



**U.S. ARMY GARRISON, HAWAII**

**2008-2010**

**STRATEGIC  
SUSTAINABILITY  
ACTION  
PLAN**

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# U.S. Army Garrison, Hawaii



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# Message from the Garrison Commander



*Creating a clear vision, communicating and understanding the mission, and establishing guiding principles in which to operate, provide all members of an organization with a shared focus and an appreciation of what is important to the Command.*

*The mission statement reflects the significant scope of our Garrison core functions and our reason for being—"the Warfighter." This document, our more extensive U.S. Army Garrison, Hawaii (USAG-HI) Strategic Sustainability Action Plan demonstrates that we are a Team and each member plays a key role in accomplishing our mission and achieving our vision.*

*When you refer to this document, take it to heart—you are a part of the USAG-HI Team. As a Team we must live our guiding principles and strive to fulfill our mission, vision, and goals. Our reward—"Excellence" for both the Garrison and our customer!*

*I challenge each of you to actively execute this plan with every action you process; every communication you make; and every customer you serve. Take initiative and act now! I am counting on you, a member of the Garrison Team, to make this an organization of excellence!*

A handwritten signature in black ink, appearing to read 'Matthew T. Margotta'.

**COL Matthew T. Margotta**  
**Commander, U.S. Army Garrison, Hawaii**

## GUIDING PRINCIPLES

### **WE:**

- *Believe personal and professional education and training enhance mission accomplishment*

### **WE will:**

- *Promote teamwork, trust and accountability*
- *Accomplish our mission through Garrison-wide teamwork*
- *Recruit and retain high caliber people who are role models with high work ethic for others to follow*
- *Emphasize forward-thinking, agility, continuous improvement, and prudent risk taking*
- *Demand mutual respect, professional behavior, and dedication*
- *Recognize, award and promote the growth and potential of our people*

### **WE are committed to:**

- *Providing the best possible service to our military community in Hawaii*
- *Honesty, integrity, and the highest standards of moral and ethical conduct*
- *Customer and service focus*
- *Open and effective communication*
- *Collaborative planning and executing, and breaking down both internal and external barriers*
- *Maximum return on investment, innovation and change based on data, analysis, continuous improvement and best practices (e.g., Lean Six Sigma, Common Levels of Service)*
- *Sustainability and excellence of our driving force*



# U.S. Army Garrison, Hawaii



## *Vision*

*Results-oriented, customer-focused, professionals providing the best services, housing, facilities, and training environment in the Army.*

## *Mission*

*Provide sustainable installation support and services for Joint War fighters, their Families and the military community that meets current and future mission requirements, safeguards human health, improves quality of life and enhances the natural environment.*

## *Garrison Commitment*

### *Customer focused*

*Promote trust, teamwork and accountability through open and effective communication*

*Demand mutual respect, dedication, honesty and integrity*

*Recruit and retain high caliber people who are role models for others to follow*

*Develop a culture of innovation with a focus on continuous improvement*

*Promote the growth of our people through personal and professional development*

*Set the Army standard for providing quality services to our Soldiers and Families*

*Seek opportunities to sustain our environment, people, and resources*

# What is Sustainability?



**“A sustainable Army simultaneously meets current as well as future mission requirements worldwide, safeguards human health, improves quality of life, and enhances the natural environment. (Army Strategy for the Environment, 2004)**

As the Army reorganizes into modular units to face the global challenges of the next century, sustainability is the focus of our strategy to support the Current Force and the Future Force. In November 2003, the Army initiated a process to develop a bold strategic new approach for transition to more sustainable practices.

The classic definition of sustainability comes from the United Nations Brundtland Commission of 1987 that stated a vision of resource utilization that “meets the needs of the present without compromising the ability of future generations to meet their own needs.” The business world has adapted this definition of sustainability into “triple bottom line” practices of simultaneously caring for people and the planet while making a profit. The Army created its own triple bottom line that focuses on mission, community and the environment while also being fully cognizant of cost.

It is clear that as good stewards of the multitude of resources entrusted to us, US Army Garrison, Hawaii (USAG-HI) must become a sustainable installation – one that simultaneously meets mission requirements worldwide, protects human health and safety and enhances quality of life both inside and outside the “fence line”, and safeguards the natural environment. This is a significant and long-term commitment to change the way we design, build, buy, maintain, operate, dispose or reuse, transport and otherwise perform our mission.

For instance, in the arena of environmental awareness, military missions face many challenges. Threatened and endangered species, unexploded ordnance, demands of land/air space, encroachment, urban growth, air and water quality, are all hurdles that impact military readiness. USAG-HI has responded sustainably to these needs with robust, aggressive initiatives that span across the entire garrison. For example, its staff oversees more than 100 threatened and endangered species on Army lands in Hawaii.

In the same manner USAG-HI tries to respond appropriately and powerfully as it seeks to be a good neighbor and a contributor to the powerful cultural vitality of Hawaii. A multitude of community meetings, a respectful cultural staff, and a myriad of out-reach opportunities are but just a few of the sustainable initiatives of USAG-HI.

Sustainability is not just “doing better” in the way we manage installations; rather it is a completely different approach to the way we do business. In fact, it requires radical changes in almost all of the core business processes the garrison performs today. For the garrison to be sustainable, we must take care of today’s needs while also making the right investments in the future.

## *Scope*

*This plan applies to all members of the U.S. Army Garrison Hawaii Team. The mission and vision are designed as a catalyst for long range and operational strategies that evolve into dynamic action plans, which focus the Garrison toward aligning with Army Sustainability and business*

# How We Got Here

## History of USAG-HI Strategic Sustainable Action Plan

As with all other sustainability initiatives within the Department of the Army (DA), United States Army Garrison-Hawaii's (USAG-HI) Strategic Sustainable Action Plan (SSAP) has much of its origins in Pentagon conversations in 2001-02, when key Army leaders recognized the imperative to be both resource and community conscious in order to fully sustain the Army mission. These conversations resulted in the development of the Army Strategy for the Environment produced by the Army Office of Environmental Planning (OEP). Furthermore, under the guidance of Brian and Mary Natrass, of Sustainability Partners, Inc., and the leadership of Mr. Tad Davis, a process was developed to create an installation sustainability plan. By the summer of 2006, 16 US Army installations had undertaken this process.

By late summer 2006, USAG-HI had already been involved in many key activities that would be reflective of a sustainable installation. Some examples include, initiating the construction of 5,000 new military housing units that incorporated key resource saving measures (e.g. photovoltaic power, water reclamation, low vehicular traffic community design), the re-use of deconstructed materials for future building projects, regular meetings with the Wahiawa and Ma-kua communities on sensitive Army/community issues, Army Compatible Use Buffer purchases of key acreage and the protection of endangered flora and fauna within those lands and range lands, etc. Key civilian and military personnel were clearly already predisposed to sustainability concepts.

In the fall 2006, the decision was made to fund USAG-HI to participate in the sustainability planning process. In January of 2007 key USAG-HI civilian and military personnel participated in a scoping workshop as further details of the Sustainability Planning Process were shared. During this scoping workshop the participants determined the key focus areas of the cross-functional teams: Infrastructure, Community Interaction, Military Training, Transportation, Procurement and Workforce Development. Workforce Development was a focus area that no other installation had identified before, but it accurately identified a necessity to sustain the human community (through opportunities for continual training, improvement, advancement and wellness) that comprises our workforce. The participants also identified key personnel and departments that should be represented on each cross-functional team.

The process that had been followed in each of the 16 previous installations encompassed a series of 4 workshops spread over the course of one year. Between workshops, each cross-functional team had tasks to complete before the start of the next gathering. For a number of reasons, it was determined that the time line could be compressed and therefore, workshops A & B were combined into four days in March 2007. Workshop C & D followed in short order in the next two months as opposed to the usual three months in between. In addition, to strengthen both the efficacy of each workshop and the implications for the results, the Garrison Commander made the decision that each cross-functional team would be led by one of his garrison directors. Such high-level participation was a key factor that led to USAG-HI's ability to successfully compress the workshop schedule.

Workshop A & B focused on building awareness and establishing a baseline. A garrison footprint was developed for USAG-HI as a tool for not only measuring progress over time, but also for defining the sustainable future planned for USAG-HI. Awareness consisted of a) developing a common understanding and vocabulary of the concepts of sustainability, b) understanding why sustainability is an important concept for USAG-HI, the Hawaii community, our nation and the world, c) an understanding as to why the US Army adopted sustainability as one of its core

## **History of USAG-HI Strategic Sustainable Action Plan (continued)**

concepts and d) an understanding of how to utilize the concept of sustainability in all future planning processes and decision making in USAG-HI. In light of this information, Workshop B focused on each team defining its key mission from a sustainability perspective and then beginning to assemble the basic components that would create the baseline footprint of the garrison as viewed through a sustainability lens. Workshop B concluded with each team determining what information was missing from the footprint and then dividing up the work among members to fill in the pieces for the next step in the planning process.

The focus of workshops C & D was to define the key 25 year goals for each team followed by the development of objectives and action plans through the year 2015. Because much of the work of the garrison is dependent upon successful interaction with civilian counterparts outside the fence (particularly, from a sustainability perspective that has community interaction as one of its three foundations), Workshop C began with a presentation on sustainability and USAG-HI's efforts to garner participation from the broader Hawaii community. Dr. Brian Natrass of Sustainability Partners, Inc. was invited as the keynote speaker for the event. Following the presentation, community members were invited to stay on and assist the cross-functional teams with their work and deliberations. Workshop C concluded with the presentation of over 30 sustainability goals which were paired down or consolidated into ten goals to be worked by six cross-functional teams.

Workshop D occurred one month later with a series of intense days in which each of the cross-functional teams worked to create objectives and action plans for the goals assigned to them with a 2015 focus. A standard format for each action plan was developed. This format consisted of a restating of the goal and the sub-objective, an action plan title, a brief description of the action plan, identification of the lead department or key personnel to head the effort, identification of funds, manpower requirements, and an estimated time of completion. As expected, not all of the action plans could be completed in the allotted time. Workshop D concluded with a directive from COL Killian for each cross-functional team to meet in the next two months to finish the work they started.

During June and July 2007 each of the teams met to finish the action plans. As the document was being prepared, two key challenges emerged. The first was many of the participants in the planning process had changed creating a gap in a common understanding of sustainability and buy-in for the work under review. For many individuals, sustainability was merely synonymous with environmental awareness or stewardship. Though the environment is a key focal area of sustainability planning, from the military perspective it is only one of the three key focal areas. The other two areas are the community and the mission. It is the intersection of these three that makes for a sustainable installation. For those who had not gone through the process, a re-education process was necessary to affirm sustainability was more than becoming better environmental stewards. The second challenge was the merging of the garrison's Strategic Planning document with the new Sustainability document. Clearly, there was confusion as to which document represented the future planning mechanism for USAG-HI.

In July 2007 when the Sustainability Plan was presented to the new Garrison Commander and the directorates these issues became painfully obvious. The goal language of the Strategic Business Plan was more concise, and the directors who had not been involved in the Sustainability Planning effort were comfortable with the existing document and were in agreement to conflate the sustainability efforts into the existing section of Environmental stewardship. Before embracing one and rejecting the other, it was suggested that what was needed was to explore whether these documents could be merged into a single comprehensive document.

Over the course of the next month, the wisdom of this suggestion became abundantly clear. There were, in fact, many areas of cross-over in which (though often in different language) the same concepts were being expressed in both documents. Furthermore, this effort was a perfect opportunity to examine the existing Strategic Plan and determine what had already been accomplished, what was no longer applicable, and what was necessary to maintain from the Strategic Business Plan that was not reflected in the Sustainability Plan. The same cross-walk took place with the Sustainability Plan. Eventually, goals were restated, language was massaged, sub-objectives and action plans were combined and a new proposal for a Strategic Sustainable Action Plan was presented to the Garrison Com-

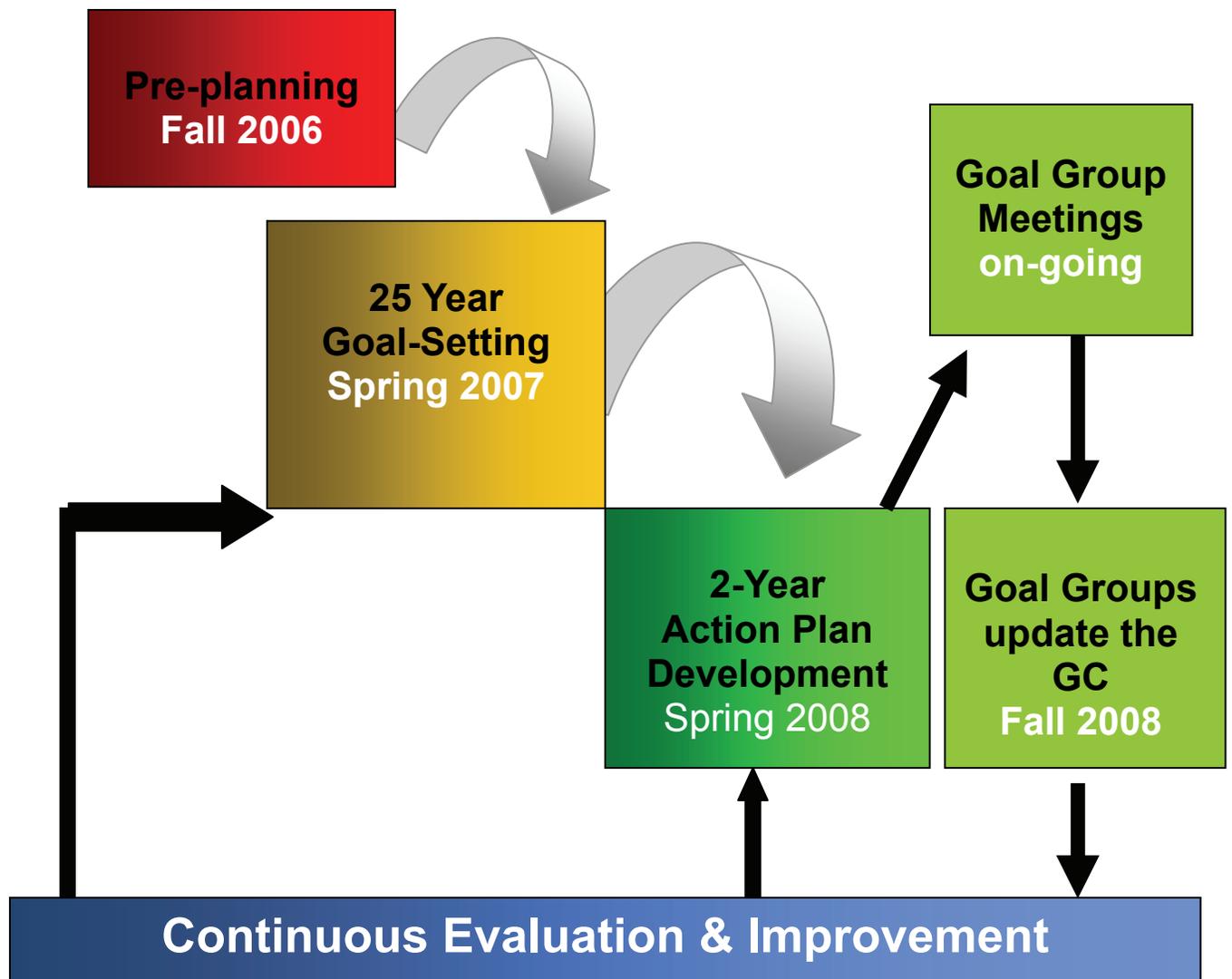
## History of USAG-HI Strategic Sustainable Action Plan (continued)

mander and his directorates and accepted in September 2007.

What emerged from the combing of the two plans was a new planning document for other installations to emulate. Had this merging not happened, USAG-HI would have had a business plan in which sustainability was consigned either to something we should think about or what we do when we consider the environment. Instead, the document that was developed allows for the lens of sustainability to be the primary planning mechanism. Its reach is broader than the environment and truly reflects the intersection of environment, community and mission in all future planning. Furthermore, sustainability as a conceptual framework for planning is imbedded throughout the garrison rather than a layer added upon an existing framework.

In April 2008, the teams met again and worked to identify 3-5 priority objectives that could be obtained over the next 12-18 months. Though budget constraints were important to consider, the key directive was to determine what priorities needed to be accomplished in the short term in order to make the other action plans possible for the future. The content within this document is the culmination of the sustainability efforts being made within USAG-HI.

### Garrison, HI Sustainability Planning Process



# GOAL 1



***Provide quality facility, infrastructure and information technology, safety and emergency services to support the Garrison's mission***

## Objectives

***Objective 1.1: Eliminate dependence on fossil fuel garrison-wide by 2032.***

***Objective 1.2: Meet or exceed LEED standards by 2032***

***Objective 1.3: Utility conservation: Maintain utility consumption per sq ft (BTUs) at or below current usage.***

***Objective 1.4: Improve Installation Force Protection Program***

***Objective 1.5: Implement DoD Safety and Occupational Plan***

***Objective 1.6: Reduce potable water consumption per capita by 50% over 2000 baseline by 2032***

***Objective 1.7: 40% reduction of solid waste disposal from FY06 baseline by FY15***

***Objective 1.8 Conduct future master plans within a sustainability framework***

***Objective 1.9 Support infrastructure needs of new missions (Army Modularity Force—Edates)***

***Objective 1.10: Develop and manage the Garrison's Annual Work Plan (AWP)***

## Strategy Statement

***Strategy integration of Information Technology and Infrastructure service so as to ensure seamless delivery of goods and services, mission readiness and deployment support***

## Goal Members

***Chair: Directorate of Public Works, Director***

***ACTUS  
DES  
DOIM  
DPTMS  
DPW  
ISO  
RCI***



# GOAL 1

(Continued)

## *Provide quality facility, infrastructure and information technology, safety and emergency services to support the Garrison's mission*



### *2 Year Plan*

#### *Major Tasks:*

- *Maximize use of solar energy: Install PV Systems and Install Solar Water Heater Systems*
  - *Action Plan POC: DPW, Deputy Director, Planning and Utilities Division*
- *Maximize use of solar energy: Install Solar Water Heater Systems*
  - *Action Plan POC: DPW, Planning and Utilities Division*
- *Plan Army community meet or exceed LEED standards*
  - *Action Plan POC: DPW, BOD and Engineering Division*
- *Metering for Utility Consumption*
  - *Action Plan POC: DPW, Utilities and Planning Division*
- *IT Support—Consolidation of IT service installation wide in ISF*
  - *Action Plan POC: DOIM, Deputy Director*
- *DES will provide a multi-faceted, world-class response to any event, requiring law enforcement/access control, physical security AT/FP, CBRNE, Fire/HAZMAT, Safety or EMS support*
  - *Action Plan POC: DES, Operations Division*
- *Improve and Implement DoD Safety and Occupation Plan*
  - *Action Plan POC: ISO Director*

### *Major Task: Plan Army community meet or exceed LEED standards*

*Here is a list of definitions that provide a foundation as to what Green Building is all about.....*

**Sustainability** is responsible stewardship of our natural, human and financial resources through a practical and balanced approach. Sustainability requires changes to the facility delivery process to ensure the best fit of the built environment to the natural and cultural environment.

**Environmental Design** is defined as design that deals with man's forethoughts, concepts and ideas about the betterment of situations regarding him and everything that surrounds him. This lofty task is plagued by the many influences of architecture, engineering, construction and the environment as a whole.

**Sustainable Development** refers to structures and designs that cause no overall net environmental burden or deficit. Beginning with the earliest stages of project planning, sustainable development considers a building's total economic and environmental impact and performance, from raw material extraction and product manufacture to product transportation, building design and construction, operations and maintenance, and finally building reuse or disposal.

**Sustainable Building** is essentially the use of design and construction methods and materials that are resource efficient and will not compromise the health of the environment or the associated health and well being of the building occupants, builders, the general public, or future generations.

**Sustainable Design** means using the most energy efficient and environmentally sustainable products, optimizing architectural design to incorporate local natural conditions, such as day lighting, and passive/active solar and solar thermal applications, and providing for indoor workplace environmental quality.

**Green Construction** is a complex definition relating to the "green" environmental practices that produce energy efficiency and integrating all phases of the construction process. It is therefore, providing for environmental energy efficiency through planning and design and incorporating these aspects into the entire construction process.

## Goal 2

*Recruit, develop and retain a motivated, effective, adaptable and customer-focused workforce.*



### Objectives

*Objective 2.1: Create Workforce Development branch by 2008 to include Program Manager, Training Specialist and Workforce Development Specialist.*

*Objective 2.2: Create a system thinking paradigm shift for Army professional development*

### 2 Year Plan

#### Major Tasks:

- *Stand up the Workforce Development Office*
  - *Action Plan POC: Workforce Development Program Manager*
- *Create a baseline that analyzes and documents current workforce development needs*
  - *Action Plan POC: Workforce Development Program Manager*
- *Develop technical leadership and supervisory competencies that facilitate lateral and promotional movement in the organization.*
  - *Action Plan POC: Workforce Development Program Manager*

#### Strategy Statement

*Create a system thinking paradigm shift for Army professional development that supports cross-functional operation, life-long learning and perpetual career enhancement.*

#### Goal Members

*Chair: Workforce Development, Chief*

<i>WFD</i>	<i>DHR</i>
<i>DES</i>	<i>RMO</i>
<i>DPW</i>	<i>EEO</i>
<i>DFMWR</i>	<i>CPAC</i>

## Goal 2



***Recruit, develop and retain a motivated, effective, adaptable and customer-focused workforce.***

### *Major Tasks*

- *Stand up the Workforce Development Office (WFD).*
- *Create a baseline that analyzes and documents current workforce development needs.*
- *Develop technical leadership and supervisory competencies that facilitate lateral and promotional movement in the organization.*

### *U.S. Army Garrison Hawaii Organizational Self-Assessment*

*USAG-HI has made progress toward becoming a high performing organization; however, the overall performance from the Organizational Self-Assessment (OSA) survey indicates much work has yet to be done. Implementing processes to manage worker skills and competencies and staffing levels as well as identifying skills and staffing gaps to be filled through training and/or hiring should bring us closer to maturity.*

*Three of the four top opportunities for improvement identified in the OSA relate to workforce focus issues. The garrison does not have baseline data to conduct a meaningful analysis of the current state of the workforce. A human capital self-assessment that focuses on critical areas such as technical and soft-skills training needs, skill level alignment and professional development requirements at the entry, supervisory and management levels may provide valuable insights for the creation of a comprehensive workforce development plan.*

*We need to identify the competencies (knowledge, skills, abilities and behaviors) needed to achieve high performance of mission and goals and then hire employees that meet these requirements or identify employees willing and able to train to the competencies. Filling and maintaining our talent pool with professionally trained employees is an organizational imperative.*

*The garrison needs to create formal training and professional development strategies tied to the workforce development plan. Several respondents mentioned that their Individual Development Plans (IDPs) had been created but not utilized. Linking professional development to needed competencies will ensure the workforce of tomorrow possesses the skills and knowledge needed for future missions. Once the competencies have been identified and the professional development strategy is formulated, the program must be effectively communicated to the workforce. Once implemented, the program must be measured to identify performance return on investment and employee satisfaction.*

*We need to do a better job of communicating with our workforce. A strategic planning communication campaign that reaches across the entire workforce must be developed. Many of our workforce are not aware of our Garrison strategic goals and/or objectives, which relate back to the lack of communication mentioned in the workforce focus category of the OSA. Some segments of the workforce have lost visibility of the garrison strategic plan.*

*By accomplishing the establishment of the first major objective (creating a workforce development office), the USAG-HI has identified itself as a leader in the field of sustaining its workforce. The WFD office will be the key component in achieving Goal 2, including its objectives and action plans.*

## GOAL 3

*Become the Army's benchmark for well-being, community relations and environmental stewardship.*



### Objectives

*Objective 3.1: Establish a Sustainability Program (FY08-12)*

*Objective 3.2: Continue to improve and expand partnerships, outreach with State and Local communities*

*Objective 3.3: Improve well-being services for the community*

*Objective 3.4: Improve infrastructure and facilities for service and Family members and military community*

### 2 Year Plan

#### Major Tasks:

- *Establish a fully functional sustainability program office within Plans, Analysis and Integration Office (PAIO) with appropriate staffing and funding*
  - *Action Plan POC: PAIO—Lead*
- *USAG-HI will develop sustainability training and outreach programs to educate the military community, as well as local communities, concerning sustainability issues.*
  - *Action Plan POC: Sustainability Coordinator*
- *Continue to improve and expand partnerships and outreach with State and local communities.*
  - *Action Plan POC: PAO*

### Strategy Statement

*Provide the best possible mental, physical, educational and spiritual programs to enhance quality of life for all Soldiers, their Families and civilian workforce. Engage with community stakeholders in strategic, charitable, educational and land utilization partnerships that mutually enhance the well being of all Hawaii residents and our shared environment.*

### Goal Members

*Goal Chair: USAG-HI PAO Director*

*RSO  
DES  
DFMWR  
PAO  
Transformation  
USAG-Oahu*

## GOAL 3

*Become the Army's benchmark for well-being, community relations and environmental stewardship.*



### *Objective 3.2: Continue to improve and expand partnerships, outreach with State and Local communities*

*We are in alignment with the Hawaii 2050 Sustainability Plan*

*Goal 1: A Way of Life—Living sustainably is part of our daily practice in Hawaii*

*A new way of embracing Hawai'i and the world. By 2050, our goal is that sustainability will be a way of life for all Hawai'i residents; not a technical term used by environmentalists, planners and political leaders. Integrating this ethic cannot be confined to government policy, but rather it is a fundamental shift in our understanding of our economy, society and environment. This goal, more than any of the others, requires the collective action of all.*

***Responsibility of all.** All sectors and individuals must play an active and vital role. Individuals in their role as consumers must be conscious about how their actions impact our economy, community and environment. The informed and responsible person can determine what products and services are purchased, what kind of energy is used, how much water is consumed, and how the environment is managed. In many respects, our individual daily practices can determine whether we achieve a sustainable Hawai'i.*

*Government must lead and set an example. Government is the largest employer and consumer in the state. Its actions and policies can make dramatic shifts on whether we meet our sustainable future, including retrofitting old facilities, purchasing hybrid cars, and buying biodegradable products. The business community can also lead in finding opportunities to move towards sustainable practices. In the long-run, it can be more profitable, and consumers who are rapidly purchasing "green" products and services will likely respond accordingly.*

***The role of education and public awareness.** Part of creating a sustainability ethic can be done through the Department of Education and through independent schools. Integrating a curriculum is a straightforward, measurable way to directly educate the next generation about these concerns. But the effort has to expand beyond that. It has to be embraced by churches, temples, youth groups, canoe clubs and others. This social movement is already building and it cannot be confined to government action. We must also invest in a public awareness campaign about sustainability, and encourage cross-sector dialogue to address key long-term and sustainability issues facing our state.*

*Goal 1: Strategic Action*

- 1. Develop a sustainability ethic.*
- 2. Conduct ongoing forums and cross-sector dialogue to promote collaboration and progress on achieving Hawaii's sustainability goals.*
- 3. Continually monitor trends and conditions in Hawaii's economy, society and natural systems.*

## GOAL 4

*Optimize the movement and deployment of people, equipment and materials.*



### Objectives

*Objective 4.1: Promote behavior changes to minimize fuel consumption.*

*Objective 4.2: Increase the use of government and public transit*

*Objective 4.3: Minimize the use of fossil fuels (in transportation)*

*Objective 4.4: Design all facility infrastructure to minimize need to drive and maximize installation efficiency and sustainability*

### 2 Year Plan

#### Major Tasks:

- *Increase the use of government transit*
  - *Action Plan POC: Directorate of Logistics (DOL), Transportation Division*
- *Create a needs study to determine alternate transportation options.*
  - *Action Plan POC: DOL, Transportation Division*
- *Optimizing vehicle procurement to gain higher efficiencies by careful selection to vehicle size and available technologies.*

#### Strategy Statement

##### *Move Smart!*

*Provide alternatives that optimize the movement of people/equipment/material with a significantly decreased logistical tail and minimal community disruption.*

#### Goal Members

*Goal Chair: Directorate of Logistics,  
Director*

*DFMWR*

*DOL*

*DPTM*

*ISO*

*OGC*

*USAG-Oahu*

*USAG-Pohakuloa*

## GOAL 4

### *Optimize the movement and deployment of people, equipment and materials.*



*Major Task: Optimizing vehicle procurement to gain higher efficiencies by careful selection of vehicle size and available technologies.*

#### *Case for Purchasing Electric Vehicles.*

*What is an electric vehicle (EV)? In an EV, a battery or other energy storage device is used to store electricity that powers the motor. EV batteries must be replenished by plugging in the vehicle to a power source. Some EVs have onboard chargers; others plug into a charger located outside the vehicle. Both types, however, use electricity that comes from the power grid. Although electricity production may contribute to air pollution, EVs are considered zero-emission vehicles because their motors produce no exhaust or emissions.*

*There are currently no light-duty EVs available from the major auto manufacturers. Neighborhood electric vehicles (NEV), on the other hand, are being manufactured by a variety of companies. These small vehicles are commonly used for neighborhood commuting, light hauling, and delivery. Their use is limited to areas with 35 mph speed limits or for off-road service on airports or resort areas.*

*Because they can only reach speeds of 35 mph, NEVs are considered light-duty vehicles and are not eligible for fleet credit. However, their versatility in moving people through limited commute areas make them useful in a variety of applications. Conversion kits are also available to transform a conventional light-duty vehicle into one that runs on electricity.*

*Another alternative vehicle is the hybrid electric vehicle (HEV). Hybrid electric emissions vary depending on the vehicle and its configuration. In general, HEVs have lower emissions than conventional vehicles of the same class because the electric motor offsets how much the internal combustion engine is used. In addition, HEVs have the potential to operate in electric-only mode. In this mode, the vehicle operates with no emissions, which is optimal in congested areas and where emission are not tolerated.*

*HEVs can drive 40 to 79 miles on one gallon of gasoline, much farther than a conventional vehicle. Unlike the EV, the batteries in HEV do not need to be plugged in to recharge. They are recharged by regenerative braking and onboard generators. However, there are benefits to driving a vehicle that must be plugged in. Plug-in HEVs can produce even better fuel economy than today's HEVs.*

## GOAL 5

*Maximize training support while minimizing the impact on the natural environment and the community.*



### *Objectives*

*Objective 5.1: Reduce all non-fire hazards on training lands*

*Objective 5.2 Reduce fire and fire hazards on training lands*

*Objective 5.3 Provide comprehensive training facilities and resource guidance for USAG-HI tenants and other users*

*Objective 5.4: Reduce impacts of training to the natural and cultural resources in order to maximize the training mission capabilities.*

*Objective 5.5: Fine tune the sustainable range program for USAG-HI*

*Objective 5.6: Engage wider community in Range continuation and development plans in order to ensure continuous and uninterrupted range usage.*

*Objective 5.7 Support training building and development projects already in process and encourage smart land-use in their continued progress.*

### *Strategy Statement*

*Maintaining training areas of current and future transitional weaponries and warrior land welfare by reducing all fire, infrastructure and environmental hazards, protecting and enhancing natural and cultural resources and utilization of appropriate “green” technology. Partner with wider community to encourage compatible land use and mitigate encroachment issues.*

### *Goal Members*

*Goal Chair: Directorate of Plans,  
Training, Mobilization and Security,  
Director*

*DPTMS*

*DPW*

*ISO*

*SJA*

*Transformation  
USAG-Pohakuloa  
1101st*

## **GOAL 5**

*(Continued)*



### ***Maximize training support while minimizing the impact on the natural environment and the community.***

#### ***2 Year Plan***

##### ***Major Tasks:***

- ***Update 210-6, 210-12, SOPs and annexes for ranges and training lands and establish training ammunition guidance.***
  - ***Action Plan POC: Directorate of Plans, Training, Mobilization and Security (DPTMS), Range Division***
- ***Create a world-class GIS program with appropriate data layers.***
  - ***Action Plan POC: DPTMS, Range Division***
- ***Gain efficiencies (communication, coordination, and prioritization) in SRP by embedding natural and cultural resources, safety, and wild-land fire management components within Range Division of DPTMS***
  - ***Action Plan POC: DPTMS, Range Division***
- ***Continue Power Projection Platform projects for Installation and joint service readiness and deployment support***

***Major Tasks: Update 210-6, 210-12, SOPs and annexes for ranges and training lands and establish training ammunition guidance.***

The key to achieving successful results in military operations begins with proper training of all personnel in classrooms as well as in the field. Environmental considerations should not be separate or distinguishable and be an integral part of our tactics, techniques and procedures of military operations. Efforts to address the environment will enhance tactical operations and issues of force protection and ultimately risk management considerations of the fight force.

The environmental elements should be integrated into operational concepts and Army training doctrines. The use of environmental training conditions and standards help to facilitate this integration into the total Army training system. Leaders must be trained and educated in accordance with their responsibilities concerning the environment and use the military decision-making process to ensure this integration into their organization. Ultimately, this will translate into Soldiers at all levels having a new sense of environmental ethics, stewardship and attitude.

It is the intent of readiness training centers such as DPTMS, Range Division at USAG-HI to conduct training within standards while minimizing an adverse impact to the environment. As in the field environment, USAG-HI also have environmental impact considerations which include solid waste disposal, non-hazardous waste disposal, used oil disposal, wastewater disposal, and natural and cultural awareness.

There are some concerns to consider that specifically relate to field training environment. They include archaeological and historical preservation, air and noise emission control, ecosystem protection, erosion control, protection or protected species of animals and birds, solid hazardous and non-hazardous material/waste management, fire control, and land management. Commanders and leaders must be aware of how these issues affect the environment and be able to comply with applicable laws.

It is imperative that adequate environmental planning occurs early when planning for training opportunities. This is necessary in identifying potential problems through initial environmental impact assessments of training opportunities and to assist in avoiding potentially controversial issues while also helping to focus efforts on meeting mission requirements and community needs.

# GOAL 6

*Be a model for the U.S. Army and the State of Hawaii of reducing resource consumption while meeting mission needs.*



## Objectives

**Objective 6.1: Increase sustainable products and services to 30% by FY15 (to 50% by FY22 and 100% by FY32)**

### 2 Year Plan

#### Major Task:

- **Establish installation sustainable directives, policies and standards.**
  - **Develop and staff directives, policies and standards**
    - **Action Plan POC: Goal 6 Working Group and PAIO**
  - **Establish a baseline.**
    - **Action Plan POC: RMO, RCO-HI**
  - **Develop and Implement a life cycle cost methodology.**
    - **Action Plan POC: DPW**

#### Major Task: Establish sustainable directives, policies and standards

#### Why is a Sustainability Procurement Policy necessary?

While directives attempts to address and work within existing organizational and legal structures, it is quickly obvious that these very structures can often provide or result in barriers to improving sustainable procurement policies and practices.

- **Need to examine cost-savings.** A core concept of sustainable procurement is to look beyond initial costs to weigh all product costs: extraction of raw material, handling, shipping, storage, maintenance, operations, and disposal.
- **Complexity of the issue and number of people who must understand.** They key to sustainability is to make our actions environmentally and socially beneficial while also being economically intelligent.
- **Current procurement practices.** It is hopeful that providing installation sustainable directives, it will clarify the ability of the garrison to choose the procurement mechanism that balances price, environment and community concerns.
- **Data collection and monitoring.** Without this data, it will be difficult to know what products are being used and the impact of the changes in purchasing products believed to be more sustainable.

## Strategy Statement

*Key resource restraints will be addressed through elimination of fossil fuel dependency, 100% LEED platinum certification for all facilities and communities, reduction of potable water consumption by 50%, adoption of zero waste practices, and 100% procurement of sustainable products and services.*

## Goal Members

**Goal Chair:**  
**RCO-HI**

**DFMWR**  
**DOIM**  
**IRO**  
**RMO**  
**DPW**

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# Goal Group Milestones

Goal 1				
Provide quality facility, infrastructure and information technology, safety and emergency services to support the Garrison's mission.				
Strategy: Strategic integration of Information Technology and Infrastructure service so as to ensure seamless delivery of goods and services, mission readiness and deployment support.				
	Tasks	Action Plan POC or Responsible Directorate/Office	Measures	Update As of 1 Oct 08
<b>OBJ 1.1: Eliminate dependence on fossil fuel garrison-wide by 2032.</b>				
Action Plan: 1.1.a Maximize use of solar energy: Install PV systems	All Milcon Roofs PV ready	Engr Div Chief	# of projects	MILCON projects will design PV ready roofs from FY09
	All Re-roof projects PV ready	Engr Div Chief	# of projects	DPW has forwarded listing of roofs to Navy
	Work with ACOE to integrate the design	DPW Deputy Dir	Integrated	MILCON projects will design PV ready roofs from FY09
	ADG application of roof orientation design	Planning Div Chief	Integrated	Requirements are integrated into SB ADG
	Lifecycle cost analysis - Capture existing PV systems	Utilities Chief	Conducted for all projects	Pending
Action Plan: 1.1.a Maximize use of solar energy: Install Solar Water Heater Systems	All hot water intense usage facilities have system installation included in Milcon Projects	Planning Div Chief	100%	Pending: Requires identification of high intensity hot water usage, potential MILCON barracks.
	ID & retrofit existing systems modification/augmentation	BOD Chief	3 projects @ \$50K each	FY 09 ESIP project at PTA
<b>OBJ 1.2: Meet or Exceed LEED standards by 2032</b>				
Action Plan: 1.2.a Plan Army community to meet or exceed LEED standards.	Design & Construct facilities using LEED standards: - NC Silver, EB certified	Engr Div Chief	1 each NC & EB over \$3m	MILCON standard is LEED Silver: On-going
	Hire 2 new LEED Contract Managers - need RD approval - \$180K (estimate)	Eng Div Chief	Approved and Hired	Action still pending
	Develop training program fro LEED EB	Eng Div Chief	Implemented	Web Training implemented. Sending PM's to gain LEED accreditation.
	Develop LEED checklist for both LEED NC & EB	Eng Div Chief	Implemented	NC Checklist: Formulated Renovation Checklist: Formulated
<b>OBJ 1.3: Utility conservation: Maintain utility consumption per sq ft (BTUs) @ or below current usage.</b>				
Action Plan: 1.3.a: Metering for Utility Consumption	Benchmarks/Shadow Efforts of Family Housing	Utilities Chief/RCI	Reduced power consumption.	Included in IDG
	ID buildings that meet DA requirements - ID bldgs in excess of 29,000 ft - Utility costs greater than \$35K annually	Planning Div Chief Utilities Div Chief BOD Chief	Sustainability of mission	Site Investigation in FY 09. DA indicated no implementation funding.
	ID model installation to benchmark	Utilities Div Chief	Utilities Div Chief	Included in IDG/ADG
Action Plan: 1.3.b IT Support	Consolidation of IT services installation wide in Installation Server Facility (ISF)	DOIM Deputy Dir	Reduced power consumption. CLS 15-19	All known Garrison servers consolidated.
	Consolidate DFMWR servers	DOIM Deputy Dir DFMWR	Sustainability of mission	On-going
	Turning off of IT devices at end of work day - will require hardware and application dollars	DOIM Deputy Dir	Reduced power consumption.	Installation wide message and policy sent out to community.

# Goal Group Milestones

Goal 1					
Provide quality facility, infrastructure and information technology, safety and emergency services to support the Garrison's mission.					
Strategy: Strategic integration of Information Technology and Infrastructure service so as to ensure seamless delivery of goods and services, mission readiness and deployment support.					
	Tasks	Action Plan POC or Responsible Directorate/Office	Measures	Update As of 1 Oct 08	
Action Plan: 1.3.b IT Support	Continue to ask other organizations to utilize ISF as their main choice for standing up any new or replacement server equipments	Garrison Cdr DOIM	Reduced need for facility upgrade, BTU, environmental impact, power use.	Continued socialization of facility.	
OBJ 1.5: Improve Installation Force Protection Program					
<p>Action Plans: 1.5.a: The Directorate of Emergency Services (DES) will serve as a model for Department of Army Garrisons in its ability to provide a multi-faceted, world-class response to any event requiring Law Enforcement/Access Control, Physical Security, AT/FP,</p>	1.5.a Organizational structure designed to meet all functional requirements and published on approved Table of Distribution and Allowances (TDA)	DES	Approval of LE Concept Plan	LE Concept Plan submitted to HQDA Jul 08.	
			Integration of Wildland Fire into DES	Completed: 1 Oct 08	
			Transition from CSG to DA Guard for Access Control	Request for additional CSG submitted Jul 08	
	1.5.a.ii Develop Installation Emergency Management Program		Establish Operational CO in Bldg 107.	DES move to Bldg 107 Oct/Nov 08 (T)	
			Establish Installation Emergency Management Plan IAW AR 5250XX	Tracking/Implement CLS SVC 75 effective 1 Oct, FY09	
			Fire Stations (AMR/FS)	Working interim solution w/ FedFire.	
			ACP Improvements/Construction	ACP Engineering survey scheduled SEP 08. MILCON South Rg (?)	
			Leverage Technology at ACPs	Automated Installation Entry Fielding FY 11	
	1.5.a.iii Develop DES Infrastructure		PS, AT/FP improvements	HHAT AUG/SEP 08. UFRS submitted	
			Construct LE Center	No current plan projected (MILCON)	
			1.5.a.iv Conduct training exercises for the organization to sustain effectiveness, efficiency and interoperability of DES response.	DES All personnel	Conduct "All Hazards" EM training.
					Conduct Installation AT/FP Trng/Exercises

# Goal Group Milestones

Goal 1				
Provide quality facility, infrastructure and information technology, safety and emergency services to support the Garrison's mission.				
Strategy: Strategic integration of Information Technology and Infrastructure service so as to ensure seamless delivery of goods and services, mission readiness and deployment support.				
	Tasks	Action Plan POC or Responsible Directorate/Office	Measures	Update As of 1 Oct 08
Action Plan: 1.6.a: Implement DoD safety and occupational plan	Implement the three lines of operation as outlined in the FY08 Safety and Occupational Health Objectives in order to meet the desired goal of 40% accident reduction in FY08 using FY06 as the baseline	DIS All personnel	Reduced accident rates SSP A, C, D, J	40% accident goal may not be met. There were 142 recordable accidents in FY06 (51 Class C and 91 Class D), through 3rd Qtr, FY08 there have been 78 recordable accidents (35 Class C and 43 Class D).
	Conduct systematic management of risk through loss analysis, risk assessment, and risk mitigation	DIS Organization CDSOs Supervisors/ Employees	ID of accident/loss history and hazards. Implementation of control measures. SSP A, C, D, E, F, G, H, j	On-going operation. 25% complete (Job Hazard Analysis requires completion).
	Improve safety climate and culture through engaged leadership, setting the standard, and enrollment in the Army Readiness Assessment Program (ARAP)	DIS Organization CDSOs Supervisors/ Employees	Involvement of leadership and responsible parties. SSP A, C, J	100% complete with ARAP
	Conduct efficient, effective management of program execution through program evaluations, metrics and reports, and mid-year review.	DIS Organization CDSOs	Program evaluation & assessment and reporting of metrics. SSP A, C, J.	100% complete. Evaluation of safety program by IMCOM during OIP, mid-year review forwarded to higher HQ (IMCOM-Pacific), & program review completed during inspections.
Goal 2				
Recruit, develop and retain a motivated, effective, adaptable and customer-focused workforce.				
Strategy: Create a system thinking paradigm shift for Army professional development that supports cross-functional operation, life-long learning and perpetual career enrichment.				
	Tasks	Action Plan POC or Responsible Directorate/Office	Measures	Update As of 1 Oct 08
<b>OBJ 2.1:</b> Create workforce development branch by 2008 to include a program manager, a training analyst, and a workforce management specialist.				
Action Plan: 2.1.a Create a Workforce Development Branch	2.1.a: Create Position Descriptions	Director - DHR Workforce Dev Spec - DHR	2nd Qtr FY 08	Complete
	2.1.b: Propose 2 established positions for realignment under WFD Branch	Director - DHR	2nd Qtr FY 08	Complete
	2.1.c: Recruit and Hire	Director - DHR Workforce Dev Spec - DHR	3rd Qtr FY 08	2 hired, 1 pending
	2.1.d: Designate office space and costs	Director - DHR Workforce Dev Spec - DHR	3rd Qtr FY 08	Complete

# Goal Group Milestones

Goal 2				
Recruit, develop and retain a motivated, effective, adaptable and customer-focused workforce.				
Strategy: Create a system thinking paradigm shift for Army professional development that supports cross-functional operation, life-long learning and perpetual career enrichment.				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
<b>OBJ 2.2: Create a system thinking paradigm shift for Army professional development</b>				
Action Plan: 2.2.a: Create a baseline that analyzes and documents current workforce development needs (i.e., demographics, climate and needs)	2.2.a.i: Survey Development	WFD, DHR / PAI&O	3rd Qtr FY 08	4Q
	2.2.a.ii: Survey Delivery	WFD, DHR	May, 3QFY08	Sep, 4Q
	2.2.a.iii: Conduct survey gap analysis	WFD, DHR	Jun, 3QFY08	Sep, 4Q
	2.2.a.iv: Develop qualitative survey to close gaps	WFD, DHR	Jun, 3QFY08	N/A
	2.2.a.v: Conduct interviews/focus groups	WFD, DHR	Jul, 4QFY08	N/A
	2.2.a.vi: Capture workforce demographics	WFD, DHR / DRM	Jul, 4QFY08	Sep, 4Q
	2.2.a.vii: Analyze qualitative results	WFD, DHR	Jul, 4QFY08	N/A
	2.2.a.viii: Review best practices - Garrison, Army, Private Industry	WFD, DHR	Jul, 4QFY08	On-going
	2.2.a.ix: Compile survey results	WFD, DHR	Aug, 4QFY08	1Q, FY09
	2.2.a.x: Report/publish baseline report	WFD, DHR	Oct, 1QFY09	Oct, 1QFY09
Action Plan 2.2.b: Create a fully operational workforce development program.	2.2.b.i: Establish a Garrison Leadership Development Program	WFD, DHR	FY09	FY09
	2.2.b.ii: Establish a garrison cross-training program internally and externally between garrison directorates	WFD, DHR	FY09	FY09
	2.2.b.iii: Develop directorate-specific curricula	WFD, DHR	FY09	FY09
	2.2.b.iv: Establish a recruitment program that is both internal and external to the garrison	WFD, DHR	FY09	FY09
Goal 3				
Become the Army's benchmark for well-being, community relations and environmental stewardship.				
Strategy: Provide the best possible mental, physical, educational and spiritual programs to enhance quality of life for all soldiers, their families and civilian workforce. Engage with community stakeholders in strategic, charitable, educational and land				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
<b>OBJ 3.1: Establish Sustainability program (FY 08-12)</b>				
Action Plan: Obj. 3.1.a: Establish a fully functional Sustainability program office within PAIO with appropriate staffing and funding by 4th Qtr FY08.	Research and determine organizational structure and duties of Sustainability Program Office (Identify PD/manpower requirements)	PAIO-Lead	PD identified and announced for initial coordinator by 01Jul08	Term Position approved by RD. Recruitment action pending
	Hire a Sustainability Program Manager (SPM)	PAIO - Lead CPAC - Support DRM - Support	Coordinator on board by 01 Jul 08	On-going Recruit Action
	Establish a quarterly meeting, chaired by GC and SPM with support from team leads	SPM/GC - Lead All Directors - Support	1st meeting within 3 months of SPM on board	TBD

# Goal Group Milestones

Goal 3				
Become the Army's benchmark for well-being, community relations and environmental stewardship.				
Strategy: Provide the best possible mental, physical, educational and spiritual programs to enhance quality of life for all soldiers, their families and civilian workforce. Engage with community stakeholders in strategic, charitable, educational and land				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
Action Plan - Obj. 3.1.b: USAG-HI will develop Sustainability training and outreach programs to educate the military community, as well as local communities, concerning Sustainability issues	MAJOR: Develop publicity information campaign materials	SPM - LEAD	Below Sub-tasks	TBD
	SUB: Train the Trainer	SPM - LEAD	within 6 months of hiring SPM	TBD
	SUB: Roving Sustainability Exhibit	SPM - LEAD DRM - Assist PAO - Assist	within 6-8 months of hiring SPM	TBD
	SUB: Sustainable Garrison Web site	PAO/SPM - LEAD DOIM - Support	Link and initial content up by 01AUG08	Initial site linked from USAG-HI homepage.
	SUB: Develop Speaker's Bureau	PAO/SPM - LEAD All directorates - Support	1-Oct-08	Directorates provide SME's to speak on sustainability areas. PAO will support until SPM can coordinate program
	SUB: Media engagement	PAO/SPM - LEAD All directorates - Support	Develop a Strategic Communication Plan w/in 90 days of SPM on board	PBS National Special: CARBON NATION filed Aug 08, Airing 09.
	SUB: Internal News Campaign (Hawaii Army Weekly)	PAO/SPM - LEAD All directorates - Support	Create/logo branding by 01JUL08	TBD
	SUB: Articles in the HAW	PAO/SPM - LEAD All directorates - Support	One sustainability related article per month, start 1 Aug 08	Individual stories now appearing in HAW on sustainability areas; would be fully coordinated when SPM is hired.
SUB: Segments on TV2	PAO/SPM - LEAD All directorates - Support	One new segment per month w/in two months of SPM on board	Individual initiatives to be featured in Sep 08 Community Update by USAG-Oahu Cdr.	
OBJ 3.2: Continue to improve and expand partnerships, outreach with State and Local Communities				
Action Plan - Obj. 3.2.a: Community Relations	Community Relations - For Example - Expansion of "Partnership of Ohana" to new USARPAC Units	PAO - LEAD SPM - Assist All directorates/Commands - Support	In-progress	USARPAC and Fort Shafter area units now included in program.
	Establish quarterly Community Relations/Sustainability Council	SPM-LEAD All directorates - Support	Create council w/ in 30 days of SPM on board	TBD

# Goal Group Milestones

Goal 4				
Optimize the movement and deployment of people, equipment and materials				
Strategy: Move Smart! Provide alternatives that optimize the movement of people/equipment/material with a significantly decreased logistical tail and minimal community disruption.				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
<b>Obj 4.1: Promote behavior changes to minimize fuel consumption</b>				
4.1.a Train vehicle operators to achieve greater efficiency using existing fleet. Training to scheduling trips efficiently.	4.1.a(1) Monthly dispatch of Fort Shafter based GSA vehicles to occur at Fort Shafter rather than Schofield Barracks.	DOL Trans Div	# of vehicles dispatched at Fort Shafter x # of miles R/T to Schofield / cost of a gallon of gas	Contract being modified; estimated start date OCT 08.
	4.1.a(2) Gee whiz information - Provide quick fuel savings tips in HAW / on TV2, etc. promoting reduction in fuel consumption.	DOL Trans Div	Observation of steps being taken	On-going
	4.1.a(3) "Five-minute limit" initiative - Shut off buses and other vehicles when idling longer than 5 minutes (i.e. school and deployment buses).	DOL Trans Div	Amount of reduction in carbon emissions	On-going
	4.1.a(4) Discuss with GSA the installation of retrofit kits to reduce air emissions.	DOL Trans Div	Estimated reduction in carbon emissions	On-going
4.1.b Organizational and individual incentives to promote efficient use of vehicles	4.1.b(1) DOL Fleet Mgr will track fuel utilization and GC will create incentive program.	DOL Trans Div	TBD	On-going
<b>OBJ 4.2: Increase the use of government and public transit (rail, bus, and other alternative modes (e.g., bikes)</b>				
4.2.a Increase the use of government transit	4.2.a(1) Initiate and implement WAAF shuttle - to include SB PX/Shoppette/BK/PE eating areas between 1100-1315	DOL Trans Div	Service start up and usage	Low shuttle usage; started 19 May 08 and terminated 25 Jul
4.2.b Increase the use of public transit.	4.2.b(1) Contact representatives from The Bus, Vanpool Hawaii, etc. to determine availability of alternate transportation services for Oahu based installations (express bus from Mililani to SB)	DOL Trans Div	Contact and positive interest from parties	On-going
	4.2.b(2) Contact representatives from The Bus, Vanpool Hawaii, etc. to determine availability of alternate transportation services for PTA.	DOL Trans Div	Contact and positive interest from parties	Talking with federal highway commission to open up Saddle Rd. to bus services
	4.2.c(1) Completion of a customer satisfaction survey, service comments, etc.	DOL Trans Div	Feedback from customers	Evaluate surveys further

# Goal Group Milestones

Goal 4				
Optimize the movement and deployment of people, equipment and materials				
Strategy: Move Smart! Provide alternatives that optimize the movement of people/equipment/material with a significantly decreased logistical tail and minimal community disruption.				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
4.2.b Increase the use of public transit.	4.2.c(2) Distribute and collect survey results for expanded service locations. Set-up booth at the following events: - May 23rd: Garrison Org Day - June: Tropic Lightning Day - July: 4th of July Celebration Note: Identify specific population targets to determine intra/inter transportation, location expansion, etc.	DOL Trans Div	# of survey responses / # of surveys distributed	Objective was not actioned.
	4.2.c(3) Query PTA employees on interest of vanpool and/or bus support (non-governmental) to/from Hilo	DOL Trans Div	Positive survey responses	On-going
OBJ 4.3: Minimize the use of fossil fuels (in transportation).				
4.3.a AFFES to identify and procure alternative fuel and associated tankage and delivery systems	Get AFFES and DESC on team to effect alternative fuel availability.	DOL Trans Div	Availability of fuel at installations	On-going
4.3.b Optimizing vehicle procurement to gain higher efficiencies by careful selection to vehicle size and available technologies.	4.3.b(1)DOL Fleet Mgr work closer with GSA procurement to provide NTV's to support the action plan	DOL Trans Div	Decrease in fuel utilization - Monitor fuel consumption	2011
	4.3.b(2)Purchase four (4) electric cars (\$12K ea) as test bed - Schofield Barracks - Wheeler Army Airfield - Pohakuloa - Fort Shafter	DOL Trans Div	Purchase NEVs	Purchase made: awaiting funding for an additional two NEVs
	4.3.b(3) In conjunction with IMCOM initiative, replacing existing GSA vehicles within garrison	DOL Trans Div	Decrease in fuel utilization - Monitor fuel consumption	Garrison requested eight NEVs

# Goal Group Milestones

Goal 5				
Maximize training support while minimizing the impact on the natural environment and the community.				
Strategy: Maintain training areas for current and future transitional weaponries and warrior land welfare by reducing all fire, infrastructure and environmental hazards, protecting and enhancing natural and cultural resources and utilization of appropriate				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
<b>OBJ 5.3: Provide comprehensive training facilities and resource guidance for USAG-HI tenants and other users.</b>				
5.3.a: Update 210-6 and annexes for ranges and training lands.	By end of FY08 obtain funding and/or staffing to update 210-6 and 210-12.	RSO (Vic Garo)	Updated 210-6 and 210-12 by May 09	GSU support. Will provide drafts mid Dec 08.
	Establish training ammunition regulation	Plans & Ops (Ward Westlake)	Completed regulation by May 09	Ammo position selected. Will provide draft NLT May 09
	Create comprehensive training SOP for USAG-HI	DPTM (Len Housley)	Completed SOP by Sep 09	On-track
	Create individual annexes to support the comprehensive SOP	DPTM (Len Housley)	Completed annexes by Dec 09.	On-track
<b>OBJ 5.5: Fine tune the sustainable range program for USAG-HI</b>				
5.5.a: Create world-class GIS program with appropriate data layers.	Create a GIS working group to include DOIM, DPW, ITAM, ISO, and DES	RSO (Vic Garo)	Established working group	Established Oct 2005. Last meeting 5 Jun 08. Schedule monthly recurring mtg.
	Centralized web-site to access all GIS data for the USAG-HI	RSO (Vic Garo) w/ help of working group	Range to move their data to ISF server. Website updated by 30 Jun 09	All range data must be stored on ISF server by 31 Oct 08. Start establishing and collecting website requirements
	Increase GIS Training awareness. Establish qrtly training program for Beginners and continue with GIS Specialist training on an as needed basis.	RSO (Vic Garo) w/ help of working group	Establish qrtly Beginner and GIS Specialist training.	GIS Specialist Training being conducted as needed. Add qrtly Beginner training.
5.5.e: Gain efficiencies (communication, coordination, and prioritization) in SRP by embedding natural and cultural resources, safety and wildland fire management components within Range Division of DPTM	Define what we would like this to look like (movement away from a stove-pipe design to horizontal design)?	RSO (Vic Garo)	Add DPW and ENV staff and RG Safety Rep to Range Division	DPW/DPTMS working the interim solution.
	Discussion between DPTM, GC and ISO about RSO and WFM regarding efficiency	DPTM (Len Housley)	Decision brief by 1 Jun 08	GC decided that WLF will reside in DES
	Discussion between DPTM and DPW regarding cultural and natural resource coordination.	DPTM (Len Housley)	DPW and DPTMS agreement	DPW ENV DAC to Range in FY10
	Discussions for RG Safety Officer solution.	DPTM (Len Housley)	Interim solution by May 09	Seeking funding
<b>OBJ 5.7: Support training building and development projects already in process and encourage smart land-use in their continued progress</b>				
5.7.c: Continue Power Projection Platform projects for Installation and joint service readiness and deployment support.	One time review of the USAG-HI process of synchronizing the existing planning processes in order to increase efficiency	Transformation (Ron Borne)	Review completed by Nov 08	On-track. DPTMS and Transformation working in concert.
	Establish a hand-off mechanism for planning, execution and operations for every project	Transformation (Ron Borne)	Mechanism established by May 09	On-track

# Goal Group Milestones

Goal 6				
Be a model for the US Army and the State of Hawaii of reducing resource consumption while meeting mission needs.				
Strategy: Key resource restraints will be addressed through elimination of fossil fuel dependency, 100% LEED platinum certification for all facilities and communities, reduction of potable water consumption by 50%, adoption of zero waste practices, and 10				
	Tasks	Action Plan POC or Responsible Directorate/Ofc	Measures	Update As of 1 Oct 08
OBJ 6.1: Increase sustainable products and services to 30% by FY15 (to 50% by FY22 and 100% by FY32)				
OBJ 6.1.a: Sustainable installation directives policies & standards (criteria)	1. Develop and staff directives, policies and standards. TASKS: Publish installation directives, policies and standards	Working Group PAIO	All directives, policies and standards published	Goal 6 input provided to PAIO 27 May 08
	2. Establish a baseline. TASKS: - Determine what to track (80% solution: DPW, DOL, DFMWR, DOIM). - Establish a tracking system - Establish a baseline - Perform gap analysis and recommended approaches/solutions.	RMO RCO	Baseline criteria established by 4th Qtr FY09	RMO, RCO, DPW, DOL, DOIM, DFMWR, & GSA is identifying what is currently being measures to assess if suitable for use as a baseline.
	3. Develop and implement a life cycle cost methodology. TASK: Research OTS products; test	DPW	ID and recommend methodology by 3rd Qtr FY09	DPW and IRO researching off the shelf (OTS) products to evaluate suitability; requested contractor's assistance.

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# Summary



We are serving our Nation in a time of great danger, and unique opportunity—a pivotal time for both the Army and for our Garrison. The progress we make over the next two years will determine our ability to assist the Army in meeting their vision and ensure we position ourselves to stay relevant for the 21st century. The 2008 Army Posture Statement states that the Army’s top priority over the next several years is to restore balance through four imperatives: Sustain, Prepare, Reset and Transform. At the Garrison level, we must do the same. We must take a hard look at our strategies, determine our current and future focus areas and unite our efforts on making our Garrison strong, our commitment to our soldiers unwavering, and posture our garrison to be the best in the Pacific.

The USAG-HI Strategic Sustainability Action Plan is a living document, which requires continuous assessment and revision to meet changing mission and customer requirements. Our plan articulates the goals and objectives of the organization, forms the basis of the action plans, and benefits all USAG-HI customers, tenants, stakeholders, Soldiers, employees and family members.

The execution of our plan, however, is much more important than its publication or revision, because its success depends on leadership commitment. Our senior leadership demonstrates this commitment by incorporating **Army Values** in everything we do. Our leaders at all levels communicate what is expected; empower all to achieve personal and organization success, document results, and report results using relevant measurements. Ultimately, leaders must be daring to change.

Finally, we have made progress, yet there is much to do in the areas of cost management, continuous process improvement, voice of the customer, and communication on a Garrison level. Although it is a monumental task, we must take responsibility for our destiny. Though providing effective and efficient garrison services to our tenants and customers are the bottom line, ultimate success also depends on highly trained and motivated Soldiers and civilians. This requirement demands that we care for all our people and create an environment that provides them with the best possible quality of life and opportunity for personal growth. Implementation of this plan will enhance our effectiveness and efficiency, while improving operational readiness and quality of life. Nothing short of a total commitment to this effort by the entire USAG-HI team is required.

## **ARMY VALUES**

**LOYALTY**

**DUTY**

**RESPECT**

**SELFLESS SERVICE**

**HONOR**

**INTEGRITY**

**PERSONAL COURAGE**