeframe	Lead/ Propo- nency	Action Plan	Resource Consideration/ Requirement	STRATCOM	Performance Measure (Leading) * Action Plan *	Target	Performance Meas- ure (Lagging) * Outcome *	Target
5.3 Employ Hazard Control Measures to Foster a Safe Working and Living Environment	Depleted Uranium (DU) - Nuclear Regulatory Commission (NRC) License	Comply with NRC License	<p><b>Short Term:</b> Soldiers have access to train</p> <p><b>Long Term:</b> Decommission of Depleted Uranium (DU)</p>	<p>Short Term: 1-2 years</p> <p>Long Term: &gt;5 years</p>	DA, HQ IMCOM, ISO & Affected Garrison Directorates/ Staff Offices	<p>Short Term (continued):- Inventory and calibrate radiation test equipment</p> <ul style="list-style-type: none"> <li>- Inventory depleted uranium radioactive material</li> <li>- Transport, handle, store and dispose of radioactive material, as required</li> <li>- Complete additional requirements as stated in the NRC material Possession License</li> </ul> <p>Long Term: TBD</p>	<ul style="list-style-type: none"> <li>- On-going and out year requirements TBD</li> <li>- Vehicle, fuel and personnel requirements are captured with existing mission assets</li> </ul>	HQ IMCOM driven (TBD)	Note: Time-frame for conducting and completing requirements (e.g., monthly, quarterly, annually, etc.) unknown until NRC License is granted	<p>Green: 100% (per NRC License)</p> <p>Red: &lt;100% (per NRC License)</p>	<ul style="list-style-type: none"> <li>- Percentage of compliance with all NRC License requirements</li> <li>- Number of Notices of Violations (NOVs)</li> </ul>	<p>Green: 100% Red: &gt;100%</p> <p>Green: 0 Red: ≥ 1</p>
5.4 Require and Promote Safe and Healthy Practices in Professional and Personal Activities	Effective Partnerships	Increase partnerships between government agencies, local community, and private industry to enhance safety awareness	Cost sharing with minimal or no additional resources for new training or event opportunities	Near Term: 3-5 years	ISO & Garrison Directorates/ Staff Offices	<ul style="list-style-type: none"> <li>- Coordinate Joint Safety Manager meetings (roundtable format)</li> <li>- Identify partnership opportunities to share resources for training, special events, synergistic effects, etc.</li> <li>- Establish agreements to share resources</li> <li>- Coordinate/schedule new training or event opportunities</li> </ul>	\$10K/per yr (to host single commercial week-long class)	Varies - based on training/ event and target audience (TBD)	<p>Number of partnerships established per fiscal year</p> <p>Number of new training or event opportunities identified per fiscal year</p>	<p>Green: 5 per fiscal year</p> <p>Amber: 3-4 per fiscal year</p> <p>Red: ≤2 per fiscal year</p>	Number of cost sharing training opportunities conducted or events held per fiscal year	<p>Green: 5 per fiscal year</p> <p>Amber: 3-4 per fiscal year</p> <p>Red: ≤2 per fiscal year</p>

Annex E: Final Objectives Worksheets

LOE 5: Safety

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT Addressed by Objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	Action Plan	Resource Consideration/ Requirement	STRATCOM	Performance Measure (Leading) * Action Plan *	Target	Performance Measure (Lagging) * Outcome *	Target
5.5 Support Senior Commanders' Safety and Occupational Health Programs	Clarify Safety Roles and Responsibilities	Approved agreement (Memorandum of Agreement or Intra-service Support Agreement) between USARPAC and IMCOM Pacific	Better and more comprehensive Installation Safety Program (with no gaps)	Short Term: 1-2 years	USAR-PAC, IMCOM Pacific, & ISO-support	<ul style="list-style-type: none"> <li>- Obtain copy of IG report and CG/RD decision</li> <li>- Coordinate meeting with USARPAC and IMCOM Pacific</li> <li>- Identify organization's roles and responsibilities</li> <li>- Establish MOA/ISA agreement</li> <li>- Implement agreement</li> <li>- Update agreement (in coordination with RMO), as required</li> </ul>	Based upon outcome (TBD)	Based upon outcome (TBD)	Percentage of identified roles and responsibilities agreed upon by affected organizations  Note: Timeframe for % agreed upon (e.g., monthly, quarterly, annually, etc.) unknown until meet with USARPAC and IMCOM Pacific (TBD)	Green: 100% Amber/Red targets unknown until meet with USARPAC & IMCOM Pacific (TBD)	Agreement between USAR-PAC and IMCOM Pacific approved	Green: Yes Amber/Red targets unknown until meet with USARPAC & IMCOM Pacific (TBD)

Annex E: Final Objectives Worksheets

LOE 6 Energy and Water Efficiency and Security

IMCOM Subtask	Strategic Challenge/Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) relates to Objective	Target	Performance Measures (Lagging) relates to Outcome	Targets
EN-2 (Increased energy and water efficiency and modernized infrastructure)	•Operations and Maintenance for high technology equipment requires increased human capital investment	Staff DPW to meet modernized infrastructure operational requirements	Increased control over consumption with technically trained, competent individuals results in sustained consumption	1-2 years	DPW	Accomplish Business Case Analysis of in-house vs service contract (BOD) - Award Contract	BCA - .33 man years - Service Contract w/SCA 1 man yr	none	% of staff required on board	100%	consumption rate	no increase/decrease
EN-3 Improved development of renewable and alternative energy, and access to energy and water supplies	•Lack of staff to support energy measures	Comply with IMCOM requirement for 1 GEM per 5 MSF.	Increased Oversight and support for energy measures results in reduced consumption/ increased energy efficiency	1-2 years	DPW	IMCOM HQ request to increase TDA	Need TDA increased by 5 positions	none	Number of positions approved/filled	100%	Manhours towards energy projects	5 times existing effort
EN-2 (Increased energy and water efficiency and modernized infrastructure)	Located in area suitable for wind, solar and geothermal opportunities •Partners are motivated to employ energy conservation measures •Vulnerable to external influence due to geographic location – no local resources drives energy costs	Reduce energy consumption	Decreased energy consumption/cost	3-5 years	DPW	Develop alternative financed projects (EUL, ESPC, UESC)	2 dedicated man yrs	none	Contract established which reduces energy used	100%	Energy consumption rates/cost	decrease energy intensity 3% per year (Executive Order 13423)

Annex E: Final Objectives Worksheets

LOE 6 Energy and Water Efficiency and Security

IMCOM Subtask	Strategic Challenge/ Advantage or SWOT addressed by objective	Garrison Objective	Outcome	Timeframe	Lead/ Propensity	How will this be accomplished? (Action Plans)	Resource Considerations/ Requirements	STRATCOM	Performance Measure (Leading) relates to Objective	Target	Performance Measures (Lagging) relates to Outcome	Targets
EN-1 (Reduce Energy & Water Consumption)	Army partner is motivated to produce recycled effluent	Maintain current water pumping level	Minimized impact to the aquifer	3-5 years	DPW	Develop wastewater effluent reuse, meter large water users, leak detection install water-sense fixtures, xeriscaping, community awareness program, rainwater harvesting	\$20M	Internal	Project progress, % of effluent reuse, % of water metered, linear footage of waterline that we performed leak detection, amount of rainwater harvested, acreage xeriscaped, annual water use	100% of required action plan tasks	Amount of water pumped MGD (average over year)	Equal to FY07 levels.
EN-5 (Reduced carbon footprint on the environment)	<ul style="list-style-type: none"> <li>Army investing in alternative energy vehicles</li> <li>Army reducing size of vehicle fleet</li> <li>Reduced electrical consumption reduces carbon footprint</li> <li>Vehicle strategies will reduce carbon footprint</li> <li>Social economic instability drives energy costs</li> </ul>	Reduce greenhouse gases from all sources	Fewer greenhouse gases	60 Fuel Eff Veh - 5 yrs (DOL pls confirm)	DOL/DPW	<ol style="list-style-type: none"> <li>Reduce electricity consumption</li> <li>Reduce vehicle fleet</li> <li>Reduce mobility fuel usage</li> <li>Increase use of alternate fueled vehicles (ACTION: DOL).</li> </ol>	Elec veh \$4000/yr	Internal/ External	<ol style="list-style-type: none"> <li>Energy consumption rates</li> <li>% of vehicles reduced</li> <li>Reduction in mobility fuel usage.</li> <li># alternate fueled vehicles procured</li> </ol>	<ol style="list-style-type: none"> <li>Reduce energy intensity by 3% annually (Executive Order 13423)</li> <li>30% by 2015</li> <li>2% annually through 2020</li> <li>100% new procurements are alt fuel by 2015</li> </ol>	Greenhouse gases (metric tons CO2)	34% reduction by 2020
EN-1 (Reduce Energy & Water Consumption)	Lack of motivation because of lack of fiscal accountability for utilities	Promote Energy conscious culture on Installations	Reduced energy consumption through workforce awareness	1-2 years	DPW/ Garrison	<ol style="list-style-type: none"> <li>Require BEM participation in Director's performance objectives</li> <li>Vet performance of unit conservation programs at the IPB to the Senior Commander</li> </ol>	None	Internal	Organizations participating in the BEM program	100%	Reduced energy consumption	decrease energy intensity 3% per year





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