

U.S. ARMY GARRISON - HAWAII INSTALLATION STRATEGIC PLAN

2012-2015



MARCH 2012

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Commander's Intent

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

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

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



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



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Purpose and Scope

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

Mission

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

Vision

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

Values

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

Soldier, Family and Civilian Readiness

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

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

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

Action Plans:

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

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

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

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

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

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

Action Plans:

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

LOE 1: Soldier, Family and Civilian Readiness

OBJECTIVE 4: Improve quality in delivery of SRP services

Outcome: Unit Commander's satisfaction with SRP services

Action Plans:

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

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

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

Action Plans:

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

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

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

Action Plans:

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

Soldier, Family and Civilian Well- Being

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

OBJECTIVE 1: Improve parental understanding of DOE educational opportunities

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

Action Plans:

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

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

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

Action Plans:

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

LOE 2: Soldier, Family and Civilian Well-Being

b. Expanding Club Entertainment Programs

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

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

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

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

OBJECTIVE 4: Synchronize marketing efforts

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

Action Plans:

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

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

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

Action Plans:

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

LOE 2: Soldier, Family and Civilian Well-Being

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

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

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

Action Plans:

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

LOE 2: Soldier, Family and Civilian Well-Being

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

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

OBJECTIVE 7: Establish new partnerships to enhance programs and services

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

Action Plans:

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

Leader and Workforce Development

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

OBJECTIVE 1: Sustain workforce development programs to maintain employee competence

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

Action Plans:

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

OBJECTIVE 2: Improve management of civilian workforce

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

Action Plans:

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

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

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

Action Plans:

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

LOE 3: Leader and Workforce Development

OBJECTIVE 4: Promote equity in rewards and recognition

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

Action Plans:

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

OBJECTIVE 5: Improve accessibility to mandatory training

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

Action Plans:

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

Installation Readiness

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

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

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

Action Plans:

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

OBJECTIVE 2: Improve environmental stewardship

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

Action Plans:

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

LOE 4: Installation Readiness

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

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

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

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

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

Action Plans:

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

OBJECTIVE 4: Implement and institutionalize the Integrated Management System

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

Action Plans:

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

OBJECTIVE 5: Improve transportation infrastructure

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

LOE 4: Installation Readiness

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

Action Plans:

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

OBJECTIVE 6: Provide safe and secure community

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

Action Plans:

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

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

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

Action Plans:

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

OBJECTIVE 8: Sustain quality housing and barracks program

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

Action Plans:

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

Safety

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

OBJECTIVE 1: Increase training rate by reducing no-shows

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

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

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

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

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

OBJECTIVE 3: Comply with NRC License

Outcome: Achievement of this objective will result in:

Short Term: Soldiers have access to train

Long Term: Decommission of Depleted Uranium (DU)

Action Plans:

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

LOE 5: Safety

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

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

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

Action Plans:

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

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

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

Action Plans:

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

Energy and Water Efficiency and Security

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

OBJECTIVE 1: Staff DPW to meet modernized infrastructure operational requirements

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

Action Plans:

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

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

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

Action Plan: IMCOM HQ request to increase TDA

OBJECTIVE 3: Decrease energy use

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

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

OBJECTIVE 4: Maintain current water pumping level

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

Action Plans:

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

LOE 6: Energy and Water Efficiency and Security

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

OBJECTIVE 5: Reduce greenhouse gases from all sources

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

Action Plans:

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

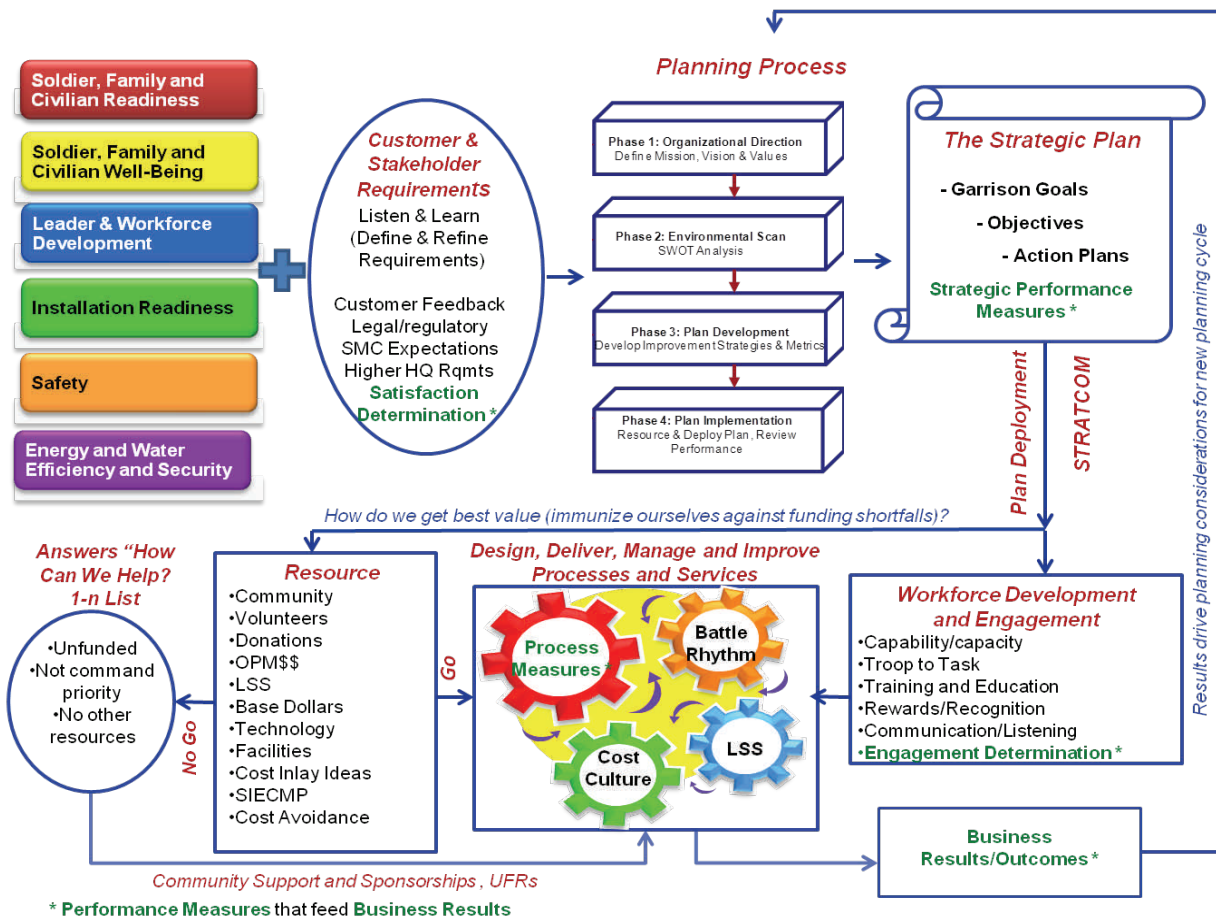
OBJECTIVE 6: Promote Energy conscious culture in the Garrison thru incentives and 100% participation in Building Energy Manager (BEM) program.

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

Action Plans:

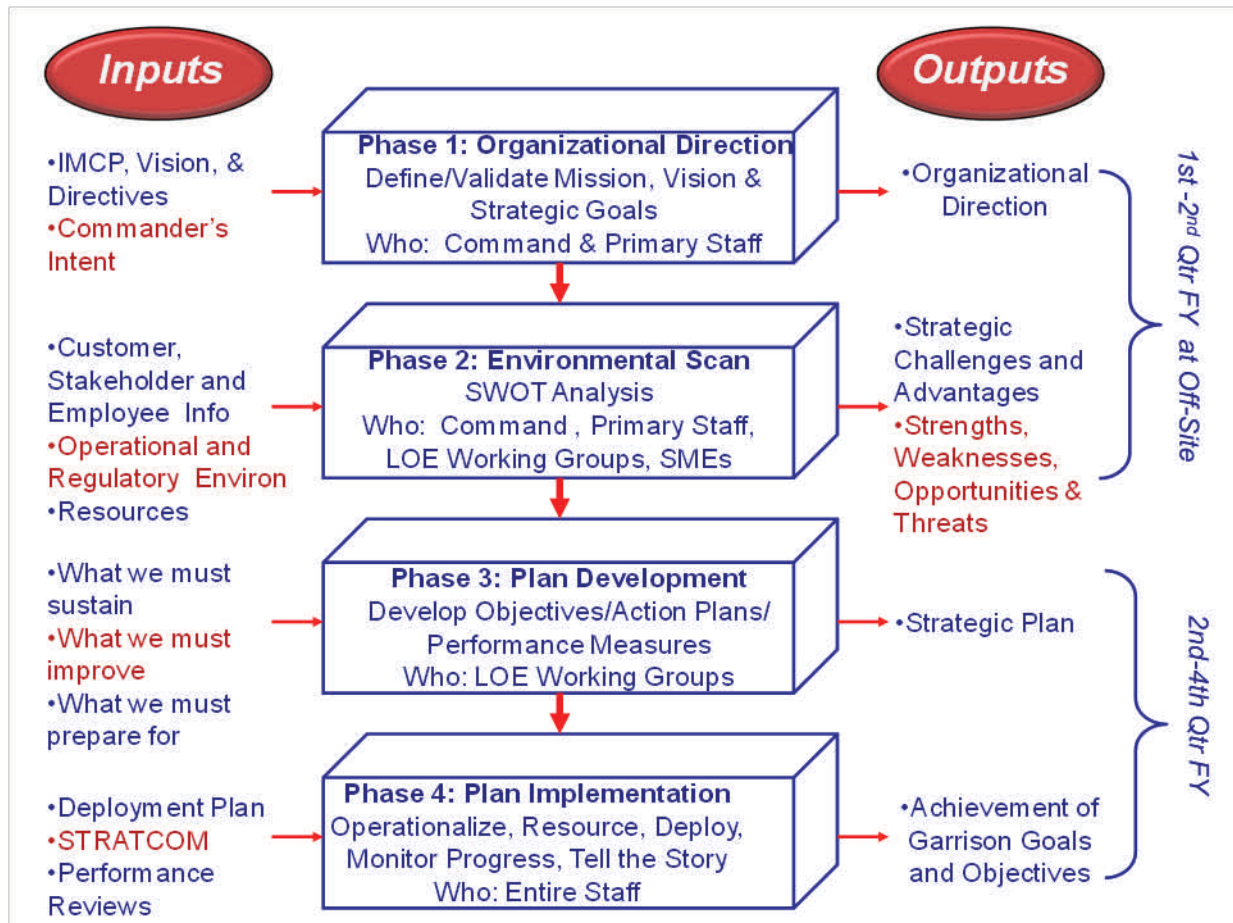
1. Require BEM participation in Director's performance objectives,
2. Vet performance for Installation BEMs at IPB to Senior Commander

Annex A: USAG-HI Planning Cycle



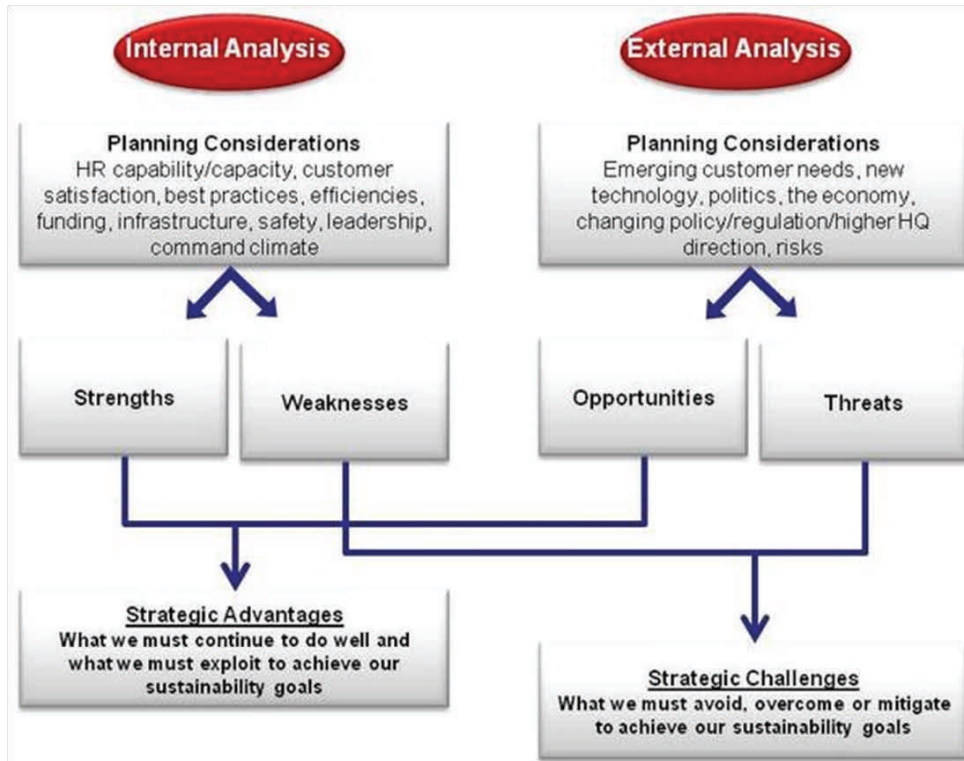
USAG-HI uses a Baldrige-based Integrated Management System (IMS) to implement and sustain the IMCOM Campaign Plan (IMCP) and to align existing services in support of that plan. The IMS was developed to incorporate existing business processes into a larger system that builds mutual support for system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

Annex B: The Strategic Planning Process



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

Annex C: Strategic Challenges and Advantages



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

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

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

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



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