



FORT GEORGE G. MEADE

*The Nation's Preeminent Center for
Information, Intelligence and Cyber*



STRATEGIC ACTION PLAN 2012-2017

Fort Meade Strategic Action Plan 2012-2017 March 2012 publication supersedes initial February publication. This March publication contains one minor revision to page 3 “Fort Meade Garrison Organization” image by incorporating Community Partnerships.

FORT GEORGE G. MEADE

STRATEGIC ACTION PLAN FISCAL YEARS 2012–2017



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MESSAGE FROM THE FORT MEADE COMMAND GROUP



I am proud to present the Fort Meade Strategic Action Plan, which sets forth our strategic path for continued success. Strategic planning, simply put—identifies why we exist (*Mission Statement*); lays out exactly where we want to go (*Vision Statement*); and identifies the necessary steps to get there (*Goals/Objectives/Action Plans*).

We are one force working toward the same vision and it is this sense of community that makes the mission that much easier to accomplish.

This strategic action plan is a living document that will change over time as we meet our targets and establish new ones. Your understanding of this plan and more importantly, where you fit, is paramount in achieving mission success. I want to hear what's on your mind and seek counsel and mentorship from you.

Our people are our most important means in facing any challenge. As such, my goal as your garrison commander is to promote an environment in which new ideas and innovations are appreciated. I am convinced we can make bold changes and achieve the strategic goals and objectives outlined in this plan through partnership, innovation, and a garrison design that meets our requirements. I thank you for all that you do and ask that you continue to put forth your greatest efforts to achieve mission success and attain our desired vision.

—COL Edward C. Rothstein, Garrison Commander

“Our people are our most important means in facing any challenge.”

As the Garrison Command Sergeant Major, I am committed to keeping the Fort Meade community ready and relevant for the ever changing environment that we are living and working in.

I ask all leaders to embrace their roles and connect, assist, and make sure those around you know how they fit into the Fort Meade strategic action plan. The strategic action plan clearly communicates the garrison's path to success by outlining the command team's strategic communication message, community vision, and end state.

I would like to personally thank you for your dedication and service to the Fort Meade Community, the Department of Army, and the United States of America.

—CSM Charles E. Smith, Garrison Command Sergeant Major





Army Values

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

Organization Values

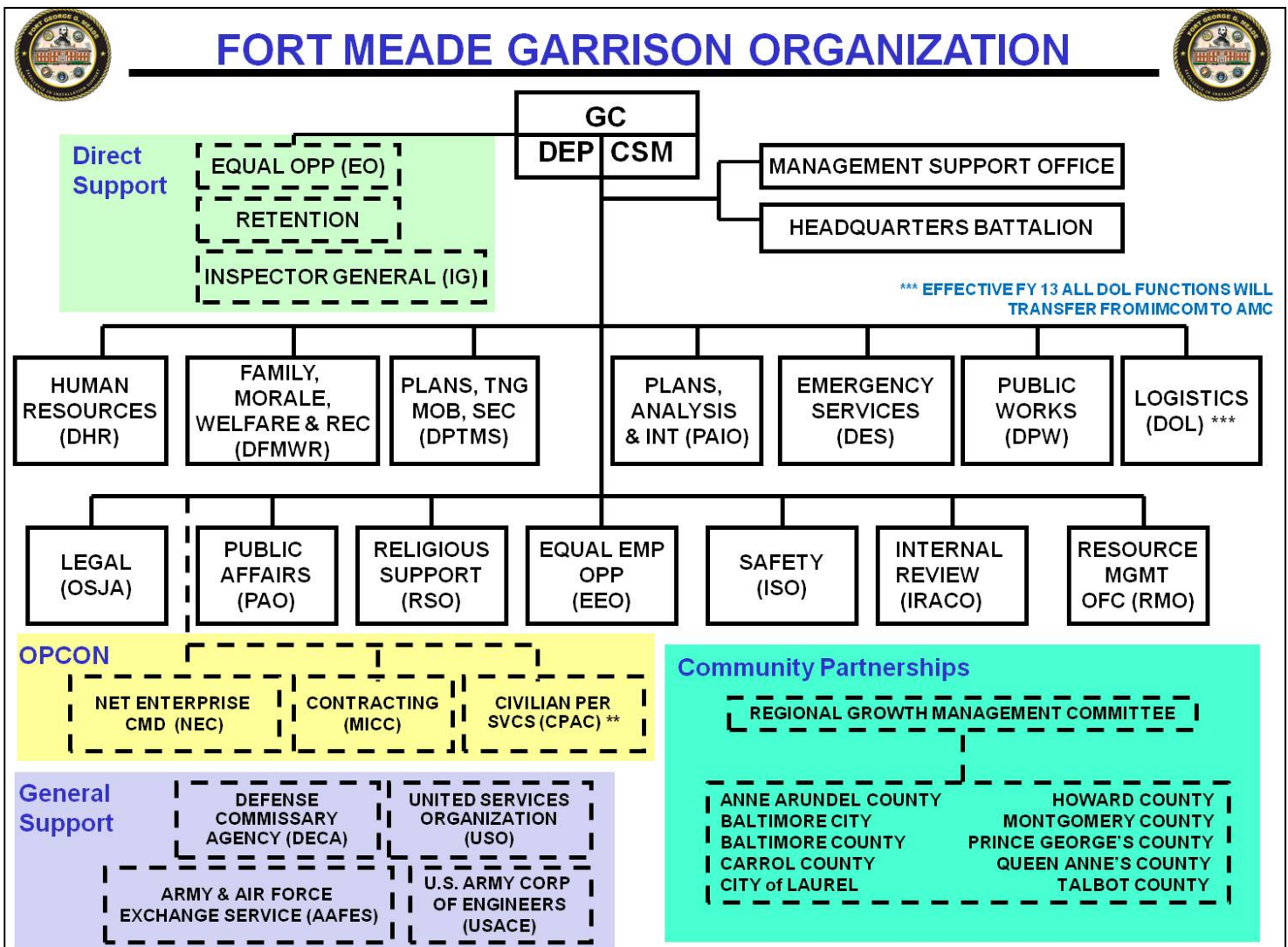
Partnership, Integrity, Teamwork, Professionalism, Honesty, Customer Service, Transparency

Mission

Provide the required infrastructure, a safe and secure community, and a quality of life that enables Fort Meade to be the Center of Excellence in Information, Intelligence and Cyber.

Vision

Excellence in installation support through Innovation and Partnership, while fostering Balance.



SUPPORTING THE GOALS OF OUR HIGHER HEADQUARTERS

Our mission supports, and is directly aligned with our higher headquarters—Installation Management Command (IMCOM) and U.S. Army Military District of Washington (MDW). IMCOM provides guidance and direction regarding Installation Management, while the MDW Commander is our Senior Commander.

INSTALLATION MANAGEMENT COMMAND

Mission: Our mission is to provide Soldiers, Civilians and their families with a quality of life commensurate with the quality of their service.



U.S. MILITARY DISTRICT OF WASHINGTON

Mission: The U.S. Army Military District of Washington serves as the Army Forces Component and core staff element of the Joint Headquarters-National Capital Region to conduct operations that deter, prevent, and respond to threats aimed at the National Capital Region; and conducts world-class ceremonial, musical and special events in support of our Nation's leadership.



ENVIRONMENT—REQUIREMENTS AND FUNDING

Army Stationing and Installation Plan (ASIP)

The ASIP database is the only means for capturing tenants and other service populations. ASIP ensures that all services (Army, Air Force, Coast Guard, Marines, and Navy) and tenants provide their most accurate population data. As such, ASIP is the single source of data that reflects official planning figures by year for permanently assigned Military, Civilians, contractors, and temporary students and trainees. It provides Army planners and programmers consistent information to determine facilities and other authorized planning populations or unit driven requirements for all assigned units and tenants. In essence, ASIP establishes the foundation for master planning and base operations resources programming at the installation.

The reality and need of today's cost culture highlights the importance of having an accurate population count. The Garrison Commander uses the ASIP data to make important decisions for Fort Meade's needs and requirements such as: facilities, employees, services and other resources (i.e. barracks, dining facilities, and treadmills).

The below figure is a representation of Fort Meade's ASIP data as of 03 Feb 2012. Abbreviations are as follows: OFF: Officers; WOF: Warrant Officers; ENL: Enlisted Personnel; TOT MIL: Total Military Population; USD: Civilian Personnel; OTH: Contractors, etc.; TOT CIV: Total Civilian Personnel; TOT POP: Total Population

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
OFF	2,122	2,068	2,088	2,088	2,088	2,088	2,088
WOF	342	318	320	320	320	320	320
ENL	9,522	9,337	9,351	9,338	9,338	9,346	9,346
TOT MIL	11,986	11,723	11,759	11,746	11,746	11,754	11,754
USD	29,840	29,840	29,904	29,938	29,938	29,938	29,938
OTH	14,951	15,129	15,124	15,124	15,124	14,962	14,962
TOT CIV	44,791	44,969	45,028	45,062	45,062	44,900	44,900
TOT POP	56,777	56,692	56,787	56,808	56,808	56,654	56,654

The below figures represent Other Surrounding Population Report, inclusive of other military, dependents, and retiree populations (all services) within a 40 mile radius.

	Army	Air Force	Marines	Navy	USCG	Others	Total
Active (not on post)	219	813	337	1,456	608	307	3,740
Dependents of Active	8,966	4,880	1,114	5,705	1,192	630	22,487
Reserve Component	1,550	391	81	363	21	0	2,406
Dependents of Reserve Component	2,798	761	134	760	24	0	4,477
Retiree	7,208	4,497	793	4,636	629	122	17,885
Dependents of Retiree	17,468	11,259	2,113	11,653	1,836	318	44,647
DoD Civilian	44	1	0	0	0	975	1,020
Dependents of DoD Civilian	33	1	0	0	0	351	385
TOTAL	38,286	22,603	4,572	24,573	4,310	2,703	97,047

ENVIRONMENT—REQUIREMENTS AND FUNDING

Installation Status Report (ISR—Services and Infrastructure)

ISR rates installation assets and functions against Army-wide standards developed by HQDA functional proponents IAW Army regulations, policy and guidance.

ISR Infrastructure (ISR-I) evaluates installation facility condition and adequacy. Identifies improvement costs used to quantify Army backlog costs (renovate facilities to Army standard).

ISR Services (ISR-S) determines the quality and reports cost of Base Support functions and is the basis for the development of Base Operations Support funding requirements.

Real Property Plans (RPLANS)

The following excerpt is adapted from Rubicon Planning, military facilities planning firm.

RPLANS is an automated master planning tool that gathers real property data, force structure data, planning criteria, and allowances from standard Army corporate databases. It is an integral part of the Army's legacy planning systems along with the Facilities Planning System (FPS), the Installation Status Report (ISR), the Integrated Facilities System (IFS), the Army Stationing and Installation Plan (ASIP), and the Executive Information System (EIS).

RPLANS is the primary means for the Army leadership to allocate facility resources to support Army roles and missions. It translates Office of the Secretary of Defense (OSD) programming guidance, and congressional guidance into planning decisions based on a detailed allocation of forces, manpower, and funds. It produces the Army's proposal for a balanced allocation of its resources among centrally managed programs for manpower, operations, research, development and acquisition, and stationing and construction within specified constraints.

RPLANS supports the following:

- Installation master planning
- Stationing/re-stationing analysis
- Installation Status Report (ISR) Infrastructure
- Facility Degradation Model (FDM)
- Army RTLTP Requirements Model (ARRM)
- Optimization of Stationing Army Forces (OSAF)
- Essential Facility Requirements (EFR) charts

WHAT ARE THE BIG QUESTIONS

- **DO WE HAVE THE RESOURCES?**
- **WHAT ARE OUR PRIORITIES?**
 - **WHEN WILL WE KNOW?**
 - **HOW DO WE EXECUTE?**
 - **WHAT ARE THE RISKS?**
- **WHAT IS THE STANDARD?**

FORT MEADE EMPLOYEE AND CUSTOMER COVENANT

A covenant is a formal agreement to do something specific. Since becoming garrison commander, COL Rothstein has stressed the importance of transparency and partnerships. In line with those priorities, two covenant agreements have been finalized: (1) the Employee and Customer Covenant and (2) the Community Covenant.

These covenants serve to formalize and strengthen existing relationships. In order to attain our vision of “excellence in installation support”, we must have a strong workforce that meets customers’ needs and expectations. Relationship building in the form of established partnerships will allow Fort Meade to minimize the impact of installation budget cuts by being transparent and raising awareness both inside and outside the gates. This increased awareness will allow public/private organizations to see ways they can help us fill the gaps and do our jobs better.

Below and next page contain actual images of the signed covenants.

FORT GEORGE G. MEADE EMPLOYEE AND CUSTOMER *Covenant*

EMPLOYEE COVENANT

Taking care of our customers begins with taking care of you, our employees.

We are committed to providing a strong, supportive environment where you can thrive.

To that end, we promise to position our employees for success with:

- A robust orientation to welcome you to the Fort Meade team
- Clear performance standards for service excellence
- Formal and informal training to develop your skills
- Performance support tools to assist you on the job
- A holistic program of recognition and incentives to reward excellent service
- Career development opportunities to reach your full potential

CUSTOMER COVENANT

We are committed to providing quality through service excellence to our Soldiers and their Families commensurate with the quality of their service to our Nation.

We understand that we create value for our customers through predictable, consistent, efficient, and customer focused service.

To that end, we promise our customers they will:

- Always be respected and treated as individuals who are valued
- Receive a prompt and friendly greeting in a professional and courteous manner
- Experience aesthetically-pleasing facilities
- Receive timely, accurate, and helpful information
- Be offered high quality products and services
- Have an opportunity to provide feedback

Edward C. Rothstein

EDWARD C. ROTHSTEIN
Colonel, Military Intelligence
Commanding



FORT MEADE COMMUNITY COVENANT






Together we are dedicated to building lasting bonds for the support and welfare of the Fort George G. Meade Military Community and to improve the strength of the entire Fort Meade region.


We recognize the great potential for beneficial partnerships, initiatives, programs and events to connect our communities.


We are committed to building relationships, collaborating, combining resources and filling the gaps to provide support and resources reflective of the commitment the Fort Meade Military Community has made to our Nation.


Through the establishment of the Fort Meade Community Covenant Council, we pledge to:


-  Raise the understanding of and develop potential solutions to the issues, concerns and needs of the Fort Meade Military Community.
-  Provide awareness of local, state and federal resources available.
-  Connect the military, civilian and business communities through resources provided, events and partnerships, fostering mutually beneficial relationships.

The undersigned therefore pledge their commitment to the above:



COL Ed Rothstein
 Garrison Commander
 Fort George G. Meade



Turhan Robinson
 Civilian Aide
 Secretary of the Army


MG James A. Adkins
 The Adjutant General
 Maryland National Guard



Martin O'Malley
 Governor
 State of Maryland


Barbara A. Mikulski
 United States Senator
 Maryland


Benjamin L. Cardin
 United States Senator
 Maryland


Elijah E. Cummings
 United States Congressman
 Maryland 7th District


C. A. Dutch Ruppertsberger
 United States Congressman
 Maryland 2nd District

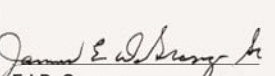

John P. Sarbanes
 United States Congressman
 Maryland 3rd District

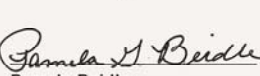

John R. Leopold
 County Executive
 Anne Arundel County

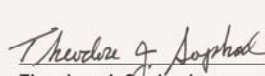

Ken Ulman
 County Executive
 Howard County


Rushern Baker
 County Executive
 Prince George's County



Doug Howard
 President
 Carroll County Commissioners



Ed DeGrange
 Senator
 Maryland District 32



Pamela M. Beidle
 Delegate
 Maryland District 32



Theodore J. Sophocleus
 Delegate
 Maryland District 32

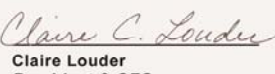

Craig A. Moe
 Mayor
 City of Laurel


Louis L. Zagariño
 Immediate Past President
 The BWI Business Partnership


Rosemary Budd
 President
 Fort Meade Alliance


Michael Steiner
 Executive Vice President
 Picerne Military Housing


Elaine B. Rogers
 President & CEO
 USO of Metropolitan
 Washington


Claire C. Louder
 President & CEO
 West Anne Arundel County
 Chamber of Commerce

Signed November 8, 2011

FORT MEADE GOALS, OBJECTIVES, & ACTION PLANS

GOAL 1: Maintain and improve the quality of life for the Fort Meade customers and community.

GOAL 2: Maintain and improve installation infrastructure, facilities, technology and environment.

GOAL 3: Provide a safe and secure environment.

GOAL 4: Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.

GOAL 5: C2—Maintain and improve business practices and processes to maximize efficiency and effectiveness.

FGGM GOAL 1: Maintain and improve the quality of life for the Fort Meade customers and community.	
Owner: Martha McClary	
DESCRIPTION	OWNER
OBJECTIVE 1.1: Provide Recreation and Welfare Services – Execute and improve the delivery of Army Community Services, Child Youth and School Services, Sports and Aquatics, and Recreation and Libraries to individual community members and units.	DFMWR
OBJECTIVE 1.2: Provide Logistics Services – Execute and improve the delivery of Material Support, Transportation, Laundry and Dry-cleaning and Food Service to individual community members and units.	DOL
OBJECTIVE 1.3: Provide Legal Services – Execute, evaluate, and improve the delivery of legal client and claims service to individual community members and units.	SJA
OBJECTIVE 1.4: Provide Religious Services – Execute, evaluate, and improve the delivery of worship, religious education, counseling, family life and spiritual support to Individual community members and units. Advise the commander on religious support and status of and for FGGM.	RSO
OBJECTIVE 1.5: Provide Public Affairs Services – Execute, evaluate, and improve the delivery of command information to the FGGM community and local civilian community associated with FGGM. Facilitate relations and communications with government and private media, offices of elected officials and community groups and organizations.	PAO
OBJECTIVE 1.6: Provide Business Services – Execute, evaluate, and improve the delivery of Army lodging, club services, golf and bowling to individual community members and units.	DFMWR

FGGM GOAL 2: Maintain and improve installation infrastructure, facilities, technology and environment.

Owner: Tj Singh

DESCRIPTION	OWNER
OBJECTIVE 2.1: Provide grounds maintenance services to maintain healthy, visually pleasing and functional landscape and simultaneously maintain wetlands and protect it from wild fires and erosion.	DPW
OBJECTIVE 2.2: Provide electrical power and treated water for distribution to support mission objectives, life, health and safety. Treat waste water to meet discharge standards.	DPW
OBJECTIVE 2.3: Provide 'Healthy' Installation facilities by Sustaining, Restoring and Modernizing existing Real Property.	DPW
OBJECTIVE 2.4: Provide and manage all environmental programs. Provide advisory services, project review and impact assessment in accordance with the Natural resources law, environmental laws and regulations.	DPW
OBJECTIVE 2.5: Provide oversight of privatized housing services and input into planning and programming with regard to AFH and UPH. Implement policies for eligibility, assignment and termination of UPH.	DPW
OBJECTIVE 2.6: Provide major construction planning and programming services. Provide space planning, utilization, analysis and stationing support. Maintain Real Property Master Plan and facilitate board meetings.	DPW
OBJECTIVE 2.7: Provide major planning and programming to upgrade the Installation's road infrastructure.	DPW
OBJECTIVE 2.8: Manage Energy conservation program and reduce energy consumption.	DPW

FGGM GOAL 3: Provide a safe and secure environment.

Owner: Mary Staab

DESCRIPTION	OWNER
OBJECTIVE 3.1: Provide Operational Protection - Execute, evaluate, and improve the delivery of information assurance, security management, anti-terrorism and physical security programs to deter and defend against criminal or terrorist activity.	DES / DPTMS
OBJECTIVE 3.2: Provide Emergency Response Services - Execute, evaluate, and improve the delivery of fire and emergency response to individual community members and units.	DES / DPTMS
OBJECTIVE 3.3: Provide Law and Order Services - Execute, evaluate, and improve the delivery of law enforcement and provision of criminal law to individual community members and units.	DES / SJA
OBJECTIVE 3.4: Provide Safety Services - Ensure the effective implementation of the preventative safety initiatives by developing or validating a predictive metric that will provide and develop processes based on this predictive metric that will reduce the likelihood of accidents.	ISO

FGGM GOAL 4: Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.

Owner: John Moeller

DESCRIPTION	OWNER
OBJECTIVE 4.1: Provide Civilian Personnel Services – Execute, evaluate, and improve the delivery of services supporting Civilian personnel and equal employment opportunity.	CPAC / EEO
OBJECTIVE 4.2: Provide Military Personnel Services – Execute, evaluate, and improve the delivery of services supporting military personnel, to include the provision of training support and equal opportunity and protections against substance abuse.	DHR / EO / HQBN

FGGM GOAL 5: C2 – Maintain and improve business practices and processes to maximize efficiency and effectiveness.

Owner: Bernadette Baldeo

DESCRIPTION	OWNER
OBJECTIVE 5.1: Provide Resource Services - Execute, evaluate, and improve the delivery of budgeting and programming functions, MOU/MOA Management, ISA, TDA and accounting to support Garrison missions.	RMO
OBJECTIVE 5.2: Provide Evaluation and Oversight Services - Execute, evaluate, and improve the delivery of internal review, inspector general and legal guidance to support Garrison missions.	SJA
OBJECTIVE 5.3: Provide Administrative Services - Execute, evaluate, and improve the delivery of administrative services to support Garrison missions.	DHR
OBJECTIVE 5.4: Deploy innovative, adaptable, and creative strategies that integrate strategic and sustainable principles to: effectively and efficiently manage mission growth, synchronize external and internal partnerships to identify commonalities and maximize efficiencies, and align strategic priorities with resources.	PAIO
OBJECTIVE 5.5: Communicate the relevance of the Installation Management Campaign Plan (IMCP) and Fort Meade's Strategic Action Plan as it relates to functional areas of responsibility to improve organizational performance and strengthen customer and community relationships.	PAIO

**FGGM GOAL 1: Maintain and improve the quality of life for the Fort Meade customers and community.
Owner: Martha McClary**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 1.1: Coordinate transition plan w/Anne Arundel County Schools related to redistricting and construction to minimize impact on military children	DFMWR	1.1
ACTION PLAN 1.2: Construct modular CDCs, 144 capacity and 24 capacity; Right size future CDC requirements	DFMWR	1.1; 2.6
ACTION PLAN 1.3: Fill WTU Facility, Support Requirements	HQBN	1.1; 2.3; 2.6
ACTION PLAN 1.4: Construct Youth Sports Complex	DFMWR	1.1
ACTION PLAN 1.5: Improve Public Transportation.	DOL / PAIO	1.2
ACTION PLAN 1.6: Manage Golf Course	DFMWR	1.6
ACTION PLAN 1.7: Continue Marketing Initiative	DFMWR / PAO	1.5; 1.6
ACTION PLAN 1.8: Construct Resiliency Campus	RSO	1.4
ACTION PLAN 1.9: Community Outreach Operations	PAO	1.5
ACTION PLAN 1.10: Army Lodging Way Ahead	DFMWR	1.1
ACTION PLAN 1.11: Execute Food and Beverage Plan for Transformation End State	DFMWR	1.1

**FGGM GOAL 2: Maintain and improve installation infrastructure, facilities, technology and environment.
Owner: TJ Singh**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 2.1: Complete BGE Privatization	DPW	2.2
ACTION PLAN 2.2: Execute Capital Improvements to Water and Wastewater Infrastructure	DPW	2.2
ACTION PLAN 2.3: Acquire new Barracks	DPW	2.5; 2.6
ACTION PLAN 2.4: Improve Quality of existing AIT Barracks	DPW	2.3; 2.5
ACTION PLAN 2.5: Support acquisition of Replacement of Golf Course	DPW	1.6; 2.6
ACTION PLAN 2.6: Support construction of AAFES Services Complex	DPW	2.6
ACTION PLAN 2.7: Improve Road Infrastructure	DPW / Transf.	2.8
ACTION PLAN 2.8: Support and coordinate stand-up of Cyber elements	DPW	2.6
ACTION PLAN 2.9: Manage / Upgrade GO Housing Inventory	DPW	2.5
ACTION PLAN 2.10: Plan for reorganization of DPW	DPW	2.1-2.8
ACTION PLAN 2.11: Construct new facility for Army Substance Abuse Program	DPW	2.6
ACTION PLAN 2.12: Upgrade Rockenback Access Control Point	DPW	2.8
ACTION PLAN 2.13: Complete real estate actions in support of Route 175 widening	DPW	2.8

FGGM GOAL 2: Maintain and improve installation infrastructure, facilities, technology and environment.
Owner: TJ Singh

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 2.14: Develop Long Range Master Plan	DPW	2.6
ACTION PLAN 2.15: Increase recycling on post and program communication	DPW	2.4
ACTION PLAN 2.16: Develop energy conservation projects and program communication	DPW	2.8
ACTION PLAN 2.17: Execute base wide contaminated site clean up as mandated by FFA	DPW	2.4
ACTION PLAN 2.18: Design roof for Nathan Hale Hall	DPW	2.3; 2.6
ACTION PLAN 2.19: Real estate actions for Garden Apartments	DPW	2.6
ACTION PLAN 2.20: Real estate actions for Privatized Army Lodging	DPW	2.6
ACTION PLAN 2.21: Repair of land fill cap	DPW	2.4
ACTION PLAN 2.22: Manor View trash removal	DPW	2.4
ACTION PLAN 2.23: Warehouse space study	DPW	2.6
ACTION PLAN 2.24: Obtain approval to make pavilion a permanent asset	DPW	2.6
ACTION PLAN 2.25: Locate and construct a Resiliency Center	DPW	2.6
ACTION PLAN 2.26: Demolish buildings 4201 and 4203	DPW	2.6
ACTION PLAN 2.27: Provide parking lots near KACC	DPW	2.8
ACTION PLAN 2.28: Complete boundary survey of the installation	DPW	2.6
ACTION PLAN 2.29: Develop plans and initiate execution to complete real property asset files	DPW	2.6
ACTION PLAN 2.30: Transportation Action Plan	Transf.	2.8

FGGM GOAL 3: Provide a safe and secure environment.
Owner: Mary Staab

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 3.1: Upgrade Access Control Points (ACPs) with Automated Installation Entry (AIE)	DES	2.3; 3.1
ACTION PLAN 3.2: Implement improved nested FP and emergency preparedness cycle	DPTMS	3.1 - 3.4; 4.2
ACTION PLAN 3.3: Establish interim northern post fire substation	DES	3.2
ACTION PLAN 3.4: Fully implement the newly mandated Army Protection Program (APP)	DPTMS	3.1
ACTION PLAN 3.5: Fully implement the newly mandated Army Implementation of Homeland Security Presidential Directive-12 (HSPD-12)	DPTMS	3.1
ACTION PLAN 3.6: Complete a comprehensive clearance review and analysis	DPTMS	3.1
ACTION PLAN 3.7: Enhance the Industrial Security Program via including Security within Contracts	DPTMS	3.1
ACTION PLAN 3.8: Enhance the Security Education Training and Awareness (SETA) Program via incorporating the initial security awareness brief into the new employee orientation	DPTMS	3.1
ACTION PLAN 3.9: Maintain ACP Operations, secure resources (VCC and Security)	DPTMS	3.1

FGGM GOAL 3: Provide a safe and secure environment.**Owner: Mary Staab**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 3.10: Establish a Satellite Fire Station	DES	3.2
ACTION PLAN 3.11: Upgrade Rockenbach ACP in coordination with MD State Highway Administration	DES	3.1
ACTION PLAN 3.12: Transition the access control mission from Contract Security Guards (CSG) to Department of the Army Security Guards (DASG)	DES	3.1
ACTION PLAN 3.13: Establish permanent northern post fire substation	DES	3.2
ACTION PLAN 3.14: Increase public access to and education on defibrillators	DES	3.2
ACTION PLAN 3.15: Enhance response to and documentation of suspicious activities through use of TRAPWIRE and iWatch systems	DES	3.3
ACTION PLAN 3.16: Ensure the safety and security of high profile court cases through close coordination with the Installation Staff Judge Advocate	DES	3.3
ACTION PLAN 3.17: Enhance emergency dispatch services through renovation and modernization of police desk	DES	3.3

FGGM GOAL 4: Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.**Owner: John Moeller**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 4.1: Develop a Fort Meade Strategic Human Capital Plan (SHCP)	DGC	4.1
ACTION PLAN 4.2: Reduce recruit / fill time for civilian personnel actions	DGC	4.1
ACTION PLAN 4.3: Increase the use (where appropriate) of Alternate and Compressed Work Schedules, and Teleworking / Telecommuting	DGC	4.1
ACTION PLAN 4.4: Restructure the workforce to align with the FY13 TDA.	DGC	4.1
ACTION PLAN 4.5: Sustain a viable Community Health Promotion Council to optimize efforts in support of health promotion, risk reduction, and suicide prevention-related programs.	DHR	4.1; 4.2
ACTION PLAN 4.6: Increase the participation rate of employees with target disabilities to 2% of the total workforce	EEO	4.1
ACTION PLAN 4.7: Ensure at least 50% of employees begin their next level of CES.	DGC	4.1
ACTION PLAN 4.8: Have 33% of employees participate in the Civilian Wellness Program.	DGC	4.1
ACTION PLAN 4.9: Where possible, have employees apply for CES constructive credit.	DGC	4.1

FGGM GOAL 5: C2 – Maintain and improve business practices and processes to maximize efficiency and effectiveness.

Owner: Bernadette Baldeo

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 5.1: Establish a Stationing Working Group consisting of all functional SMEs to review and validate all stationing requests' resource requirements resulting in fact based data being provided to Command Group for decisions of concurrence or non-concurrence by FY12.	PAIO	5.4
ACTION PLAN 5.2: Ensure all Stationing Actions occur on time and IAW Army Regulation 5-10 fostering a strategic enterprise approach ensuring the quality of service and expected activity requirements meet the needs of the stationing requests by FY12 while supporting Fort Meade's Mission Growth Initiative through FY14.	PAIO	5.4
ACTION PLAN 5.3: Ensure that 100% of the workforce understands how they are aligned with the IMCOM Campaign Plan and the Fort Meade Strategic Action Plan by FY12.	PAIO	5.5
ACTION PLAN 5.4: Adapt and integrate creative strategies outlined in the Strategic Management System (SMS) that promote a systematic process toward customer satisfaction through FY12-17.	PAIO	5.5
ACTION PLAN 5.5: Facilitate the review of all performance management programs data by the end of each quarter (Q1-Q4).	PAIO	5.4
ACTION PLAN 5.6: Implement procedures to develop action plans for all red and black ISR performance measures by FY12.	PAIO	5.4
ACTION PLAN 5.7: Implement procedures for review and action of negative ICE comments by FY12.	PAIO	5.5
ACTION PLAN 5.8: Educate the garrison workforce on the Campaign Plan Employee Assessment (CPEA) / Army Communities of Excellence (ACOE) requirements, Army Performance Improvement Criteria (APIC) and Baldrige process through FY12-17.	PAIO	5.5
ACTION PLAN 5.9: Evaluate and track the cost savings/avoidance and performance of process improvement programs by FY12 Q4.	PAIO	5.4
ACTION PLAN 5.10: Coordinate ISR After Action Review (AAR) for performance measure improvement to improve services and infrastructure data collection process by FY12 Q3.	PAIO	5.4
ACTION PLAN 5.11: Establish inter-service relationships in order to verify other services population resulting in accurate population data allowing for efficient and effective planning by FY13.	PAIO	5.4
ACTION PLAN 5.12: Edit, update, and validate the most accurate workforce population, inclusive of Military (all services), Contractors, Tenants, and Commercial Activities through the Army Stationing and Installation Plan (ASIP) as well as other surrounding populations serviced by Fort Meade through FY12-17.	PAIO	5.4

ANNEXES

The following pages contain annexes to the Fort Meade Strategic Action Plan. The strategic action plan is a living document which can and will undergo continuous revisions based off the mission at hand and within the context of Fort Meade's current environment. These annexes are designed for greater flexibility and include: Integrated Priority List (IPL); MILCON; Master Plan; Fort Meade Statistics; Customer Satisfaction Data; 2012 Event Calendar; and the FGGM Strategy Map Model.

ANNEX A: INTEGRATED PRIORITY LIST

1. Growth Management—FGGM is experiencing significant growth in both real property and personnel, and although BRAC was the most visible aspect of this growth, we are beginning to see a significant surge from other commands/areas as well.
2. Barracks Inventory—FGGM has two distinct barracks populations and is required to billet Advanced Individual Training (AIT) and junior enlisted Soldiers. Fort Meade is working to add a privatized senior enlisted housing project to provide a better opportunity to the senior enlisted personnel; the installation is also working to modernize and replace its oldest barracks buildings through Military Construction (MILCON) or privatization initiatives.
3. Family Housing Infrastructure—100% privatized with Picerne Military Housing as the Installation's partner. Fort Meade has assessed the services provided by family housing as good-to-excellent; however, Fort Meade's growth is straining the provision of those services.
4. Traffic Infrastructure—The existing road infrastructure will not support the growth expected at Fort Meade. Some of the issues include the Rockenbach Gate, funded and unfunded road projects.
5. Utilities Infrastructure—Cost, modernization and capacity of electrical and water/wastewater utilities in support of the current mission and projected community growth are issues/concerns for Fort Meade. Fort Meade is replacing all electrical and natural gas distribution lines with underground utilities and is awaiting project funding. Water/wastewater utilities on Fort Meade have been turned over to American Water. All projects pertaining to water/wastewater deficiencies during the first year have been funded and are in progress. Privatization of both electrical and water/wastewater is the approved solution Fort Meade will continue to utilize with continued success.
6. Community Support Issues—Fort Meade has several community support initiatives ongoing in varying degrees of completion. Initiatives are the Resiliency Building, Gym, Youth Sports Fields, Child Development Center (CDC) expansion, VA clinic, Fire Station Annex and Army Substance Abuse Program (ASAP) consolidation. The CDC capacity will be expanding with a modular 144 child facility and a modular 24 child facility with 24/7 operation capabilities. These projects will provide a total of 16 spaced in the 144 facility and 8 spaced per shift in the 24/7 facility. The 24/7 facility will greatly assist Fort Meade's shift workers and also help the installation meet the hourly care demand. Infant care typifies our greatest need on the installation.
7. MILCON Status—see Annex B (pages 17-18)
8. Command Interest—These issues are Warrior Transition Unit (WTU), Golf Course, Base Operations Contracts, Budget, Garrison Personnel Strength, Enhanced Use Lease (EUL), Gate Security Guard Conversion and Gate Security Construction. Garrison Commander is especially focused on the following three priorities: (1) Fort Meade's changing footprint (cyber); (2) Strategic Communication Campaign (inside and outside the fence lines); and (3) Community nested end state and vision.

** Above Integrated Priority List (IPL) #s 1-7 were signed off by Fort Meade Garrison Commander, Northeast Region Director, and Senior Mission Commander on 31 Jan 2011.*

*** Fort Meade senior leaders have proposed to amend above IPL by pulling 'Garrison Personnel Strength' out from within #8 Command Interest and placing on its own to highlight its importance. Additional changes to #8 include: the removal of additional information on WTU due to decision made as to WTU being an 'enduring' unit on Fort Meade, no longer an 'official temporary site'; and listing of COL Rothstein's three top priorities.*

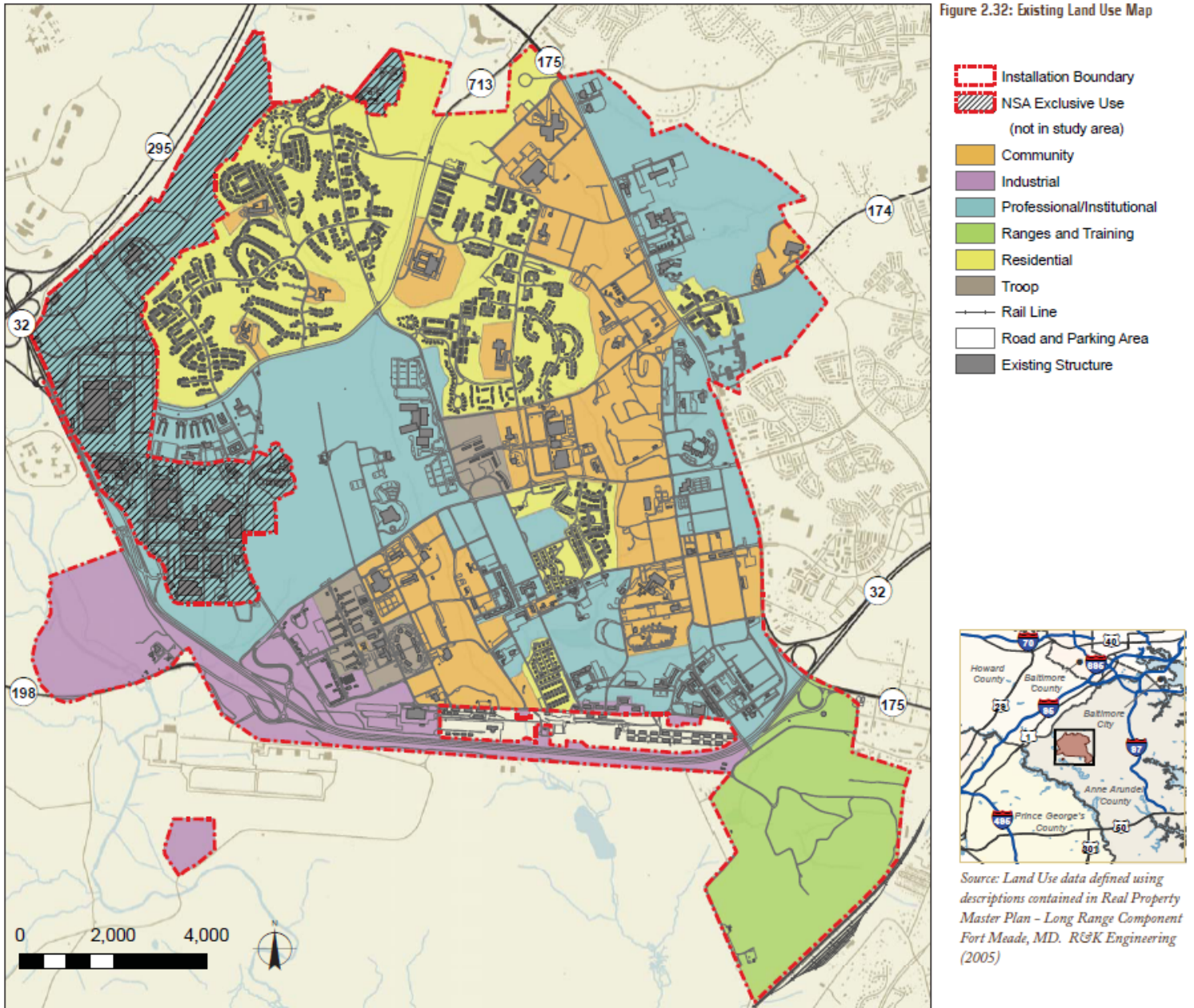
ANNEX B: MILCON

Installation Priority	FY	Programmed Amount (\$000)	Project Title	Remarks
1	18	60,000	Repair Building 4554—Fire damage	Fort Meade has a huge deficit in administrative space.
2	18	5,717	Fire Station	Time and distance numbers are not being met for portions of the north east sector of the post.
3	18	26,587	Whole Barrack Complex PH I	Soldiers currently living in 1950s and 1970s vintage barracks spaces.
4	18	11,800	Joint Services Community and Family Readiness Center	Currently operating out of a cramped 1980s vintage administrative facility.
5	18	1,750	Drug/Alcohol Abuse Center	This project facilitates the co-location of the Garrison and Clinical ASAP staff.
6	18	1,531	Mapes Road, North Section	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
7	18	3,061	Mapes Road, South Section	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
8	18	6,340	Access Control Point, Mapes Road—MD32	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
9	18	6,012	Access Control Point, Mapes Road—MD175	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
10	18	1,749	Intersection, Mapes Road—O'Brien Road	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
11	18	1,531	Intersection, Mapes Road—Ernie Pyle Street	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
12	18	18,896	Physical Fitness Center	More physical fitness capacity is needed for the existing population and the anticipated increases due to BRAC, Cyber and NSA development.
13	18	7,500	Training Aids Center	Currently operating out of cramped 1960s vintage Maintenance shop facility.
14	18	9,621	Access Control Point, Reece Road—MD175	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
15	18	1,749	Reece Road, North Section	See above remarks

ANNEX B: MILCON

Installation Priority	FY	Programmed Amount (\$000)	Project Title	Remarks
16	18	984	Reece Road, South Section	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
17	17	33,500	Defense Access Roads: Needs	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
18	18	8,800	Replace Chapel 600 Seat	This project is required to provide adequate religious facilities for the active duty families that reside in the MacArthur Manor housing area of Fort Meade.
19	18	9,700	Education Center (ACES)	This project facilitates the co-location of the Garrison and Clinical ASAP staff.
20	18	1,422	Intersection, Rockenbach Road—O'Brien Road	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
21	18	7,486	Access Control Point, Llewellyn Avenue—MD175	Failing traffic infrastructure needs to be improved with anticipated increases due to BRAC, Cyber and NSA development.
22	18	32,386	Consolidated Installation Storage	Currently operating with dispersed operations and aging warehouses.
23	18	3,150	Auditorium	Required for effective training and announcement coverage.
24	18	8,100	Child Development Center IV	Required to provide adequate child care services.
25	18	85,000	Brigade Headquarters 902nd	Consolidation of staff and various subordinate elements into a single area.
26	18	22,000	Army Operations Activity Facility	To provide a secure, functionally efficient flexible military intelligence brigade headquarters and operations center.
27	18	37,844	Barracks, AIT Students PH I	Students currently living in 1950s vintage barracks spaces.
28	18	27,000	Whole Barracks Complex (BRAC)	Barracks spaces need to be increased due to BRAC and Cyber development.
29	14	117,000	Command and Control Facility	ARCYBER to provide a secure, functionally efficient, flexible military intelligence command and control facility.
30	18	1,150	50M Swim Pool w/Bath House (CAV)	Failing pools require replacement pool capacity for the existing population and the anticipated increases due to BRAC, Cyber and NSA development.

ANNEX C: MASTER PLAN



The above map is part of the Long Range Component of Fort Meade’s Master Plan. It documents existing land uses that were identified through analysis of on-site investigations. Each land use type reflects the dominant land use within that area. While some functions within a particular land use category may not be specifically associated with a particular land use, these categories generalize the land use areas.

ANNEX D: FORT MEADE STATISTICS

REAL PROPERTY SUMMARY

TOTAL ACREAGE: 5,067

TOTAL BUILDING SPACE (SQ FT):

4,700,000 SF Army Owned

4,800,000 Privately Owned

FAMILY QUARTERS UNITS: 2,833 homes

APRIL 2012 (End state/Initial development period) Total: 2,627 homes

ANNUAL OPERATING BUDGET

	OMA 2020:	AFH 0725:
FY 08- Executed	\$123,603,400	\$504,500
FY 09- Executed	\$91,622,000	\$419,500
FY 10- Executed	\$131,099,000	\$555,700
FY 11- Executed	\$137,364,700	\$600,400

HISTORY

Fort Meade became an active Army installation in 1917. The installation was named in honor of General George G. Meade, a Civil War Hero who earned his distinction at Gettysburg, Pennsylvania. During World War I, more than 400,000 Soldiers passed through Fort Meade, a training site for three infantry divisions, three training battalions and one depot brigade. From 1919 to 1932, Fort Meade was the home of the Tank Corps. The Cooks and Bakers school was located here between 1920 and 1940. Fort Meade became a training center during World War II, its ranges and other facilities used by more than 200 units and approximately 3.5 million service members between 1942 and 1946. In 1945 a Prisoner of War Information Bureau opened while Fort Meade housed German and Italian WWII P.O.Ws. Today, Fort Meade and NSA combined equal the largest employers in the State of Maryland, with the 3rd largest workforce of Army installations in the continental United States with approximately 56,000 military, civilian and contractor personnel.

Major commands and units located at Fort Meade include:

- U.S. Cyber Command
- National Security Agency (NSA)
- Environmental Protection Agency Research Laboratory (EPA)
- Defense Information Systems Agency (DISA)
- Defense Media Activity (DMA)
- 99th Regional Readiness Command
- Co-location of Defense/Military Adjudication Activities
- 1st Army Division East
- 200 MP Command
- Asymmetric Warfare Group (AWG)
- 70th Intel Wing
- 704th Military Intel Brigade
- 902nd Military Intelligence Group
- Navy Information Operations Command
- U.S. Army 1st Recruiting Brigade
- Defense Information School (DINFOS)
- U.S. Army Field Band
- U.S. Army Claims Service
- Kimbrough Laboratory Care Center
- U.S. Army DENTAC
- U.S. Army Corps of Engineers Baltimore District
- Army Public Affairs Center
- Public Health Command—Region North
- Military Entrance Processing Station Baltimore
- Marine Cryptologic Support Battalion
- HQ Command Battalion
- Defense Courier Service Station Baltimore

ANNEX E: CUSTOMER SATISFACTION DATA & ANALYSIS / INTERACTIVE CUSTOMER EVALUATION (ICE)

“Voice of the Customer”

The Interactive Customer Evaluation (ICE) system is a web-based application for collecting and reporting customer feedback to determine customer satisfaction levels with the services provided by DoD facilities; obtain suggestions for improving the quality of service to all Fort Meade customers; and identify issues affecting their well being. The ICE feedback allows managers to collect customer satisfaction data in a timely manner, identify trends and if necessary, immediate remedial actions.

ICE is an online application and available from any computer that has internet access. Fort Meade’s ICE web site is http://ice.disa.mil/index.cfm?fa=site&site_id=349. Kiosks will be moved to other service provider locations based on the customer’s traffic flow and situational studies. There are 9 wireless kiosks on the installation at the following locations:

- PX
- Commissary
- Army Community Service
- Freedom Barracks
- DHR
- Gaffney Fitness Center
- RCI Housing Office
- Child Central Registration
- Freedom Dining Facility



ANNEX F: EVENT CALENDAR—2012

Black History Month Observance	23 Feb	Safety Expo – Safety Stand-Down Day	24 May
Face Book Town Hall	29 Feb	Army Birthday Breakfast	14 Jun
AER Kick Off	1 Mar	Full Scale Exercise	21-23 Jun
Youth Job Fair	1 Mar	Independence Day Celebration	4 Jul
Warrior Transition Unit Warrior Games Qualification	8-12 Mar	National Night Out	7 Aug
Technical Job Fair	21 Mar	TUSAFB Concert Series (tentative)	4, 11, 18, 25 Aug
Women’s History Month Observance	22 Mar	Bi-Annual Installation Visit	9 Aug
Armed Services Blood Drive (ASBD)	26 Mar	Garrison Senior Leader Conference	15-17 Aug
National Prayer Luncheon	28 Mar	Women’s Equality Day	23 Aug
Child Development Center Groundbreaking	5 Apr	Installation Emergency Preparedness Run	7 Sep
Spring Clean up	16-23 Apr	Installation 9/11 Observance	11 Sep
Fort Meade Earth Day Activities	17 Apr	Retiree Appreciation Day	2 Oct
Quarterly Congressional Staffers Briefing	19 Apr	Hispanic Heritage Observance	4 Oct
Day of Remembrance Observance	19 Apr	Disability Awareness	Oct TBD
Volunteer Appreciation Ceremony	19 Apr	Annual Service Member Readiness Processing (SRP)	19-26 Oct
Earth Day Run (Series)	21 Apr	Harvest/Halloween Festival	31 Oct
Family Fun Fair (Month of the Military Child)	28 Apr	Veterans Day Observance	8 Nov
Memorial Day Observance - MOWW Massing of the Colors	6 May	Garrison Bi-Annual Installation Planning Board	8 Nov
Military Spouse Job Fair	9 May	Native American Heritage Observance	15 Nov
Military Spouse Appreciation Luncheon	10 May	German/Italian Wreath Laying Ceremony	18 Nov
Garrison Bi-Annual Installation Planning Board	11 May	Fall Clean-up	26-30 Nov
Asian Pacific Heritage Celebration	17 May	Installation Army/Navy Football Game	5 Dec
Installation Resiliency Run	18 May	Holiday Reception and Concert	6 Dec
Garrison Senior Leader Conference	21-23 May	Installation Tree Lighting	7 Dec

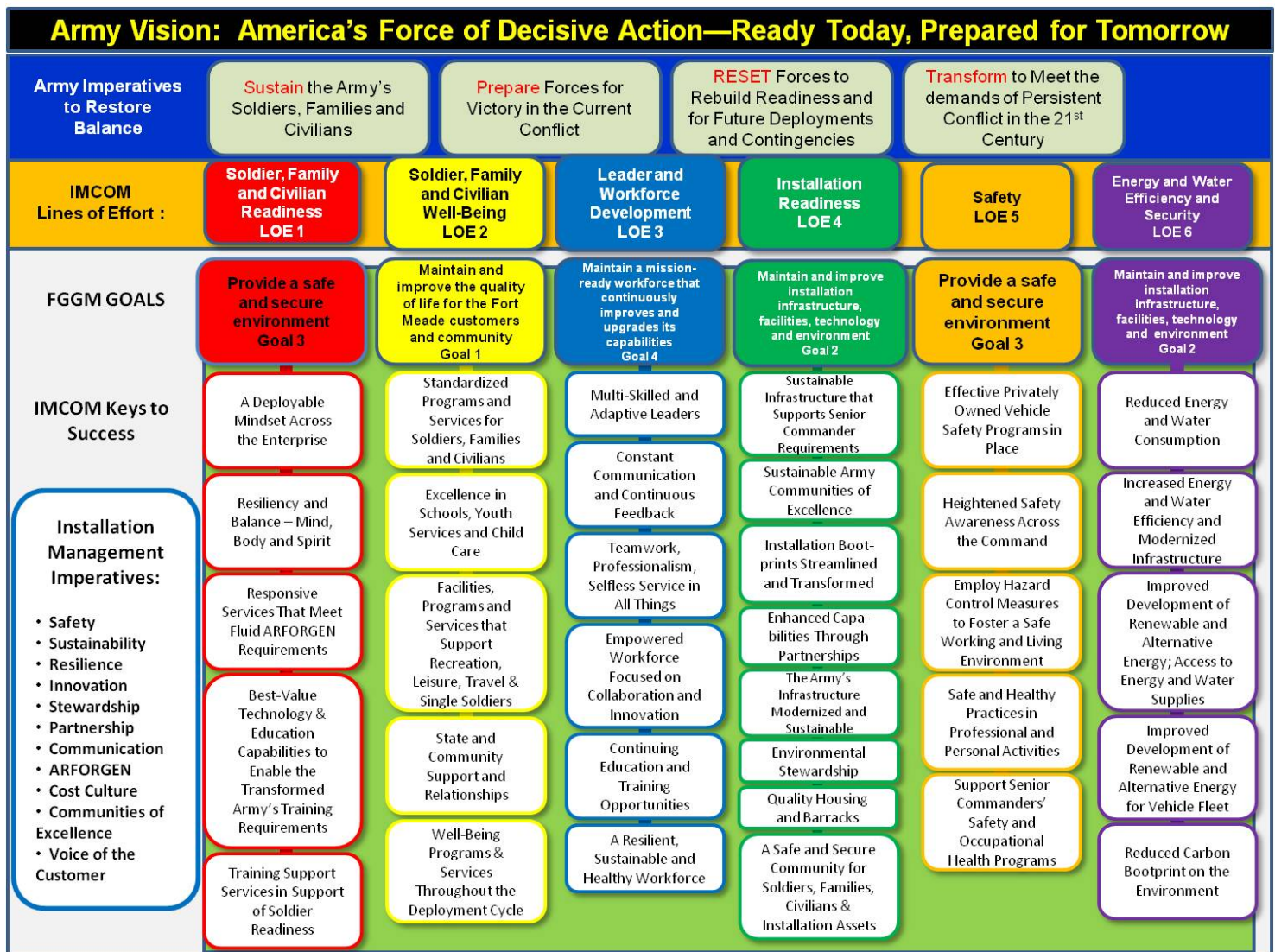
**Dates/ Events provided are those to date scheduled. They are subject to change and additions anticipated.*

ANNEX G: FGGM STRATEGY MAP MODEL

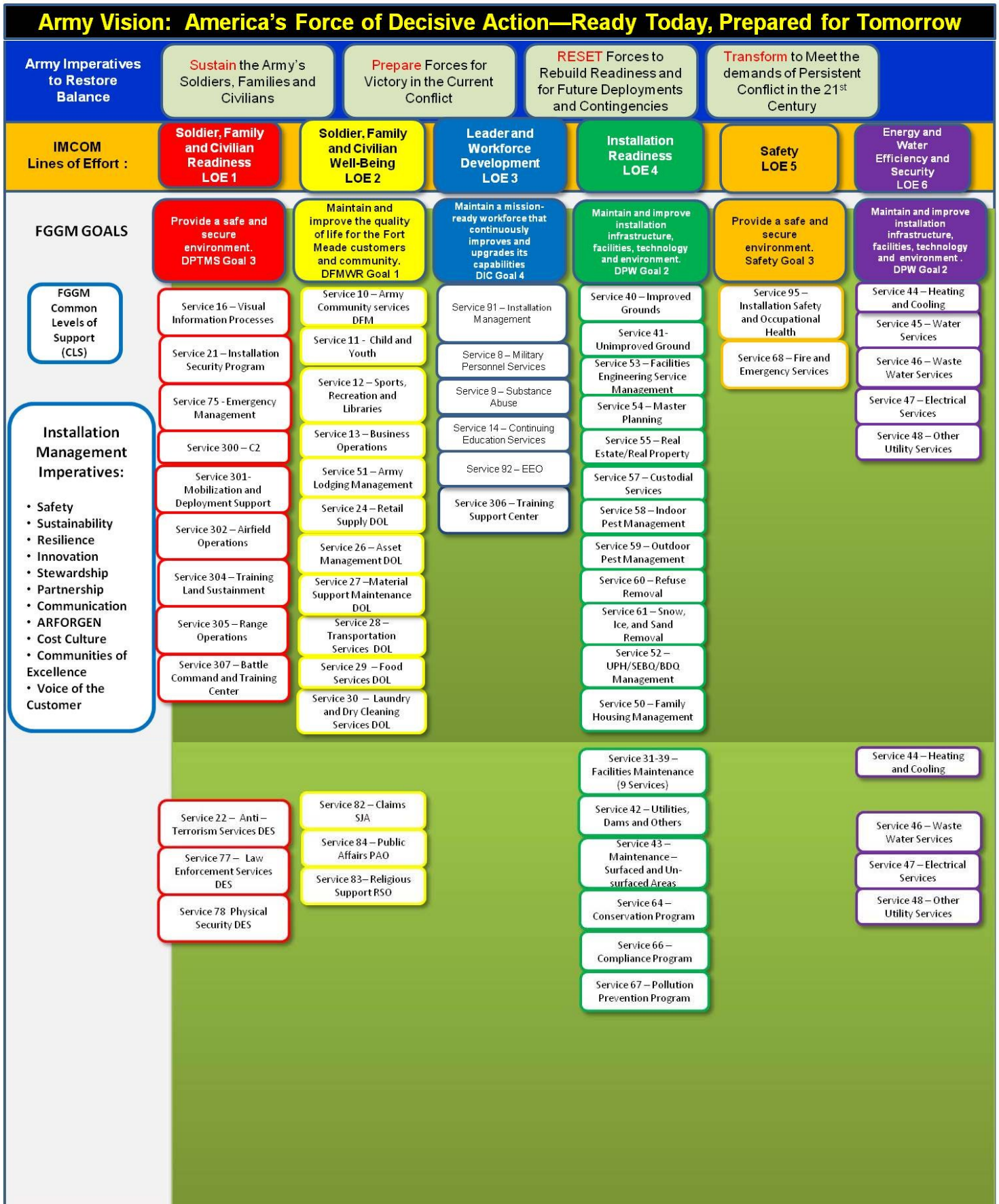
This illustration depicts the Army vision, the four Army imperatives, IMCOM Lines of Effort and Fort Meade Goals. The purpose of this diagram is to show the upward alignment from the services we provide as an installation to the Common Levels of support—which standardize those services that allow Fort Meade to reach its five goals and objectives, supporting IMCOM’s mission of standardizing, effective and efficient services, facilities and infrastructure to Soldiers, Families and Civilians.

Also shown is how FGGM supports the Lines of Effort, the four Army imperatives and the Army’s vision through development of the Strategic Action Plan. The strategy map model allows Fort Meade’s senior leaders, employees and stakeholders to focus on establishing a tactical and operational outlook by integrating our Common Levels of Support, Service Support Programs (SSPs) into our Strategic Action Plan. This will enhance our sustainability process to “**Sustain** the mission, **Secure** the future”.

The most important aspect of this diagram is how we as an installation achieve the desired end state which is to support the IMCOM Lines of Effort, the four Army imperatives and the overarching Army Vision. By identifying our tasks, developing our objectives and ultimately identifying and implementing Fort Meade’s Goals and Strategic Action Plan.



ANNEX G: FGGM STRATEGY MAP MODEL



GLOSSARY OF TERMS

- **Action Plans**—An action plan specifies the actions needed to address operational level activities that must occur to make it possible to achieve the performance targets. An action plan consists of who is going to do what and by when and in what order for the organization to reach its strategic goals. These plans allow for the individuals to see the linkage between their everyday activities and the organization’s mission.
- **ARFORGEN**—Army Force Generation (ARFORGEN) is the structured sequence of increased unit readiness over time resulting in recurring periods of availability of trained, ready, and unified units.
- **Army Communities of Excellence (ACOE)**—ACOE is an Army wide program which focuses on improvements in the environment, in services and facilities, improving working and living conditions, renewing pride and developing a sense of accomplishment in every member of the community. ACOE is designed to increase performance and productivity as the Army focuses its resources towards the common goal of readiness.
- **Army’s Four Strategic Imperatives**—The Army’s four strategic imperatives are key to the Army’s ability to maintain its operational tempo while preparing for future conflicts.
 - **Sustain** our Soldiers, Families, and Army Civilians
 - **Prepare** our Soldiers for success in the current conflict
 - **Reset** the force expeditiously for future contingencies
 - **Transform** the Army to meet the demands of the 21st century.
- **Continuous Process Improvement (CPI)**—CPI is simply making things better. Engaged leadership, clear-cut objectives, high impact projects, rigorous tracking, and a strong recognition program are keys to driving CPI across DoD. It is designed to provide resources information to raise awareness, provide insights into and produce the best business practices, and offer tools and templates to support process improvement initiatives. Quality is a never ending quest and CPI is the effort to eliminate the root cause of problems.
- **Goals**—Goals are the programs, projects, plans or activities, prioritized annually, which must be accomplished in order to achieve a stated initiative and/or mission.
- **Innovation**—Innovation is making meaningful changes to improve products, programs, processes, or organizational effectiveness, and to create new value for stakeholders. Innovation involves the adoption of an idea, process, technology, product or business model that is either new or new to its proposed application.
- **Metrics**—Metrics are used to track the progress of action plans, which helps to document the achievement of the strategic plan provided by Higher Headquarters.
- **Mission**—Mission is a broad description of What We Do and For Whom We Do It. It is foundational and states the purpose of the Installation’s existence. It answers the question “why do we do what we do?”
- **Objectives**—Objectives are specific, measureable statements of what will be done to achieve goals within a time frame of one year or less. The best objectives are SMART—specific, measureable, agreed upon, reasonable, and time-limited.
- **Outcome Measure**—Outcome measures are more qualitative (descriptive and subjective in nature) and show results of the services provided. Outcome measures assess program impact and effectiveness, showing whether expected results are achieved and provide factual data to implement towards the attainment of better outcomes.
- **Output Measure**—Output measures are quantitative (fact-based collected data) and show units produced or services provided by the executed program. Output measures include the amount of products or services provided, the number of customers served, and all resources used to implement the program.

GLOSSARY OF TERMS

- **Partners**—Partners are those key organizations or individuals who are working in concert with the organization to achieve a common goal or to improve performance. Typically, partnerships are formal arrangements for a specific aim or purpose, such as to achieve a strategic objective or to deliver a specific product or service.
- **Performance Measures**—Performance measures quantitatively tell us something important about our products, services, and the processes that produce them. They are a tool to help us understand, manage, and improve what our organizations do. Performance measures let us know: How well we are doing; If we are meeting our goals; If our customers are satisfied; If our processes are in statistical control; and If and where improvements are necessary.
- **Resiliency**—Resiliency is the ability to rapidly adapt and respond to disruptions and to be able to maintain continuous operations, be a more trusted partner, and enable growth. Resilience begins with an understanding of exactly what is needed to survive unexpected events and plan ahead for challenges that could come at any time.
- **Stewardship**—Effective stewardship balances the need to train and maintain a high state of readiness and quality of life with the mandate to be responsible members of the community. An environment of declining resources makes the responsibility to consume fewer resources a priority and duty. The goal is to operate in a cost-culture environment enabling well-informed resource management decisions to ensure taxpayers' dollars are spent wisely and responsibly.
- **Sustainability**—Sustainability is a planning principle that enables access to training, material, and services necessary to provide a trained and ready force required for current and future military missions. The principles of sustainability include: mission excellence, community collaboration, environmental stewardship, economic impact, and systems thinking. The IMCOM approach is to apply sustainability principles across all functional areas.
- **Transparency**—Transparency implies openness, communication, and accountability. It relates to operating in such a manner that it is easy for others to see what actions are being performed.
- **Vision**—Describes an image or description of the Installation we aspire to become in the future. Vision statements are the result of mission statements added to core beliefs and Installation/Directorate goals.
- **Voice of the Customer**—The voice of the customer has been a prominent initiative implemented in various formats throughout the Installation. This initiative demonstrates the commitment to being a customer-centric organization that aggressively seeks and applies customer feedback to evaluate and improve the delivery and receipt of installation programs and services. It is essential to not only listen to the customer but to also respond to their needs and requirements in a continuous improvement process. One feedback mechanism used on the installation is ICE which provides leaders at all levels the timely and relevant customer feedback they need to make better informed decisions which lead to successfully providing quality infrastructure and services to Senior Commanders, Soldiers, Families, and Civilians.

ROCKS, PEBBLES, & SAND

In closing, COL Rothstein, Garrison Commander, asks that everyone take the time to focus on their big ticket, high priority items. In fiscally challenging times, such as the ones that we are in—prioritizing your efforts is more important than ever.

Prioritize all the tasks you have to do and list them out from most to least important. Think of the most important tasks as large rocks and the least important tasks as sand. Now imagine that the jar as a symbol of your day.

In order to maximize your time and accomplish those most important tasks you have to first take care of the large rocks and get to the sand when you have time.

If you focus on the sand first, then you will not have enough room (time) to take care of the larger rocks.



However, if you are able to first take care of the large rocks (most important tasks) then you will allow yourself enough space (time) to take care of the sand (least important tasks).

Remember every time you are faced with a large work load: **Rocks first, pebbles second, and if there is time, fill your jar with sand.**





FORT GEORGE G. MEADE



STRATEGIC ACTION PLAN 2012-2017

The Fort George G. Meade Strategic Action Plan was developed and published with support from our senior leaders and employees at all levels.

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