



DEPARTMENT OF THE ARMY
ARMY NATIONAL CEMETERIES PROGRAM
ARLINGTON NATIONAL CEMETERY
ARLINGTON, VA 22211-5003

SASA-ANC

1 January 2012

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(U) References. See Annex B.

1. (U) Situation.

a. (U) General.

(1) (U) Arlington National Cemetery (ANC) and the Soldiers' and Airmen's Home National Cemetery (SAHNC) are a living history of America. They are the final resting place for the heroes and patriots who built, preserved and protected our great Nation from the Civil War to the most recent military activities in Afghanistan and Iraq. But these cemeteries are more than just history. From the Soldiers of The Old Guard stepping in solemn vigilance before the Tomb of the Unknown Soldiers, to the gravesites of heroes and presidents, to the funerals for our veterans and families of ongoing conflicts and wars long over, the memorials and acres of neatly lined white markers serve as a vivid remembrance of the price so many have paid to keep our Nation safe and free.

(2) (U) The Army National Cemeteries Program (ANCP) consists of ANC in Arlington, Virginia, and the SAHNC in Washington, D.C. The SAHNC is one of the country's oldest national cemeteries, established in 1861. It marks the final resting place for more than 14,000 veterans, including those who fought in the Civil War. The SAHNC continues to offer a final resting place for residents of the Armed Forces Retirement Home—Washington, burying 7-10 veterans per year. Since 1864, the U.S. Army has also been the steward of ANC—an active military shrine that has laid to rest over 400,000 people with dignity and honor. Every day at ANC, more than 160 Cemetery employees and ceremonial bands and units from the Army, Navy, Marine Corps, Air Force and Coast Guard honor through burial on average 27-30 veterans and family members (over 7,000 annually).

(3) (U) As codified in the Code of Federal Regulations,¹ ANC also has a distinctive public outreach mission within the Department of Defense (DoD), serving as one of the most visited tourist sites in the Washington, D.C., area. ANC welcomes daily an average of 11,000 visitors (4 million annually). Each day, ANC also hosts on average seven public and official ceremonies (3,000 annually), ranging from heads of state to schools and scouting troops to veterans with the Honor Flights from across the U.S. and world. In addition, approximately 5,000 visitors attend each of the three major annual services in the Memorial Amphitheater on Easter, Memorial Day and Veterans'

¹ See 32 Code of Federal Regulations Part 553, Army National Cemeteries.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

Day. Other ANC events draw even more visitors, with over 10,000 visitors participating in the twentieth anniversary of the Wreaths Across America at ANC on the morning of 10 December 2011.

(4) (U) The ANCP grounds also honor those who have served our Nation. Unique among our national cemeteries and landmarks, the impressive landscape of ANC and the SAHNC serve as tributes to the service and sacrifice of every individual laid to rest within the hallowed grounds for nearly 150 years. The grounds provide a sense of beauty and peace—a solemn place for military families and our Nation to mourn—and for Americans and international guests to explore. The rolling green hills of ANC, located across the Potomac River from our Nation's capital, are dotted with approximately 8,400 trees—many hundreds of years in age—and complement the gardens found throughout the 624 acres being used by ANC. The SAHNC also has over 200 trees across its 16 acres in Northeast Washington, D.C.

(5) (U) To professionally, effectively and efficiently accomplish its missions for our military heroes and the Nation, the ANCP actively works alongside and leverages the expertise of many partners across the U.S. Army, U.S. military, U.S. government and private organizations. It receives direct guidance and support from the Secretary of the Army (SecArmy), and significant support from leaders across Headquarters, Department of the Army (HQDA). Locally, ANC works closely with leaders and organizations from the National Park Service, the Women In Military Service for America Memorial Foundation, Joint Base Myer-Henderson Hall and the Military District of Washington (MDW), including the joint services' Honor Guards, Bands and Chaplains, for funerals and to support MDW's lead of official ceremonies. ANC also houses and works with the Services' Arlington Ladies, who attend the funeral of the Service Members buried at ANC. The ANCP has a Service Level Agreement with the Army's Information Technology Agency to support and help modernize ANCP's information technology (IT) systems and administer the ANCP's Call Center. The Army's Mission and Installation Contracting Command (MICC) manages ANCP's other than IT-related critical contracted services. The U.S. Army Corps of Engineers, Norfolk District, also provides direct technical engineering support. The Center for Military History is assisting the ANCP with properly recording, cataloging and displaying its rich history to allow others to benefit and learn from it. Through a Memorandum of Agreement, the Department of Veterans Affairs (VA) also supports the ANCP with cemetery-specific training courses, and personnel from the Interments Services Branch and Grounds Maintenance Division attend private industry and heavy equipment operators' courses. While this list is far from exhaustive, it highlights the ANCP's commitment to leverage the Army's and country's cutting-edge capabilities, systems and technology to best serve our military heroes and their families.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

b. (U) The Catalyst for Change.

(1) (U) Beginning in July 2009, circumstances at ANC began surfacing that degraded the American public's trust and confidence in ANC. A series of internal investigations by the Department of Army Inspector General (DAIG) culminated in a report signed on 9 June 2010, highlighting 76 findings, of which 61 were deficiencies—serious deviations from an Army standard warranting the attention of the Army's senior leadership—and making 101 recommendations for corrective actions. The main contributors to the state of ANC at that time were a lack of standards, a reliance on a number of ineffective business and operational practices, and ineffective implementation of business solutions. The organization still used typewriters to record critical information about veterans' interment services, and index cards held the record of burial for those laid to rest at ANC. The skills of the workforce were misaligned to organizational needs and training was inadequate to properly and effectively perform assigned duties. The workforce was demoralized and lacked direction. Perhaps most important: effective rigor was not in place to maintain a standard of accountability befitting our veterans and their families.

(2) (U) Based on the DAIG's report, on 10 June 2010, SecArmy John McHugh issued Army Directive (AD) 2010-04 to enhance the operations and oversight of the ANCP. He reassigned the ANCP under the jurisdiction of HQDA, and created the position of Executive Director (ED) of the Army National Cemeteries Program, reporting directly to the SecArmy. The directive stipulated that the ED would exercise the authority, direction and control over all aspects of the ANCP—including the long-term development and day-to-day administration and operations—to effectively and efficiently develop, operate, manage and administer the program. The directive also outlined support that Army commands, organizations and officials would provide to the ANCP, in coordination with the ED.

(3) (U) On 22 December 2010, the U.S. Congress also passed Public Law 111-339 to require reports on the management of ANC. The law required the SecArmy to submit a report by 22 December 2011 setting forth an accounting of the gravesites at ANC, specifying whether gravesite locations at ANC are correctly identified, labeled and occupied; and a plan of action, including the resources required and a proposed schedule, to implement remedial actions to address deficiencies identified pursuant to the accounting. In addition, the Comptroller General of the U.S. was required to report by 22 December 2011 on the management and oversight of contracts at ANC, including an assessment of the actions taken in response to the DAIG report implementation of AD 2010-04. Having reported on ANC's progress on execution of and compliance with AD 2010-04 in September 2011, the SecArmy must again provide a description and assessment of ANC's progress to Congress in September 2012 and September 2013.

c. (U) Initial Progress Made. Through AD 2010-04 and his involved leadership, the SecArmy brought to bear the resources required from across the Army and DoD to

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

allow ANC to make tremendous progress. The SecArmy also directed a series of external (to ANC) reviews to ensure steady progress in correcting ANC's deficiencies. While much work remains, ANCP's leadership and workforce have already accomplished much:

(1) (U) **Workforce and Training:** The ANCP increased its end strength by 50 percent, including filling key positions with experienced and knowledgeable personnel to help effectively and efficiently lead and manage its complex missions. The ANCP leadership has prioritized training of the workforce to industry best practices, standards and measures, with significant progress already underway. The ANCP has also made important strides in codifying and implementing standard operating procedures, and completed the initial steps toward developing an internal assessment program. The ANCP also completed its first-ever agreement with the VA, allowing ANCP employees to enroll in the VA training center for cemetery operations.

(2) (U) **Accountability:** Restoring faith and confidence of the American people starts with demonstrating a greater sense of accountability in all aspects of the ANCP. The ANCP leveraged the Gravesite Accountability Task Force to establish an accountability baseline of all gravesites and inurnment niches, a process complicated by 14 decades of varying record standards and burial practices. The ANCP also has made a tremendous leap in its technological resources. The ANCP is replacing its paper records with a digital system that uses industry best practices in database management. Implementing the General Fund Enterprise Business System (GFEBS) allows the ANCP to be fiscally fully transparent and provide fiscal stewardship of all funds. Validating ANCP contract requirements and re-competing all service contracts has reduced the number of total service contracts from 26 to 16. The ANCP has also instituted disciplined processes with oversight and direction to enhance its procurement operations.

(3) (U) **Customer Focus:** The care families deserve in their time of need requires a prompt, compassionate and professional engagement from the ANCP. As a result of family member inquires, ANC conducted sixteen physical gravesite verifications. Additionally, to streamline all customer interactions, the ANCP implemented the Consolidated Customer Service (call) Center (CCSC) and launched a new user friendly website to communicate in a more relevant way with its stakeholders. To help meet the increasing demand for burials, ANC also began conducting Saturday burial services that do not require military honors.

(4) (U) **Advisory Commission:** As directed by the SecArmy, the Army National Cemetery Advisory Commission held its first meeting 30 November to 1 December 2011. This Federal Advisory Commission provides an independent and holistic look at the future of the ANCP, helping the Army and DoD best maintain the heritage and active use of these sacred burial grounds for generations to come.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(5) (U) **Sustaining ANC:** Based on the current demand, approved cemeterial land use plans and existing eligibility standards, ANC will exhaust its above ground burial space by 2016 and in ground burial space by 2025.² To immediately address these issues, ANC has accelerated the construction of Columbarium 9, which will add more than 20,000 niches for inurnment services, extending above ground burial space to an expected 2024. ANC expansion plans also include 31 acres of undeveloped land, known as the Millennium Project, and 42 acres from the Navy Annex property that were transferred to the Department of the Army on 1 January 2012.

d. (U) Army National Cemeteries Program Campaign Plan. The ANCP Campaign Plan is an annual document that codifies the near- to long-term (2012-2025 and beyond) command, planning and oversight of the ANCP. It is the means by which the ED, on behalf of the SecArmy, directs actions necessary to achieve the ANCP's Vision. The ANCP Campaign Plan applies to all directorates and personnel assigned at ANC and SAHNC and their efforts in coordination with other U.S. Army, U.S. Government and private organizations.

e. (U) Assumptions.

(1) (U) The U.S. Army will retain jurisdiction of the ANCP.

(2) (U) The ANCP and other Army leaders will remain committed to retaining ANC as an active cemetery for our Nation's military heroes for as long as possible.

(3) (U) The ANCP will get the resources required to fix the decades of needed yet uncompleted basic maintenance and repair.

2. (U) Mission. On behalf of the American people, lay to rest those who have served our Nation with dignity and honor, treating their families with respect and compassion, and connecting guests to the rich tapestry of the cemeteries' living history, while maintaining these hallowed grounds befitting the sacrifice of all those who rest here in quiet repose.

3. (U) Execution.

(U) Intent of the Executive Director, Army National Cemeteries Program.

(1) (U) Our obligation to our military heroes, their families and the Nation is to remain America's premier military cemeteries—national shrines—living history of freedom—where dignity and honor rest in solemn repose. Conducting military burial services with dignity, honor and precision has remained a part of ANC's and the SAHNC's fabric since their first burials almost 150 years ago. Those Soldiers, Sailors,

² This does not include spaces that will be made available from the Millennium Project or the Navy Annex.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

Marines, Airmen and Coast Guardsmen of our Nation's fighting forces who work at ANC and the SAHNC share a special, unbreakable bond with our national heroes and their families—they are laying to rest one of their own. I am proud of what we have accomplished since June 2010 to bring all aspects of the ANCP in line with the rich, proud and dignified traditions befitting our Nation's military heroes.

(2) (U) All of our efforts must help ensure that ANC and the SAHNC remain places for every generation to **Honor, Remember** and **Explore** the depths of the creation of this great Nation and the heroes who made incredible sacrifices for freedom.

- **Honor:** Those who have served our Nation with dignity and honor are laid to rest in solemn repose, treating their families with respect and compassion.
- **Remember:** National shrines befitting the sacrifice of all those who rest here in quiet repose.
- **Explore:** U.S. and international guests better know America's Service Members and their experiences through the Army National Cemeteries, whether in person or via technology.

(3) (U) We have set the pace for the future of these hallowed grounds; the ANCP Campaign Plan helps codify these plans and manage progress to attain our vision. We just finished providing a full accounting of those buried at ANC—what we owe our veterans, their families and all future generations—and must ensure our processes and people sustain this uncompromising standard of accountability. The ANCP's environment—our people, processes, culture, physical location, etc.—must also be one that supports Family and National mourning for our military heroes lost, even as our burial demand rises and ANC expands its grounds through a revised Master Plan. We must also leverage all available external capabilities and systems—as well as invest in cutting-edge technology—to increase and build in efficiencies, timeliness and accuracy. This will help us better outreach with our stakeholders and remain good stewards of the resources our Nation provides and expects us to maintain and use wisely. In addition, we must leverage the Advisory Commission to provide an independent and holistic look at the ANCP's future, including addressing increased interment wait times and extending ANC's lifespan as it nears its full capacity.

(4) (U) **End State:** The Army National Cemeteries remain America's premier military cemeteries—national shrines—living history of freedom—where dignity and honor rest in solemn repose.

a. (U) **Concept of Operations.** To help achieve the ED's intent, the ANCP uses two complementary operational frameworks to graphically depict and help synchronize near- to long-term (2012-2025 and beyond) command, planning and oversight of the ANCP: ANCP Lines of Effort (see Figure 1) and ANCP Strategy Map (see Figure 2).

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(1) (U) ANCP Lines of Effort. To achieve the ED’s intent, the ANCP uses five lines of effort (“ways”) to depict and describe how its multiple tasks and missions relate to each other and to achieving the vision.³ The ANCP’s “decisive” line of effort—its core mission—is to honor the fallen, centering on the scheduling and conducting of professional and compassionate interment and inurnment services and accurately documenting the burials. There are three “shaping” lines of effort depicted immediately below this line of effort: maintain these hallowed grounds, uphold faith and confidence of the American people, and prepare for ANCP beyond 2025. All three shaping operations create and preserve conditions for the success of the decisive operation. The fifth, “sustaining” line of effort overlaps and helps connect these four: synchronize ANCP activities. Success across all five lines will allow the ANCP to achieve its three cross-cutting outcomes (“ends”)—Honor, Remember, Explore—that collectively enable the ANCP to achieve its vision. As the ANCP Campaign Plan continues to be updated over time, these Lines of Effort will help assess progress toward reaching the ANCP Vision, while helping develop and refine missions and tasks and allocate resources.

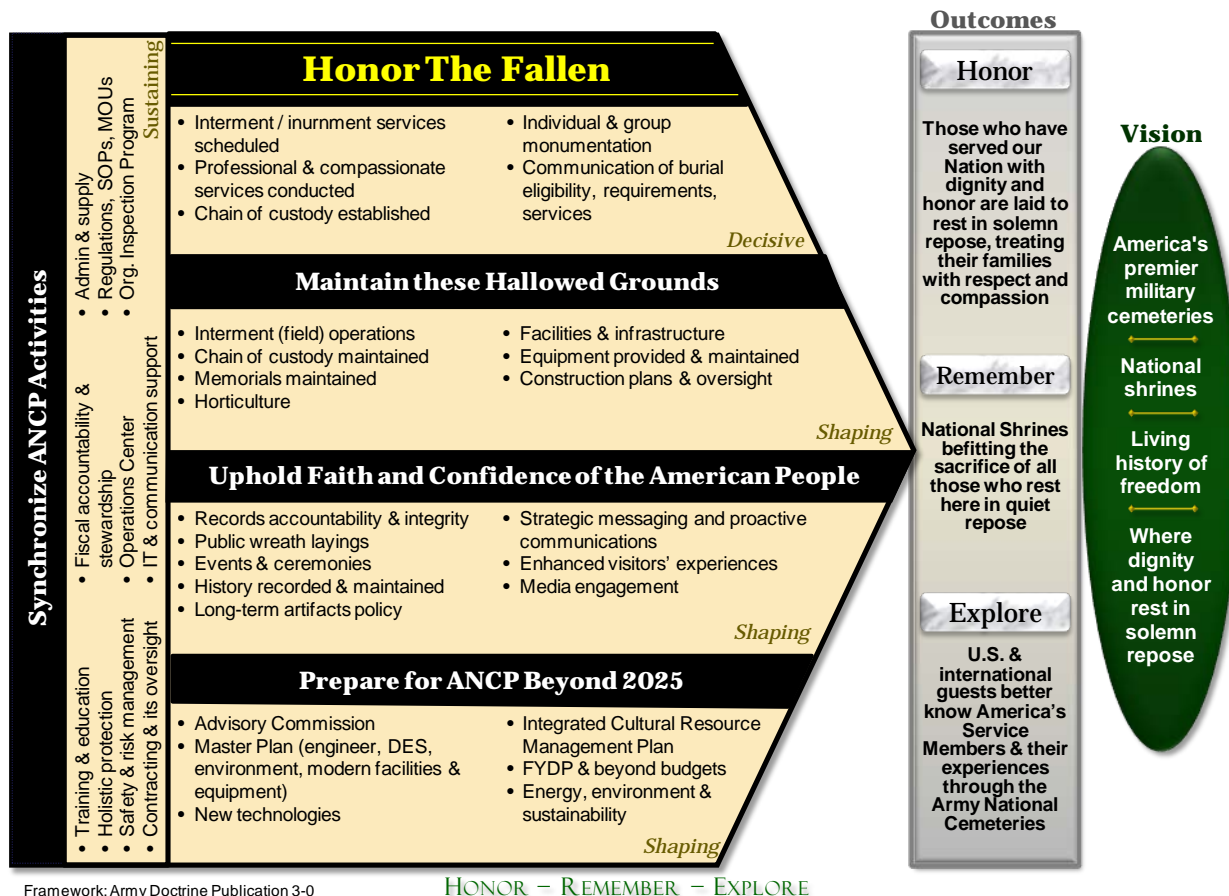


Figure 1 – ANCP 2012 Lines of Effort

³ The ANCP Lines of Effort uses a Decisive-Shaping-Sustaining Operational Framework from Army Doctrine Publication (ADP) 3-0 (10 Oct 11), which superseded Army Field Manual (FM) 3-0, Operations.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(a) (U) Honor the Fallen. The ANCP's decisive operation—its core mission—is to honor our Nation's fallen military heroes as they are laid to rest in solemn repose. The ANCP completes five subordinate efforts within this line of effort:

- Scheduling funerals as soon after the death as possible in a professional and compassionate manner, and arranging for the highest military honors authorized.
- Executing funeral services flawlessly, providing an intimate burial experience for each of the 27-30 funerals at ANC that day. Led by efforts of the ANC Cemetery Representatives from the Interment Services Branch, ANC works with a vast array of supporting organizations and groups on this effort, including the Services' Honor Guards, Bands, Chaplains, Arlington Ladies and volunteer aviation organizations conducting fly-overs.
- Maintaining positive chain of custody of the remains, from receipt to final disposition.
- Ensuring that the permanent monumentation, free of error, is in place as soon as possible following the service; verifying all records are updated; and then notifying the family that monumentation is set.
- Enhancing ANCP's communication of burial eligibility, requirements and services.

At its endstate, "Honor the Fallen" ensures that each family feels that they were served in a timely manner by a professional and compassionate staff that scheduled and conducted the final tribute to their loved one flawlessly; the family leaves feeling their needs were met and entrusting their loved one to the care of the ANCP with full faith and confidence in the ANCP; and the permanent monumentation is erected free of error in a timely manner.

(b) (U) Maintain these Hallowed Grounds. The ANCP's first shaping operation is to maintain these hallowed grounds. This line of effort ensures that the ANCP's grounds, memorials and facilities will continue to honor the veterans and their families who have served the Nation by providing a sense of beauty and peace. As active cemeteries, this line of effort most importantly focuses on conducting flawless interment operations and implementing the six-step chain of custody process. As national shrines, ANC's and SAHNC's impressive landscapes also require constant attention and improvements to maintain and enhance their natural beauty and native environment. Dedicated cemetery employees work tirelessly throughout the year to ensure the grounds are maintained to the highest standards. Moving forward, priority efforts include:

- Developing the ANCP's Field Operations Standards and Measures with supporting SOPs.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

- Refining and tracking efforts to care for memorials within ANCP's Scheduled Maintenance Plan.
- Establishing and maintaining the ANCP Grounds Maintenance Plan, including maintaining a healthy stand of turf, healthy population of trees, and implementing a more earth-friendly landscaping approach.
- Establishing and maintaining the ANCP Facilities Maintenance Plan, ensuring all buildings, structures, roads, parking lots, walk paths, fences and signs are acceptable for their functional use and maintained at national shrine standards.
- Establishing and maintaining the ANCP Equipment Maintenance Program, including a record documentation program and preventive maintenance, inspections and repairs of all ANCP equipment.
- Providing oversight for and planning of all major construction efforts on ANC, including renovating the Administrative Building, Visitor's Center and Lodge II for additional office space.

At its endstate, "Maintain these Hallowed Grounds" ensures that the ANCP's physical setting is kept at national shrine standards, enhancing the experience for all visitors and families coming to mourn for and honor our Nation's military heroes.

(c) (U) Uphold Faith and Confidence of the American People. The ANCP's second shaping operation is to uphold the faith and confidence of the American people. This line of effort establishes expectations of a world-class organization and the framework for how the ANCP interacts with its many stakeholders, ranging from U.S. and foreign dignitaries to schools and scouting troops to veterans visiting with the Honor Flights to the media. At its core, the Army National Cemeteries are for the living, and it is proper to pay attention to positioning the ANCP appropriately to its many stakeholders. Annually hosting millions of visitors and thousands of ceremonies at ANC allows these American and international guests to better know and honor our fallen Service Members. As part of this line of effort, the ANCP is also:

- Maintaining records accountability and integrity for all ANCP records, including institutionalizing the best practices and lessons learned from the Gravesite Accountability Task Force regarding burial records stewardship.
- Working to enhance visitors' experiences and proactively outreach to those wanting to remember U.S. living history and explore ANC and the SAHNC through these heroes' experiences.
- Recommending a long-term artifacts policy, including building upon the lessons learned from the Center for Military History's efforts with ANC's Section 60 mementos.
- Developing a relevant and compelling "presence," or brand, reinforcing the ANCP's commitment to serving the Nation as its premier national

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

military cemeteries. Leveraging a compelling ANCP brand—building upon the processes, efforts and accountability baseline created since June 2010—will present an all-important, cohesive positioning and message to external stakeholders that the ANCP is committed to upholding the standards befitting of those laid here to rest.

- Capturing the significant events at the ANCP for history and posterity, e.g., the twentieth anniversary of the Wreaths Across America in 2011, the fiftieth anniversary of the establishment of the Green Beret in 2011, and the 150th anniversaries of the SAHNC in 2011 and ANC in 2014.

This line of effort spans the entire organization, as all ANCP components and employees interact with external audiences in some shape, form or fashion. At its endstate, “Uphold Faith and Confidence of the American People” will help the ANCP be recognized as the authoritative source for reliable ANCP-specific communications, activities, information and education that comports with their respective definitions of “Explore”; and stakeholders will also have various ways—both in person and remotely—to “Explore” the ANCP’s rich cultural and historical significance.

(d) (U) Prepare for ANCP beyond 2025. The ANCP’s third shaping operation is to prepare for ANCP beyond 2025. This line of effort focuses on the ANCP’s developing and beginning implementation of its long-range, strategic plans that will allow ANC and the SAHNC to remain the Nation’s premier, active military cemeteries for as far in the future as possible. Efforts include:

- Updating the Master Plan, which will ensure ANC and the SAHNC effectively extend their burial capacity and synchronize future protection, facility, equipment and environmental needs.
- Conducting deliberate long-range planning that will allow the ANCP to make better use of our Nation’s resources. This includes developing and implementing energy, environmental and sustainability initiatives and completing long-range budgetary planning.
- Completing the Integrated Cultural Resource Management Plan, providing the way ahead to preserve and care for this hallowed place and its historic presence in the years to come. This effort includes ANC’s completion of all steps to apply for registration as a National Historic Place.
- Continuously defining, developing and integrating next-generation technologies by programmatically delivering new technologies for the ANCP that also enhance the ANCP’s capabilities to be connected with military families and the Nation. These technologies will be aligned to the ANCP’s Enterprise Architecture approach and the ANCP’s budget formulation process with a robust governance structure to oversee

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

milestone decision points and configuration control of ANCP's business processes.

As with all ANCP efforts, this long-range Campaign Objective heavily leverages outside experts and organizations to complete its efforts professionally, effectively and efficiently. The most prominent partner with whom the ANCP works on this Campaign Objective is the Army National Cemeteries Advisory Commission. At its endstate, "Prepare for ANCP beyond 2025" will ensure the ANCP has detailed, synchronized and resourced plans that allow its leaders to communicate, lead and manage their priority efforts over the next two decades and beyond.

(e) (U) Synchronize ANCP Activities. The ANCP's sustaining operation is to synchronize ANCP activities. This line of effort focuses on developing processes and procedures to synchronize operations, improve communication, and increase effectiveness and efficiency while maintaining accountability. It also intersects across and ensures the success of the other four lines of effort, making continuous communication and collaboration especially critical within and across this line of effort. Some of its priority efforts include:

- Incorporating a common operating picture that links all activities at the ANCP to ensure situational awareness by the senior leadership and workforce. This will ensure better execution of operations and increase the ANCP's ability to provide world class support to families interring their loved ones.
- Providing full-time support by security forces to aid significantly in direct control over events and day-to-day activities at ANC and the SAHNC.
- Providing Information Technology support to ANCP operations across all existing business systems, applications, hardware and equipment necessary to operate and maintain the Cemetery grounds. This includes providing an informative and responsive call center that effectively and efficiently meets the ANCP's customer needs.
- Developing an ANCP Communications Net, providing increased command and control capability across the ANCP.

At its endstate, "Synchronize ANCP Activities" will enhance the ANCP's ability to provide world class support and execution of events/ceremonies, construction, outreach and emergency responses, while also prioritizing efforts on the ANCP's core mission: professional and compassionate interment and inurnment operations and accurately documenting the burials.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(2) (U) ANCP Strategy Map.

(a) (U) To achieve the ED's intent, the ANCP Strategy Map provides additional details, assigns responsibility and serves as a tool to help manage ANCP's priority tasks and missions.⁴ While not inclusive of all the ANCP does, each Objective serves a key role in focusing the ANCP's resources ("means")—including people, money and time—allowing the ANCP to continue to fulfill its vital role for our military heroes and the Nation.

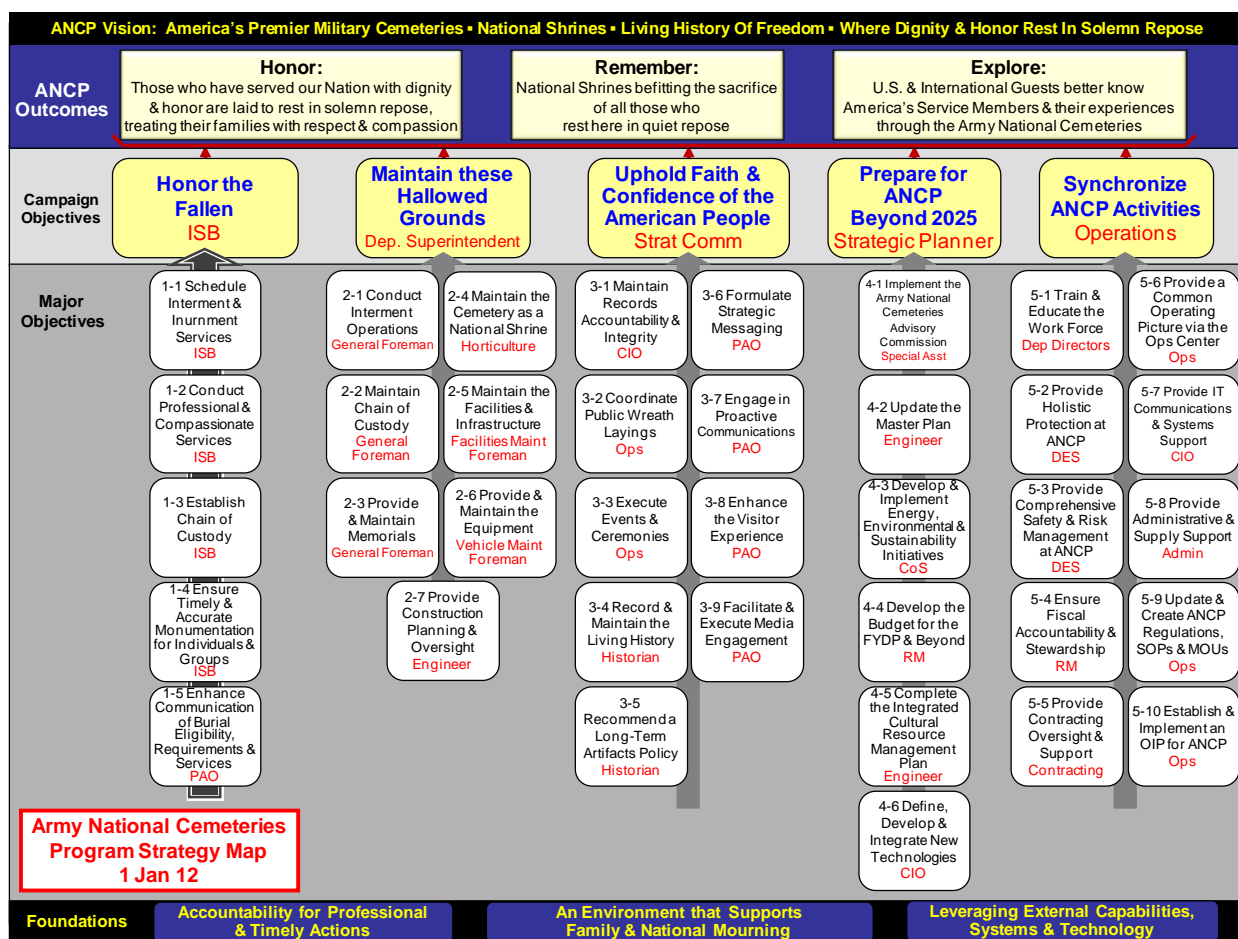


Figure 2 – ANCP 2012 Strategy Map

(b) (U) **Structure of the ANCP Strategy Map.** The ANCP Strategy Map is a graphical depiction of the ANCP's priority tasks and missions that will allow it to achieve the ANCP Vision. Through its measurable Campaign and Major Objectives, the ANCP Strategy Map creates an active management system for the ANCP's leadership to

⁴ The ANCP Strategy Map uses a structure based on a (civilian) Balanced Scorecard framework, also used in the Army Campaign Plan Strategy Map.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

synchronize, resource, direct execution and evaluate progress across the ANCP's priorities. The main components of the ANCP Strategy Map include:

- **ANCP Vision:** As depicted on the right-hand side of the Lines of Effort, the ANCP Vision is depicted on the top of the Strategy Map: "America's premier military cemeteries—national shrines—living history of freedom—where dignity and honor rest in solemn repose." Clearly nested with the SecArmy's guidance and intent, this vision guides and binds together the entire Strategy Map.
- **ANCP Outcomes:** As within the Lines of Effort, these are the final goals, or ends, on which all ANCP Objectives are focused. Achieving the ANCP Outcomes will enable the ANCP to achieve its Vision and other strategic requirements. To help guide and prioritize the ANCP's efforts, the ANCP Strategy Map depicts Honor, Remember and Explore as its three cross-cutting Outcomes.
- **Campaign Objectives:** These are enduring, strategic efforts that—when conducted as defined by their endstate—are necessary to and collectively will achieve the ANCP Vision. They are clearly defined, attainable goals that strategically operationalize the Army's Outcomes. They also help the ANCP's leadership prioritize and synchronize efforts and allocate resources (e.g., people, money, time). The ANCP Strategy Map identifies the five Lines of Effort as the five Campaign Objectives, for which the details are provided in Annex A (ANCP Strategy Map Details).
- **Major Objectives:** These are supporting, near-to-mid term (generally 2-4 years) efforts that are also necessary to and collectively will accomplish its supported Campaign Objective, Outcomes and other strategic requirements. Major Objectives are clearly defined, measurable and achievable. They are more narrowly defined than Campaign Objectives, yet are also institutional priorities that help focus the ANCP's resources. Major Objectives are also uniquely focused, preventing redundancy and contradictions with other Major Objectives. The ANCP Strategy Map identifies 37 Major Objectives, which are bulleted comments in the Lines of Effort. Annex A (ANCP Strategy Map Details) also provides the team members, definitions, metrics and milestones of the Major Objectives.
- **Foundations:** These are key attributes and qualities of the ANCP's workforce and their efforts that enable the ANCP to achieve its vision. More qualitative in nature, the foundations are critical principles forming the base of every objective from which the leaders and workforce will approach their efforts. Failure to incorporate each Foundation within the ANCP Objectives will erode the ANCP's ability to achieve its vision, especially as perceived by the American public and

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

our Nation's military heroes. The ANCP Strategy Map identifies three Foundations at the Strategy Map's base, described below.

(c) (U) ANCP Strategy Map's Foundations. An additional component of the ANCP Strategy Map that is not included within the Lines of Effort are the three Foundations. The ANCP Strategy Map's three foundations are:

- **Accountability for professional and timely actions:** One of the Army's most important missions is maintaining ANC and the SAHNC as sacred ground where America's veterans and their family members can rest in solemn repose with dignity and respect. The work completed by the ANCP since June 2010, including through the tremendous efforts of the Accountability Task Force, is restoring America's trust and confidence in the ANCP. Much work remains, including correcting discrepancies resulting from over 14 decades of non-standardized, non-digitized data and burial practices. Building on the systematic standards, processes, and procedures of the Task Force and implementing ANCP's bridging strategy will help institutionalize the best practices and lessons learned across all applicable ANCP Campaign and Major Objectives. In addition, ANCP leaders and supervisors are creating systems that build in ways to establish and maintain accountability for professional and timely actions, ensuring the ANCP's future actions remain above reproach and serve as the industry standard for others to meet.
- **An environment that supports Family and National mourning:** As active military cemeteries, the personnel, processes, grounds and facilities at ANC and the SAHNC must support those attending funerals and gravesites on a daily basis, providing each visitor a safe place to mourn and grieve for their loved ones. In addition, ANC also supports our Nation's mourning for those who paid the ultimate sacrifice in more known or recognized battles and tragedies. This includes veterans of Guadalcanal and the Battle of the Bulge, those who died at the USS Maine and USS Forrestal, President John F. Kennedy, the Beirut Barracks and Pan Am 103 victims, the Space Shuttle Challenger and Columbia astronauts, the Pentagon victims of 9/11, and group burials such as for the U.S. Navy SEALs shot down in Afghanistan in August 2011. There are six needs after a death on which ANCP focuses to create this environment, as detailed in Table 1 (next page).
- **Leveraging external capabilities, systems and technology:** The ANCP workforce is approximately one-ten thousandth (1/10,000) of the size of the U.S. Army. While the Army and Congress have been very generous to help the ANCP make significant progress quickly, the ANCP's mission will always far out-size its authorized personnel. To remain good stewards of our Nation's resources, the ANCP leaders at

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

all levels must continue leveraging external—including from the Army, partner organizations and other key stakeholders—capabilities, systems and technology. This will allow the ANCP to more professionally, effectively and efficiently complete our critical missions, as identified by the Campaign and Major Objectives. This includes continually looking across the joint community, the interagency (including the Department of Veterans' Affairs and American Battle Monuments Commission) and private organizations to identify best practices and capabilities that the ANCP can use to achieve its vision.

Needs	Descriptions of People's Needs after a Death
Safety	Another word for permission to grieve. Families and individual citizens need a safe place to go where grief is encouraged and accepted. The workforce must also be seen as consisting of "safe people" who exude comfort and warmth, allowing those coming to ANC and the SAHNC to relax their ordinary emotional control and decorum.
Participation	Families and citizens need ways to physically and actively display their love for the deceased and to be integrally involved in the burial and honoring processes.
Roots	The family and citizens need a time to connect with their military history and a place where the family member will be remembered by future generations. Every person needs a place where their name will always be honored.
Ceremony	The family and citizen need a way to express their loss beyond words, a role for which burial ceremonies can uniquely serve. ANCP ceremonies allow for active and solemn participation for people of all ages. Examples include standing at attention and saluting or placing a hand over one's heart as the flag-covered casket is moved to its final resting place.
Significance	The key word in grief. Families and citizens need to establish the significance of their loss and the significance of the person they have lost. They need to tell their stories and hear the story of their family member told to others.
Presence	A grieving family and citizen need someone to be there to walk with them. They do not need counseling; they need companionship among other mourners.

Table 1 – Six Needs after a Death, on which the ANCP Focuses

(d) (U) ANCP Strategy Map's Objective Leads and Team Members. The ANCP Strategy Map identifies one lead per objective to clearly delineate responsibilities and fix accountability.⁵ As significant collaboration and synchronization is required to achieve the ANCP Outcomes and Vision, each Major Objective also has identified team members that are integral to making progress or achieving success in that objective. Annex A (ANCP Strategy Map Details) provides specific guidance on the roles and responsibilities for all leads and team members.

(e) (U) ANCP Strategy Map's Milestones and Metrics. ANCP Strategy Map metrics and milestones are critical management tools for the ANCP leaders to define and measure progress to achieve the ANCP's Outcomes and Vision. Performance metrics identify the ANCP's standards of excellence tailored to each Major

⁵ The only exception to one lead is Major Objective 5-1, "Train and Educate the Workforce," for which the deputy director of each directorate/branch is that office's lead.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

Objective (by subtask), identifying what constitutes ratings of green (“G,” complete or successful) / amber (“A,” minor issues exist) / red (“R,” major issues exist) / gray (not started). Milestones then project by when that subtask’s progress, success or task completion is expected. These timelines are also based on known resources (including people, money and time), helping clearly identify the risks the ANCP is accepting across its approved priorities. Through monthly updates and formal quarterly performance assessments, metrics and milestone will enhance the ANCP leaders’ ability to assess how well they are achieving the ANCP’s Outcomes. These reviews will also provide critical insights on where the ED and the Army should focus the ANCP’s limited resources that our Nation provides.

(3) (U) Key Milestones, 2012. To achieve the ANCP Vision over the long-term, there are key milestones across the ANCP that must be synchronized and accomplished in the near-term. For instance, in 2012 the ANCP is prioritizing its resources to complete the following efforts by putting in place policies whereby:

- All remains are signed into the cemetery by an agent of a licensed firm and positive control is maintained all the way to final disposition (January).
- Warm transfer of all calls to schedule funeral services from the CCSC to a Cemetery Representative (March).
- Routinely submit annual budget requirements on-time (March).
- Correct all cases the Gravesite Accountability Task Force found to have Tier I discrepancies (June).
- All Cemetery Representatives have been trained and are qualified to conduct services (June).
- Establish the ANCP Geospatial and public web/mobile/kiosk applications (June).
- Complete the “Go Green Council” charter (June).
- Complete the Event Standard Operating Procedure (SOP) (June).
- Begin the Organizational Inspection Program (June).
- Establish and maintain the ANCP Grounds Maintenance Plan, including maintaining a healthy stand of turf, healthy population of trees, and implementing a more earth-friendly landscaping approach (June).
- Complete the Integrated Cultural Resource Management Plan and application for the National Historic Trust (September).
- Refine and track efforts to care for memorials within the ANCP’s Scheduled Maintenance Plan (September).
- Develop ANCP’s “To-Be” Enterprise Architecture and IT Acquisition Road Map (September).
- Establish and maintain the ANCP Equipment Maintenance Program, including a record documentation program and preventive maintenance, inspections and repairs of all ANCP equipment (September).
- Complete the major renovations of ANC’s office space (December).

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

- Develop ANCP Standards and Measures with supporting SOPs (December).
- Army National Cemeteries Advisory Commission meetings made routine (December).

b. (U) Tasks / Responsibilities.

(1) (U) Chief of Staff (CoS).

(a) (U) Help synchronize efforts across the Campaign Plan, and ensure the Strategy Map Foundations are integrated throughout the Campaign and Major Objectives.

(b) (U) Serve as Lead of Major Objective 4-3, "Develop and Implement Energy, Environmental and Sustainability Initiatives."

(2) (U) Deputy Superintendent, Arlington National Cemetery.

(a) (U) Serve as Lead of Campaign Objective 2-0, "Maintain these Hallowed Grounds."

(b) (U) Serve as Lead of Major Objectives:

1. 5-1f, "Train and Educate the Field Operations Workforce"
2. 5-9f, "Update and Create ANCP Field Operations SOPs and Memorandum of Understanding (MOU)"

(3) (U) Superintendent, Soldiers' and Airmen's Home National Cemetery.

As an integral component of the ANCP, help integrate the SAHNC's processes, procedures and best practices with the progress already made and being completed at ANC.

(4) (U) Special Assistant to the ED. Serve as the Designated Federal Officer (DFO) for and Lead of Major Objective 4-1, "Implement the Army National Cemeteries Advisory Commission."

(5) (U) General Counsel. Provide legal advice to the ED and the Superintendent, ANC, on all matters pertaining to the ANCP Campaign Plan.

(6) (U) Director, Strategic Communications.

(a) (U) Serve as Lead of Campaign Objective 3-0, "Uphold Faith and Confidence of the American People."

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(b) (U) Serve as Lead of Major Objectives:

1. 5-1a, "Train and Educate the Workforce (StratComm)"
2. 5-9a, "Update and Create ANCP StratComm SOPs and MOUs"

(7) (U) Chief, Operations and Plans.

(a) (U) Serve as Lead of Campaign Objective 5-0, "Synchronize ANCP Activities."

(b) (U) Serve as Lead of Major Objectives:

1. 3-2, "Coordinate Public Wreath Layings"
2. 3-3, "Execute Events and Ceremonies"
3. 5-6, "Provide a Common Operating Picture via the Operations Center"
4. 5-9h, "Update and Create ANCP Operations SOPs and MOUs"
5. 5-10, "Establish and Implement the Organizational Inspection Program (OIP) for ANCP"

(c) (U) Serve as overall lead and synchronizer of Major Objectives:

1. 5-1, "Train and Educate the Workforce"
2. 5-9, "Update and Create ANCP Regulations, SOPs and MOUs"

(8) (U) Chief Information Officer / G-6. Serve as Lead of Major Objectives:

- Support"
- (a) (U) 3-1, "Maintain Records Accountability and Integrity"
 - (b) (U) 4-6, "Define, Develop and Integrate New Technologies"
 - (c) (U) 5-1c, "Train and Educate the Workforce (CIO)"
 - (d) (U) 5-7, "Provide Information Technology Communications and Systems"
 - (e) (U) 5-9c, "Update and Create ANCP OCIO SOPs and MOUs"

(9) (U) Chief, Resource Management. Serve as Lead of Major Objectives:

- (a) (U) 4-4, "Develop the Budget for the Future Years Defense Program (FYDP) and Beyond"
- (b) (U) 5-4, "Ensure Fiscal Accountability and Stewardship"
- (c) (U) 5-1g, "Train and Educate the Workforce (RM)"
- (d) (U) 5-9g, "Update and Create ANCP RM SOPs and MOUs"

(10) (U) Director, Emergency Services. Serve as Lead of Major Objectives:

- (a) (U) 5-2, "Provide Holistic Protection at ANCP"

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

- (b) (U) 5-3, "Provide Comprehensive Safety and Risk Management at ANCP"
- (c) (U) 5-1d, "Train and Educate the Workforce (DES)"
- (d) (U) 5-9d, "Update and Create ANCP DES SOPs and MOUs"

(11) (U) Administration Officer. Serve as Lead of Major Objectives:

- (a) (U) 5-8, "Provide Administrative and Supply Support"
- (b) (U) 5-9i, "Update and Create ANCP Administrative SOPs and MOUs"

(12) (U) Chief, Engineer. Serve as Lead of Major Objectives:

- (a) (U) 2-7, "Provide Construction Planning and Oversight"
- (b) (U) 4-2, "Update the Master Plan"
- (c) (U) 4-5, "Complete the Integrated Cultural Resource Management Plan"
- (d) (U) 5-1e, "Train and Educate the Engineer Workforce"
- (e) (U) 5-9e, "Update and Create ANCP Engineer SOPs and MOUs"

(13) (U) Public Affairs. Serve as Lead of Major Objectives:

- (a) (U) 1-5, "Enhance Communication of Burial Eligibility, Requirements and Services"
- (b) (U) 3-6, "Formulate Strategic Messaging"
- (c) (U) 3-7, "Engage in Proactive Communications"
- (d) (U) 3-8, "Enhance the Visitor Experience"
- (e) (U) 3-9, "Facilitate and Execute Media Engagement"

(14) (U) Contracting Officer. Serve as Lead of Major Objectives:

- (a) (U) 5-5, "Provide Contracting Oversight and Support."
- (b) (U) 5-9j, "Update and Create ANCP Contracting SOPs and MOUs"

(15) (U) Historian. Serve as Lead of Major Objectives:

- (a) (U) 3-4, "Record and Maintain the Living History"
- (b) (U) 3-5, "Recommend a Long-Term Artifacts Policy"

(16) (U) Strategic Planner.

(a) (U) Serve as Lead of Campaign Objective 4-0, "Prepare for ANCP beyond 2025."

(b) (U) Serve as author and synchronizer of the ANCP Campaign Plan.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(17) (U) Director, Interment Services Branch.

(a) (U) Serve as Lead of Campaign Objective 1-0, "Honor the Fallen."

(b) (U) Serve as Lead of Major Objectives:

a. 1-1, "Schedule Interment and Inurnment Services"

b. 1-2, "Conduct Professional and Compassionate Services"

c. 1-3, "Establish Chain of Custody"

d. 1-4, "Ensure Timely and Accurate Monumentation for Individuals and Groups"

e. 5-1b, "Train and Educate the Workforce (ISB)"

f. 5-9b, "Update and Create ANC ISB SOPs and MOUs"

(18) (U) General Foreman. Serve as Lead of Major Objectives:

(a) (U) 2-1, "Conduct Interment Operations"

(b) (U) 2-2, "Maintain Chain of Custody"

(c) (U) 2-3, "Provide and Maintain Memorials"

(19) (U) Chief, Horticulture. Serve as Lead of Major Objective 2-4, "Maintain the Cemetery as a National Shrine."

(20) (U) Facilities Maintenance Foreman. Serve as Lead of Major Objective 2-5, "Maintain the Facilities and Infrastructure."

(21) (U) Vehicle Maintenance Foreman. Serve as Lead of Major Objective 2-6, "Provide and Maintain the Equipment."

c. (U) Coordinating Instructions.

(1) (U) ANCP Campaign Plan Review. The ANCP Campaign Plan will continue to adapt and evolve in line with the SecArmy's, ED's and ANC Superintendent's guidance. Importantly, the Campaign Plan—including its Lines of Effort, Strategy Map and Annex A (ANCP Strategy Map Details)—must also remain stable enough to measure progress / success and help guide the ANCP's efforts to achieve the ANCP Vision. As a result, in general, changes to the Lines of Effort, Strategy Map and Annex A (ANCP Strategy Map Details) will be codified only as the result of the annual or other major reviews. At other times, recommended refinements of Campaign Objectives and their associated Major Objectives should be directed to the respective Campaign Objective Lead, and other recommended changes should be directed to the ANCP Strategic Planner.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(2) (U) ED's Critical Information Requirements. The following are the minimum reportable requirements, not an exhaustive list, of critical information requirements for the ANCP. Any event that personnel believe the ED and/or the ANC Superintendent need to have immediate awareness of, or is on this list, must be immediately reported to the ANCP CoS, Superintendent and/or ED. The CoS will ensure positive receipt of the notification to the ANC Superintendent, the ED and Office of the SecArmy as required. Reports will be submitted by encrypted email and at a minimum contain the who, what, when, where and how. Reportable issues:

(a) (U) Any workplace injury or illness, requiring medical attention to an employee, military member or contractor.

(b) (U) Any injury, requiring medical attention, to a visitor to an ANCP property.

(c) (U) Any incident or event which is significant in nature or may attract either positive or negative attention to any individual or agency outside of the ANCP.

(d) (U) Any incident or accident involving ANCP vehicles or property.

(e) (U) Any identified burial or grave site discrepancy.

(f) (U) Any Congressional, media, Senior Executive Service (SES) or General Officer (GO) contact.

(g) (U) Any incident of workplace violence or harassment.

(h) (U) Any suspected hostile action against the cemeteries.

(i) (U) Any incident involving the loss or discharge of a weapon.

(j) (U) Any fire or explosion on cemetery property or involving cemetery property.

(k) (U) Any bomb threat against the cemeteries or ANCP personnel.

(l) (U) Any smoke or release of hazardous material coming from the chemical storage structures.

(m) (U) Protestors / civil disturbance event.

(n) (U) Severe weather than may impact employee/visitor safety, cemetery operations or cemetery property.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(o) (U) All Active Duty Hostile death funerals scheduled for ANC.

(p) (U) Any funeral service scheduled for the SAHNC.

(3) (U) Risk. One of the ANCP leaders' most important responsibilities is to identify and help mitigate risk. There will never be sufficient resources or predictability to completely eliminate risk, so ANCP leaders must properly analyze the requirements and resources available to allow the ED to make informed mitigation decisions. The ANCP uses the Army's five dimensions of risk to identify and mitigate its risk over the near-to-long term: Operational, Force Management, Institutional, Future Challenges and Equipping.

(a) (U) **Operational risk:** Risk associated with the ANCP's ability to conduct its core mission: scheduling and conducting professional and compassionate interment and inurnment services and accurately documenting the burial efforts. The ANCP actions and investments will prioritize efforts to mitigate this risk as much as possible.

- **Actions taken:** To mitigate this risk, the ANCP has brought in experienced leaders and more employees. The ANCP leaders are codifying and training the workforce to industry best-practice standards and then holding them accountable for these standards, including implementing a six-step chain of custody process. Key personnel are being trained on how the VA conducts internal assessments of their cemeteries, drawing from their standards and lessons learned. The DAIG also continues to provide important oversight and inspections of the ANCP's operations and processes. Technology's impact also cannot be overstated, as the ANCP is doing more than just replacing paper records of the recent past; it is using technology as a critical enabler across all functions and processes. For instance, the Army Analytics Group created a program allowing the Gravesite Accountability Task Force to verify 14 decades of varying standards of graves and burial records. The program blended computer verifications with a human authentication of each file, as Task Force members individually reviewed, cross-referenced and verified scanned paper records and corresponding photos of the marker or niche cover (photographed and wirelessly sent by The Old Guard using an iPhone application).

- **Future mitigation:** Based on investments already made in technology and time, efforts are on track to allow these verified records to soon populate a single, fully-digital, authoritative ANCP database that uses industry best practices in database management and will allow gravesite information to be shared with the public. Future investments will also integrate burial scheduling, chain of custody tracking, and monumentation systems. Institutionalizing the Gravesite Accountability Task Force's best practices and lessons learned with respect to the burial and gravesite accountability is critical to mitigate this risk in the future. The ongoing Enterprise Architecture review will also identify more efficient and effective ways for the ANCP to maintain its records accountability and integrity and make IT investments that help

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

achieve the ANCP vision. Finally, once established, the internal inspection team will serve a critical role in helping mitigate this risk, ensuring the ANCP is regularly verifying the accuracy and effectiveness of its own processes and efforts to consistency maintain 100 percent accountability of those interred and inurned at ANC and the SAHNC.

(b) (U) **Force management risk:** Risk associated with the ANCP's ability to recruit, retain, train, educate and equip its workforce. The high operational tempo, high level of constant public scrutiny, and nature of the ANCP's mission as active cemeteries require leaders to manage closely their personnel and workload. Burnout, callousness and anxiety—not unusual for those dealing with death on a daily basis—will undermine the ANCP's unique mission for our military heroes, their families and the Nation.

- **Actions taken:** The ANCP has begun providing some tailored training and education opportunities to mitigate this risk, including in coordination with other U.S. Army and government organizations (such as the VA). In part through the Campaign Plan, deputy directors across the organization identified and are beginning to develop and implement training and education plans for their directorates.

- **Future mitigation:** Deputy directors must build on their initial training and education planning efforts, developing robust plans and tracking tools to ensure the workforce receives all necessary training to complete their assigned work to high standards. Leaders must also project personnel needs (as possible) and vacation periods and be committed to hiring, mentoring and rewarding personnel for meeting and exceeding the published standards for which the workforce has been trained.

(c) (U) **Institutional risk:** Risk associated with the ANCP's ability to conduct missions other than its core mission (scheduling, conducting and documenting burial services) and synchronize across all missions to allow the ANCP to achieve its vision. ANC's extraordinary volume and visibility of the other ceremonies, visitors and grounds upkeep—also critical missions for the ANCP—must remain synchronized with each other and the services, which also involve a complex array of coordination.

- **Actions taken:** The Army's investments in additional personnel and advanced technology for the ANCP have helped mitigate the significant risk the ANCP had been assuming in this area. The ANCP has initiated an Operations Center that, once fully operational, will provide the ANCP with a common operating picture across all its missions. The ANCP's implementation of the General Fund Enterprise Business System (GFEBS) allows the ANCP to be fully transparent and provide fiscal stewardship of all funds expenditure. In addition, the ANCP's comprehensive service agreement with the Army's Information Technology Agency (ITA) is providing critical capabilities and resources. This includes fielding all incoming calls at ITA's Consolidated Customer Service Center (CCSC), providing access to its case management system (Remedy), and sponsoring a formal external review to develop a baseline enterprise architecture to help improve and focus investments in our business

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

processes and IT systems. The Center for Military History is also cataloging ANC's historical files and documents, helping preserve and eventually display pieces of American history that in some cases have been stored since ANC's founding. The ANCP Campaign Plan is also an important component to help mitigate this risk across the ANCP, providing one document that consolidates and helps prioritize and synchronize efforts across the organization.

- Future mitigation: Significant efforts remain to further mitigate this risk with respect to authorities, modern protection systems and personnel within ANCP's emergency services. In addition, history is being made at ANC each day, including through veterans' burials, visiting dignitaries, Honor Flights or anniversaries of major battles, tragedies or celebrations. While not its core mission, the ANCP must capture and help document these events for future generations to be able to remember this American history. Directorates across the ANCP are also still updating and helping create regulations, SOPs and MOUs with external organizations to institutionalize the best practices and lessons learned since June 2010.

(d) (U) **Future challenges risk:** Risk associated with the ANCP's ability to address its longer-term challenges. ANC and the SAHNC are truly national resources, although preserving their central function as military burial grounds is becoming an increasingly difficult challenge. The demand for burial at ANC continues to increase, not only from our aging populations of veterans but also as the military adds new Service Members and Family members daily to its ranks. There are finite number of ways to increase ANC's current capacity, including gaining access to additional land, reducing the size of each new burial plot, and changing the burial eligibility requirements. ANC will increase its burial space by 73 additional acres from the Millennium Project and Navy Annex, although expected burials will not occur at either until approximately 2025. With no other designated areas of expansion, it is critical that the ANCP works now to deliberately plan how to address the most appropriate and honorable way to maintain the quality, dignity and function of America's premier military cemetery for generations to come.

- Actions taken: The ANCP is leveraging capabilities and systems from across the Army, joint community, U.S. government and other key stakeholders so that the ANCP can focus on its critical missions (the Campaign Objectives). It has hired a specialist to update its Master Plan to make the best use of land made available to the ANCP. It has also initiated efforts to make the ANCP a "greener" organization.

- Future mitigation: Significant work remains to mitigate this dimension of risk. Prominently, the Advisory Commission serves a critical role in helping identify strategic challenges and develop solutions to overcome and better deal with the ANCP's future challenges. In addition, ANCP leaders at all levels must continue to leverage external capabilities, systems and technology, continually assessing on what the ANCP must and should focus its limited resources to remain the premier military

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

cemeteries. The ANCP must plan now how to maximize ANC's lifespan for future generations, for which completing the update of the ANCP's Master Plan is critical. The ANCP must adopt an Enterprise Architecture framework, with which the ongoing external review will provide invaluable insights and recommendations. It must also thoroughly develop long-term solutions that are more efficient, sustainable and energy-efficient, and then allocate resources to and implement these priorities.

(e) (U) **Equipping risk:** A subset of future challenges risk, this is an important aspect for assessing and managing overall risk for the ANCP. The three major equipping risks are: quantitative, qualitative and industrial.⁶ For the ANCP, an era (before June 2010) without investing in equipment, facilities, infrastructure and technology has created a tremendous and urgent need for significant capital investment. Using antiquated systems and repairing them only after catastrophic failure is more expensive, less timely, lower quality and accuracy, less environmental and higher risk. Importantly, it also detracts from the Army National Cemeteries' function as national shrines befitting the sacrifice of all those who rest here in quiet repose.

- **Actions taken:** The ANCP has articulated its current capital investment needs, which the Army and Nation is balancing within its other pressing priorities. ANC soon will be receiving some new construction equipment, more suitable and safe for operation on ANC's rolling terrain. Soon ANC also will begin leasing new, more environmentally-friendly vehicles, helping improve its service to the public and reduce its carbon footprint.

- **Future mitigation:** Going forward, the Resource Manager will also include the ANCP's prioritized requirements within ANCP's budget submissions, helping clearly articulate and program for these relatively large-scale needed investments.

4. (U) **Service Support.**

a. (U) **Partner Organizations Providing Critical Support to the ANCP.**

(1) (U) **Arlington Ladies.** Dating back to the years following World War II, the Services' Arlington Ladies have been attending Service Members' funerals at ANC to ensure that no Soldier will ever be buried alone at ANC. Approximately 160 compassionate volunteers represent the Army, Navy, Air Force and Coast Guard,⁷ with each Service's Arlington Ladies led by a designated chairperson. These groups' missions include:

⁶ Quantitative risk is the failure to procure sufficient quantities of systems, while qualitative risk represents the failure to achieve the desired qualities of Army systems. Industrial risk increases when ANC is unable to receive steady flows of supply and materiel from suppliers as well as effectively repair and upgrade equipment.

⁷ The Marine Corps does not have its own Arlington Ladies; instead, an active duty Marine attends each Marine Corps service.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(a) (U) **Air Force Arlington Ladies.** The Air Force Arlington Ladies are volunteers who represent the Chief of Staff of the Air Force (CSAF) and his wife at funerals for Airmen, active and retired, being buried at ANC. As members of the Air Force Officers Wives Club Arlington Committee, the current 40 volunteers carry out a tradition begun in 1948 by CSAF General and Mrs. Hoyt Vandenberg who believed that no Airman should be buried without "family" present. The Air Force Arlington Ladies extend sympathy and show compassion to the families of those being buried.

(b) (U) **Army Arlington Ladies.** The Army Arlington Ladies represent and extend sympathy on behalf of the Chief of Staff of the Army (CSA), his wife and the "Total Army Family" to the next-of-kin at the rites for those men and women who have served in the U.S. Army and are being buried at ANC. The Army Arlington Ladies embody the Army value of "selfless service," including attending each service to present condolences in person and cards from the CSA and the Army Arlington Ladies. The Army Arlington Ladies began in the spring of 1973, after Julia Abrams, wife of CSA General Creighton Abrams, brought the organization into being after getting approval of the Chaplains. The Army Arlington Ladies are currently a group of about 65 spouses of active duty, retired or deceased Soldiers of all ranks.

(c) (U) **Coast Guard Arlington Ladies.** The Coast Guard Arlington Ladies extend condolences on behalf of the Commandant and the Coast Guard to the family or next-of-kin of those interred at Arlington National Cemetery. Each Lady volunteers their time for burials of Service Members and dependents. The Lady with an escort meets with the family before the Chapel service or at the Administration Building, presents a remembrance booklet, a personal condolence card from the Ladies, and a card signed by the Commandant. They extend sympathies at the grave site to the next of kin and the immediate family. The Coast Guard has had an informal Arlington presence since the 1970s, which was formalized through a service directive in 2006. The five serving Ladies are Officers' Spouses' Club members; the program is open to Service spouses, retirees, and members of the Coast Guard Auxiliary.

(d) (U) **Navy Arlington Ladies.** The Navy Arlington Ladies extend the condolences of the Chief of Naval Operations (CNO), the Commandant Naval District Washington (CNDW), and the Navy family to the next-of-kin of men and women who have served in the U.S. Navy and the spouses and dependent children of active duty and retired personnel who are being interred/inurned at ANC. Offering comfort and strength to grieving families as they lay to rest the remains of their loved one is another essential part of the Navy Arlington Ladies' duty to every Navy family. The Navy Arlington Ladies were established by the CNO in 1985, and they currently are a group of about 50 wives and adult children of active duty, retired or deceased Naval officers or enlisted personnel (volunteers may also be retired Navy).

(2) (U) **Joint Base Myer-Henderson Hall.** The Garrison Commander, Joint Base Myer-Henderson Hall (JBM-HH) as directed by the U.S. Army Installation

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

Management Command (IMCOM) executes direct support and provides essential services to ANC. JBM-HH provides public works functions and utilities, executive housing maintenance services (Lodges I and II), along with security, emergency services, and law enforcement support to ANC. JBM-HH is prepared to provide logistical support and services as requested and coordinates for anti-terrorism/force protection (AT/FP) with ANCP DES. JBM-HH supports ANC military funerals through the utilization of the Old Post and Memorial Chapels on a daily basis. ANC exercises direct liaison with the Directorate of Plans, Training, Mobilization, and Security (DPTMS), JBM-HH on a regular basis.

(3) (U) **National Park Service.** ANC works alongside the National Park Service (NPS) for many aspects of its daily visitor activities. The NPS's primary role at ANC is managing the historic Arlington House, The Robert E. Lee Memorial, and its surrounding grounds that sit prominently on the hill overlooking the Potomac. Built between 1802 and 1818 as a memorial to George Washington by his step-grandson, George Washington Parke Custis, the house and two adjacent surviving slave quarters serve as key historical landmarks for many guests to ANC. The NPS Rangers provide a critical role for cemetery interpretation, whether interpreting the NPS exhibit on Freedman's Village, providing historical information about the Arlington House, or fielding questions about the burial locations of famous Americans throughout ANC. The NPS owns and meticulously maintains Memorial Avenue and its surrounding grounds at the entrance to ANC, including the memorials leading up to the cemetery. The NPS also maintains the Arlington Hemicycle (location of the Women in Military Service for America Memorial) and ANC's distinctive iron entry gates. The NPS's United States Park Police are currently the primary source of law enforcement at ANC, and will continue to work alongside any DoD-provided law enforcement officials in the future. The NPS will continue to work with ANC in commemorating the Civil War Sesquicentennial, to include the 150th anniversary of the first internments within what became ANC. NPS also works closely with ANC to maintain an aging and ever-changing infrastructure to provide services necessary for visitors and staff, to include communication, water, waste water and gas lines. Finally, the NPS oversees the concessionaire responsible for providing motorized tour services on the ANC grounds, the contract for which is currently being re-established.

(4) (U) **U.S. Air Force District of Washington.** The U.S. Air Force District of Washington (AFDW) is a direct reporting unit to HQ USAF and supports ceremonial, musical and funeral operations provided by the 11th Wing.

(a) (U) **The USAF Chaplain Corps at Arlington National Cemetery.** Upholding our Nation's Constitutional freedom of religion, the USAF Chaplain Corps at ANC conducts funeral services for active duty, retirees, veterans and family members at ANC and the Armed Forces Retirement Home Cemetery. They provide pastoral care, compassionate counsel, guidance through the funeral process, while honoring faith

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

preferences, as well as provide spiritual, moral, and ethical leadership and direction for ANC.

(b) (U) **The USAF Band and Honor Guard.** The USAF Band and Honor Guard render final military honors at ANC in memory of fellow Airmen and their families while concurrently thanking them for their service and sacrifice. Additionally, they provide ceremonial support for senior U.S. officials, visiting foreign dignitaries and heads of state at the Tomb of the Unknowns and other locations within ANC.

(5) (U) **U.S. Army Center for Military History.** The U.S. Army Center for Military History (CMH) provides a breadth of historical support to the ANCP, which will continue to expand over time. This support will eventually include:

- Assisting in preparing and presenting definitive historical studies and products relating to the history of ANC and the SAHNC. This includes helping with public outreach to tell the history of ANC and SAHNC to a wider audience, and planning and conducting a comprehensive and in-depth oral history program to capture significant events and personalities engaged in the ANCP mission.
- Conducting in-depth historical research and preparing written and photographic content for publications and the ANC website.
- Providing advice on three dimensional artifacts and material culture issues. This includes designing and coordinating the production of museum exhibits and displays, and coordinating the preservation, accountability and conservation of irreplaceable artifacts.
- Designing historical exhibits, maintaining accountability of the collection, conserving artifacts and preparing display cases and exhibits related to the ANCP mission. Organizing the collection and photography of memorabilia left on ANC gravesites in a systematic way, and preserving them as necessary.
- Collecting, organizing, preserving and assisting in the presentation of two dimensional artifacts, paper and photographs. This includes maintaining and conserving historical files, books and papers; and developing finding aids to assisting in the retrieval of historical data from those files, books and papers.
- Planning and coordinating overall conservation, preservation and cultural resources activities at ANC. This includes assessing the need for specialists in supporting disciplines (architecture, engineering and environment) and coordinating their support to the overall ANCP mission.
- Administering the ANC Section 60 Collection Program (including recovery, documentation and warehousing of gravesite mementos and objects).

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SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(6) (U) **U.S. Army Corps of Engineers.** The U.S. Army Corps of Engineers provides a breadth of planning, engineering, design, contracting and construction support and consultation to the ANCP. Primary support is through the North Atlantic Division (NAD) with Norfolk District as the lead supporting District within NAD. This support currently includes:

- Providing a full range of Project Management Services that provide project management through the execution of the USACE Project Management Business Process.
- Assisting in preparing programming and planning level information for new projects or initiatives that involve design and construction.
- Developing a Multiple Award Task Order Contract (MATOC) to allow expedited support to ANC's construction and repair needs.
- Developing an ANC-specific Indefinite Delivery Contract for an engineering/design consultant. The ANCP staff is an integral part of the selection process.
- Providing engineering and design analysis of existing structures and/or new facilities or infrastructure.
- Providing construction documents and completed solicitations to allow contract negotiation and award.
- Providing contracting support with emphasis and focus on engineering/design contracts as well as construction contracts.
- Providing on-site construction contract management services.
- Providing continuous and on-demand reporting of status of project execution and funding.

(7) (U) **U.S. Army Information Technology Agency.** The U.S. Army's Information Technology Agency (ITA) provides ANC with IT products and services in line with its annually reviewed and updated Service Level Agreement. These core and elected services include business application services, cable television services, commercial wireless voice and data services, Consolidated Customer Service (call) Center services, managed application hosting services, managed storage services, network connectivity services, Voice Over Internet Protocol (VoIP) and video teleconferencing.

(8) (U) **U.S. Army Military District of Washington.** The U.S. Army Military District of Washington (MDW) is a direct reporting unit to HQDA and is the DoD Executive Agent for planning, coordinating and conducting ceremonies and special events for:

- The Executive Branch of the Federal Government
- The DoD, Chairman and Vice Chairman Joint Chiefs of Staff
- The Senior Leaders, Department of the Army

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

MDW provides ceremonial support to military funerals at ANC. MDW also hosts wreath ceremonies at the Tomb of the Unknown Soldier in ANC with the Commander, MDW, serving as the Presidential Representative at designated wreath laying ceremonies and similar events. MDW provides other ceremonial support at ANC as directed by the DoD and Department of the Army.

(a) (U) **The Old Guard.** The Old Guard is at ANC daily, rendering final honors in funerals of their fellow Soldiers. Their efforts include:

- The Old Guard's 289th Military Police Company provides security and force protection for special events and foreign dignitary visits at ANC.
- Tomb Sentinels at the Tomb of the Unknown Soldier are responsible for maintaining the highest standards and traditions of the U.S. Army and the Nation while keeping a constant vigil at the national shrine.
- The Tomb Guard Platoon prevents any desecration or disrespect directed toward the Tomb of the Unknown Soldier in ANC.
- The Caisson Platoon serves as the mounted escort for the Nation's fallen heroes during Full Honor Military Funerals and performs special and state funerals in Arlington National Cemetery.
- The Old Guard's Presidential Salute Battery is responsible for rendering honors in ANC to visiting foreign dignitaries and heads of state and fires final salutes during many funerals.
- Recently, Soldiers from The Old Guard have been in ANC daily, documenting every tomb stone. This information is being input into a database to compile an accurate record of every person buried at ANC.

(b) (U) **Chaplain Support.** Army Chaplains are at ANC daily providing funeral service support for active duty, retirees, veterans and family members at ANC and the Armed Forces Retirement Home Cemetery. They provide pastoral care, compassionate counsel, guidance through the funeral process, while honoring faith preferences, as well as provide spiritual, moral, and ethical leadership and direction for ANC.

(c) (U) **MDW LNO to the ANCP.** Beginning in 2011, MDW also began providing a Liaison Officer (LNO) to the ANCP to help improve the coordination and synchronization of events and efforts across the organizations.

(9) (U) **U.S. Army Mission and Installation Contracting Command.** The U.S. Army's Mission and Installation Contracting Command (MICC) provides the ANCP with a wide variety of other-than IT supplies and services. MICC awarded 34 supply contracts to the ANCP during FYs 10 and 11, including substantial upgrades and replacements for ANC's equipment parts and accessories for vehicles, excavators,

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

grave liners, backhoes, tractors, portable radios and clothing. MICC provides several service contracts to the ANCP, awarding three service contracts during the periods of FYs 10 and 11. For instance, MICC provides minor construction services at the ANCP, including the renovation of the Superintendent's quarters (Lodge I) on ANC. MICC provides contracts to the ANCP for Public Safety Aides, and also provides emergency support to the ANCP to ensure continued services to the public. This support is critical, especially in 2011 when requiring a little-notice alternate transportation tour mobile service immediately before Veterans' Day, while the National Park Service worked to award a new contract for motorized tour services at ANC.

(10) (U) **U.S. Naval District Washington.** The Commandant, Naval District Washington (NDW) is an Echelon II command responsible for planning, coordinating and conducting ceremonies and special events for the Department of the Navy Senior Leaders. NDW provides support to military funerals at ANC as directed by higher authority, Navy's N1 (Navy Personnel Command). NDW also hosts wreath ceremonies at the Tomb of the Unknown Soldier in ANC with the Commandant, NDW, serving as the CNO Representative during these wreath laying ceremonies and similar events. NDW and other Navy ceremonial support partners at ANC is as directed by the Department of the Navy.

(a) (U) **The NDW Chaplains office.** The NDW Chaplains provide support and conduct funeral services for active duty, retirees, veterans and family members of all Navy, Marine Corps, Coast Guard and Merchant Marines funerals in ANC.

(b) (U) **The United States Navy Ceremonial Guard.** The United States Navy Ceremonial Guard is a separate command that reports to NDW which is at ANC daily, rendering final honors at funerals for active duty, retirees and Veterans of the Navy and Merchant Marines. They also provide support at the funerals of those Navy and Merchant Marine dependents entitled to burial in ANC. The United States Navy Ceremonial Guard also provides Navy's support at all Joint missions conducted at ANC.

(c) (U) **The U.S. Navy Band.** The U. S. Navy Band is a separate Echelon II command under the CNO/OPNAV chain of command and has separate reporting responsibilities directly to the Chief of Naval Information. The Navy Band is also at ANC daily, providing appropriate musical support at funerals for active duty, retirees and Veterans of the Navy, Coast Guard and Merchant Marines.

(d) (U) **The Naval Support Activity Washington (NSAW) Department of Defense Police** provide security and protection for Navy foreign dignitary visits at ANC.

(11) (U) **The Women In Military Service For America Memorial Foundation.** The Women In Military Service For America Memorial, at the Ceremonial Entrance to ANC, is the only major national memorial honoring all women who have defended our Nation throughout history. ANC leaders have worked closely with the Foundation's

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

leadership since the Memorial's dedication on October 18, 1997. The Memorial and its 33,000 sq. ft. education center serve as a tremendous historical resource for those also visiting ANC, allowing U.S. and international visitors to experience the collective history of women in the military along with the individual stories of registered Servicewomen. In addition, the Foundation graciously allows the ANCP to use its facilities for Town Halls, Advisory Commission meetings, and other smaller and larger meetings. Another very meaningful gesture has been the Foundation's willingness to offer the Memorial as a site for families to meet with family members and friends following ANC interments. Some 60 such events, as an example, were held at the Memorial during 2011. ANC has been fortunate to call upon a very cooperative Foundation for use of the Memorial as an alternate visitor rest facility when ANC facilities were not available.

b. (U) Energy, environmental and sustainability initiatives. The ANCP is committed to improving its ability to integrate energy, environmental and sustainability initiatives across its organizational functions, daily operations and planning efforts. Many efforts already are underway, including the use of solar energy, electric vehicles and sidewalks made of recycled material that reduce water run-off. Examples of earth-friendly landscaping include increasing the use of perennial (versus annual) plants to reduce the use of plastic containers, water and fertilizers; adopting a water-wise approach using ornamental grasses and other native plants that require less water once established; incorporating more native plants that provide food and shelter to attract and sustain insects and birds; and planting cultivars and varieties that decrease pesticide use and overall pest problems. While in its early stages, the Go Green Council will build upon these efforts, helping the ANCP serve as an example for the military and cemeteries nationwide as a steward of natural resources. Through these efforts, ANCP decision making will continue to reflect the commitment to the environment, sustainability practices and reducing resource consumption, reducing the environmental impact across the cemetery and providing operational cost savings.

c. (U) Contracted Services for the ANCP. The ANCP significantly relies upon contracted services to complete its missions on a daily basis. For instance, contractors provide the ANCP's grounds keeping and trees upkeep, setting headstones, and memorials and monumentation cleaning and servicing. The ANCP relies upon contractors to serve as its Public Safety Aides and operate the parking garage. Contractors are also helping the ANCP develop its Enterprise Architecture, which will provide the ANCP with an analytical framework to support strategic and operational decisions, acquisition, and IT investment management across the organization that will help improve capabilities and increase efficiencies, effectiveness and professionalism.

5. (U) Command and Control.

a. (U) Command.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(1) (U) ANCP Leadership. On behalf of and directly accountable to the SecArmy, the Executive Director (ED) of the Army National Cemeteries Program (ANCP) is solely responsible for overseeing all aspects of the ANCP, as outlined in AD 2010-04. Among other senior leadership and management authorities and responsibilities, the ED supervises the ANC Superintendent, who shares with the ED overall responsibility for planning, programming, directing and coordinating all phases of daily operations and ensuring accountability of all remains on ANC.

(2) (U) Army National Cemeteries Advisory Commission (Advisory Commission). The Secretary of Defense (SecDef) directed establishment of the Advisory Commission to examine and provide independent advice and recommendations to the SecDef, through the SecArmy, on the day-to-day operations of and long-term strategic issues affecting the Cemeteries. The Advisory Commission Charter was filed on 11 October 2010 and held its inaugural meeting on 30 November - 1 December 2011.

(a) (U) Members. The Advisory Commission maintains a balanced membership of not more than nine full time members, each approved by the SecDef. Members include a cross-section of qualified experts on, as well as others having a strong vested interest in, the dignified transfer and burial of remains eligible for interment or inurnment in the Army National Cemeteries, veteran's affairs, Service Member's entitlements and surviving family matters.

(b) (U) Guiding laws, regulations and policies. The Advisory Commission fully complies with the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended), the Sunshine in the Government Act of 1976 (5 U.S.C. § 552(b), as amended), 41 Code of Federal Regulations, Parts 102-3 through 102-3.185, and all appropriate DoD policies.

(c) (U) Focuses. In line with the SecArmy's request, the Advisory Commission is initially examining three areas of emphasis: strategic planning to extend the life of active burials at ANC, which includes the Millennium Project and Navy Annex; issues surrounding the repair of the Tomb of the Unknown Soldier; and the long-term implications of the ANC Section 60 Mementos study and improving the visitor experience, including through an interpretive center. The Advisory Commission also has requested to establish a sub-committee for each task, entitling them Honor (extending ANC's life), Remember (Tomb of the Unknown Soldier) and Explore (Section 60 mementos). As outlined in their SecArmy-approved charter, other topics they may address include management and operational issues, including bereavement practices; plans and strategies for addressing long-term governance challenges; resource planning and allocation; and any other matters relating to Army National Cemeteries that the Advisory Commission's co-chairs, in consultation with the SecArmy, may decide to consider.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

b. (U) Signal.

(1) (U) External ANC website. The ANC website is a critical strategic and operational communication tool, increasing the ANCP's capacity to help every generation Honor, Remember and Explore America's premier national military cemeteries. Recent changes have made the website engaging, user friendly and informative. Future versions in development will exponentially increase its information delivery and functionality. This will include a searchable public database with burial information verified by the Gravesite Accountability Task Force, street and walking routes via the Geospatial Application Development initiative, and a way for the ANCP to engage with the family members to design their loved one's headstone at times other than the day of the funeral. The goal is for the ANC website to become the authoritative source for all buried at and visiting ANC and the SAHNC, which leadership focus and technology are helping make possible. The website can be found at: <http://www.arlingtoncemetery.mil/>.

(2) (U) Internal ANC SharePoint. ANCP's employees use an internal SharePoint site to share information across the organization. The OCIO also created an ANC Visitors' group for the ANC SharePoint site, allowing ANCP employees to give read-only permissions to select personnel that would benefit from this information. Especially as the Army transitions to enterprise email, SharePoint provides a simple way for the organization to share large files and see updates in real-time. The approved ANCP Campaign Plan and all working documents associated with the Campaign Plan are maintained at the Executive Staff / Strategic Planner tab: <https://intranet.hqda.ds.army.mil/anc/pog/SP/default.aspx>

(3) (U) Interment Scheduling System. The Interment Scheduling System (ISS) remains the system of record for the ANCP's authoritative burial records and scheduling information. ISS generates ANC's daily burial schedule, which drives many cemetery operations. Moving forward, ISS will also include the SAHNC's burials within this daily schedule. Real-time access to ISS is available for DoD stakeholders requiring detailed information to assist in parallel planning. The ANCP OCIO can assist in obtaining access to this system, providing appropriate role-based permissions to view data by cleared users with a need to know access.

(4) (U) Army Mapper (ANCP), or ANCP's Internal Geospatial Application: In 2012, the ANCP will field a geospatial tool to better spatially manage the cemetery. This tool will provide authoritative information regarding location based events, internal routes, and special ceremonies in a common operational picture for our Joint Stakeholders. Real-time access to Army Mapper (ANCP) will be available for DoD stakeholders requiring detailed information to assist in parallel planning. The ANCP OCIO can assist in obtaining access to this system, providing appropriate role-based permissions to view data by cleared users with a need to know access.

SASA-ANC

SUBJECT: Army National Cemeteries Program Campaign Plan 2012

(5) (U) **Emergency Response.** The coordination for response to emergency situations varies depending on the nature of the incident and the location. Medical emergencies that occur on ANC Memorial Drive, the vicinity of the Women in Military Service for America's Memorial, or in the National Park Service area including and around the Arlington House are reported first to 911, then the U.S. Park Police, followed by ANCP Directorate of Emergency Services (DES). Medical emergencies that occur anywhere else on ANCP grounds are reported first to 911, then Joint Base Myer-Henderson Hall (JBM-HH) DES, followed by ANCP DES. Non-medical emergencies on those areas under National Park Service jurisdiction are reported first to the U.S. Park Police, and then ANCP DES for situational awareness; those on ANCP grounds are reported to first to ANCP DES, and if necessary to JBM-HH DES. Depending on the circumstances, incidents may be reported by cellular or landline telephones, or via radio.

(6) (U) **Emergency Preparedness.** The ANCP DES currently is developing appropriate emergency preparedness plans and procedures to ensure ANCP staff and supporting contractors have the ability to prepare for and respond to all-hazards emergencies, including security threats (e.g., active-shooter incidents), accidental hazards (e.g., damage to gas lines), or natural disasters (e.g., hurricanes or earthquakes). These plans and procedures will include the use of mass notification systems and other communication mechanisms to inform personnel and coordinate emergency management.

(7) (U) **Access Control for Official Visitors.** The current procedure for authenticating official visitors requires designated ANCP personnel to use a monthly code word, promulgated by the ANCP DES, when notifying the Public Safety Base. To simplify approving access of official visitors, the DES will implement an email-based process in the near future as part of the overall effort to improve coordination between operations and security.

ACKNOWLEDGE:


KATHRYN A. CONDON
EXECUTIVE DIRECTOR

OFFICIAL:

ANNEXES:

- A – ANCP Strategy Map Details
- B – References and Terms

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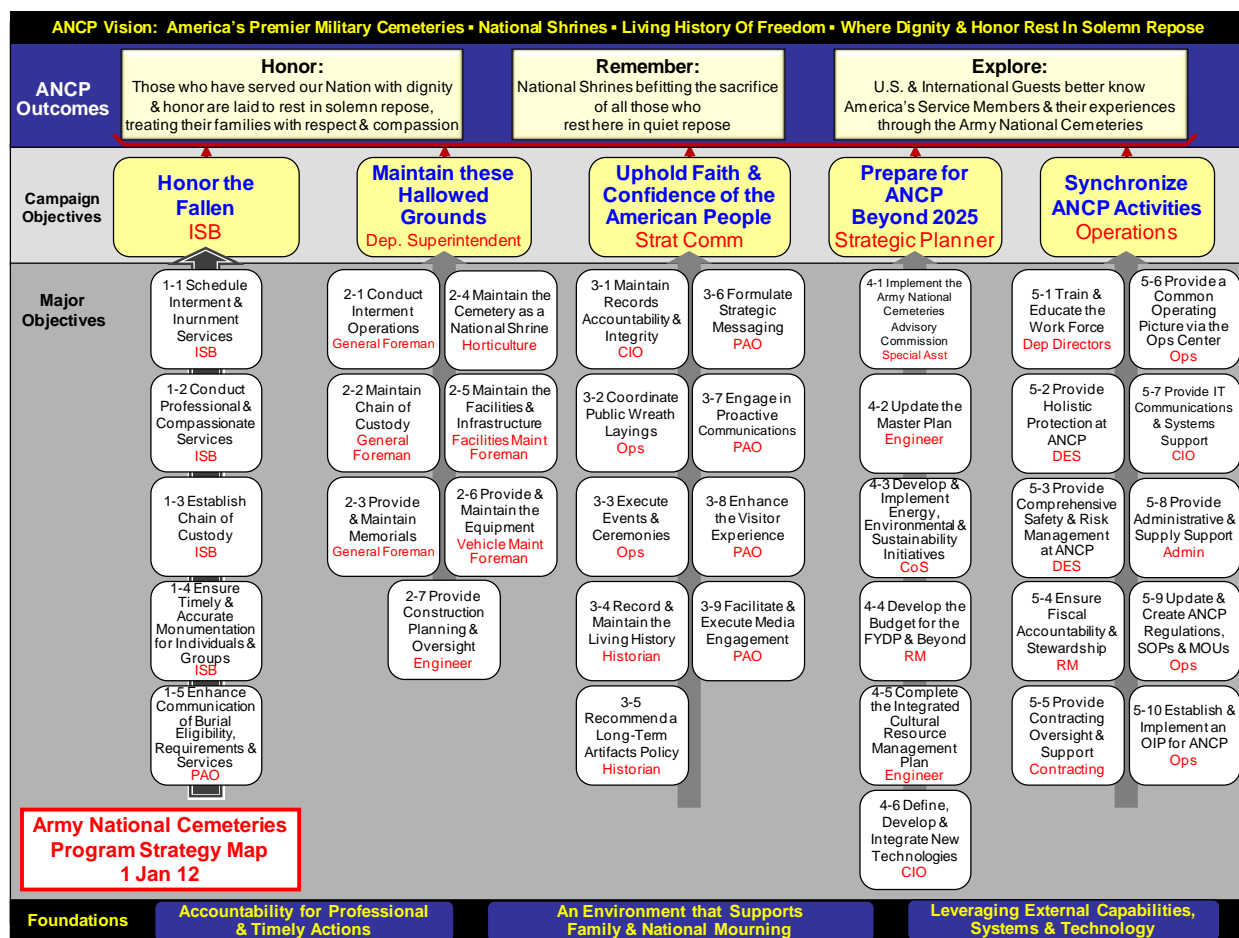
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ANCP Campaign Plan 2012 (1 Jan 2012)

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012



1. (U) Purpose. This annex provides detailed definitions and descriptions of the major components of the Army National Cemeteries Program (ANCP) 2012 Strategy Map, building upon Paragraph 3.a.(2) in the base order. This annex also includes each Campaign Objective's definition, lead, priority efforts (tasks and/or subtasks) and their expected completion; and each Major Objective's definition, lead, team members, subtasks, metrics and milestones (expected timeline for progress and completion), building on Paragraph 3.b. in the base order.

2. (U) Structure of the ANCP Strategy Map. The ANCP's vision (America's premier military cemeteries) and outcomes (Honor, Remember, Explore) appear at the strategy map's top, framing all of the ANCP's priority efforts. The five lines of effort are depicted as Campaign Objectives, each with one lead to spearhead its planning, implementation and synchronization. This lead is also held accountable for its progress, based on the lead's approved milestones and metrics. Each Campaign Objective also identifies supporting Major Objectives, which are priorities that must be accomplished to achieve the Campaign Objective and Outcomes. Major Objectives also have one assigned lead, which the ED holds accountable for progress in and accomplishment of that Major Objective. While not identified on the ANCP Strategy Map, Major Objective Leads are

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

also supported by a team of identified directorates with direct equities. Finally, the ANCP Strategy Map depicts three foundations at the strategy map's base, which are key attributes and qualities of ANCP's workforce and their efforts that will allow the ANCP to achieve its vision. More qualitative in nature, the foundations are critical principles forming the base of every objective from which the workforce will approach their efforts.

3. (U) Objective Leads and Team Members. The ANCP Strategy Map identifies one lead per objective to clearly delineate responsibilities and fix accountability. However, as significant collaboration and synchronization is required to achieve the ANCP Outcomes and Vision, this annex also identifies the team members for each Major Objective who are integral to making progress or achieving success in each objective. The ANCP Strategy Map depicts leads in the following manner:

a. Campaign Objective Leads. Each Campaign Objective has one lead, who is the execution lead and responsible for the overall progress of that Campaign Objective. While the ED holds each Major Objective Lead accountable for the success / progress of individual Major Objectives, the Campaign Objective Lead is accountable for the success / progress of all issues within their assigned Campaign Objective, as well as the synchronization and coordination (as required) with other Campaign Objective Leads. Since Campaign Objective Leads do not supervise all of their supporting Major Objective Leads, Campaign Objective Leads will proactively and professionally seek and incorporate (as appropriate) feedback from supporting offices. This will ensure the success of the entire Campaign Objective, which will also enable the ANCP to make progress to achieve its vision. Campaign Objective Leads will also:

(1) (U) Spearhead the ANCP's efforts to most professionally, effectively and efficiently accomplish that Campaign Objective and its supporting Major Objectives. This includes developing and updating its definition and identifying the priority tasks and their completion dates (all approved by the ED), which will then help inform policy, planning, resourcing and other decisions.

(2) (U) Integrate the Foundations throughout all development and implementation efforts within their Campaign Objective and supporting Major Objectives.

(3) (U) Ensure effective communication, integration and synchronization of efforts with all supporting Major Objectives Leads, as well as with other Campaign Objective Leads.

(4) (U) Provide quarterly updates to the ED on the status of their assigned Campaign Objective. This should address the status of their identified priority efforts and supporting Major Objectives (including metrics and milestones).

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

(5) (U) During the annual or other major reviews of the ANCP Strategy Map, recommend to the ED if any Major Objectives within their Campaign Objective should be added, modified or deleted.

b. (U) Major Objective Leads and Team Members: Each Major Objective has one lead,⁸ which is supported by a team of identified directorates with direct equities. The Major Objective Lead is the execution lead and responsible agent of that Major Objective, which the ED will hold accountable for progress in and accomplishment of that Major Objective. While Major Objectives have a lead, accomplishing Major Objectives requires close collaboration and coordination across the ANCP. As a result, Major Objective Leads will work closely with their supporting Major Objective Team Members, as well as their Campaign Objective Lead, to accomplish the Major Objective in the most professional, effective and efficient manner possible. In addition, while Campaign Objective Leads do not supervise all of their supporting Major Objective Leads, Major Objective Leads are expected to proactively and professionally support and provide feedback to their Campaign Objective Lead to ensure the success of the entire Campaign Objective to allow the ANCP to make progress to achieve its vision.

(1) (U) Major Objective Leads will:

(a) (U) In collaboration with their Campaign Objective Lead and Major Objective Team Members, define and then develop and implement plans to achieve their assigned Objectives with milestones and 3-5 strategic-level metrics to measure success / progress. Ensure vertical and lateral integration and synchronization with related Major Objectives.

(b) (U) Integrate the Foundations throughout all development and implementation efforts within their Major Objectives.

(c) (U) In support of their Campaign Objective Lead, provide periodic updates (including in preparation for the quarterly ANCP Campaign Objectives review) of the Major Objective using the 4-6 metrics.

(2) (U) Major Objective Team Members will assist the Major Objective Leads and other ANCP leaders with developing and implementing plans, milestones and metrics to achieve the Major Objective.

4. (U) Metrics and Milestones. The ANCP Strategy Map metrics and milestones are critical management tools for ANCP leaders to define and measure progress to achieve their Outcomes and Vision. Performance metrics identify the ANCP's standards of

⁸ The only exception to one lead is Major Objective 5-1, "Train and Educate the Workforce," for which the deputy director of each directorate/branch is that office's lead. As the Campaign Objective 5-0 Lead, Operations provides regular oversight of all offices' training and education plans. Given ANC's offices' widely varying functions, separate training and education plans ensure offices' training and education are developed, implemented and tracked with metrics and milestones applicable to that office.

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

excellence tailored to each Major Objective (by subtask), identifying what constitutes ratings of green (“G,” on track or successful) / amber (“A,” minor issues exist) / red (“R,” major issues exist) / gray (not started). Milestones then project by when that subtask’s progress, success or task completion is expected. These timelines are also based on known resources (people, money, time, etc.), helping clearly identify the risks the ANCP is accepting across its approved priorities. Through formal quarterly performance assessments and other periodic updates, metrics and milestone will enhance the ANCP leaders’ ability to assess how well they are fulfilling the ANCP’s outcomes and supporting objectives and provide critical insights on where the ED should focus the ANCP’s limited resources that our Nation provides.

5. (U) ANCP 2012 Campaign and Major Objectives.

a. (U) (1-0) Honor the Fallen. Schedule funerals as soon after the death as possible in a professional and compassionate manner. Arrange for the highest military honors authorized and then execute the service flawlessly making the family feel as if they are the only funeral that day. Maintain positive chain of custody of the remains from receipt to final disposition. Have the permanent monumentation in place as soon as possible following the service free of error. **Endstate:** Each family feels as if they were served in a timely manner by professional and compassionate staff that scheduled and conducted the final tribute to their loved one flawlessly. The family leaves feeling their needs were met and entrusting their loved to the care of ANC and the SAHNC with full faith and confidence in the ANCP. The permanent monumentation is erected free of error in a timely manner.

Lead: ISB

Priority efforts / expected completion:

- All remains are signed into the cemetery by an agent of a licensed firm and positive control is maintained all the way to final disposition. JAN 2012
- Calls to schedule funeral service are warm transferred from CCSC to Cemetery Representative as received. March 2012
- All Cemetery Representatives have been trained and are qualified to conduct services. June 2012
- Government markers are ordered directly from ISS. JAN 2014.

(1) (U) (1-1) Schedule Interment and Inurnment Services. Schedule funerals in real time on the phone when families and funeral homes call ANC and the SAHNC. Reduce the wait time for other than active duty KIA funerals to the minimum time possible by optimizing the use of all available military assets. Determine eligibility and arrange funeral honors in the timeliest manner possible. **Endstate:** Each family feels as if they were served in a timely manner by professional and compassionate staff that scheduled the final tribute to their loved one flawlessly. The family knows that ANC and the SAHNC have met their need to honor their loved one in the manner that was earned.

Lead: ISB

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Team Members: CCSC, ISB, Military Ceremonial Elements, Military Bands, Military Chaplains, and OCIO

Subtasks		Metrics	
1-1.1	Take all arrangements by warm transfer	M1-1.1	G: 90% and above A: 80% - 89% R: 79% and below
1-1.2	Assign graves and niches real time from GIS	M1-1.2	G: 100% A: 90% - 99% R: 89% and below
1-1.3	Optimize the amount of funerals that can be conducted daily.	M1-1.3	G: Military Services are at maximum amount of daily funerals & all 8 caissons are utilized A: Military Services can perform more funerals & all caissons 8 are utilized R: Excess military support available & all 8 caissons not being used

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M1-1.1									
M1-1.2									
M1-1.3									

(2) (U) **(1-2) Conduct Professional and Compassionate Services.** Create the conditions for the families, friends, and military community to have all emotional needs met by the conduct of the funeral service at Arlington National Cemetery. **Endstate:** Families leave cemetery completely satisfied that their needs have been met allowing them to continue with their own grief work.

Lead: ISB

Team Members: Everyone that comes into contact with the public.

Subtasks		Metrics	
1-2.1	All cemetery representatives are trained.	M1-2.1	G: 85% and above attended NCA A: 70-84% have attended NCA R: 69% and below trained
1-2.2	All cemetery workers have viewed "Sacred Trust" or equivalent	M1-2.2	G: 90% and above A: 80-89% R: 79% and below have viewed film
1-2.3	Conduct Grief training for Cemetery Representative	M1-2.3	G: 50% and greater A: 25-50% R: no training conducted
1-2.4	Cemetery Representatives present professional appearance.	M1-2.4	G: 100% A: 80-99% R: 79% and below
1-2.5	Personalize all Cemetery Representative interactions with families (all representatives offer condolences at first meeting and use family name during all announcements).	M1-2.5	G: 100% A: 80-99% R: 79% and below

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M1-2.1									
M1-2.2									
M1-2.3									
M1-2.4									
M1-2.5									

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

(3) (U) **(1-3) Establish Chain of Custody.** Remains are received in the cemetery with proper documentation to establish a chain of custody and positive control is maintained until the remains have reached their final resting place. **Endstate:** Remains (Cremated or Casketed) are received at the cemetery, accompanied with death certificate/cremation certificate/burial transit permit and statement of identification signed by a licensed funeral director; and cremated remains are marked with a tag. Casketed/cremated remains are accompanied to grave/niche site by cemetery representative who signs over the remains to field operations personnel after checking the death certificate/cremation certificate, schedule, grave/niche number, liner markings (interior and exterior), casket tag/cremation container tag and temporary marker.

Lead: ISB

Team Members: Supt, Dep Supt, Cemetery Administrator

Subtasks		Metrics	
1-3.1	Receive remains at cemetery with documentation to establish chain of custody.	M1-3.1	G: 100% A: 95-99% R: 94% or less
1-3.2	Store cremated remains maintaining positive accountability.	M1-3.2	G: 100% A: 95-99% R: 94% or less
1-3.3	Transfer casketed or cremated remains to grave/niche.	M1-3.3	G: 100% A: 95-99% R: 94% or less
1-3.4	Complete Cemetery Representative checks.	M1-3.4	G: 100% A: 95-99% R: 94% or less
1-3.5	Sign remains over to field operations representative.	M1-3.5	G: 100% A: 95-99% R: 94% or less

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M1-3.1									
M1-3.2									
M1-3.3									
M1-3.4									
M1-3.5									

(4) (U) **(1-4) Ensure Timely and Accurate Monumentation for Individuals and Groups.** Provide veterans and their dependents with a reasonable waiting time between date of interment/inurnment and the date that the headstone/niche cover is set on the grave. Ensure that the headstone is free of all errors including: misspellings, date discrepancies, materiel flaws, and award discrepancies. **Endstate:** Headstones/niche covers are received and set free of errors within a reasonable period of time between interment/inurnment and setting.

Lead: ISB

Team Members: Supt, Dep Supt, Cemetery Administrator

Subtasks		Metrics	
1-4.1	Government headstones being ordered direct from ISS	M1-4.1	G: 100% A: 90-99% R: 89% or less

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

1-4.2	Government headstones are being checked against ISS record at loading dock	M1-4.2	G: 90% or above A: 80-89% R: 79% and below
1-4.3	Arlington National Cemetery policies and SOPs for government markers, private monuments, and group markers complete.	M1-4.3	G: 75% and greater A: 50-74% R: 49% and below
1-4.4	Private monument approval and checking system in place; monuments requests acted on within 60 days.	M1-4.4	G: 90% and higher A: 80-89% R: 79% and lower
1-4.5	All graves marked with permanent markers within 60 days	M1-4.5	G: 90% or above A: 80-89% R: 79% or below

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M1-4.1									
M1-4.2									
M1-4.3									
M1-4.4									
M1-4.5									

(5) (U) (1-5) Enhance Communication of Burial Eligibility, Requirements and Services. Develop user-friendly products regarding eligibility, requirements to request services and what to expect at the service and market to DoD, families of eligible veterans, veterans, and VSOs through the ANC website, social media platforms, DoD media outlets, exhibiting at DoD/VSO/mortuary affairs conferences. **Endstate:** Eligible veterans and their Families understand eligibility requirements and what to expect attending a service at ANC and the SAHNC.

Lead: PAO

Team Members: StratComm, CIO, ISB

Subtasks		Metrics	
1-5.1	Develop written materials that explain eligibility, requirements, chain-of-custody, what to expect at a funeral service at ANC and the SAHNC, and types of military honors. Materials are posted online.	M1-5.1	G: Decreasing CCSC and ICE inquiries related to these topics A: Written materials updated and posted R: Maintain basic written materials online
1-5.2	Develop videos and slideshows that explain eligibility, requirements, chain-of-custody, what to expect at a funeral service at ANC and the SAHNC, and types of military honors. Materials are posted online.	M1-5.2	G: Videos and slideshows posted online A: Videos and slideshows being produced R: Videos and slideshows in concept
1-5.3	Partner with VSOs to inform membership. Includes speaking engagements, exhibiting at conferences, developing articles for publications and sharing online resources.	M1-5.3	G: Receive queries/invitations on $\geq 25\%$ outreach A: Make contact with VSOs $\geq 1/\text{qtr}$ R: No outreach conducted
1-5.4	Market stories to DoD and Service-related media outlets regarding eligibility, requirements, chain-of-custody, what to expect at a funeral service at ANC and the SAHNC, and military honors.	M1-5.4	G: ≥ 1 story/year by all Service outlets A: ≥ 1 story/year by 75% Service outlets R: 1 story/year by $<75\%$ Service outlets

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M1-5.1									
M1-5.2									
M1-5.3									
M1-5.4									

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

b. (U) (2-0) Maintain these Hallowed Grounds. This line of effort ensures that ANC's and the SAHNC's grounds, memorials and facilities will continue to honor the veterans and their families who have served the Nation by providing a sense of beauty and peace. As active cemeteries, this line of effort most importantly focuses on conducting flawless interment operations and implementing the six-step chain of custody. As national shrines, ANC's and the SAHNC's impressive landscapes, using 624 acres and 16 acres respectively, also require constant attention and improvements to enhance its natural beauty and native environment. Great care is taken by dedicated cemetery employees working tirelessly throughout the year to ensure the grounds are maintained to the highest standards. Moving forward, priority efforts include: developing Standards and Measures with supporting SOPs; reorganizing the workforce; retraining; and retooling. **Endstate:** The ANCP's physical setting is kept at national shrine standards, which enhances the experience for all visitors and families coming to mourn for and honor our Nation's military heroes

Lead: Deputy Superintendent

Priority efforts / expected completion:

- Establish and maintain the ANCP Grounds Maintenance Plan, including maintaining a healthy stand of turf, healthy population of trees, and implementing a more earth-friendly landscaping approach / Apr-Jun 2012
- Refine and track efforts to care for memorials within ANCP's Scheduled Maintenance Plan / Jul-Sep 2012
- Establish and maintain the ANCP Equipment Maintenance Program, including a record documentation program and preventive maintenance, inspections and repairs of all ANCP equipment / Jul-Sep 2012
- Develop ANCP Standards and Measures with supporting SOPs / Oct-Dec 2012
- Establish and maintain the ANCP Facilities Maintenance Plan, ensuring all buildings, structures, roads, parking lots, walk paths, fences and signs are acceptable for their functional use and maintained at shrine standards / Apr-Jun 2013
- Renovate the Administrative Building, Visitor's Center and Lodge II, including for additional office space / Dec 2013

(1) (U) **(2-1) Conduct Interment Operations.** Inter Veterans and eligible dependents with dignity, honor, respect, compassion and sensitivity by accurately assigning and laying out sites, and safely excavating and closing graves without damaging adjacent areas. First interment areas will appear as a disciplined evolution, subsequent interment areas will be finished in accordance with ANCP Standards and Measures and SOPs. **Endstate:** The appearance of the finished burial sites will be representative of a national shrine.

Lead: General Foreman

Team Members: ED, Supt, Dep Supt, Interment Operations Supervisor, Cemetery Caretaker Supervisor, Fleet and Facilities Supervisors, ISB, Contractors, Safety Officer

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Subtasks		Metrics	
2-1.1	Create and implement Standards and Measures with supporting SOPs.	M2-1.1	G: 95-100% Complete A: 70-94% Complete R: <70%
2-1.2	Accurately assign gravesites using maps and reviewing ROIs, and update maps daily.	M2-1.2	G: 100% accuracy R: <100% accuracy
2-1.3	Accurately layout assigned gravesites utilizing control points, maps, tape measures and string lines.	M2-1.3	G: 100% accuracy R: <100% accuracy
2-1.4	Efficiently and safely excavate gravesites, selecting appropriate equipment for entry and egress with little or no damage to adjacent areas.	M2-1.4	G: <10% gravesite damage A: <25% minor damage R: >25% damage
2-1.5	Close grave with select material. Compact the material, preventing sinkage from occurring. Level and square site, sod or seed, and accurately mark grave with temporary marker.	M2-1.5	G: <10% gravesite complete A: <25% gravesite partially complete R: >25% incomplete

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-1.1	R	R	A	G	G	G	G	G	G
M2-1.2	G	G	G	G	G	G	G	G	G
M2-1.3	G	G	G	G	G	G	G	G	G
M2-1.4	R	A	G	G	G	G	G	G	G
M2-1.5	R	A	G	G	G	G	G	G	G

(2) (U) **(2-2) Maintain Chain of Custody.** Maintain an absolute Chain of Custody for all remains interred at ANC and the SAHNC by enforcing the ANCP policies and procedures. **Endstate:** Confidence and trust that all decedents are accurately and appropriately laid to rest in America's premier cemetery.

Lead: General Foreman

Team Members: ED, Supt, Dep Supt, Interment Supts., ISB, Call Center, Contractors

Subtasks		Metrics	
2-2.1	Create and implement Standards and Measures with supporting SOPs.	M2-2.1	G: 95-100% Complete A: 70-94% Complete R: <70%
2-2.2	Accurately affix tag to the casket, containing name of decedent, date of death, date of interment, section and grave number (step 2).	M2-2.2	G: 100% R: < 100%
2-2.3	Accurately and neatly paint section and grave number on the inside of grave liner and liner lid (step 3).	M2-2.3	G: 100% R: <100%
2-2.4	Verify the casket tag (ensure perfect) with the liner and liner lid number (step 4).	M2-2.4	G: 100% R: <100%
2-2.5	Verify the temporary grave marker (containing name, dates, section and grave number) with the casket tag and liner, and properly place the temporary grave marker to mark grave (step 5).	M2-2.5	G: 100% R: <100%
2-2.6	Take photo of each casket, tag and marker, and input into the ANCP's electronic database.	M2-2.6	G: 100% photos taken & automatically entered R: <100% photos taken
2-2.7	Permanently install the headstone (if applicable) on the grave (step 6).	M2-2.7	G: 100% R: <100%
2-2.8	Take photos of each headstone or niche cover and input into the ANCP's electronic database.	M2-2.8	G: 95-100% photos taken & entered within 7 work days A: 75-94% of photos taken & entered within 14 work days R: <75% photos taken within 14 work days

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-2.1	R	R	A	G					
M2-2.2	G								
M2-2.3	G								
M2-2.4	G								
M2-2.5	G								
M2-2.6	R	A	A	G					
M2-2.7	G								
M2-2.8	R	A	A						

(3) (U) **(2-3) Provide and Maintain Memorials.** Provide lasting memorials by installing headstones, niche covers, group markers and memorial markers in a timely and accurate manner. **Endstate:** Properly memorialized graves, inurnments, and memorial sites befitting a national shrine.

Lead: General Foreman

Team Members: Interment foremen, Maint. Foreman, ISB, call center, MPS, contractors

Subtasks		Metrics	
2-3.1	Create and implement Standards and Measures with supporting SOPs.	M2-3.1	G: 95-100% Complete A: 70-94% Complete R: <70%
2-3.2	Verify marker location using maps, digital maps (GIS), ROI's, control markers, tape measures, string lines and existing monuments.	M2-3.2	G: 100% incorporating digital technology (GIS) W/traditional maps A: 100% w/traditional maps or <100% w/digital technology (GIS) R: <100% with traditional layout technology
2-3.3	Verify accuracy of memorial—transitioning to a digital database—prior to setting; check depth of engraving – lithochrome (if authorized) – quality of marble, any damage to the stone.	M2-3.3	G: 100% with digital system A: 100% w/paper or <100% w/digital system R: <100% with paper system
2-3.4	Set stone to shrine standards: 24"-26", 1/8" plumb, using tapes, and height and back lines. Properly compact and seed after installation.	M2-3.4	G: 95-100% A: 85-94% R: <85%
2-3.5	Fine tune, align and/or raise and realign memorials as part of the scheduled maintenance plan.	M2-3.5	G: 95-100% of scheduled maintenance A: 80-94% of scheduled maintenance R: <80% of scheduled maintenance
2-3.6	Maintain clean (power wash) memorials, including removing all objectionable accumulations, as part of the scheduled maintenance plan.	M2-3.6	G: 95-100% of scheduled maintenance A: 80-94% of scheduled maintenance R: <80% of scheduled maintenance

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-3.1									
M2-3.2									
M2-3.3									
M2-3.4									
M2-3.5									
M2-3.6									

(4) (U) **(2-4) Maintain the Cemetery as a National Shrine.** Establish and maintain an ANCP Grounds Maintenance Program that will sustain neatly groomed healthy turf, trees, shrubbery, and landscape befitting America's premier national cemetery. **Endstate:** Present ANC and SAHNC as places of honor and memory that

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

declare to the visitor or family member who views it that, within its majestic setting, each and every Veteran may find a sense of serenity, historic sacrifice and nobility of purpose. Each visitor should depart feeling that the grounds and environs of the ANCP are a beautiful, awe-inspiring tribute to those who gave much to preserve our Nations freedom and way of life.

Lead: Horticulture

Team Members: ED, Supt, Dep Supt, general foreman, Interment foremen, maintenance foreman, horticulture division, contractors

Subtasks		Metrics	
2-4.1	Create and implements Standards and Measures with supporting SOPs.	M2-4.1	G: 95-100% Complete A: 70-94% Complete R: <70%
2-4.2	Establish and maintain the ANCP Grounds Maintenance Plan.	M2-4.2	G: Grounds Maintenance Plan 100% A: Minor revisions needed, Grd Mt Plan R: Major revisions needed, Grd Mt Plan
2-4.3	Maintain healthy stand of turf to national shrine standards.	M2-4.3	G: ≥95% A: 80-94% R:<80%
2-4.4	Mow and trim grounds to national shrine standards.	M2-4.4	G: ≥95% A: 80-94% R:<80%
2-4.5	Maintain a healthy population of trees to national shrine standards.	M2-4.5	G: ≥95% A: 80-94% R:<80%
2-4.6	Maintain landscape (e.g., planting beds, water features, shrubs and bushes) to national shrine standards.	M2-4.6	G: ≥95% A: 80-94% R: <80%

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-4.1									
M2-4.2									
M2-4.3									
M2-4.4									
M2-4.5									
M2-4.6									

(5) (U) **(2-5) Maintain the Facilities and Infrastructure.** ANC and the SAHNC roads, buildings, and infrastructure meets cemetery functional needs, ensuring the safety of visitors and employees. **Endstate:** A functional and safe working environment for visitors and employees.

Lead: Facilities Maintenance Foreman

Team Members: General foreman, contracting, contractors, DES

Subtasks		Metrics	
2-5.1	Create and implements Standards and Measures with supporting SOPs.	M2-5.1	G: 95-100% Complete A: 70-94% Complete R: < 70%
2-5.2	Establish and maintain the ANCP Facilities Maintenance Plan.	M2-5.2	G: Facilities Maintenance Plan complete A: Minor revisions needed, Fac Mt Plan R: Major revisions needed, Fac Mt Plan

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

2-5.3	Maintain all buildings and structures so they are acceptable for their functional use.	M2-5.3	G: ≤15% only need minor repairs A: 16-50% need minor repairs and/or ≤15% need major repairs R: >50% need minor repairs and/or >15% need major repairs
2-5.4	Maintain all roads, parking lots, curbs, walks, paths, fences, etc., so they are acceptable for their functional use.	M2-5.4	G: ≤15% only need minor repairs A: 16-50% need minor repairs and/or ≤15% need major repairs R: >50% need minor repairs and/or >15% need major repairs
2-5.5	Maintain signage to national shrine standards.	M2-5.5	G: ≥85% needed signage added or updated A: 25-84% needed signage added or updated R: ≤24% needed signage added or updated
2-5.6	Maintain shop, equipment, tools and work area to meet their respective functional needs.	M2-5.6	G: ≤15% only need minor repairs A: 16-50% need minor repairs and/or ≤15% need major repairs R: >50% need minor repairs and/or >15% need major repairs
2-5.7	Maintain shop, equipment, tools and work areas in a safe and secure manner.	M2-5.7	G: 0 shop-related accidents per quarter A: ≥1 minor shop-related accident per quarter R: ≥1 Major shop-related accident per quarter

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-5.1									
M2-5.2									
M2-5.3									
M2-5.4									
M2-5.5									
M2-5.6									
M2-5.7									

(6) (U) **(2-6) Provide and Maintain the Equipment.** Provide and maintain a fleet to effectively meet operational workloads, by implementing ANCP Standards and Measures, SOPs, and an ANCP Equipment Maintenance Program (Standard Army Maintenance System-Enhanced, SAMS-E). **Endstate:** Uninterrupted cemetery operations.

Lead: Vehicle Maintenance Foreman

Team Members: Deputy Superintendent, general foreman, fleet maintenance foreman, contracting, contractors, GSA

Subtasks		Metrics	
2-6.1	Create and implement Standards and Measures with supporting SOPs	M2-1.1	G: 95-100% Complete A: 70-94% Complete R: <70% Complete
2-6.2	Establish and maintain the ANCP Equipment Maintenance Program.	M2-6.2	G: Equipment Maintenance Program est. A: Minor revisions needed, Eqpmt Mt Prgm R: Major revisions needed, Eqpmt Mt Prgm
2-6.3	Establish and maintain a record documentation program, (equipment cost, operating expense, repair log)	M2-6.3	G: 95-100% A: 80-94% R: ≤79%
2-6.4	Perform required preventive maintenance (PM), inspections and repairs on all ANCP equipment.	M2-6.4	G: 95-100% A: 80-94% R: ≤79%
2-6.5	Maintain shop, equipment, tools and work area to meet their respective functional needs.	M2-6.5	G: ≤15% only need minor repairs A: 16-50% need minor repairs and/or ≤15% need major repairs R: >50% need minor repairs and/or >15% need major repairs

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

2-6.6	Maintain shop, equipment, tools and work areas in a safe and secure manner.	M2-6.6	G: 0 shop-related accidents per quarter A: ≥1 minor shop-related accident per quarter R: ≥1 Major shop-related accident per quarter
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Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-6.1									
M2-6.2									
M2-6.3									
M2-6.4									
M2-6.5									
M2-6.6									

(7) (U) (2-7) Provide Construction Planning and Oversight. Provide oversight and planning for all major construction efforts on ANC and SAHNC. Work with the Corps of Engineers on ANC construction priorities as per the Executive Director.
Endstate: To have facilities and infrastructure that meet the requirements of the ANCP; are in compliance with safety requirements and are energy compliant.

Lead: Engineer

Team Members: Norfolk District, ANCP Maintenance staff and all directorates that require infrastructure support

Subtasks		Metrics	
2-7.1	Complete the design for the Millennium Project and Stream Restoration	M2-7.1	G: COA selected A: COAs fully developed R: COAs being developed
2-7.2	Complete the Navy Annex Design	M2-7.2	G: COA selected A: COAs fully developed R: COAs being developed
2-7.3	Complete the NEPA for the entire ANC site, to include the Millennium and Navy Annex land parcels	M2-7.3	G: NEPA complete A: NEPA study underway R: Initial preparations underway
2-7.4	Complete the renovations of the following buildings, including for additional office space: a. the Main Administrative Building b. the Visitor Center c. Lodge II	M2-7.4	G: Renovation complete A: Construction underway R: Requirements & design underway
2-7.5	Provide oversight of the O&M (minor construction) list to manage the risk of catastrophic failure	M2-7.5	G: ≥75% known problems being repaired A: 33-74% known problems being repaired R: <33% known problems being repaired and/or catastrophic failures

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M2-7.1	COAs dev'd	COA selected							
M2-7.2	COAs developing	COAs developing	COAs developing	COAs developing	COAs developing	COAs developing	COAs developing	COAs dev'd	COA selected
M2-7.3	NEPA underway	NEPA underway	Complete						
M2-7.4a	Requirements	Design	Construction	Construction	Construction	Construction	Construction	Complete	
M2-7.4b	Requirements	Design	Construction	Construction	Construction	Construction	Construction	Complete	
M2-7.4c	Requirements	Design	Construction	Construction	Construction	Construction	Construction	Complete	
M2-7.5	33-74% repaired	33-74% repaired	33-74% repaired	33-74% repaired	33-74% repaired	33-74% repaired	33-74% repaired	33-74% repaired	33-74% repaired

c. (U) (3-0) Uphold Faith and Confidence of the American People. This CO establishes the framework for how the ANCP interacts with its many stakeholder sets.

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

At its core, ANC and the SAHNC are for the living. Establishing a viable, sensible model—and then communicating through that model—enables all internal entities the means and guideline to effectively satisfy its specific objectives. The scope of this CO spans the entire enterprise, as all components of the ANCP interact with external audiences in some shape, form or fashion. This effort includes developing a relevant, compelling ANCP “presence,” or brand, that drives stakeholder liking and overall attraction to the ANCP. The brand, when fully operational, sets expectations about the ANCP for stakeholders. **Endstate:** The ANCP will be the destination for reliable communications, activities, information and education about ANC and the SAHNC.

Lead: Strategic Communications

Priority efforts / expected completion:

- Plan and conduct in-depth historical ANC research and preparing written content / Apr-Jun 2012
- Develop a viable ANCP Brand / Oct-Dec 2012
- Develop an integrated communications plan / Oct-Dec 2012
- Programmatically Enhance the ANCP’s Document Management and Electronic Records Capture Systems / Jan-Mar 2013
- Develop museum-quality exhibits in the Visitor’s Center / 2014 and beyond

(1) (U) **(3-1) Maintain Records Accountability and Integrity.** Maintaining records accountability and integrity for all ANCP records, including institutionalizing the best practices and lessons learned from the Gravesite Accountability Task Force regarding burial records stewardship. **Endstate:** ANCP Employees understand their role in the ANCP’s records creation, maintenance and use, and disposition; ANCP Employees have technology necessary to create, maintain and archive authoritative electronic and hardcopy records; and the ANCP conducts annual audit on burial records as outlined according to the Records Management Inspection and Audit Plan.

Lead: CIO

Team Members: Admin, ISB, Field Operations, Operations, Strat Comm, Historian and PAO.

Subtasks		Metrics	
3-1.1	Formally Establish the ANCP’s Records Management Program	M3-1.1	G: ANCP RM FOC (OIP Developed) A: ANCP RM IOC (Records Policy & Training Developed) R: Establish Organizational Records Library
3-1.2	Conduct complete records inventory (hardcopy & electronic records)	M3-1.2	G: Assign value to records A: Review/Update current records instructions R: Establish new record instructions if needed
3-1.3	Establish office symbols	M3-1.3	G: Identify all unit identification codes (UIC) A: Develop office symbols for all sections R: Submit office symbols to RMDA for approval
3-1.4	Train Personnel and Organize Files (hardcopy and Electronic)	M3-1.4	G: Designate AO & RC A: Build ORLs, folders & create labels for hardcopy R: Transfer records to WNRC , NARA or destroy
3-1.5	Conduct Organizational Records Inspection & Audit	M3-1.5	G: Audit & Remedial Actions Resolved A: Audit Plan Outlined and Approved R: OIP Developed
3-1.6	Programmatically Enhance ANCP’s	M3-1.6	G: Contract Complete (50 – 100%)

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Document Management & Electronic Records Capture Systems	A: Contract Awarded (25-50%) R: RFP submitted for new system (0-25%)
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Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-1.1	25%	25%	50%	75%	100%	100%	100%	100%	100%
M3-1.2	25%	50%	75%	100%	100%	100%	100%	100%	100%
M3-1.3	75%	100%	100%	100%	100%	100%	100%	100%	100%
M3-1.4	25%	25%	50%	50%	75%	75%	85%	95%	100%
M3-1.5	0%	0%	25%	50%	75%	CY12Audit	50%	75%	CY13 Audit
M3-1.6			25%	50%	75%	85%	95%	100%	100%

(2) (U) **(3-2) Coordinate Public Wreath Layings.** Coordinate public wreath layings at the Tomb of the Unknowns to include vehicle access when required. Process requests, provide instructions back to the requestor, develop SOPs, inform all relevant parties. **Endstate:** Fully coordinated ceremonies coupled with full information sharing across and outside the ANCP. The SOPs and MOUs stored on the share drive are reviewed at least annually to ensure their accuracy and completeness.

Lead: Operations

Team Members: Strat Comm, DES, TOG

Subtasks		Metrics	
3-2.1	Reply to all requests either by email or letter .	M3-2.1	G: ≤10 business days A: 11-15 business days R: >15 business days
3-2.2	Public Wreath Ceremonies Posted to the ANCP Ceremonies Calendar	M3-2.2	G: 100% events on Ceremonies Calendar R: <100% posted
3-2.3	Web based scheduling possible; self service based on availability in database	M3-2.3	G: self service from web site A: request form on web site R: paper and email requests processed
3-2.4	Incorporate Public Wreath Processes in the Events SOP	M3-2.4	G: Approved SOP A: Draft SOP in Staffing R: No SOP

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-2.1									
M3-2.2	100%	100%	100%	100%	100%	100%	100%	100%	100%
M3-2.3									
M3-2.4									

(3) (U) **(3-3) Execute Events and Ceremonies.** Coordinate and synchronize events and operations from a focal point within the organization to reach across the organization and outside the ANCP to ensure world class support and execution of events at ANC and the SAHNC. **Endstate:** Fully coordinated ceremonies coupled with full information sharing across and outside the ANCP. The SOPs and MOUs stored on the J drive are reviewed at least annually to ensure their accuracy and completeness.

Lead: Operations

Team Members: ISB, Dep Supt, Strat Comm, DES, Engr, PAO, Spec Asst, OGC, MDW, Service Honor Guards

Subtasks		Metrics	
3-3.1	Web based requests	M3-3.1	G: Web Based request

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

			R: No web based request
3-3.2	Security Support for positive control over pedestrians, vehicle movement and parking	M3-3.2	G: Positive Control over all events A: Positive Control over major events R: Partial PSA support
3-3.3	Coordination with external Organizations	M3-3.3	G: Fully coordinated for all events A: Fully coordinated for major events R: ANCP left out of coordination
3-3.4	Internally Coordinated Operations with OPORDS	M3-3.4	G: ≥2 weeks notice all events w/OPORD A: ≥1 week notice w/OPORD major events R: < 1 week notice to support sections
3-3.5	Strategic Communications plan for each event. Event defined as any official ceremony, and any public ceremony that meets any one of the following criteria: ED Attends, Supt Attends, anything designated by the ED.	M3-3.5	G: ≥90% of events A: ≥75% of events R: < 75% of events

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-3.1									
M3-3.2									
M3-3.3									
M3-3.4									
M3-3.5									

(4) (U) **(3-4) Record and Maintain the Living History.** Develop and maintain a system of capturing and maintaining ANC's and the SAHNC's rich history. The program leverages best practices from similarly-positioned organizations with need to capture and store historically-significant events and activities. **Endstate:** A state-of-the-art policy is in place for capturing, recording and maintaining events and activities of historical significance; and clear guidance exists on how to capture, handle and store significant events at ANC and the SAHNC.

Lead: Historian

Team Member: StratComm, PAO

Subtasks		Metrics	
3-4.1	Collect, organize, preserve and develop finding aids for historical files, books, and papers.	M3-4.1	G: ≥90% inventoried A: 51-89% inventoried R: <50% inventoried
3-4.2	Assist in preparing and presenting definitive historical studies about ANC and the SAHNC.	M3-4.2	G: 3-day turn around on "typical" study A: 1-week turn around on "typical" study R: 2-week turn around on "typical" study
3-4.3	Create historical products relating to the history of ANC and the SAHNC, including ANC's upcoming 150 th Anniversary.	M3-4.3	G: Staff fully prepared to deliver product R: Staff not fully prepared to deliver product
3-4.4	Plan and conduct a comprehensive and in-depth oral history program to capture significant events and personalities engaged in the ANCP mission.	M3-4.4	G: Fully able to conduct interviews R: Unprepared to conduct interviews
3-4.5	Plan and conduct in-depth historical research and preparing written and photographic content for publications and the ANC website.	M3-4.5	G: 1-day turn around on "typical" response A: <1-week turn around on "typical" response R: >1-week turn around on "typical" response

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-4.1									
M3-4.2									
M3-4.3									
M3-4.4									
M3-4.5									

(5) (U) **(3-5) Recommend a Long-Term Artifacts Policy.** Recommend the overall oversight, understanding and authority for the proper disposition of artifacts. **Endstate:** A clear policy exists on the proper disposition of ANC and the SAHNC historic property; all ANCP artifacts are cared for and stored in a museum-safe environment; there is complete accountability for all historic property as defined by AR 70-20; and the ANCP takes the lead in creating museum exhibits and displays.

Lead: Historian

Team Members: ED, Supt, StratComm, Special Asst (as ANCAC DFO), Strat Planner (as ANCAC Alt DFO)

Subtasks		Metrics	
3-5.1	Advise on three dimensional artifacts and material culture (historical memorabilia matters) issues.	M3-5.1	G: ≥90% catalogued A: 51-89% catalogued R: ≤50% catalogued
3-5.2	Advise and coordinate the production of museum exhibits and displays related to the ANCP mission.	M3-5.2	G: Fully-funded with approved scope A: Partial funds and/or plans in place R: Lack of funds and/or plan
3-5.3	Coordinate the preservation, accountability, and conservation of irreplaceable artifacts.	M3-5.3	G: Complete adherence to AR 70-20 A: Cataloguing & storing artifacts R: Ongoing identification of historic property
3-5.4	Continue to administer the ANC Section 60 Collection Program (including recovery, documentation, and warehousing of grave site mementos and objects).	M3-5.4	G: Complete adherence to Section 60 SOP R: No Section 60 items pick-up

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-5.1									
M3-5.2									
M3-5.3									
M3-5.4									

(6) (U) **(3-6) Formulate Strategic Messaging.** Discover, refine and disseminate appropriate ANCP messaging such that all ANCP employees are well-versed on organizational positioning. Maintain fresh messaging as informed by periodic / ongoing research. **Endstate:** Strategic message—to include all outward-facing communication elements—is consistent across ANCP stakeholders. Workforce will have a clear understanding of the organization’s key messaging and positioning and be confident in articulating it when approached by stakeholders—likely, the general public.

Lead: PAO

Team Members: ED, Supt, CoS, StratComm, CIO, Ops, OGC

Subtasks		Metrics	
3-6.1	Develop a sensible, viable ANCP brand that reflects the essence of the Cemeteries. Brand components to include:	M3-6.1	G: Developed R: Not developed

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

	positioning, brand standards, imagery (including color pallet) and ANCP employee behaviors. Note: As this process is iterative, some elements such as tag line and imagery may be developed and ready for use before completion of entire effort.		
3-6.2	Create and maintain command talking points and generic messaging for use by ANCP leadership and other spokespeople. Keep messaging fresh based on climate and communication objectives.	M3-6.2	G: Quarterly message review and refresh A: Talking points stagnant / not refreshed R: No talking points
3-6.3	Authoring speeches, talking points and other communications for use by ANCP leadership and other spokespeople.	M3-6.3	G: Words for 5+ public events / month A: Words for 4-12 public events / quarter R: Words for 1-3 public events / quarter
3-6.4	Create strategic communications elements and vehicles such as command video, brochures, pamphlets and other communications materials for use by ANCP staff and other stakeholders.	M3-6.4	G: All Elements Developed A: Some elements developed R: Not developed
3-6.5	Maintain an understanding of stakeholders' feedback with respect to interactions with the ANCP through periodic comprehensive research. Propose outreach changes based on results of quantitative and qualitative research.	M3-6.5	G: Stkhldrs completely understood A: Some understanding of stkhldrs R: Modest to no understanding of stkhldrs

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-6.1									
M3-6.2									
M3-6.3									
M3-6.4									
M3-6.5									

(7) (U) **(3-7) Engage in Proactive Communications.** Devise a communications plan that incorporates components of the marketing mix to help project key ANCP messaging. **Endstate:** Integrated ANCP activities are in place, and the ANCP elements work together to deliver consolidated messaging about the ANCP.

Lead: PAO

Team Members: ED, Supt, StratComm, ISB, CoS, CIO, OCLL

Subtasks		Metrics	
3-7.1	Develop integrated communications plan based on market segmentation, strategic and communications objectives. Execute plan with excellence.	M3-7.1	G: Plan completely developed R: No plan developed
3-7.2	Plan and execute an ANCP Ambassador Program to include identifying, recruiting, training and monitoring program members. Program focus will be to leverage the established relationships Ambassadors have inside and outside the military.	M3-7.2	G: ≥50 Ambassadors A: 11–49 Ambassadors R: <11 Ambassadors
3-7.3	Leverage established veteran networks to deliver relevant messaging regarding ANCP. Identify, connect with and nurture relationships with major national veteran organizations.	M3-7.3	G: Strong relationships broadly R: No / modest relationships
3-7.4	Leverage established vehicles (e.g. syndicated programming, national publications, etc.) to project the ANCP message on a national scale.	M3-7.4	G: ≥6 activities / events / inserts per year A: 3-5 activities / events / inserts per year R: 0-2 activities / events / inserts per year

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

3-7.5	Create and execute integrated communications plan for Congress to drive home key ANCP messaging.	M3-7.5	G: At least monthly outreach activity A: At least quarterly outreach activity R: No plan developed
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Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-7.1									
M3-7.2									
M3-7.3									
M3-7.4									
M3-7.5									

(8) (U) **(3-8) Enhance the Visitor Experience.** Work with the Center for Military History, VSOs and other groups who routinely host events at ANC and SAHNC to develop programming that enhances visitor understanding of events in military history and important dates. Programming will tie into events that occur at ANC and SAHNC on an annual basis that draw guests and the media, e.g., Medal of Honor Day. Programming could include a guest speaker, tour, exhibit in the Visitor Center, multimedia product, story, and/or social media post. **Endstate:** Visitors are attracted to ANC and the SAHNC to learn about those buried here their rich history.

Lead: PAO

Team Members: StratComm, CMH, VSOs, CIO

Subtasks		Metrics	
3-8.1	Partner with groups who have ceremonies and special events at the ANCP to develop tours and speaker series that highlights their rich history. Topics would be tied to events at ANC and dates in ANCP history.	M3-8.1	G: ≥ 1 events per mo w/1 attended by ≥ 15 A: ≥ 2 events per quarter R: ≤ 1 event per quarter
3-8.2	Develop museum-quality exhibits in the Visitor's Center that includes a stationary exhibit of ANCP's history, rotational exhibits based on historical dates, and interactive/multimedia products.	M3-8.2	G: VC is transformed into an Interpretive Center A: Upgrade & regularly rotate exhibits at VC R: Maintain VC as-is
3-8.3	Develop web-based multi-media products that highlight the ANCP's rich history and those interred or inurned at ANC and SAHNC. Products could include: interactive tools, podcasts, webisodes, and video clips.	M3-8.3	G: Create ≥ 1 /month A: Create ≥ 1 /qtr (by outside agency) R: Concepts being developed
3-8.4	Develop stories and promotional materials to market events to VSOs, historical societies, Convention and Visitor's Bureau and DC Travel Guide.	M3-8.4	G: ≥ 2 stories & materials developed per qtr A: 1 story/materials developed per qtr R: no stories & materials developed per qtr
3-8.5	Facilitate stories to local media outlets, travel publications/editors, and historical publications, and military media.	M3-8.5	G: ≥ 2 events per qtr w/1 major outlet/source A: ≥ 2 events per quarter R: ≤ 1 event per quarter
3-8.6	Develop customized experiential tours (e.g. school children, horticulture, etc.) for visitors to ANC and SAHNC.	M3-8.6	G: ≥ 2 events per qtr w/1 major outlet/source A: ≥ 2 events per quarter R: ≤ 1 event per quarter

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-8.1									
M3-8.2									
M3-8.3									
M3-8.4									
M3-8.5									
M3-8.6									

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

(9) (U) **(3-9) Facilitate and Execute Media Engagement.** Facilitate media engagements about enhancements, operations, events, history and programming. **Endstate:** Media outlets cover the rich history of ANC and SAHNC, as well as events and operations without mentioning previous issues.

Lead: PAO

Team Members: Strat Comm, Ops

Subtasks		Metrics	
3-9.1	Host senior-leader media engagement	M3-9.1	G: ≥1 event/quarter; all balanced coverage A: 2 events per year R: ≤1 event per year
3-9.2	Continue to promote events at ANC and pitch new programming to reporters	M3-9.2	G: Placement consistently increases A: Placement remains steady R: Placement decrease
3-9.3	Host media day for new programs, technology and tools as they become available	M3-9.3	G: Comprehensive coverage of events A: Substantial coverage of events R: Minor to no coverage of events
3-9.4	Make ANCP employees available to media to speak about ANCP's history and operations	M3-9.4	G: ≥1 event/quarter; all balanced coverage A: 2 events per year R: ≤1 event per year
3-9.5	Facilitate media access at funerals	M3-9.5	G: Media attends with no/minor issues A: Media attends with significant complaints R: Attendance down and/or cancellations up
3-9.6	Facilitate filming and interviews at ANCP	M3-9.6	G: Media attends with no/minor issues A: Media attends with significant complaints R: Attendance down and/or cancellations up

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M3-9.1									
M3-9.2									
M3-9.3									
M3-9.4									
M3-9.5									
M3-9.6									

d. (U) (4-0) Prepare for ANCP Beyond 2025. Develop and begin implementing the long-range, strategic plans that allow ANC and the SAHNC to remain the Nation's premier, active military cemeteries for as far into the future as possible. Updating the Master Plan will greatly extend ANC's burial capacity and help synchronize the ANCP's future information technology, protection, facility, equipment and environmental needs as national shrines. Deliberate planning will also allow the ANCP to make better use of our Nation's resources, including energy, environmental and sustainability initiatives and fiscal transparency and long-range budgetary planning. Simultaneously, the ANCP will also complete ANC's Integrated Cultural Resource Management Plan, which will also allow ANC to complete all steps needed to be appropriately registered as a National Historic Place. As with all ANCP efforts, this long-range Campaign Objective heavily leverages outside experts and organizations to professionally, effectively and efficiently complete its efforts, most prominently being the Army National Cemeteries Advisory Commission. **Endstate:** The ANCP has detailed, synchronized and resourced plans

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

that allow its leaders to communicate, lead and manage their priority efforts over the next two decades and beyond.

Lead: Strategic Planner

Priority efforts / expected completion:

- Annual budget requirements submitted on-time / Jan-Mar 2012
- “Go Green Council” charter complete / Apr-Jun 2012
- The National Register of Historic Places application submitted / Jul-Sep 2012
- Army National Cemeteries Advisory Commission meetings made routine / Oct-Dec 2012
- Master Plan complete / Jan-Mar 2013
- Enterprise Architecture and Technology Acquisition Roadmap complete / end of 2014

(1) (U) (4-1) Implement the Army National Cemeteries Advisory

Commission. The Designated Federal Officer (DFO) coordinates with the Office of the Secretary of the Army (OSA) to ensure the Army National Cemeteries Advisory Commission is manned with a minimum of 6 members (quorum) and meetings are coordinated IAW their approved charter. Identify all areas of emphasis for review / input by the ANCAC. **Endstate:** The Advisory Commission provides clear recommendations to the SecArmy for implementation to improve operations and success of the ANCP and ANC/SAHNC management.

Lead: Special Assistant to the Executive Director

Team Members: OSA, Strat Comm, Strategic Planner, PAO

Subtasks		Metrics	
4-1.1	Process new member nominations through the Office of the Secretary of Defense (OSD); process renewal as required ICW DoDI 50	M4-1.1	G: 100% Commission members approved A: > 60% Commission members approved R: ≤ 60% Commission members approved
4-1.2	Publish the Federal Register notices IAW required timelines	M4-1.2	G: Published ≥15 days before meeting A: Exception to timeline required but met R: No notice published
4-1.3	Conduct 2-4 meetings annually	M4-1.3	G: ≥2 meetings annually A: 1 meeting annually R: 0 meetings annually
4-1.4	Post recommendations as approved by SecArmy in the Federal Register, IAW regulations	M4-1.4	G: Posted ≤90 days after approval A: Posted 91-120 days after approval R: Posted ≥121 days after approval
4-1.5	Comply with Sunshine Act and FOIA requests	M4-1.5	G: Reply to all RFIs ≤30 days A: Reply to all RFIs 31-60 days R: Reply to all RFIs ≥61 days

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M4-1.1									
M4-1.2									
M4-1.3									
M4-1.4									
M4-1.5									

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

(2) (U) **(4-2) Update the Master Plan.** Develop a master plan that is an inclusive document so to map out the road ahead for ANC, which helps formulate priorities.

Endstate: A master plan that is a dynamic document and is used by all in making decisions that affect ANC for 5-15 years and beyond

Lead: Engineer

Team Members: All ANCP Directorates plus the Norfolk District, CFA, NPS, NCPC, and National Historic Trust

Subtasks		Metrics	
4-2.1	Establish an ANC Master Plan Working Group	M4-2.1	G: ANC WG formed & firm contracted A: ANC Master Planner Hired R: ANC Master Planner job offered
4-2.2	Complete the draft ANC Master Plan	M4-2.2	G: Under review by partner orgs /complete A: Minor revisions needed R: Major revisions needed
4-2.3	Complete coordination with partner organizations of the draft of the ANC Master Plan	M4-2.3	G: Received ≥90% responses A: Received 50-89% responses R: Under review by partner orgs
4-2.4	Submit the ANC Master Plan for approval	M4-2.4	G: Submitted for final review & approval A: Updated with 50-89% responses R: Updated with <50% responses

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M4-2.1	WG formed								
M4-2.2	Major revisions	Minor revisions	Out for review						
M4-2.3			Out for review	50-95% rec'd	≥90% rec'd				
M4-2.4				Updating	Submit				

(3) (U) **(4-3) Develop and Implement Energy, Environmental and Sustainability Initiatives.** The ANCP is committed to integrating environmental sustainability into all of its day-to-day operations, including expansion, operational planning, and environmental management efforts to reduce the environmental impact across the cemetery and reduce resource consumption providing operational cost savings. **Endstate:** The ANCP decision-making reflects a commitment to the environment, sustainability practices and reducing consumption while exploring use of alternate energy.

Lead: CoS

Team Members: ED, Supt, Dep Supt, Engineer, RM, Contracting, CIO, StratComm, Ops, Strategic Planner, Admin

Subtasks		Metrics	
4-3.1	Complete the "Go Green" Council charter.	M4-3.1	G: Charter complete A: Minor revisions required R: Major revisions required
4-3.2	Green Procurement - ensuring green standards are incorporated into all purchasing efforts – train all GPC users, CORs, requirements writers, and provide criteria to funds approving officials.	M4-3.2	G: ≥60% of Directorates implementing A: ≥30% of Directorates working an effort R: No on-going efforts
4-3.3	Review vehicle fleet to reduce the carbon footprint and impact on cemetery grounds while reducing consumption and realize a costs saving. Where possible - ensure contractors apply the same intent for vehicles used at ANC and the SAHNC.	M4-3.3	G: ≥50% of fleet meet initiative A: ≥20% of fleet meet initiative R: No on-going efforts

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

4-3.4	Reduce consumption, explore use of alternate energy and apply recycling practices to protect the environment and realize a cost savings.	M4-3.4	G: ≥50% of consumption is compliant A: ≥20% of consumption is compliant R: No on-going efforts
4-3.5	Digitize all of ANCP's routine operations, greatly reducing the amount of paper the ANCP uses while maintaining easily accessible and inspectable electronic records. Examples include paperless briefs, electronic staffing and files, and electronic correspondence.	M4-3.5	G: ≥75% briefs, meetings and official correspondence completed electronically AND/OR ≥10% decrease/qtr in paper reams used A: ≥50% briefs, etc., completed electronically AND/OR no increase/qtr in paper reams used R: Most briefs, etc. completed in hard copy
4-3.6	Reported on the ANCP's Green initiatives. Reporting in an honest and open way helps build trust, motivate staff, and improve our environmental and sustainability performance.	M4-3.6	G: Capturing all Green efforts A: Reporting on some Green efforts R: No on-going efforts
4-3.7	Apply Green Building practices to all construction efforts to include infrastructure and refurbishment efforts at ANC and SAHNC.	M4-3.7	G: ≥50% of projects are compliant A: ≥20% of projects are compliant R: No on-going efforts
4-3.8	Apply environmentally friendly initiatives to all landscaping efforts at ANC and SAHNC. All non-compliant efforts must be approved by the Executive Director and Superintendent.	M4-3.8	G: ≥50% of projects are compliant A: ≥20% of projects are compliant R: No on-going efforts

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M4-3.1	Minor Rev	Complete							
M4-3.2	10%	30%	40%	60%					
M4-3.3	15%	20%	30%	50%					
M4-3.4	10%	20%	30%	40%	50%				
M4-3.5									
M4-3.6	Few Stories	Capturing all							
M4-3.7	10%	20%	30%	50%					
M4-3.8	20%	40%	50%						

(4) (U) **(4-4) Develop the Budget for the FYDP and Beyond.** Establish the framework for the ANCP to participate successfully in the Department of Defense (DoD) Planning, Programming, Budgeting and Execution (PPBE) process cycle. The Future Years Defense Program (FYDP) is the program and financial plan for DoD as approved by the Secretary of Defense. The FYDP allows a "crosswalk" between ANCP/Army/DoD resource requirements and congressional appropriations. The FYDP arrays cost data, manpower and force structure over a 6-year period. Budget data are provided to the Congress in conjunction with the President's Budget. **Endstate:** Timely submission of fully supportable and executable budgets annually.

Lead: Resource Manager

Team Members: DoD; Army Budget Office; All ANCP directorates.

Subtasks		Metrics	
4-4.1	Identify, describe, and prioritize internal ANCP resource requirements through data calls, working groups and Program Budget Advisory Councils.	M4-4.1	G: ANCP resource requirements for the budget year are reviewed and approved by the Executive Director IAW internal/external suspense A: ANCP resource requirements for the budget year are reviewed and approved by the Executive Director after the internal/external suspense R: ANCP resource requirements for the budget year are not reviewed or approved by the Executive Director
4-4.2	Submit ANCP resource/budget requirements into the Army Program Objective Memorandum (POM)	M4-4.2	G: ANCP POM requirements submitted IAW Army suspense A: ANCP POM requirements submitted late R: ANCP POM requirements are not submitted
4-4.3	Submit ANCP resource/budget requirements to the Office of Management and Budget (OMB) for the annual Budget Estimate Submission (BES)	M4-4.3	G: ANCP BES requirements submitted IAW OMB suspense A: ANCP BES requirements submitted late R: ANCP BES requirements are not submitted

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

4-4.4	Submit ANCP resource/budget requirements to the Office of Management and Budget (OMB) for the annual President's Budget	M4-4.4	G: ANCP PB requirements submitted IAW OMB suspense A: ANCP PB requirements submitted late R: ANCP PB requirements are not submitted
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Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M4-4.1									
M4-4.2									
M4-4.3									
M4-4.4									

(5) (U) (4-5) Complete the Integrated Cultural Resource Management Plan.

Write an Integrated Cultural Resource Management Plan that provides the way ahead for how this hallowed place and its historic presence will be preserved and cared for in the years to come so future generations can explore history here. **Endstate:** A living document is complete that provides a blueprint on how historic structures on ANC and the SAHNC will be cared for.

Lead: Engineer

Team Members: All ANCP directorates, CFA, NPS, Norfolk District, NCPC, Va SHPO, and the National Historic Trust

Subtasks		Metrics	
4-5.1	Complete the Director of Historic Records methodology survey forms	M4-5.1	G: Survey forms complete A: Contractor selected R: Forms begun
4-5.2	Develop a programmatic agreement (PA) that outlines the protocols for the operations, maintenance and repair of activities at ANC	M4-5.2	G: PA complete A: PA minor revisions needed R: PA major revisions needed
4-5.3	Prepare the formal National Register of Historic Places (NRHP) nomination form	M4-5.3	G: NRHP application submitted A: Minor revisions needed R: Significant work remaining
4-5.4	Hire the cultural resource specialist position in the engineer division	M4-5.4	G: Position filled A: Position announced R: Position description in development

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M4-5.1									
M4-5.2									
M4-5.3									
M4-5.4									

(6) (U) (4-6) Define, Develop and Integrate New Technologies.

Programmatically deliver new technologies to the ANCP that are aligned to the ANCP's Enterprise Architecture approach and the ANCP's budget formulation process. The delivery will also have a robust governance structure to oversee milestone decision points and configuration control of ANCP's business processes. **Endstate:** The ANCP IT Blueprint for IT Acquisition are integrated into the ANCP's business operations and tracked towards execution of appropriated budget with appropriate project management and acquisition controls formally established

Lead: CIO

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Team Members: Operations, Field Operations, Strat Comm, ISB, RM, Strategic Planner

Subtasks		Metrics	
4-6.1	Develop the ANCP Enterprise Architecture and Technology Acquisition Roadmap	M4-6.1	G: Execute EA Refresh A: Establish ANCP Configuration Control Board R: Establish ANCP Enterprise Architecture Baseline
4-6.2	Establish the ANCP Program Office	M4-6.2	G: Program Management Methodology Instituted A: Decision Brief for TDA adjustment R: Document Program Office Need
4-6.3	Establish and Hold the ANCP Configuration Control Board	M4-6.3	G: CCB Monthly Meetings Established A: CCB R: CCB Process Outlined
4-6.4	Improve the ANCP's connection with America via IT	M4-6.4	G: Plan outlined for follow on POM submission A: Perform Analysis on Impacts R: Public Facing Application Available
4-6.5	Secure Funding through ANCP POM process	M4-6.5	G: FY Budget Approved A: FY Budget provides adequate funding R: FY Budget not developed

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M4-6.1	25%	50%	50%	50%	75%	75%	75%	75%	EA Update
M4-6.2									
M4-6.3									
M4-6.4									
M4-6.5									

e. (U) (5-0) Synchronize ANCP Activities. Develop processes and procedures to synchronize operations, improve communication, and increase efficiency while maintaining accountability. Full-time support by security forces will significantly aid in direct control over events and day-to-day activities at ANC and the SAHNC. Deliberate planning in the areas of communications and enterprise architecture will allow the ANCP to more effectively and efficiently use resources. Simultaneously, the ANCP must incorporate a common operating picture that links in all of the activities at ANC and SAHNC to ensure situational awareness by the senior leadership and workforce to ensure better execution of operations as well as increase the ANCP's ability to provide world class support to families interring their loved ones. **Endstate:** Coordinated and synchronized events/ceremonies, construction, outreach and emergency responses with interment/inurnment operations from a focal point within the organization to reach across the breadth of the ANCP to ensure world class support and execution of events while maintaining unmatched service to families. Administrative procedures instituted and maintained to ensure efficiency and accountability.

Lead: Operations

Priority efforts / expected completion:

- Event SOP/ Apr-Jun 2012
- Internal Management Control Program / Apr-Jun 2012
- Develop the ANCP EA Jul-Sep 2012
- Common Operating Picture with events, funerals and vehicle tracking / FY13
- FOC Operations Center / FY13

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

- Develop the ANCP Communications Net / FY13
- Full-time Security Support / FY13

(1) (U) **(5-1) Train and Educate the Workforce (Overall)**. IAW Army Regulations, policies and procedures coordinate training for the workforce to ensure the best trained force to execute ANCP missions. Supervisors identify developmental and training needs of employees, with particular emphasis on requirements for integrating information technologies systems related knowledge, skills, and abilities; provide or make provisions for development and training or cross-training, and consulting with specialized training. **Endstate:** Trained workforce executing sustainment proficiency training as required, and policies and procedures are in place to track and facilitate training opportunities.

Lead: Operations

Team Members: ISB, Dep Supt, Strat Comm, CIO, RM, DES, Engr, Admin, PAO, Spec Asst, OGC

Subtasks		Metrics	
5-1.1	Training tracking systems and procedures in place	M5-1.1	G: ≥85% workforce met minimum rqmts A: ≥70% workforce met minimum rqmts R: <70% workforce met minimum rqmts
5-1.2	Training requirements identified and prioritized	M5-1.2	G: All Directors identify trng rqmts A: 51-99% Directors identify trng rqmts R: <50% Directors identify trng rqmts
5-1.3	Resources allocated as part of annual budget process	M5-1.3	G: ≥85% requirements funded A: ≥70% requirements funded R: <70% requirements funded
5-1.4	ANCP-wide Training Events (Town Halls, Brown bag Lunches, etc)	M5-1.4	G: >7 events annually A: 5-7 events annually R: <5 events annually

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1.1									
M5-1.2									
M5-1.3									
M5-1.4									

(a) (U) **(5-1a) Train and Educate the Workforce (Strat Comm)**. The workforce is familiar with and well-versed on the essence of the ANCP brand. **Endstate:** ANCP employees are proud of the ANCP brand and proactive about communicating its ideals to ANCP stakeholders. ANCP employees know when and for what purpose to contact

Lead: Strat Comm

Team Members: ED, Supt, CoS, Admin, Ops, DES

Subtasks		Metrics	
5-1a.1	Develop the ANCP brand	M5-1a.1	G: All elements of re-branding completed A: Some (not all) re-branding elements completed R: No key re-branding elements completed

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-1a.2	Roll out the ANCP brand (and associated communication elements) to the ANCP workforce	M5-1a.2	G: Complete branding package rolled out A: Key elements (e.g. logo) rolled out R: No key elements of the ANCP brand rolled out
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Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1a.1	75%	75%	75%	75%	100%	100%	100%	100%	100%
M5-1a.2	50%	50%	75%	90%	100%	95%	95%	95%	95%

(b) (U) **(5-1b) Train and Educate the Workforce (ISB).** All Cemetery Representatives have been trained at St Louis, undergone OAI Standards and Measures Training, and have quarterly grief training or aftercare sessions. **Endstate:** Cemetery Representatives and Schedulers are trained by the VA at St Louis and have been at least exposed to the ANCP standards and measures from the ANCP OAI. Representatives should understand the fundamentals of grief work and how to recognize and how to deal with mourners in all states of grief. Workforce should be exposed to an aftercare system that would provide the professional aftercare necessary for anyone dealing with grieving individuals on regular and continuing basis.

Lead: Deputy Director, ISB

Team Members: ISB, Front Desk, Schedulers, Supervisors and Leaders

Subtasks		Metrics	
5-1b.1	Aftercare management; care for the care giver	M5-1b.1	G: ≥90% attended A: 60-89% R: ≤59%
5-1b.2	Professional Grief training	M5-1b.2	G: ≥50% attended A: 30-49% R: ≤29%
5-1b.3	Supervisor Training in St Louis	M5-1b.3	G: ≥90% attended A: 70-89% R: ≤69%

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1b.1									
M5-1b.2									
M5-1b.3									

(c) (U) **(5-1c) Train and Educate the Workforce (CIO).** Train the ANCP OCIO Staff to support project management and system development and train the ANCP workforce to better utilize information technology systems to support daily operations. **Endstate:** A fully trained Information Technology Staff that can execute and leverage information technology capabilities fielded to the ANCP.

Lead: Deputy Director, CIO

Team Members: ANCP Staff

Subtasks		Metrics	
5-1c.1	Ensure ANCP staff are adequately trained to use all application software and hardware required for their position, to include annual refresher training (i.e. ISS, RT, Mapper, GPS, BOSS, Case Management, file management, website management)	M5-1c.1	G: ≥70% of staff trained (per position) A: 40-69% R: ≤39% AND training plans developed

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-1c.2	Ensure OCIO staff are trained to use all necessary hardware, software and telecommunications for their specific position and to support ANCP staff, to include annual refresher training (IA, BPM, GIS, telecomm, IMO, project management, etc)	M5-1c.2	G: ≥70% of staff trained (per position) A: 60-69% R: ≤59% AND IDPs plans developed
5-1c.3	Plan/budget the capital and labor investment to train staff and assure Compliance	M5-1c.3	G: next year is planned and budgeted A: only current year is planned and budgeted R: only current year is planned

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1c.1	40%	45%	50%	55%	60%	100%	100%	100%	100%
M5-1c.2	60%	60%	65%	65%	70%	75%	80%	85%	100%
M5-1c.3									

(d) (U) **(5-1d) Train and Educate the Workforce (DES)**. Build a DES training program that complies with Army regulations, supports overall ANCP training objectives, and continuously benefits the workforce. **Endstate:** A regulatory compliant and aware workforce capable of safe operation and sound job performance.

Lead: Deputy, DES

Team Members: ANCP All

Subtasks		Metrics	
5-1d.1	Identify employee training requirements that fall into DES lane	M5-1d.1	G: training req identified/strategies developed A: training req identified R: training req being developed
5-1d.2	Identify and develop effective mediums to transmit educational materials to the workforce and visitors for awareness	M5-1d.2	G: ≥100% ready for fielding A: ≥75% ready for fielding R: ≤74% ready for fielding
5-1d.3	Field a fully trained and continuously educated police force	M5-1d.3	G: ≥100% TDA fielded A: ≥75% TDA fielded R: ≤74% TDA fielded
5-1d.4	Provide periodic and measurable training to the workforce	M5-1d.4	G: ≥95-100% trained A: ≥75% trained R: ≤74% trained

(e) (U) **(5-1e) Train and Educate the Workforce (Engineer)**. Keep the Engineers trained and up to date with current trends and standards. **End state:** a trained and versatile workforce

Lead: Engineer

Team Members: all members of Engr Workforce

Subtasks		Metrics	
5-1e.1	Maintain at least one GEFMS-trained real property officer	M5-1e.1	G: ≥1 officer trained A: 1 officer scheduled R: no officer trained
5-1e.2	All CORs current on training	M5-1e.2	G: all 3 CORs trained A: 2 CORs trained R: 0-1 CORs trained
5-1e.3	Complete environmental training that is compliant with EPAS	M5-1e.3	G: ≥1 officer trained A: 1 officer scheduled R: no officer trained

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1e.1									
M5-1e.2									
M5-1e.3									

(f) (U) **(5-1f) Train and Educate the Workforce (Field Operations).** Train all ANCP Field Operations personnel on Standards and Measures with supporting S.O.P.'s including safety and professional development. **Endstate:** A well trained professional workforce capable of assuming future leadership roles for the ANCP.

Lead: Deputy Superintendent

Team Members: ED, Supt, general foreman, interment foremen, work leaders, safety officer, horticulture supervisor, ISB, Ops

Subtasks		Metrics	
5-1f.1	Establish training modules to support standards, measures, SOPs and specific skills necessary to accomplish the ANCP's mission.	M5-1f.1	G: 95-100% complete A: 70-94% R: <70%
5-1f.2	Establish training modules to support the ANCP's safety program as it relates to field operations.	M5-1f.2	G: Training modules established A: Minor revisions needed R: Major revisions needed
5-1f.3	Establish training modules to support the ANCP's succession plan.	M5-1f.3	G: Training modules established A: Minor revisions needed R: Major revisions needed
5-1f.4	Utilize the Army-NCA Memorandum of Understanding to capitalize on relevant training courses offered by the Department of Veterans' Affairs (VA) and other agencies or vendors	M5-1f.4	G: ≥75% of vacancies filled A: 1-74% of vacancies filled R: No participation
5-1f.5	Establish an aggressive program for Individual Development Plans (IDP).	M5-1f.5	G: 80-100% complete A: 60-79% R: <60%

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1f.1									
M5-1f.2									
M5-1f.3									
M5-1f.4									
M5-1f.5									

(g) (U) **(5-1g) Train and Educate the Workforce (RM).** IAW with law, regulations, policies and procedures obtain and maintain mandatory fiscal, acquisition and ethical training. Track and provide necessary procedural training to ANCP personnel on the Government Travel Charge Card, Defense Travel System (DTS), General Fund Enterprise Business System (GFEBs), Wide Area Workflow (WAWF) and Mass Transit Benefit Program (MTBP). **Endstate:** Resource Management staff that meet regulatory training requirements. The ANCP workforce that is knowledgeable in the resource related systems that support our mission.

Lead: RM

Team Members: OCIO, Operations and Contracting Staff

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Subtasks		Metrics	
5-1g.1	Budget personnel within the resource management staff complete the regulatory/mandatory training courses for their respective position.	M5-1g.1	G:100% current on training A: 60-99% current on training R: <60% current on training
5-1g.2	Develop comprehensive SOPs that provide the necessary procedures for RM systems utilized by ANCP personnel.	M5-1g.2	G: SOPs approved and current A: 70-99% SOPs approved/updated R: <70% SOPs approved/updated
5-1g.3	Track mandatory training requirements needed by applicable ANCP personnel to access RM systems.	M5-1g.3	G: 92% trained A: 60-91% trained R: <60% trained

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-1g.1	40%	60%	100%	100%	100%	100%	100%	100%	100%
M5-1g.2									
M5-1g.3									

(2) (U) **(5-2) Provide Holistic Protection at ANCP.** Develop policies and procedures while leveraging technology and partnerships to improve and maintain security at the ANCP. Establish the first ANCP Police Force and install, manage, and monitor the first cemetery-wide Electronic Security System. **Endstate:** Provide a safe environment for visitors and employees; secure all ANCP assets and events.

Lead: Director of Emergency Services

Team Members: Ops, ISB, Strat Comm, CIO, RM, Engr, Admin, PAO, Spec

Asst

Subtasks		Metrics	
5-2.1	Identify and field law enforcement, security, and safety policies and procedures	M5-2.1	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-2.2	Staff and field a modern professional police force	M5-2.2	G: ≥75% staffed A: ≥66 <75 staffed R: ≤65% staffed
5-2.3	Establish seamless liaison and coordination with emergency services, law enforcement, security, and intelligence partners	M5-2.3	GO: MOU/MOA/ISSA established w/ partners NO-GO: informal partnerships
5-2.4	Detect threats to/on ANCP	M5-2.4	GO: ANC Sentinel installed NO-GO: No Electronic Security System
5-2.5	Respond to incidents/accidents	M5-2.5	GO: 100% call response NO-GO: <100% call response
5-2.6	Staff an operational Security & Safety Division	M5-2.6	GO: Fully-staffed and trained division NO-GO: No division

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-2.1	R	A	A	G	G	G	G	G	G
M5-2.2	R	A	A	G	G	G	G	G	G
M5-2.3	NO-GO	NO-GO	NO-GO	GO	GO	GO	GO	GO	GO
M5-2.4	NO-GO	NO-GO	NO-GO	GO	GO	GO	GO	GO	GO
M5-2.5	NO-GO	NO-GO	NO-GO	GO	GO	GO	GO	GO	GO

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

(3) (U) **(5-3) Provide Comprehensive Safety and Risk Management at ANCP.** Increase safety, safety awareness, and risk management through policy, education, practice, oversight, and enforcement. **Endstate:** Provide a safe venue for all visitors and employees and effectively manage risk.

Lead: Director of Emergency Services
Team Members: ANCP All

Subtasks		Metrics	
5-3.1	Employ comprehensive risk management at ANCP	M5-3.1	G: 100% offices in compliance A: ≥75% offices in compliance R: ≤74% offices in compliance
5-3.2	Conduct a vulnerability assessment of ANCP	M5-3.2	GO: assessment complete NO-GO: assessment incomplete
5-3.3	Develop safety policy and methodology	M5-3.3	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-3.4	Reduce visitor accidents and injuries	M5-3.4	G: 25% reduction in monthly accidents/injuries A: 10% reduction in monthly accidents/injuries R: 0% reduction in monthly accidents/injuries
5-3.5	Reduce employee accidents and injuries	M5-3.5	G: 100% reduction in accidents A: ≥85% reduction in accidents R: ≤84% reduction in accidents
5-3.6	Provide oversight of and contracting officer representative services for the Public Safety Aide contract	M5-3.6	GO: Surveillance/Monthly Report submitted within 5 working days of end of month NO-GO: Report submitted late or not at all

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-3.1	R	A	A	G	G	G	G	G	G
M5-3.2	NO-GO	NO-GO	NO-GO	NO-GO	GO	GO	GO	GO	GO
M5-3.3	R	A	A	G	G	G	G	G	G
M5-3.4	R	A	A	G	G	G	G	G	G
M5-3.5	G	G	G	G	G	G	G	G	G

(4) (U) **(5-4) Ensure Fiscal Accountability and Stewardship.** Establish the processes and structures that manage, allocate, and monitor fiscal and other resources critical to ANCP's mission. Accountability and stewardship of ANCP's resources begins with compliance with laws, regulations and policies, sufficient transparency, and appropriate internal controls to prevent excessive financial commitments and overspending. **Endstate:** ANCP activities meet regulatory and legal standards for fiscal accountability and stewardship.

Lead: Resource Manager
Team Members: All ANCP directorates, supervisors and employees

Subtasks		Metrics	
5-4.1	Perform quarterly audits on the GPC to ensure purchases are compliant with external and internal policies.	M5-4.1	G: All purchases are compliant with established regulations and policies. A: 1-2 Findings based on audit. R: 3 or more findings based on the audit.
5-4.2	Purchase Requisitions will be processed within 2 business days of receipt in RM.	M5-4.2	G: PR is processed ≤2 business days of receipt. A: PR is processed ≤3 day of receipt R: PR is processed >3 business days of receipt.

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-4.3	Execute 98% of ANCP's spend plan measured quarterly with an annual execution rate of 98%-100% by the end of the fiscal year	M5-4.3	G: Variance is within 2% A: Variance is within 4-6% R: Variance is greater than 7%
5-4.4	DTS-Generate unsubmitted voucher report to ensure Travelers file vouchers within 5 business days after completion of trip.	M5-4.4	G: Vouchers are filed within 5 business days A: Vouchers filled within 7 business days R: Vouchers filed more than 7 business days
5-4.5	Internal Management Control Program is implemented and audits are performed according to external and internal policy.	M5-4.5	G: Management controls are in place with no material weaknesses reported. A: Management controls are in place with 1-2 minor material weaknesses reported. R: Management controls are in place with ≥ 3 minor material weaknesses reported or ≥ 1 material weakness which requires a corrective action plan.

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-4.1									
M5-4.2									
M5-4.3									
M5-4.4									
M5-4.5									

(5) (U) **(5-5) Provide Contracting Oversight and Support.** Refine the ANCP's acquisition contracting processes, procedures and structure to enable the ED's mission, vision and Lines of Effort (LOE); implement key recommendations from various inspections; leverage database systems of record for increased transparency; and establish an internal management control program that facilitates periodic assessments for compliance with published regulations, policies, and procedures. **Endstate:** ANCP's acquisition contracting efforts are tracked, monitored in one data base, and compliant with established regulations, policies and Standard Operating Procedures (SOPs).

Lead: Contracting

Team Members: 5-5a: ACC; 5-5b: MICC; 5-5c: ITA; 5-5d: COE; 5-5e: RM; 5-5f: CIO; 5-5g: Engr ; 5-5g: CoS

Subtasks		Metrics	
5-5.1	MOU, Overarching Integrated Project Team (OIPT), and scheduled planning/coordination sessions between key acquisition stakeholders (Contracting, Quality Assurance, Program Managers) are established to ensure unity of effort , detailed roles and responsibilities, and periodic reviews of support	M5-5.1	G: MOU/OIPT Charter signed ; Quarterly reviews scheduled A: MOU/OIPT Charter in staffing; R: MOU/OIPT Charter in draft
5-5.2	Acquisition procurement regulations and guidelines are integrated within ANCP's policies, SOPs, and handbooks to ensure enforceability of standards	M5-5.2	G: Policies, SOPs, handbooks approved A: Policies, SOPs, handbooks in staffing R: Policies, SOPs, handbooks in draft
5-5.3	Contracts are captured within database of record, Federal Procurement Data System-Next Generation (FPDS-NG), to facilitate central management and enable ease of auditing efforts with AAA, GAO, DAIG and other relevant organizations.	M5-5.3	G: 100% contracts in FPDS-NG A: $\geq 85\%$ contracts in FPDS-NG R: $\leq 84\%$ contracts in FPDS-NG
5-5.4	Virtual Contracting Enterprise (VCE), Pre-award & Contracting Officer Rep (COR) tools are integrated to ensure 100% accountability of COR training and contract performance documentation . VCE serves as database of record for COR and contract performance efforts on service contracts.	M5-5.4	G: $\geq 100\%$ PR&Cs & CORs in VCE A: $\geq 85\%$ PR&Cs & CORs in VCE R: $\leq 84\%$ PR&Cs & COR in VCE

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-5.5	Essential Contracting training events are developed & integrated within ANCP's 5-year Master schedule. Contracting critical training events include, but not limited to: COR, GPC, Requirements Generation, IGCE development, Contracting processes), SBA, Ability One, Green Procurement, and others	M5-5.5	G: Training POAM approved & published A: Training schedule coordinated R: Training schedule drafted
5-5.6	Contracting oversight and support Internal Management Control Program (IMCP) is implemented and quarterly audits are performed to ensure compliance and identify potential trends for areas of improvement.	M5-5.6	G: IMCP in place, no weaknesses A: IMCP in place, ≤2 weaknesses R: IMCP in place, ≥3 weaknesses

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-5.1	Draft	Review	Approved		Evaluation	Minor Rev	Submitted	Approved	100%
M5-5.2	Draft	Review	Approved		Evaluation	Minor Rev	Submitted	Approved	100%
M5-5.3	85%	95%	100%	Review	100%	100%	100%	100%	100%
M5-5.4	85%	95%	100%	Review	100%	100%	100%	100%	100%
M5-5.5	Review	Approved		Review	Approved		Review	Approved	100%
M5-5.6	In Draft	Evaluation	GO		Evaluation	GO		Evaluation	100%

(6) (U) (5-6) Provide a Common Operating Picture via the Ops Center.

Provide a focal point at the ANCP for information sharing and situational awareness. Staffed and operated 24/7, with the correct automation tools required to effectively and efficiently impact operations throughout the cemetery. **Endstate:** Cemetery focal point for attaining situational awareness, coordination, synchronization, and deconfliction across all aspects of ANCP operations and events.

Lead: Operations

Team Members: ISB, Dep Supt, Strat Comm, CIO, RM, DES, Engr, Admin, PAO, Spec Asst, OGC.

Subtasks		Metrics	
5-6.1	Design and build physical OPS Center space	M5-6.1	G: OPS Center space built A: Under construction R: Design Stage
5-6.2	Staff the OPS center to facilitate coordination and synchronization of events and operations	M5-6.2	G: Manned with external reps A: Completely manned with ANCP Personnel R: Partially manned by the ANCP
5-6.3	Design appropriate automation and communications systems to support OPS Center operations	M5-6.3	G: COP visual manipulative display A: Connectivity and static display of info R: Design stage
5-6.4	Operations Center Operations	M5-6.4	G: FOC A: IOC R: No Ops Center
5-6.5	Common Operating Picture	M5-6.5	G: GIS base w/events and GPS tracking A: GIS based events R: ANCP Master Calendar Only
5-6.6	Communications Net	M5-6.6	G: Net Control w/separate freqs A: LMR / External Net compatible R: Current Operations

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-6.1									
M5-6.2									
M5-6.3									
M5-6.4									
M5-6.5									
M5-6.6									

(7) (U) (5-7) Provide Information Technology Communications and Systems Support. Provide Information Technology support to ANCP activities across all existing business systems, applications, hardware and equipment necessary to operate and maintain the Cemetery grounds, including a responsive call center that effectively and efficiently meets ANCP’s customer needs. **Endstate:** The ANCP Information Technology system maintain operational readiness and hardware/software are tracked and managed through the ANCP’s Life cycle replacement program

Lead: CIO

Team Members: Operations, Field Operations, StratComm, Dep Supt, ISB, RM, DES, Engr, Admin, PAO, Spec Asst, OGC, Strategic Planner

Subtasks		Metrics	
5-7.1	Maintain Software, Hardware and System Inventory List	M5-7.1	G: Life Cycle refresh Executed A: Life Cycle Refresh Planned R: Baseline Established
5-7.2	Maintain ANCP Network Facilities and Infrastructure	M5-7.2	G: Redundant Network Established at ANCP A: Plan and timeline for Implementation Developed R: Baseline Established, OSP/ISP Surveys Complete
5-7.3	Sustain an Informative & Responsive Call Center	M5-7.3	G: Semi-annual CCSC review A: Review process defined & review planned R: In-formal review mechanism
5-7.4	Integrate Geospatial System	M5-7.4	G: Mobile Workforce Deployed A: System Integrated into Operations R: System Fielded
5-7.5	Clean ANCP burial data and populate in ISS	M 5-7.5	G: Reservations/Obstructions and Burial Records in ISS A: Reservations in ISS R: All Burial Records in ISS

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-7.1									
M5-7.2									
M5-7.3									
M5-7.4									
M5-7.5									

(8) (U) (5-8) Provide Administrative and Supply Support. Provide all administrative and supply support for the ED, Superintendent, Chief of Staff and ANCP HQ to allow the ANCP to complete its functional missions. Critical efforts include SACO’s tracking and providing timely quality control for all external and internal correspondence needing the ED and/or Chief of Staff review and/or signature. Support internal ANCP events and other efforts that increase morale and promote communication among the employees. Provide responsive on-site ANC customer

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

service for all funerals in the Admin Building. Finally, establish and maintain the HQ Supply Room that keeps on-hand a unit basic load of all standard supplies and has responsive processes to order and receive non-standard supplies. **Endstate:** The ANCP HQ and leadership have responsive and professional admin and supply systems that enhance their ability to complete their missions.

Lead: Administration

Team Members: Chief of Staff, Special Assistant, StratComm, CIO, Ops, DES, RM, Engineer, PAO, Contracting, ISB, Field Ops

Subtasks		Metrics	
5-8.1	Track and ensure ANCP completes timely, professional correspondence with external organizations and people, all tracked by Remedy.	M5-8.1	G: Respond w/i 14 days A: Respond in 15-30 days R: Respond > 30 days
5-8.2	Facilitate and provide quality control of all internally-created ANCP correspondence requiring the ED's and/or the Chief of Staff's review and/or signature, all tracked by Remedy.	M5-8.2	G: Submitted to ED/CoS w/i 5 days A: Submitted to ED/CoS in 6-7 days R: Submitted to ED/CoS >7 days
5-8.3	Provide on-site customer service for all funerals that is knowledgeable, welcoming and compassionate.	M5-8.3	G: No ICE comments or negative feedback A: Minor ICE comments or negative feedback R: Major ICE comments or negative feedback
5-8.4	Maintain a stocked and responsive Supply Room for the HQ (VC and Admin Building) while serving as the Supply Officer and Billing Official for the Government Purchase Card for the ANCP HQ.	M5-8.4	G: Std supplies O/H; non-std in 3 wks A: Std supplies in 5 days; non-std in 6 wks R: Std supplies > 5 days; non-std > 6 wks
5-8.5	Complete administrative support (Birthday notes, certificates, Town Hall support) and all special events support for the ED, Supt and CoS.	M5-8.5	G: Support finalized > 10 days A: Support finalized < 10 days R: Support finalized < 5

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-8.1	30 days	30 days	20 days	14 days	14 days	14 days	14 days	14 days	14 days
M5-8.2	8 days	8 days	7 days	4 days	4 days	4 days	4 days	4 days	4 days
M5-8.3	No comments	No comments	No comments	No comments	No comments	No comments	No comments	No comments	No comments
M5-8.4	S>5d; N-S>6w	S>5d; N-S>6w	S in 5d; N-S>6w	S in 5d; N-S>6w	S in 5d; N-S in 6w	S in 5d; N-S in 6w	S in 5d; N-S in 6w	S in 5d; N-S in 6w	S in 5d; N-S in 6w
M5-8.5	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days

(9) (U) (5-9) Update and Create ANCP Regulations, Standard Operating Procedures (SOP) and Memorandum of Understanding (MOU). Update and create all applicable regulations, standing operating procedures (SOP) and memorandum of understanding (MOU) needed for ANCP to complete its varied missions and functions. CoS oversees the effort across ANCP's directorates and processes, while each office is responsible for identifying, writing, and staffing their applicable documents within ANCP and (as applicable) with external organizations. **Endstate:** ANCP's guiding regulations, routine missions, and support to and from external organizations are approved and stored on the J drive. The SOPs and MOUs are reviewed at least annually to ensure their accuracy and completeness.

Lead: Operations

Team Members: CoS, ISB, Dep Supt (Field Ops), Strat Comm, CIO, RM, DES, Engr, Admin, Contracting, Spec Asst, OGC

Subtasks		Metrics	
5-	Support ASA(M&RA) to update the Code of Federal	M5-	G: submitted for final approval

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

9.1	Regulations (OGC).	9.1	A: staffing with minor revisions R: staffing with major revisions
5-9.2	ICW ASA(M&RA), update AR 290-5 [Note: CFR must be complete] (OGC). ASA(M&RA) will host meeting in Jan to draft way ahead and will invite OSD and other Service representatives to garner acceptance as effort moves forward.	M5-9.2	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-9.3	Identify required SOPs and MOUs beginning with findings/recommendations from DAIG, GAO and AAA inspections. These documents will establish the standards for reoccurring and / or specified tasks.	M5-9.3	G: 100% offices received A: 85-99% offices received R: ≤84% offices received
5-9.4	Draft and review SOPs and MOUs. (Are the standards measurable, sustainable, and resourced.) (Team Members)	M5-9.4	G: ≥100% ready for staffing A: ≥75% ready for staffing R: ≤74% ready for staffing
5-9.5	Staff and submit SOPs and MOUs for approval / signature – internal then external, if required. (Team Members)	M5-9.5	G: ≥90% approved A: 50-89% approved R: ≤49% approved
5-9.6	Conduct 1 st Qtr calendar year (or more frequent, as needed) reviews of all regulations, SOP and MOUs to ensure their accuracy and completeness. (Team Members)	M5-9.6	G: ≥90% reviews complete & updates made A: 75-89% reviews complete & updates made R: ≤74% reviews complete & updates made

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9.1	Minor Rev	Submitted	Approved						
M5-9.2	30%	Minor Rev	Submitted	Approved					Minor Rev
M5-9.3	85%	95%	100%						
M5-9.4	50%	75%	100%		Minor Rev			Minor Rev	Minor Rev
M5-9.5	25%	50%	90%	95%	100%				
M5-9.6	0%	20%	20%	30%	30%	30%	30%	30%	30%

(a) (U) (5-9a) Update and create StratComm SOPs and MOUs (Strat Comm). Update and create all applicable regulations and SOPs needed for StratComm to complete its varied missions and functions. This objective includes identifying, writing, and staffing applicable documents within the ANCP. **Endstate:** StratComm guiding regulations, routine missions, and support to and from external organizations are approved and stored on a common drive. The regulations and SOPs are reviewed at least annually to ensure their accuracy, relevance and completeness.

Lead: Strat Comm

Team Members: CoS, Ops, ISB, Dep Supt, CIO, DES, Engr, Admin, Spec

Asst

Subtasks		Metrics	
5-9a.1	Draft, review and staff policy for outlining StratComm (to include PAO) involvement in ANCP activities and events and communications media usage strategy.	M5-9a.1	G: Completely staffed A: Policy drafted but not reviewed / staffed R: Policy not drafted
5-9a.2	Draft, review and staff policy for outlining StratComm (to include PAO) involvement in ANCP activities and events and communications media usage strategy.	M5-9a.2	G: Completely staffed A: Policy drafted but not reviewed / staffed R: Policy not drafted
5-9a.3	Gain approval for 5-9a.1 above.	M5-9a.3	G: Policy approved R: Policy Not Approved

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-9a.4	Gain approval for 5-9a.2 above.	M5-9a.4	G: Policy approved R: Policy Not Approved
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Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9c.1									
M5-9c.2									
M5-9c.3									
M5-9c.4									

(b) (U) **(5-9b) Update and create ISB SOPs and MOUs (ISB).** Update and create all applicable standards and measures, SOPs and work instructions for ANC's ISB to complete its varied missions and functions. This objective includes identifying, writing, and staffing applicable documents within ANCP and (as applicable) with external organizations. **Endstate:** ANC ISB's guiding regulations, routine missions, and support to and from external organizations are approved and stored on the J drive. The SOPs and MOUs are reviewed at least annually to ensure their accuracy and completeness.

Lead: ISB

Team Members: CoS, Ops, Dep Supt, StratComm, CIO, RM, DES, Engr, Admin, Contracting, Spec Asst, OGC

Subtasks		Metrics	
5-9b.1	Create and implement "Standards & Measures" , synchronize with SOP's	M5-9b.1	G: 100% complete A: 75-99% complete R: ≤74% complete
5-9b.2	Create interactive SOP and work instructions for funeral schedulers that is synchronized with CCSC	M5-9b.2	G: Approved & synchronized with CCSC A: Minor revisions required R: Major revisions required
5-9b.3	Create interactive SOP and work instructions for funeral representatives.	M5-9b.3	G: Approved A: Minor revisions required R: Major revisions required
5-9b.4	Conduct annual reviews of all ISB SOPs to ensure their accuracy and completeness.	M5-9b.4	G: ≥90% reviews complete & updates made A: ≥75% reviews complete & updates made R: ≤74% reviews complete & updates made

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9b.1									
M5-9b.2									
M5-9b.3									
M5-9b.4									

(c) (U) **(5-9c) Update and create OCIO SOPs and MOUs (CIO).** Update and create all applicable SOPs and MOUs needed for ANCP's OCIO to complete its varied missions and functions. This objective includes identifying, writing, and staffing applicable documents within ANCP and (as applicable) with external organizations. **Endstate:** ANCP OCIO's guiding regulations, routine missions, and support to and from external organizations are approved and stored on the J drive. The SOPs and MOUs are reviewed at least annually to ensure their accuracy and completeness.

Lead: CIO

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Team Members: CoS, Ops, ISB, Dep Supt, StratComm, RM, DES, Engr, Admin, Contracting, Spec Asst, OGC

Subtasks		Metrics	
5-9c.1	Draft & review the following OCIO SOPs: New Hardware Request, New Software Request, ISS/Remedy Access Request, Hardware Maintenance, PDA Locks Policy	M5-9c.1	G: ≥100% ready for staffing A: ≥75% ready for staffing R: ≤74% ready for staffing
5-9c.2	Staff and submit the above SOPs for approval / signature – internal then external, if required.	M5-9c.2	G: ≥90% approved A: ≥50% approved R: ≤49% approved
5-9c.3	Draft and review the following OCIO MOUs: (ITA Service Level Agreement, ISS MOU, GIS MOU, ANCP Tenant Security Plan)	M5-9c.3	G: ≥100% ready for staffing A: ≥75% ready for staffing R: ≤74% ready for staffing
5-9c.4	Staff and submit the above MOUs for approval / signature – internal then external, if required.	M5-9c.4	G: ≥90% approved A: ≥50% approved R: ≤49% approved
5-9c.5	Conduct 1 st Qtr calendar year (or more frequent, as needed) reviews of all OCIO SOP and MOUs to ensure their accuracy and completeness.	M5-9c.5	G: ≥90% reviews complete & updates made A: ≥75% reviews complete & updates made R: ≤74% reviews complete & updates made

	Major Milestones								
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9c.1									
M5-9c.2									
M5-9c.3									
M5-9c.4									
M5-9c.5									

(f) (U) **(5-9f) Update and create Field Operations SOPs and MOUs (Field Operations).** Update and create all standards of performance, SOPs and memorandum of agreement (MOA) needed for the ANCP’s Field Operations to complete its varied missions and functions. This objective includes identifying, writing, and staffing applicable documents within ANCP and (as applicable) with external organizations. **Endstate:** The ANCP Field Operations’ guiding regulations, routine missions, and support to and from external organizations are approved and stored on the J drive. The SOPs and MOA are reviewed at least annually to ensure their accuracy and completeness.

Lead: Deputy Superintendent

Team Members: CoS, Ops, ISB, StratComm, CIO, RM, DES, Engr, Admin, Contracting, Spec Asst, OGC

Subtasks		Metrics	
5-9f.1	Draft and review the following Field Operations Standards for Performance in key cemetery operational areas of : Interments, grounds maintenance, horticulture, headstones, private markers, niche covers, memorial markers, equipment maintenance, facility maintenance, and chain of custody. Draft and review defining measures and metrics aligning with Performance Standards.	M5-9f.1	G: ≥90% ready for staffing A: 75-89% ready for staffing R: ≤74% ready for staffing
5-9f.2	Draft and review the following Field Operations Standard Operating Procedures for key cemetery operational areas of: Interments, grounds maintenance, horticulture, headstones, private markers, niche covers, memorial markers, equipment maintenance, facility maintenance, and chain of custody.	M5-9f.2	G: ≥90% ready for staffing A: 75-89% ready for staffing R: ≤74% ready for staffing

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-9f.3	Staff and submit the above Standards and Measures and SOPs for approval / signature – internal then external, if required.	M5-9f.3	G: ≥90% approved A: 50-89% approved R: ≤49% approved
5-9f.4	Review Field Operations MOA with VA to maximize training opportunities and enhance recruiting pool for succession to include: Supervisor's Training, St. Louis; Foreman's & WL Boot Camp field training, St. Louis, Organizational Assessment & Improvement training, St. Louis; BOSS Training, St. Louis; and various NCA organizational site reviews.	M5-9f.4	G: MOA review complete A: MOA actively under review R: Review >1 year old
5-9f.5	Staff and submit the above MOA for approval / signature and funding – internal then external.	M5-9f.5	G: MOA submitted for approval A: External staffing and updates underway R: Internal staffing and updates underway
5-9f.6	Conduct semi-annual reviews of all Field Operations SOP and MOA to ensure their accuracy and completeness.	M5-9f.6	G: ≥90% scheduled reviews complete & updates made A: 75-89% complete & updates made R: ≤74% complete & updates made

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9f.1									
M5-9f.2									
M5-9f.3									
M5-9f.4									
M5-9f.5									
M5-9f.6									

(g) (U) **(5-9g) Update and create RM SOPs and MOUs (RM).** Draft, approve/implement, and update all applicable policies and SOPs needed to address ANCP business processes in support of the organization's varied missions and functions. **Endstate:** The ANCP business process policies and SOPs are approved and stored on the J drive. These policies and SOPs are reviewed/updated at least annually to ensure each appropriately addresses the ANCP business processes.

Lead: RM

Team Members: RM, CoS, and Other Directorates, as appropriate

Subtasks		Metrics	
5-9g.1	Draft, approve/implement, update Manager's Internal Control Policy/SOP	M5-9g.1	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.2	Draft, approve/implement, update Purchase Request Policy/SOP	M5-9g.2	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.3	Draft, approve/implement, update Defense Travel System Business Rules Policy/SOP	M5-9g.3	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.4	Draft, approve/implement, update Official Use Metro Cards Policy/SOP	M5-9g.4	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.5	Draft, approve/implement, update Organizational Representation Fund Policy/SOP	M5-9g.5	G: Approved/Implemented A: Draft/In Review R: Not Started

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-9g.6	Draft, approve/implement, update Substance Abuse Policy/SOP	M5-9g.6	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.7	Draft, approve/implement, update Incentive Award Policy/SOP	M5-9g.7	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.8	Draft, approve/implement, update Telework Policy/SOP	M5-9g.8	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.9	Draft, approve/implement, update Gift /Donation Policy/SOP	M5-9g.9	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.10	Draft, approve/implement, update Property Book Officer/Supply Policy/SOP	M5-9g.10	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9g.11	Conduct Quarterly reviews (or more frequent, as needed) of all RM Policies/SOPs to ensure each appropriately addresses ANCPs business processes.	M5-9g.11	G: ≥90% reviews complete & updates made A: ≥75% reviews complete & updates made R: ≤74% reviews complete & updates made

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9g.1	Approved/Impl				Review/Update				Review/Update
M5-9g.2	Approved/Impl				Review/Update				Review/Update
M5-9g.3				Review/Update				Review/Update	Review/Update
M5-9g.4	Approved/Impl				Review/Update				Review/Update
M5-9g.5	Approved/Impl				Review/Update				Review/Update
M5-9g.6			Review/Update				Review/Update		Review/Update
M5-9g.7			Review/Update				Review/Update		Review/Update
M5-9g.8	Approved/Impl				Review/Update				Review/Update
M5-9g.9	Review/Update				Review/Update				Review/Update
M5-9g.10	Approved/Impl				Review/Update				Review/Update
M5-9g.11	25% Reviewed	25% Reviewed	25% Reviewed	25% Reviewed	25% Reviewed	25% Reviewed	25% Reviewed	25% Reviewed	100% Reviewed

(h) (U) (5-9h) Update and create Operations SOPs and MOUs

(Operations). Update and create all applicable policies, SOPs, MOUs, and plans needed for ANCP's Operations to complete its varied missions and functions. This objective includes identifying, writing, and staffing applicable documents within ANCP and (as applicable) with external organizations. **Endstate:** ANCP Operations' guiding regulations, routine missions, and support to and from external organizations are approved and stored on the J drive. The SOPs and MOUs are reviewed at least annually to ensure their accuracy and completeness.

Lead: Operations

Team Members: CoS, ISB, Dep Supt, StratComm, CIO, RM, DES, Engr, Admin, Contracting, Spec Asst, OGC

Subtasks		Metrics	
5-9h.1	Draft, approve/implement, update Event/Ceremony SOP	M5-9h.1	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9h.2	Draft, approve/implement, update MDW MOU	M5-9h.2	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9h.3	Draft, approve/implement, update Storm Recovery SOP	M5-9h.3	G: Approved/Implemented A: Draft/In Review R: Not Started

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-9h.4	Draft, approve/implement, update Annual Training Guidance	M5-9h.4	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9h.5	Draft, approve/implement, update OIP	M5-9h.5	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9h.6	Draft, approve/implement, update COOP Plan	5-9h.6	G: Approved/Implemented A: Draft/In Review R: Not Started

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9h.1									
M5-9h.2									
M5-9h.3									
M5-9h.4									Cyclical
M5-9h.5									
M5-9h.6									

(i) (U) **(5-9i) Update and create Admin SOPs and MOUs (Admin).** Update and create all Admin’s SOPs and update ED’s policy letters. **Endstate:** ANCP Admin’s SOPs and ED’s policy letters are posted to SharePoint and bulletin boards. The SOPs and Policy Letters are reviewed at least annually to ensure their accuracy and completeness.

Lead: Admin

Team Members: CoS, ISB, Dep Supt, StratComm, CIO, RM, DES, Engr, Contracting, Spec Asst, OGC

Subtasks		Metrics	
5-9i.1	Draft and staff the Admin SOP for Correspondence. Review annually.	M5-9i.1	G: Approved/Implemented A: Draft/In Review R: Not Started
5-9i.2	Draft and staff the Admin Mail SOP. Review annually.	M5-9i.2	G: Approval/Implemented A: Draft/In Review R: Not Started
5-9i.3	Review, staff and submit EDs Policy Letters and Memorandums for signature. Post to SharePoint and Bulletin Boards. Review annually.	M5-9i.3	G: 90 to 100 % Approved/Posted A:70-89% Approved/Posted R:Less than 70%

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9i.1									
M5-9i.2									
M5-9i.3									

(j) (U) **(5-9j) Update and create Contracting SOPs and MOUs (Contracting).** Update and create all applicable SOPs, MOUs, policies and guidelines needed for ANCP’s Contracting to complete its varied missions and functions. This objective includes identifying, writing, and staffing applicable documents within ANCP and (as applicable) with external organizations. **Endstate:** ANCP Contracting’s guiding regulations, routine missions, and support to and from external organizations are approved and stored on the J drive. The SOPs and MOUs are reviewed at least annually to ensure their accuracy and completeness.

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

Lead: Contracting

Team Members: CoS, Ops, ISB, Dep Supt, StratComm, CIO, DES, Engr, Admin, RM, Spec Asst, OGC, NPS, COE, MICC, ACC

Subtasks		Metrics	
5-9j.1	Draft and review essential internal ANCP Contracting SOPs, policies and guidelines (Ex: Requirements generation, IGCE development, Govt Purchase Card Program oversight, Quality Assurance/COR Management efforts)	M5-9j.1	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-9j.2	Identify required SOPs and policies beginning with the findings/recommendations from DAIG, GAO, and AAA Inspections. These documents will serve as standards for internal control procedures.	M5-9j.2	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-9j.3	Draft and review MOUs with ANCP RM and external Contracting organizations (COE, NPS, ITA)	M5-9j.3	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-9j.4	Staff and submit the above MOUs for approval / signature – internal then external, if required.	M5-9j.4	G: submitted for final approval A: staffing with minor revisions R: staffing with major revisions
5-9j.5	Conduct 1 st Qtr calendar year (or more frequent, as needed) reviews of all RM and Contracting SOP and MOUs to ensure their accuracy and completeness.	M5-9j.5	G: ≥90% reviews complete & updates made A: 75-89% reviews complete & updates made R: ≤74% reviews complete & updates made

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-9j.1							Minor Rev		Complete
M5-9j.2						Minor Rev			
M5-9j.3						Minor Rev			
M5-9j.4						Minor Rev			
M5-9j.5						Minor Rev			

(10) (U) **(5-10) Establish and Implement an Organizational Inspection Program for ANCP.** Develop an internal assessment program IAW AR 1-201 to evaluate and assess the organization’s state of readiness and compliance with applicable regulations and established procedures. An effective organizational inspection program (OIP) allows the leadership to identify, correct, prevent, or eliminate problem areas and identify areas of strengthens within the organization. **Endstate:** The ANCP leadership is confident that the organizations is meeting its core requirements and is in compliance with applicable regulations and policies.

Lead: Chief of Staff

Team Members: ANCP Leadership

Subtasks		Metrics	
5-10.1	Identify the critical functions required to sustain effective operations and meet campaign objectives.	M5-10.1	G: ≥75% approved A: ≥50% approved R: ≤49% approved
5-10.2	Develop inspections to ensure directorates comply with regulations and policies and enable directors to hold supervisors accountable for this compliance.	M5-10.2	G: ≥75% approved A: ≥50% approved R: ≤49% approved

Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

5-10.3	Develop functional inspections to target specific areas of interest to the leadership.	M5-10.3	G: ≥75% approved A: ≥50% approved R: ≤49% approved
5-10.4	Develop assistance visits to assist, teach, and train sections on how to meet the standards required to operate effectively within a particular functional area.	M5-10.4	G: ≥75% approved A: ≥50% approved R: ≤49% approved:
5-10.5	Schedule inspections, allow sufficient time to correct deficiencies, and schedule a follow up inspection to ensure deficiencies have been corrected.	M5-10.5	G: ≥90% approved A: ≥50% approved R: ≤49% approved

Major Milestones									
	Jan-Mar '12	Apr-Jun '12	Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13	Oct-Dec '13	End of 2014
M5-10.1	50%	95%	100%						
M5-10.2	50%	75%	100%						
M5-10.3	25%	50%	90%	100%					
M5-10.4	25%	50%	90%	100%					
M5-10.5	10%	20%	50%	90%					

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Annex A (ANCP Strategy Map Details) to ANCP Campaign Plan 2012

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Annex B (References and Terms) to ANCP Campaign Plan 2012

Annex B, References and Terms

1. (U) Purpose. This annex lists the references and defines the terms used within the Arlington National Cemetery Campaign Plan.

2. (U) References.

32 Code of Federal Regulations Part 553, Army National Cemeteries.

<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?type=simple;c=ecfr;cc=ecfr;idno=32;region=DIV1;q1=553;rgn=div5;sid=ad7844ac70b9d96597a57b89fe64e380;view=text;node=32%3A3.1.1.4.18>

Army Directive 2010-04, "Enhancing the Operations and Oversight of the Army National Cemeteries Program," 10 Jun 10.

http://armypubs.army.mil/epubs/pdf/ad2010_04.pdf

Department of the Army Inspector General, "Inspection of the Army National Cemeteries Program and Arlington National Cemetery," 16 Sep 11.

<http://usarmy.vo.llnwd.net/e2/c/downloads/220502.pdf>

Department of the Army, "Report to Congress on Implementation of Army Directive on Army National Cemeteries Program," 18 Sep 11.

<http://usarmy.vo.llnwd.net/e2/c/downloads/220510.pdf>

Reports on Management of Arlington National Cemetery, Public Law 111–339, 124 Stat. 3591, 22 Dec 10. <http://www.gpo.gov/fdsys/pkg/PLAW-111publ339/pdf/PLAW-111publ339.pdf>

U.S. Army website, "Arlington Cemetery news, resources,"

<http://www.army.mil/article/40580/>

3. (U) Terms.

(U) Campaign Objectives: Depicted on the Strategy Map, these are near-to-long term (2012-2025 and beyond) priority efforts (ways) at the strategic level that are necessary to and collectively will achieve the ANCP Vision. They are clearly defined, attainable goals that operationalize ANCP's three Outcomes. Their priority efforts and expected completion help the ANCP leadership better plan, make informed and timely decisions, and allocate ANCP's resources (e.g., people, money and time). Each Campaign Objective has one assigned lead and supporting Major Objectives (each with an assigned lead). These also form the individual lines in the ANCP Lines of Effort.

(U) Foundations: key attributes and qualities of ANCP's workforce and their efforts that will allow ANCP to achieve its vision. More qualitative in nature, the foundations are critical principles forming the base of every objective from which the workforce will

Annex B (References and Terms) to ANCP Campaign Plan 2012

approach their efforts. The three foundations depicted on the ANCP Strategy Map foundations are:

- Accountability for professional and timely actions
- An environment that supports Family and National mourning
- Leveraging external capabilities, systems and technology

(U) **Lines of Effort:** the near-to-long term (2012-2025 and beyond) priority efforts (ways) at the strategic level that are necessary to and collectively will achieve the ANCP Vision. They graphically depict and describe how ANCP's multiple tasks and missions relate to each other and to achieving the vision. These lines also form the Campaign Objectives in the ANCP Strategy Map. The lines are prioritized as:

- **Decisive:** directly accomplishes ANCP's mission and the ED's intent. ANCP's decisive operation is "Honor the Fallen."
- **Shaping:** creates and preserves conditions for the success of the ANCP's decisive operation. ANCP's three shaping operations are "Maintain these Hallowed Grounds," "Uphold Faith and Confidence of the American People," and "Prepare for ANCP beyond 2025."
- **Sustaining:** enables the decisive or shaping operation by internally organizing, maintaining and protecting ANCP and its efforts. ANCP's sustaining operations is "Synchronize ANCP Activities."

(U) **Major Objectives:** Depicted on the Strategy Map, these are supporting, near-to-mid term (generally 2-4 years) priority efforts that are also necessary to and collectively will achieve its supported Campaign Objective and Outcomes. Major Objectives are clearly defined, measurable and achievable. They are more narrowly defined than Campaign Objectives, yet are also institutional priorities that help focus ANCP's resources. Each Major Objective has one assigned lead and usually multiple supporting Team Members.

(U) **Outcomes:** The ends or strategic goals of the organization. ANCP's three Outcomes are Honor, Remember and Explore; achieving all three will achieve the ANCP's Vision. On the ANCP Lines of Effort and ANCP Strategy Map, they are depicted adjacent to the vision and lines of effort/campaign objectives, and help provide the strategic goals for all of ANCP's priority efforts.

(U) **Vision:** The strategic end state that ANCP is focused on achieving. The ANCP's Vision for ANCP is "America's premier military cemeteries—national shrines—living history of freedom—where dignity and honor rest in solemn repose." This vision is depicted at the far right of the ANCP Lines of Effort and at the top of the ANCP Strategy Map, and help guide and bind together all of ANCP's priority efforts.

(U) **Risk, Equipping:** A subset of future challenges risk, this is an important aspect for assessing and managing overall risk for an organization. The three major equipping

Annex B (References and Terms) to ANCP Campaign Plan 2012

risks are: quantitative, qualitative and industrial. Quantitative risk is the failure to procure sufficient quantities of systems, while qualitative risk represents the failure to achieve the desired qualities of Army systems. Industrial risk increases when an organization is unable to receive steady flows of supply and materiel from suppliers as well as effectively repair and upgrade equipment.

(U) **Risk, Force management:** Risk associated with an organization's ability to recruit, retain, train, educate and equip our workforce.

(U) **Risk, Future challenges:** Risk associated with an organization's ability to address its longer-term challenges.

(U) **Risk, Institutional:** Risk associated with an organization's ability to conduct missions other than its core mission and synchronize across all missions to allow it to achieve its vision.

(U) **Risk, Operational:** Risk associated with an organization's ability to execute its core mission.

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