



Fort Stewart and Hunter Army Airfield INSTALLATION STRATEGIC PLAN

2012 - 2013

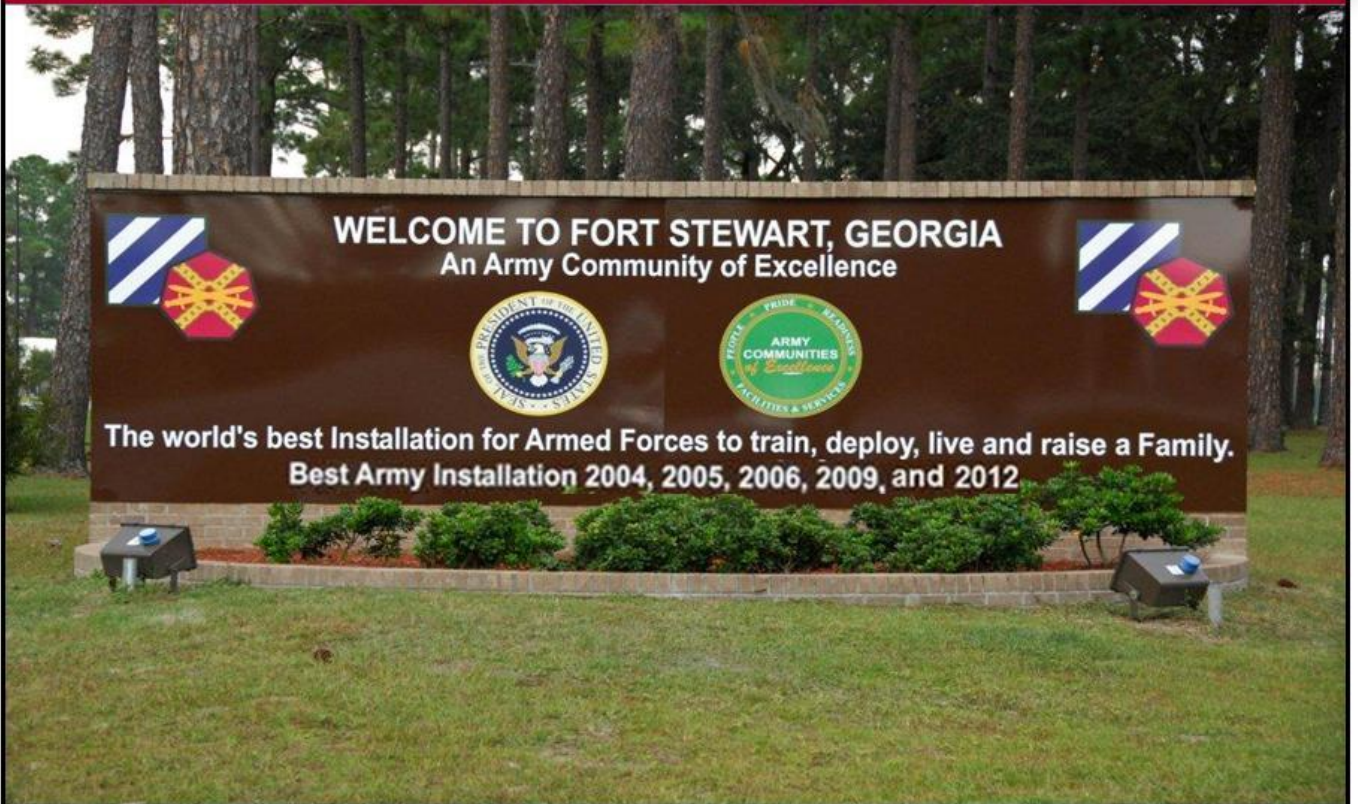


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On behalf of the entire Fort Stewart/Hunter Army Airfield (FS/HAAF) community, and with a tremendous amount of pride and satisfaction, we welcome you to FS/HAAF and present the 2012 Installation Strategic Plan (ISP). FS/HAAF is the Army's premier power projection platform on the United States East Coast and home to the Third Infantry Division. Our main services include providing state of the art and realistic training capabilities and opportunities, a world-class power projection platform, the highest possible quality of life for Soldiers, their Families, Army Civilians, and Retirees, and a safe and secure installation. These services ensure the enhanced readiness and combat effectiveness of our units. Investing in these services continually increases the Installation's capabilities to identify requirements-based operational concepts and infrastructure that are future focused. We do this by ensuring that our infrastructure requirements are linked to their needs, use of our resources coincide with Army Forces Generation, our Quality of Life is in keeping with the Army Family Covenant and most important that our senior leaders are fully engaged.



**USAG Fort Stewart Garrison
Commander
COL KEVIN W. MILTON**

FS/HAAF remains an Army Community of Excellence and all of our surrounding communities are one extended Family. Our community leaders participate in many of our forums, are members of our Quality Management Boards (QMBs), and attend our Annual Strategic Planning Workshop. Our collective mission is to ensure the best possible Quality of Life is provided for our Soldiers, Family Members, Workforce, and Retirees. Our management processes not only enable customers to judge quality and performance but also build ownership and allow customers to immediately influence and steer products, service features, and the characteristics that contribute value to them. FS/HAAF manages performance within our Garrison Enterprise Management System (GEMS) and which fully linked to the Army Family Covenant, Army Forces Generation (ARFORGEN), Safety and Quality of Life within our Quality Management Boards (QMBs). Our Senior Leaders use the QMBs and the Installation Planning Board (IPB) to analyze factual data and to focus on creating and balancing value for our customers

and other stakeholders. As a result, our leadership has effective tools to help them make informed, fact-based decisions.

Beginning in March 2010 version one followed by versions two, three and four of the IMCP were fully implemented throughout the FS/HAAF garrison, its workforce and all stakeholders. Immediately upon receipt of each version we aligned our existing GEMS to the IMCP using a four step process: Integration, Planning, Training, and Execution. As a result of these efforts, the IMCP was fully implemented throughout the FS/HAAF garrison, its workforce and stakeholders.

In February 2011 we began our transition of GEMS to the Strategic Management System (SMS) and finalized the migration in December 2011 with SMS as our performance database of record. GEMS/SMS is fully linked to the IMCP and gives us tremendous agility and flexibility to adjust to fiscal constraints while continuing to provide focused customer support. We have created a cost culture organization focused on efficiencies that result in the best and most efficient use of our limited resources.

We further enhanced our strategic planning model (GEMS/SMS) by expanding our automated Organizational Measured Needs Index (OMNI) process, first implemented in 1999; to include Cost Benefit Analysis (CBA) for all requirements and to establish prioritized strategic requirements in support of the Senior Commanders key customer mission requirements into a consolidated Integrated Priority List (IPL). The expansion of our OMNI provides increased acuity to the Senior Commander based on sub-activity group (SAG) funding types (131 (BASOPS), 132 (Sustainment, Renovation and Maintenance – SRM), Major Construction – Army (MCA), Non-Appropriated Funds Capital Purchase Major Construction (NAF CPMC) and Non-Appropriated Funds Major Construction (NAFMC)..

FS/HAAF's ability to continually focus on and improve both current and future customer requirements is governed by our Performance Management and Measurement System (PMMS). The PMMS is inclusive of our GEMS, and the Customer Management System (CMS) program which focuses on the voice of our customers, our communications strategy, and our methods for analyzing and prioritizing our customers critical input. Our ability to fulfill requirements is based on mission, and the development and implementation of our system. The PMMS improves organizational agility.

FS/HAAF continues to build on its tradition as an Army Community of Excellence evidenced by our Army Communities of Excellence and Commander-in-Chief's Gold Medalist Awards received in 2004, 2005, 2006, 2009 and again in 2012! We are dedicated to timely and focused support to our Soldiers, their Families, Workforce, surviving relatives of the fallen, and our Retiree community.



KEVIN W. MILTON
COL, FA
Commanding



About Fort Stewart/ Hunter Army Airfield

Fort Stewart/Hunter Army Airfield is the Army's award winning Power Projection Platform on the East Coast of the United States and is home to the Third Infantry Division. The Third Infantry Division, tenant units, and Reserve Component (RC) units that mobilize here are highly trained and always ready to deploy anywhere in the world. Our main services include providing training technologies and resources necessary to enhance readiness and to increase the combat effectiveness of units; providing a responsive and ready power projection platform to support mobilization, deployment, and redeployment; and providing the highest possible Quality of Life for Soldiers, their Families, Retirees, and our workforce.

FS/HAAF has proven its ability to succeed by operating in a business-like, strategically focused, mission oriented, competitive, and cost culture sustainable manner. We provide equitable, effective and efficient management of the installation in order to support mission readiness and execution, enable the well-being of soldiers, civilians and family members, improve infrastructure, and preserve the environment. We enjoy a strong partnership with our surrounding communities and continually integrate them into our strategic planning process and they include us in theirs. These partnerships have proven to be successful for both the garrison and the surrounding communities.



Dogface Soldier: "SGT Rocky", the 3rd Infantry Division mascot stands proudly in Marne Garden along with the Marne Division's Colors in over watch of the Command and Control Facility at Fort Stewart, Georgia.

USAG FS/HAAF is recognized as a benchmark garrison operation by both the Army and Department of Defense. Our management processes not only enable customers to judge quality and performance, but also build ownership and allow customers to immediately influence and steer products, service features, and the characteristics that contribute value to them. All of these efforts produce an unstoppable synergy and excitement that directly and positively impact on the Quality of Life and Well Being of our Soldiers and their Families.



Purpose and Scope

This plan describes an executive level overview of how FS/HAAF continues to improve strategy and execute plans to provide a community of excellence. It serves as a primer for how we focus our efforts to meet our goals and provides detailed guidance for directorates to ensure that our performance is tied directly to our success through performance objectives, measures, and action plans. This plan outlines our aggressive execution of the GEMS, which results in improving total readiness, our ability to project power to any place in the world, and the conditions under which our Soldiers, Family Members, and Army Civilians work, train, and live. We strive for nothing short of excellence!



Mission

Provide a safe, secure, and responsive community that enhances the FS/HAAF power projection platform in support of national security objectives.



Garrison Commander's Philosophy

- Customer service is our business: make our customer feel honored and special.
- Treat everyone with the same dignity and respect as you would want to be treated.
- Keep our customers informed on things that affect or temporarily degrade our ability to provide services.
- Achieve the maximum benefit and efficiency from resources provided.
- Share good ideas and best practices.
- Communicate, engage and team with our local communities.
- Maintain a work environment that is free of discrimination and unfair labor practices.
- Develop and implement measures to conserve electricity and fuel consumption.
- Maintain or improve the natural environment.
- Never compromise integrity.
- Demonstrate Army Values at work and at home.
- Fulfill the Army Family Covenant.
- Develop and maintain a cost culture when delivering services.
- Understand, prioritize, integrate and execute all of our actions in support of ARFORGEN as we deploy Soldiers from, and support Families at FS/HAAF.
- Continuously develop and train our Army Civilian workforce to improve our ability to provide world class services to our customers.

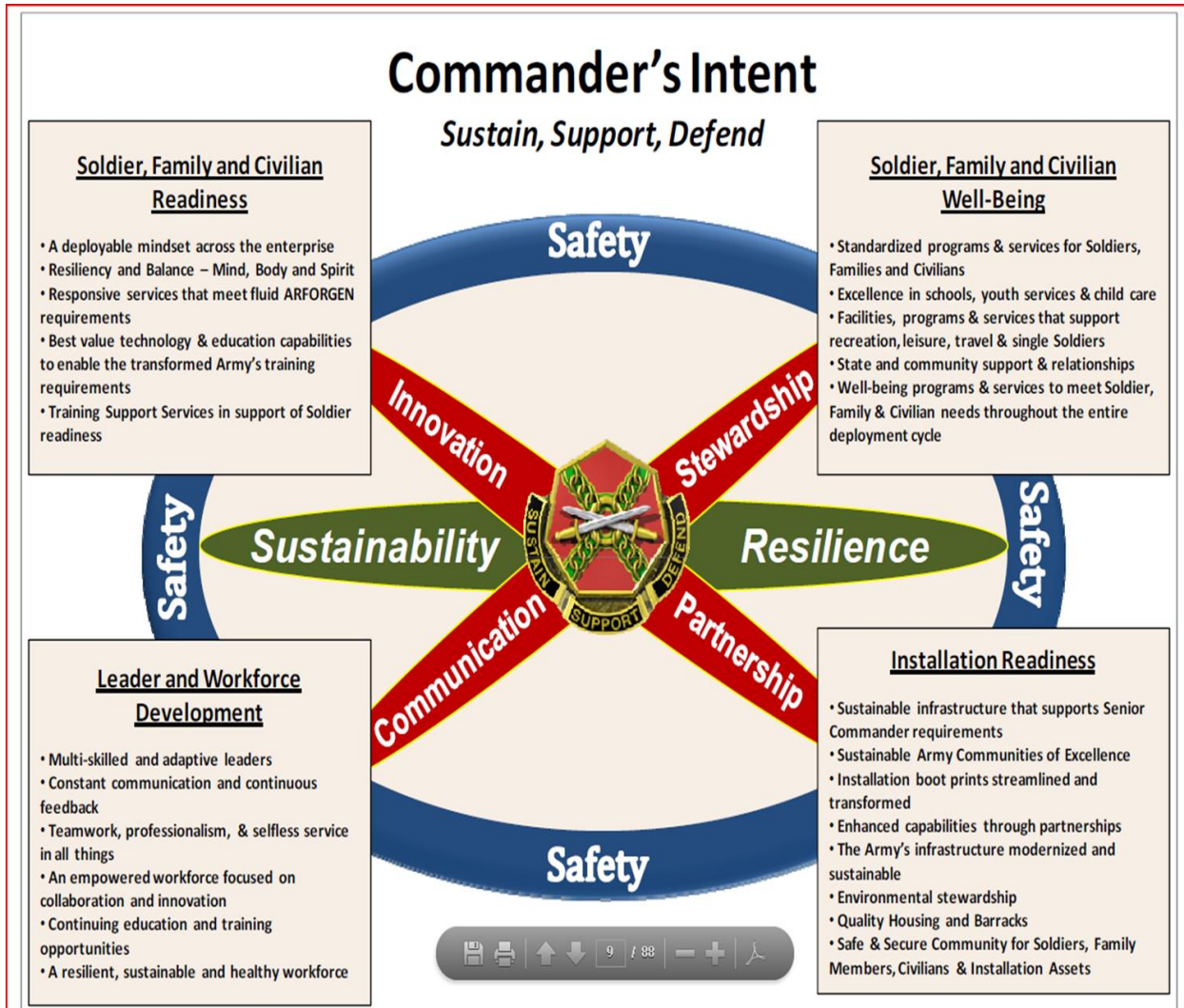
VALUES

LOYALTY – DUTY – RESPECT – SELFLESS SERVICE – HONOR – INTEGRITY – PERSONAL COURAGE



My intent is to provide the facilities, programs and services required to support Army readiness, sustain the All-Volunteer Force, and provide the infrastructure for current and future mission requirements. I will do so through six Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well-being; Leader and Workforce Development; Installation Readiness; Safety; and Energy and Water Efficiency and Security. I will inculcate sustainable Army Communities of Excellence principles throughout our business processes and procedures, including how to measure progress toward achieving my vision.

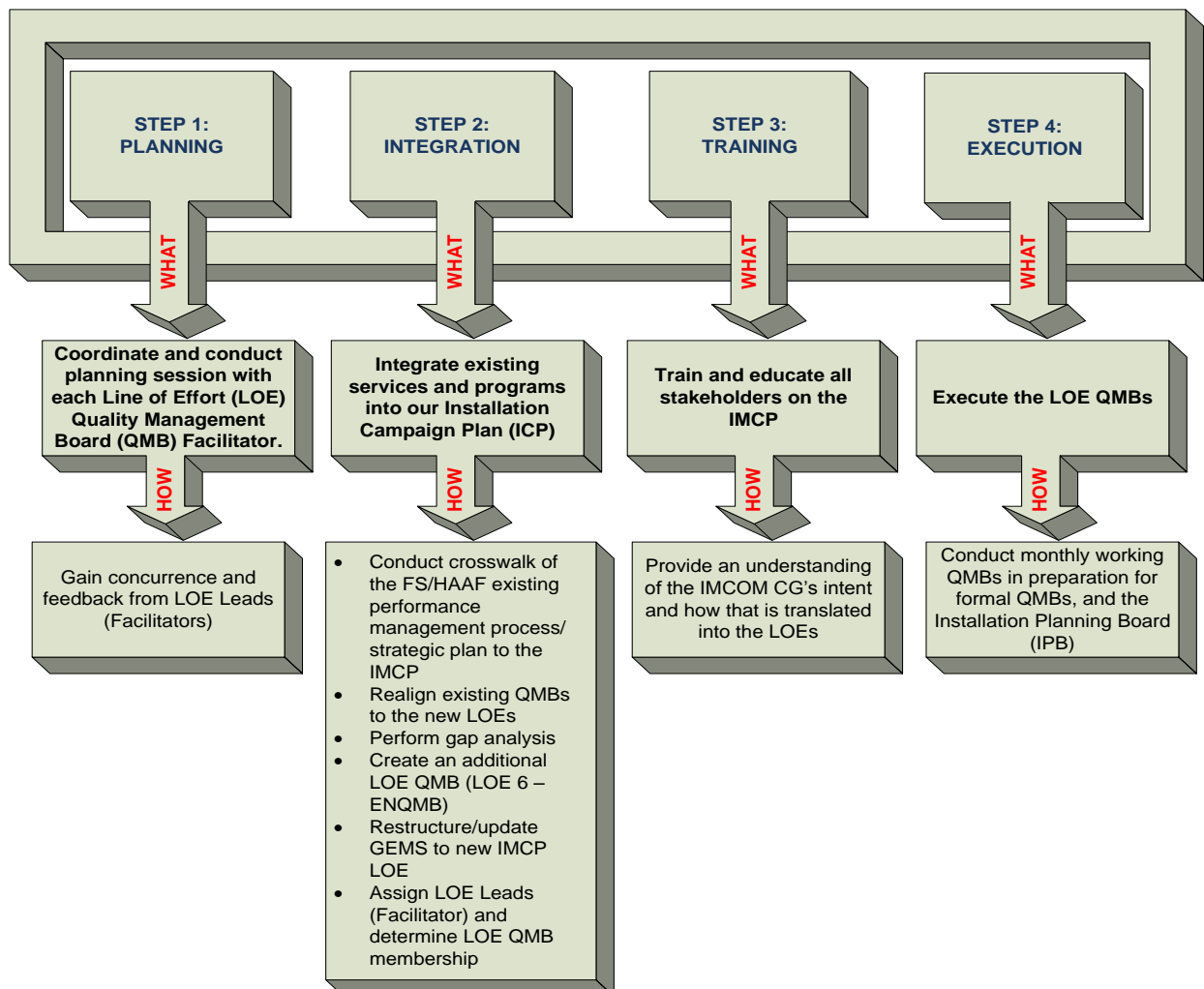
MICHAEL FERRITER
Lieutenant General, US Army
Commanding General





Fort Stewart/ Hunter Army Airfield Campaign Planning Process

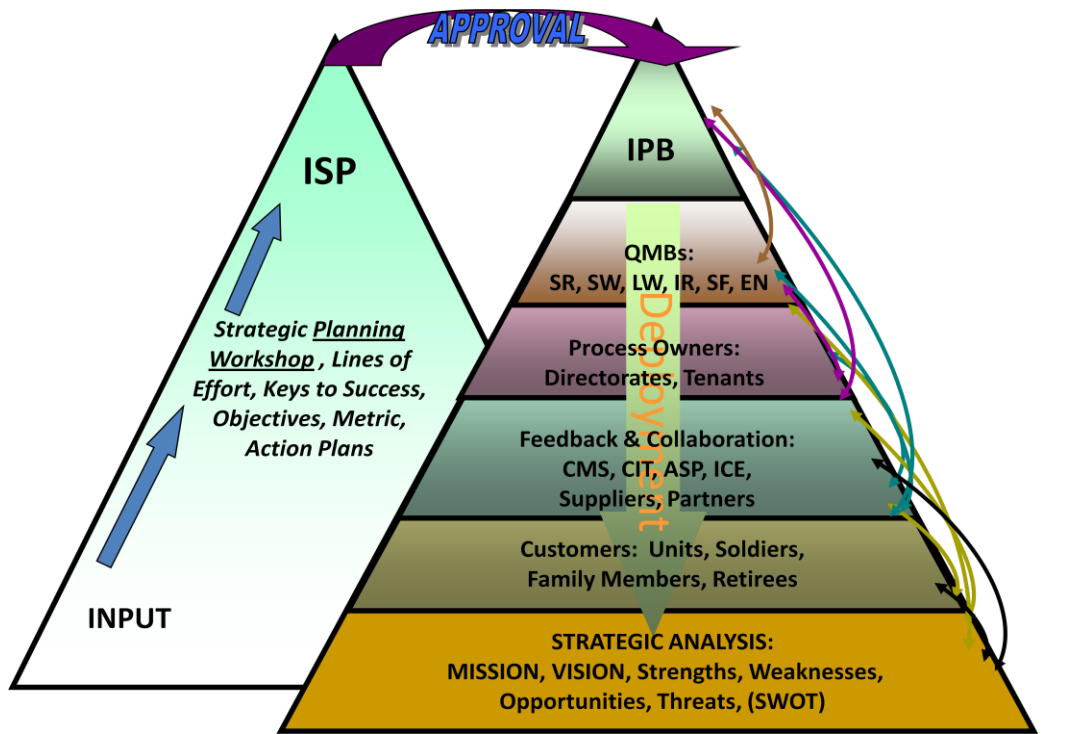
The initial transition of our existing process to the IMCP began with a comprehensive analysis of our existing strategic planning process and GEMS. Working sessions were developed to discuss LOE Lead responsibilities and areas of responsibility for each Key to Success. Once identified, we conducted a gap analysis of each QMBs Key Business Drivers, Key Processes, Performance Objectives and Measures against the LOEs, Keys to Success, Objectives and Metrics. The end result was our GEMS fully aligned with the IMCP structure with a transition from five to six QMBs. The LOE Leads and QMB members convened for final input into our new QMB structures and to ensure a smooth transition. Upon full implementation, each QMB conducted working meetings in preparation for the IPB, which is chaired by our Senior Commander. To insure success throughout the organization, we conducted training for our entire garrison workforce on our strategic realignment to the IMCP, educated all stakeholders on our new process and emphasized the IMCOM Commander's Intent. As subsequent versions of the IMCP are published, FS/HAAF applies this process to ensure our stakeholders remain well-informed of the mission focus areas.





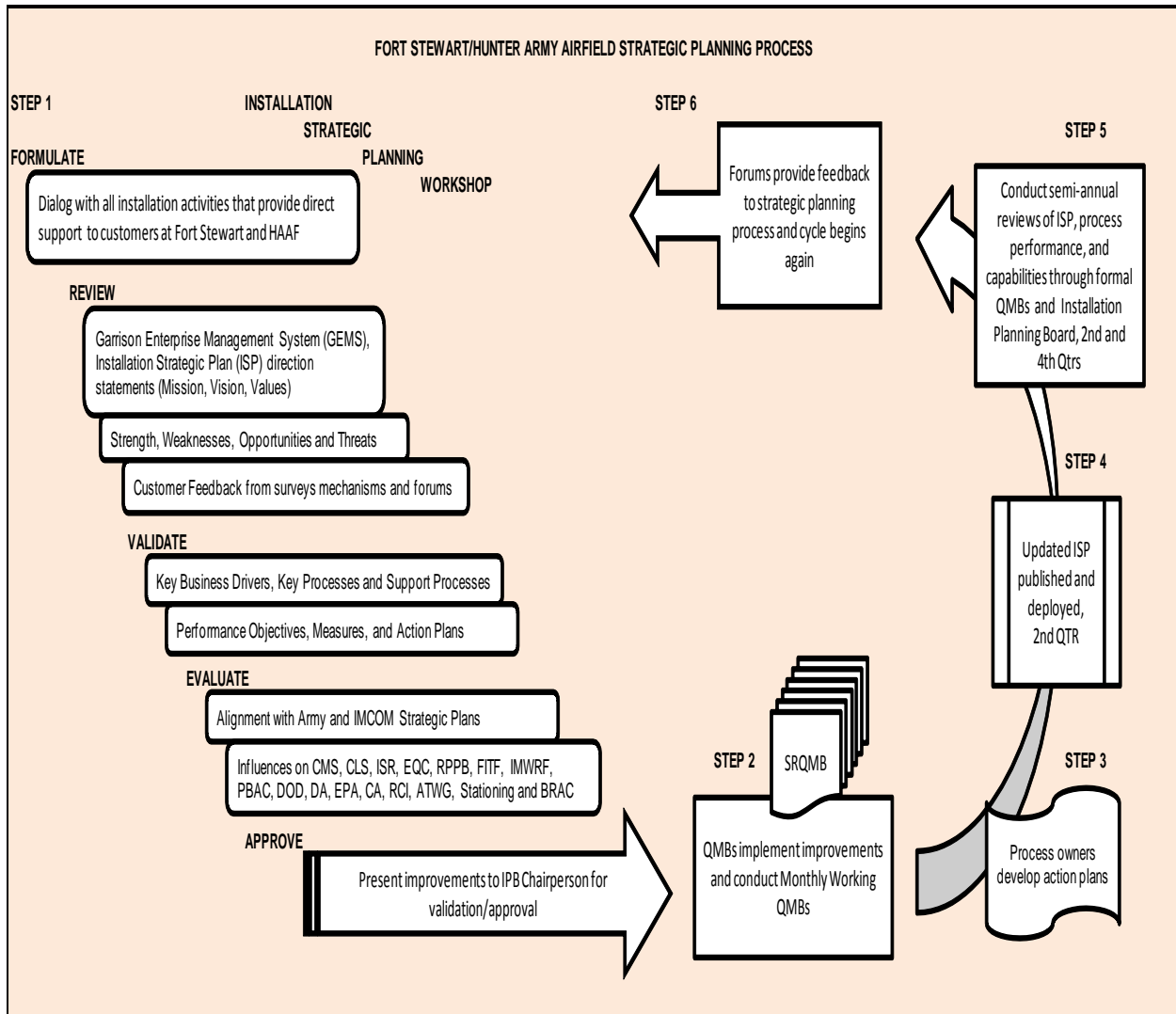
PERFORMANCE MANAGEMENT AND MEASUREMENT SYSTEM (PMMS)

The FS/HAAF PMMS provides a framework to translate a strategy into operational terms and provides a management system that allows FS/HAAF to plan in the short-term, mid-term, and long-term with a focus on process. The PMMS consists of the Installation Planning Board (IPB), the Quality Management Boards (QMB), the Continuous Improvement Team (CIT), Directorates, and customer feedback. In the forefront of the process are the people, forums, and subsystems involved in the PMMS. Our PMMS is unique in the way that it integrates our leadership, directorates, customers, partners, suppliers, facility master planning, and budget process into a coordinated planning and performance management effort. Our PMMS has also been briefed to members of DA staff and to the Secretary of the Army.



The Strategic Planning Workshop - FS/HAAF conducts an Annual Strategic Planning Workshop that includes a complete review of the objectives, measures, and action plans in GEMS/SMS to ensure we remain fully aligned with the IMCP and focused on customer requirements. The workshop also focuses on a theme that is based on current events, new requirements, or mission changes. In October 2011 our focus was to analyze all objectives and measures while ensuring we maintain alignment with the current IMCP and incorporate outcome measures that directly impact the Keys to Success (KTS) for each LOE. Additionally, we focused on our transition to SMS and

leveraging our ability to achieve a more robust cost conscious environment through return on investment analyses and outcome of our actions. In addition to the annual review process described above, the QMBs meet as often as monthly to review the progress of the QMBs actions, and to review and implement new requirements/changes that are identified with each new version of the IMCP.



Fort Stewart/ Hunter Army Airfield SWOT

FS/HAAF considers the following factors during our situational analysis as part of the strategic planning workshop (Strengths, Weaknesses, Opportunities, and Threats (SWOT)) and addresses them routinely throughout the year via our Performance Management and Measurement System (PMMS). Factors include customer and market needs; expectations, and opportunities; competitive environment and our

capabilities relative to our competitors; technological and other key innovations or changes that could affect garrison operation; our strengths and weaknesses; our opportunities to redirect resources to higher priorities; financial, societal, ethical, regulatory, and other potential risks; and factors unique to our organization.

STRENGTHS AND WEAKNESSES

INTERNAL ANALYSIS	
STRENGTHS	WEAKNESSES
1 Dedicated, well trained, efficient and productive workforce. (LWQMB)	1 Reduced BASOPS dollars (manpower greatly affects) (IRQMB) .
2 Working partnerships with Community Business Partners, Regional/State Government Agencies and Representatives. (IRQMB)	2 Workforce diversity (LWQMB)
3 Excellence in Stewardship, land management, and modernization of ranges provides year-round training. (IRQMB) (SRQMB)	3 ACPs not designed/constructed to DoD Standards (IRQMB)
4 Performance Management and Measurement System (PMMS). (IRQMB)	4 Vehicular and fence line Access Control vulnerabilities (IRQMB)
5 Quality educational opportunities. (SRQMB)	5 Wetlands limit development (IRQMB)
6 ARFORGEN (SRQMB)	6 Lack of sufficient Infrastructure (quantity) (IRQMB)
7 Recycling process (Brass) (IRQMB)	7 Transportation infrastructure inhibits rapid vehicular movement (RMA, Bridges, etc) (SRQMB)
8 Special Use Airspace (SRQMB)	8 Aging Workforce (LWQMB) LW QMB recommendation to change to Succession Planning. The concern is the loss of institutional knowledge
9 Worker's Compensation, Pipeline Program, and Limited Duty Program. (SFQMB)	9 Army Enterprise is splitting garrison support structure under different commands (i.e. Contracting, NEC, DOL) (IRQMB)
10 Army Traffic Safety Training Program (ATSTP) (MC/POV Simulators). (SFQMB)	10 22% manpower reduction (1512 to 1712) (IRQMB)
11 Largest installation east of the Mississippi River. (IRQMB)	11 Regulation standards are higher than prescribed capability levels (IRQMB add)
12 Modern and updated facilities (IRQMB)	12 Range maintenance hindered by spent ordnance (IRQMB add)
13 Hunting and fishing opportunities for Soldiers, Families, and Civilians (add from IRQMB)	13 Perimeter fencing around NCO Academy (IRQMB)
	14 New phone dialing system overload 911 Center

OPPORTUNITIES AND THREATS

EXTERNAL ANALYSIS	
OPPORTUNITIES	THREATS
1 ACUB/JLUS (IRQMB)	1 Off post encroachment (IRQMB)
2 Improving mobility of data, voice and video services. (IRQMB)	2 De-scoped MCA projects. (IRQMB)
3 Utilizing more enhanced use leasing and private-public ventures. (SWQMB) (IRQMB) (SRQMB)	3 Mandated DA/IMCOM centralized contracts. (IRQMB)
4 Partnering with State, Local and Federal law enforcement agencies. (IRQMB)	4 Reduced SAG121 training funds (IRQMB)
5 Partnering with local universities and engage all installation organizations. (LWQMB)	5 Limited renewable sources (wind/solar). (ENQMB)
6 Maintaining current recycling levels. (IRQMB)	6 Totally dependent on energy security (no internal supply). (ENQMB)
7 Partnering with local government for purple pipe (reuse). (ENQMB)	7 Statewide competition for allocated limited water resources. (ENQMB)
8 Placing the right people in the right jobs. (LWQMB)	8 CLS reduced capability levels (SFQMB)
9 Use of prison labor (IRQMB add)	9 Public perception/education/attitudes on military training (IRQMB add)
	10 Hurricane/tornado threat to infrastructure (IRQMB)
	11 Directorates going directly to the other commands makes everyday coordination more difficult. Fee for services. (IRQMB add)
	12 Talent Management Center – No control over hiring for key positions

At the directorate level and below, data is routinely gathered and analyzed to provide information pertaining to these key factors, addressed during the SWOT process at the strategic planning workshop, and during the QMB and IPB meetings throughout the year. Process owners present pertinent information to the appropriate body for its consideration during discussions of changes to processes or discussion of new processes.



Fort Stewart/ Hunter Army Airfield's Strategic Linkage to the IMCP

FS/HAAF ensures we maintain constant focus and alignment with Army and IMCOM strategies, and the Senior Commander's priorities and focus. Our performance is based on our mission and vision, and is linked to ARFORGEN, Army Family Covenant, Safety, Quality of Life, and the Army's four imperatives (Sustain, Prepare, Reset and Transform) as set forth within the Army Posture Statement.





USAG Fort Stewart/ Hunter Army Airfield and 3RD Infantry Division Integration

Since 1995 and to ensure FS/HAAF maintains complete visibility of all Senior Commander critical requirements, the garrison has integrated 3RD Infantry Division key leadership personnel into our QMB process as co-chairs to each of our QMBs. In early 2011, the 3RD Infantry Division developed their campaign plan to align with the Forces Command (FORSCOM) campaign plan in keeping with the execution of Army Force Generation (ARFORGEN). The USAG FS/HAAF ISP is LOE 7, objective in their plan to ensure a synergistic endstate – **ONE FOCUS** in support of The Army Plan.





Fort Stewart/ Hunter Army Airfield – Managing Our Performance

GEMS is the nucleus of how we manage performance on our installation and key in our Performance Management & Measurement System. It is our systematic approach to defining our expectations, goals, measures and actions (both short and long term). GEMS has led us through every level of analysis necessary to reach fact based performance management, and is the delivery mechanism used to provide quality service to our customers.

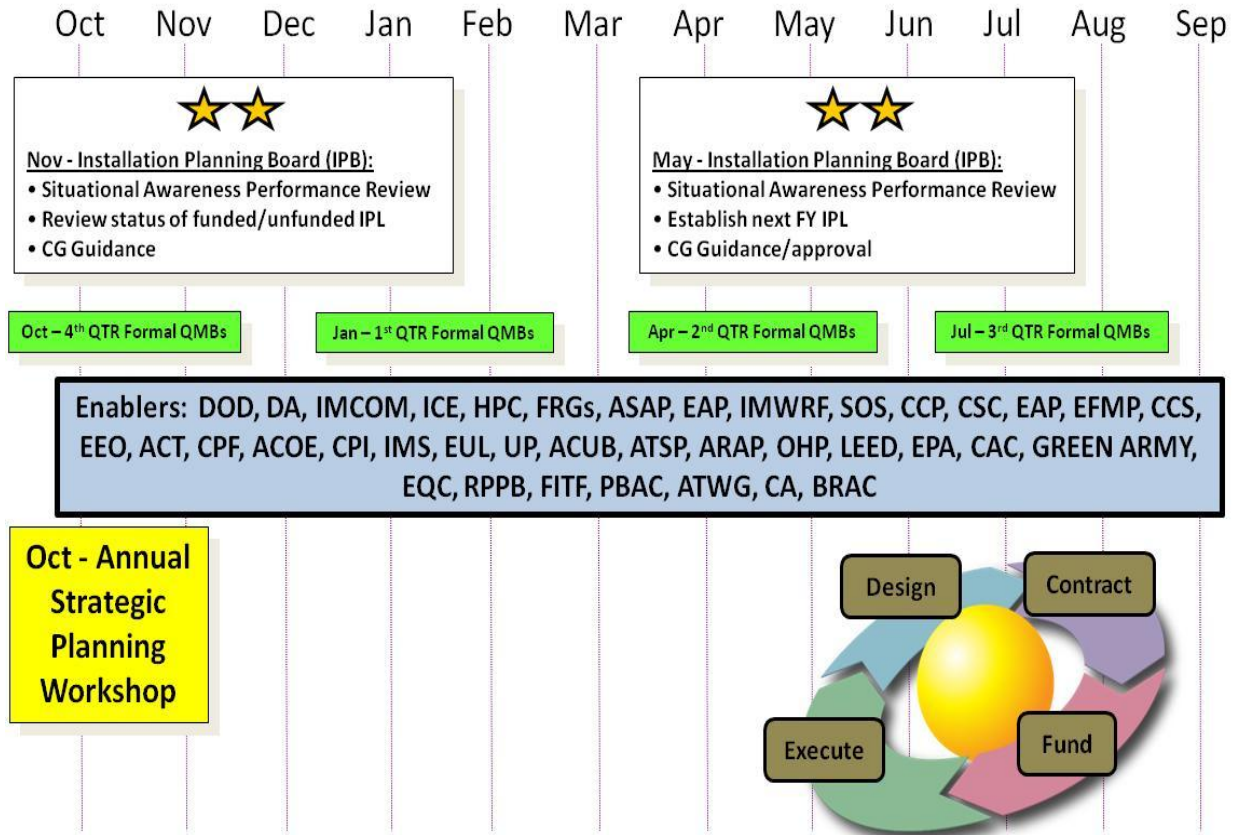
The Strategic Management System (SMS) allows strategic focus to be aligned across a myriad and diverse commands and organizations of the Army. SMS communicates strategy from the Secretary of the Army to all levels of responsibility and links resource expenditure to strategic performance to enable timely decision making. It is intended to reinforce a culture of performance, increased accountability and continuous improvement, while supporting our Senior Commander's most critical focus areas and mission requirements. FS/HAAF finalized our migration of GEMS within SMS in December of 2011. SMS has become our primary performance database of record in accordance with IMCOM Headquarters directives. FS/HAAF currently tracks and manages 84 performance objectives, 271 metrics and over 1000 actions within SMS on a regular basis, while simultaneously managing 101 licensed users.



Performance Review and Project Execution Process

FS/HAAF's strategic performance review and project execution is a cyclic process. The garrison conducts two formal Installation Planning Boards each fiscal year in order to provide guidance and gain approval of prioritized requirements for the next fiscal year (NOV and MAY). This timeline equalizes the distribution of efforts and stabilizing the workflow between our Directorate of Public Works and Resource Management Office

(RMO), while solidifying other stakeholder interests. Additionally, the timeline enables DPW to focus on contract awarding project design in 4th quarter of the current fiscal year and execute projects within the third quarter of the next fiscal year.




FS/HAAF conducts over thirty individual forums that both directly and indirectly impact our ISP and IPB, such as the Environmental Quality Control Council (EQCC), the Real Property Planning Board (RPPB), and the Antiterrorism Working Group (ATWG) to name a few. These forums represent our strategic communications. Representatives from the QMBs attend these forums to ensure communication and information flow remains constant and to note any additional requirements that may have an impact to our ISP.




Our strategic communications plan capitalizes on multiple methods and venues that reach all stakeholders. A few examples of feedback and awareness mechanisms include Facebook Town Hall meetings, Twitter, MARNE TV and the Fronline newspaper, along with numerous other local venues. FS/HAAF further expanded our communication strategy by developing a “Where Do You Fit” poster to assist with

communicating the IMCP to our customers and workforce. The Where Do You Fit posters can be found in every directorate and garrison facility. As a result, our customers and workforce can easily identify where they fit within the IMCP.



“WHERE DO YOU FIT?”

FORT STEWART/HUNTER ARMY AIRFIELD INSTALLATION CAMPAIGN PLAN



SOLDIERS ~ FAMILIES ~ CIVILIANS

We are
THE ARMY'S HOME


MISSION
Provide A Safe, Secure, and Responsive Community That Enhances The Fort Stewart/Hunter Army Airfield Power Projection Platform In Support of National Security Objectives.

VISION
A Community of Excellence For Armed Forces To Train, Deploy, Live, And Raise A Family.

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

CUSTOMERS
Units, Soldiers, Family Members, Retirees

Lines of Effort	Keys to Success
<p>LOE 1 Soldier, Family and Civilian Readiness (SRQMB)</p>	<ul style="list-style-type: none"> • A deployable mindset across the enterprise . • Resiliency & balance – mind, body, and spirit. • Responsive services that meet fluid ARFORGEN requirements . • Incorporate best value technology & education capabilities to enable the transformed Army's training requirements. • Training support services in support of Soldier readiness.
<p>LOE 2 Soldier, Family and Civilian Well-Being (SWQMB)</p>	<ul style="list-style-type: none"> • Standardized programs & services for Soldiers, Families & Civilians. • Excellence in schools, youth services & child care . • Facilities, programs, & services that support recreation, leisure, travel, & single Soldiers. • State and community support and relationships. • Well-being programs & services to meet Soldier, Family & Civilian needs throughout the entire deployment cycle.
<p>LOE 3 Leader and Workforce Development (LWQMB)</p>	<ul style="list-style-type: none"> • Multi-skilled & adaptive Leaders. • Constant communication & constant feedback . • Teamwork, professionalism & selfless service in all things. • Empowered workforce focused on collaboration & innovation . • Continuing education & training opportunities . • A resilient, sustainable & health workforce.
<p>LOE 4 Installation Readiness (IRQMB)</p>	<ul style="list-style-type: none"> • Sustainable infrastructure that supports Senior Commander requirements. • Sustainable Army Communities of Excellence . • Installation boot prints streamlined & transformed. • Enhanced capabilities through partnerships. • The Army's infrastructure modernized & sustainable. • Environmental Stewardship. • Quality housing & barracks. • A safe & secure community for Soldiers, Family Members, Civilians & installation assets.
<p>LOE 5 Safety (SFQMB)</p>	<ul style="list-style-type: none"> • Effective Privately Owned Vehicle (POV) safety programs in place. • Heightened safety awareness across the command. • Employ hazard control measures to foster a safe working & living environment . • Require & promote safe & healthy practices in professional & personal activities. • Support Senior Commanders' safety & occupational health programs.
<p>LOE 6 Energy and Water Efficiency and Security (ENQMB)</p>	<ul style="list-style-type: none"> • Reduce energy and water. • Increased energy & water efficiency & modernized infrastructure. • Improved development of renewable & alternative energy, & access to energy & water supplies. • Improved development of renewable & alternative energy for vehicle fleet. • Reduced carbon footprint on the environment.



ARMY FAMILY COVENANT:
KEEPING THE PROMISE



Fort Stewart/ Hunter Army Airfield's Strategic Focus

FS/HAAF has fully integrated the IMCOM Commander's intent into our strategy planning process. As a result, we are able to maintain a constant pulse on the importance of continuous improvement initiatives for all of our key customer segments (Units, Soldiers, Family members and Retirees).

STRATEGIC FOCUS



LOE 1: Soldier, Family and Civilian Readiness (SRQMB)

Provide, maintain, upgrade, and introduce sustainable training support resources and capabilities that enable commanders to achieve training objectives and standards, while sustaining a world class Power Projection Platform, readiness of units, and infrastructure to support unit readiness.



LOE 2: Soldier, Family and Civilian Well Being (SWQMB)

Ensuring that Fort Stewart and Hunter Army Airfield are great places to live, work, train, and provide and sustain the best Quality of Life.



LOE 3: Leader and Workforce Development (LWQMB)

To provide a positive, resilient, multi-skilled and customer focused workforce equipped with the knowledge, skills and opportunities necessary to successfully deliver products and services to our valued customers.



LOE 4: Installation Readiness (IRQMB)

Ensure synchronized and sustainable support for boards through effective and efficient use of all available resources.



LOE 5: Safety (SRQMB)

Provide safety and security of all Soldiers, Family Members, Army Civilians, Retirees, and Contractors within our community.



LOE 6: Energy and Water Efficiency and Security (ENQMB)

We will advance renewable energy sources such as wind, solar, and geothermal to reduce our dependence of fossil fuels without sacrificing our support to our Senior Commander and ARFORGEN.



What Tells Us We Made Fort Stewart and Hunter Army Airfield Better?

We compare favorably with our competitors and similar organizations. We developed a PMMS in 1995 using the Malcolm Baldrige Award Winning Criteria for Performance Excellence as our guide. We continue to use the Baldrige Criteria every year as a tool to promote continuous improvement. The criteria is designed to help installations move in the direction of strategic focus and performance excellence.

This PMMS leads us through every level of analysis necessary to reach the level of performance management we have now and is the delivery mechanism used to provide quality service to our customers. Everything performed during the PMMS feeds into our ISP. Our performance management tool is our GEMS. The system allows us to track the performance of all key processes and the action plans associated with them.

FS/HAAF has won numerous awards as a result of our process. Our most recent awards are:

2011 Awards

- Industrial Operations Safety Award
- Deployment Excellence Award
- Supply Excellence Award Package
- Army Superior Unit Award Winner
- David O' Cooke
- Army Communities of Excellence Chief of Staff Army 2011 Sustained Excellence Award Winner
- Secretary of the Army Energy & Water Management Award
- Green Government Award
- 3rd and 4th Quarter Team Under Secretary of Defense Comptroller Award
- Department of the Army Sustainable Range Program (SRP) Tier 1 Installation Winner
- Army Excellence in Legal Assistance Award (SJA) Winner
- DoD Citation for Meritorious Achievement for Outstanding Accomplishments in Environmental Quality in Support of DoD Environmental Programs
- Safe Supervisor Award

2012 Awards

- FY11 Secretary of the Army Environmental Award – for “Environmental Restoration Category”
- Army Community of Excellence God Medal Winner Award Year 2012
- Keith L. Ware Competition – Magazine Format Publication, Fort Stewart Quality Time 1st Place Winner
- Keith L. Ware Competition – Individual Achievement Award for Community Outreach
- Keith L. Ware Competition – Picture Page, Military Unit, “Third ID Families Remember Their Fallen” 1st Place Winner.

- Keith L. Ware Broadcast 1st Place Award Categories: Television Spot Production; Television Feature Report; Television Sports Report; Command Information Campaign, National Disability Awareness Month Campaign

Through our QMBs, SWOT analysis, various forums and listening posts, which are embedded in our PMMS, we are able to identify shortcomings and address them before they create mission degradation. Throughout this document, methods refer to actions, which have to be addressed to continue to sustain and improve mission readiness.

We will make “The World’s Best Installation for Armed Forces to Train, Deploy, Live and Raise a Family” EVEN BETTER

LINE OF EFFORT ONE: SOLDIER, FAMILY AND CIVILIAN READINESS (SR)



Goal: The goal of Soldier, Family and Civilian Readiness is to ensure Fort Stewart/HAAF maintains state-of-the-art and efficient facilities, sufficient and modern training aids and devices, while providing the best training technologies and resources to enhance readiness and increase combat effectiveness of units. We are the world's premier power projection platform and strive to maintain the most efficient and modern deployment support facilities, equipment and materials and mobilize/demobilize reserve component forces in accordance with established timelines.

IMCP V4 KEYS TO SUCCESS:

SR1.1 – A Deployable Mindset Across the Enterprise

SR1.2 – Resilience and Balance – Physical, Emotional, Social, Family and Spiritual

SR1.3 – Responsive Services that Meet Fluid ARFORGEN Requirements

SR1.4 – Incorporate Best Value Technology and Education Capabilities to Enable the Transformed Army's Training Requirements

SR1.5 – Training Support Services in Support of Soldier Readiness

OBJECTIVES:**SR1.1 – A Deployable Mindset Across the Enterprise**

Objectives	Metrics	Description
SR1.1-1		A Fully Synchronized Commander Driven Total Army Sponsorship Program
	SR1.1-1.4	% Soldiers assigned to the Installation who are assigned a sponsor
	SR1.1-1.5	% DA Civilians assigned to the Installation who are assigned a sponsor
SR1.1-2		Provide Effective Family Readiness Group and Rear Detachment Support
	SR1.1-2.3	% Commanders, CSMs and ISGs who receive required FRG training
SR1.1-3		Procedures, Mechanisms and Oversight for Deploy/Redeploying Soldiers and Civilians
	SR1.1-3.1	% AD Dental class 1 or class 2
	SR1.1.3-2	% AD Dental customer satisfaction
	SR1.1-3.4	% Procedures, Mechanisms and oversight in place for deploy/redeploying Soldiers
SR1.1-4		Publish Soldier Reassignment PCS Orders Published to Standard
	SR1.1-4.1	% Permanent change of station orders published IAW AR600-08-11

SR1.2 – Resilience and Balance – Physical, Emotional, Social, Family and Spiritual

Objectives	Metrics	Description
SR1.2-1		ACS Delivery Systems
	SR1.2-1.2	% Unit service strategy implemented
	SR1.2-1.3	Average score on command review
SR1.2-2		Execute Comprehensive Risk Reduction and Health Promotion and Suicide
	SR1.2-2.5	% Appointed garrison organizations participating in the MARNE community health promotion council
SR1.2-3		ACS Transformation and Community Health Promotion Council IAW Health Promotion Risk Reduction Suicide Prevention Report
	SR1.2-3.9	% of ACS targeted data provided monthly
SR1.2-4		Religious Support Services
	SR1.2-4.1	% Authorized square footage at FS and HAAF
SR1.2-5		Employee Assistance Program
	SR1.2-5.1	% Customer satisfaction of EAP services (ICE and local comment cards)
SR1.2-6		Army Substance Abuse Program
	SR1.2-6.1	% Soldiers, family members, and DA civilians keeping scheduled counseling
	SR1.2-6.2	% of test designated (civilian positions) tested during the month selected
	SR1.2-6.3	% of Laboratory rejected specimens for Soldiers
	SR1.2-6.4	% of Civilians and Soldiers trained on the Army Substance Abuse Program

SR1.3 – Responsive Services that Meet Fluid ARFORGEN Requirements

Objectives	Metrics	Description
SR1.3-1		Training Support Services That Meet Fluid ARFORGEN Requirements
	SR1.3-1.4	% Soldiers validated through DARTS based on the timeline identified by FORSCOM
SR1.3-2		Soldier Readiness RESET
	SR1.3-2.2	% Senior Commander satisfactio with RESET efforts
	SR1.3-2.3	% Soldiers executing RESET to established standards
SR1.3-3		Develop, Maintain and Coordinate Execution of a Plan Required to Support Movement of Personnel and Equipment
	SR1.3-3.1	% Personnel and equipment prepared and moved within timeline
	SR1.3-3.2	% Customer satisfaction during the deployment and redeployemnt process
	SR1.3-3.4	% Completed maintenance job orders completed within repair cycle times
	SR1.3-3.5	% Positive maintenance comments for FS and HAAF
	SR1.3-3.7	% Non-tactical vehicles requests filled
	SR1.3-3.8	% Positive customer satisfactio responses for DOL supply
	SR1.3-3.9	% Critical/contingency supplies on-hand
	SR1.3-3.10	Average receipt processing time for supply class II,II,IV, VII and IX
	SR1.3-3.11	Average OCIE issue processing time
	SR1.3-3.12	% Deployable containers required for each BCT support
	SR1.3-3.13	Deployment support equipment operational readiness rate
SR1.3-4		Mobilization/Demobilization Reserve Component IAW FORSCOM Regulations
	SR1.3-4.1	% Soldiers validated through DARTS based on the timeline identified by FORSCOM
	SR1.3-4.2	% REFRAD within standard
SR1.3-5		C2 and ADCON of Mobilization Support Organizations IAW FORSCOM Regulations
	SR1.3-5.2	Average processing time required to complete mobilization
	SR1.3-5.3	% Customer satisfaction based on ICE and local comment cards
SR1.3-6		Non Government in Nature Bulk Services IAW FAR
	SR1.3-6.2	% Support base services viable contracts completed within ACC/FAR timelines
SR1.3-7		Warrior Adventure Quest (WAQ) Program IAW IMCOM Guiance
	SR1.3-7.3	% Requested warrior quest (high adventure training) accomodated

SR1.4 – Incorporate Best Value Technology and Educational Capabilities to Enable the Transformed Army’s Individual Readiness Requirements

Objectives	Metrics	Description
SR1.4-1		Provide Army Continuing Education System
	SR1.4-1.1	% eligible Soldiers enrolled in off-duty post-secondary programs
	SR1.4-1.2	% other eligible participants enrolled in off-duty post-secondary programs
	SR1.4-1.3	% customer satisfaction with ACES at FSGA
	SR1.4-1.4	% customer satisfaction with ACES at HAAF
SR1.4-2		Mobile Information Technology Capabilities and Applications
	SR1.4-2.1	Deploy mobile technology information

SR1.5 – Training Support Services in Support of Soldier Readiness

Objectives	Metrics	Description
SR1.5-1		Mission Essential Requirements for Training Support Functions
	SR1.5-1.2	% Individual and crew virtual simulators on hand IAW ATSC MER standards and/or operational needs
	SR1.5-1.3	% Mission training center capabilities (simulators, facilities, personnel) IAW Army digital strategies and/or validated operational need
	SR1.5-1.4	% Collective virtual simulators on hand
	SR1.5-1.6	% Crew/collective ranges IAW Army standards and/or validated operational need
	SR1.5-1.7	% Individual ranges IAW Army standard and/or validated operational need with utilities
	SR1.5-1.8	% Indirect fire facilities, observatio ponts with unobstructed views andposition areas artillery on hand IAW local standards
	SR1.5-1.13	% Urban facilities and towns IAW local standards
	SR1.5-1.15	% IED-D capabilites IAW latest Army standards
	SR1.5-1.16	% Assault LZ/DZs capable of supoprtng air assault and airborne operations
	SR1.5-1.18	% Operational tactical auxillary landing strips and helicopter landing areas (manned/unmanned)
	SR1.5-1.20	% Critical shortage TADDS, manpo0wer and facilities IAW ATSC MER
SR1.5-2		Attend and Contribute to Monthly ARFORGEN Training and Resource Planning
	SR1.5-2.1	% Monthly ARFORGEN training and resource conferences attended
SR1.5-3		Senior Commander Training Suport Requirements
	SR1.5-3.2	% Commanders/Soldiers satisfaction with training support requirements
	SR1.5-3.3	% Required funding received
	SR1.5-3.4	% Required wetland mitigation credits for range construction
SR1.5-4		Continually Analyze IMCOM Training Suport Assests and Resources to Identify Redundancies and Increase Efficiencies IAW Mission Requirements
	SR1.5-4.1	Analyze training support assets and resources to identify redundancies and increase efficiencies



SRQMB Top Priorities for FY12

SAG 132

1.5-1.18.9: Construct Tactical Unmanned Aerial System Hangar at Evans Field

BCTs have organically assigned UASs. These were originally designed to be maintained at the brigade motorpools, however transporting aircraft to the airfield often results in damage to the aircraft. UAS process action teams have recommended construction of shelters (hangars) to accommodate the aircraft and crew members. Brigades currently fielding UAS are 3-17 CAV and the Georgia Reserve and National Guard.

- Time of Execution: TBD
- IPB Priority #3.

1.5-1.14.11: Construct / Purchase Close-in Urban Town Wiley

Requirement to support close-in training for Full Spectrum Operations and counterinsurgency operation while reducing logistical requirements and travel time. Completion of Urban Town Wiley will require the purchase of mobile MOUT facilities and the construction of a combat trail and complete site prep. The endstate will provide a close-in opportunity for urban operations training with minimal logistics planning and travel time.

- Time of Execution: TBD
- IPB Priority# 8

1.5-1.7.6: Construct Tower, Run Utilities, Make Improvements at Small Arms November

The Range Operation Control Area (ROCA) is the center for overall control and operation of the range, training exercises, administrative services, and support facilities. To meet TC 25-8 standards, a tower, an operations/storage building, a general instruction building, an ammunition breakdown building, an aerated vault latrine, a covered mess, and a bleacher enclosure are required. The endstate will help the Army achieve facilities that meet the needs of current missions, and infuse new technologies and innovative sustainability concepts in the design and construction process to improve the quality of facilities to support Soldiers; readiness, training and well-being.

- Time of Execution: TBD
- IPB Priority# 15

1.5-1.7.4: Construct Tower, Run Utilities, Make Improvements at Small Arms Oscar

The Range Operation Control Area (ROCA) is the center for overall control and operation of the range, training exercises, administrative services, and support facilities. To meet TC 25-8 standards, a tower, an operations/storage building, a general instruction building, an ammunition breakdown building, an aerated vault latrine, a covered mess, and a bleacher enclosure are required. The endstate will help the Army achieve facilities that meet the needs of current missions, and infuse new technologies and innovative sustainability concepts in the design and construction process to improve the quality of facilities to support Soldiers; readiness, training and well-being.

- Time of Execution: TBD
- IPB Priority# 16

MCA

1.5-1.7.8: Qualification Training Range (QTR)

The range is used to training and test Soldiers on the skills necessary to detect, identify, engage and defeat stationary and moving infantry targets along with stationary armor targets out to a distance of 1,500 meters. It supports pistol, rifle, sniper and machinegun qualification. Upon completion, FS will have 75% (or 3 of 4) of the required MG ranges. The endstate will be 75% of required machinegun ranges and one range that can support ALL of unit's small arms qualification requirements.

- Time of Execution: FY15
- IPB Priority# 7 on FY15 FYDP 1-N

1.4-1.4.2: Construct Army Continuing Education System (ACES) Facility – HAAF

PN# 59960 The current ACES facility was identified as a substandard facility to meet mission requirements. Construction of a new facility will provide the necessary training and educational resource network to support the Total Army Community.

- Time of Execution: TBD
- IPB Priority# 8 on FY15 FYDP 1

LINE OF EFFORT TWO: SOLDIER, FAMILY AND CIVILIAN WELL BEING (SW)



Goal: The goal of Well Being is to ensure our Soldiers and Family Members are provided the best housing/barracks possible, to ensure all of our customers are afforded the opportunity to have convenient access to first-class educational programs, and to have the best recreational facilities and equipment possible.

IMCP V4 KEYS TO SUCCESS

- SW2.1** – Standardized Programs/ Services for Soldiers, Families and Civilians
- SW2.2** – Excellence in School Support, Youth Services and Child Care
- SW2.3** – Facilities, Programs, and Services that Support Recreation, Leisure, Travel and Single Soldiers
- SW2.4** – State and Community Support and Relationships
- SW2.5** – Well-being Programs and Services to Meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle
- SW2.6** – Provide Legal Services

OBJECTIVES:**SW2.1 – Standardized Programs/ Services for Soldiers, Families and Civilians**

Objectives	Metrics	Description
SW2.1-1		Provide Army Community Services
	SW2.1-1.1	% Customer satisfaction with ACS
	SW2.1-1.7	% Children requiring SMAP review within two weeks of identification (FS/HAAF)
	SW2.1-1.8	% of Survivor Outreach Service (SOS) program requirements met
SW2.1-2		Provide Housing Services
	SW2.1-2.1	Customer satisfaction with housing services
SW2.1-4		Provide Transition Services
	SW2.1-4.1	% Customer satisfaction in ACAP
	SW2.1-4.2	% Soldiers completing ACAP pre-separation counseling NLT 180 days prior to separation
	SW2.1-4.3	% Soldiers attending ACAP/TAP employment workshop
	SW2.1-4.4	% Soldiers attending VA benefits briefing
	SW2.1-4.5	% Soldiers utilizing other ACAP services

SW2.2 – Excellence in School Support, Youth Services and Child Care

Objectives	Metrics	Description
SW2.2-1		Provide Child and Youth School Services
	SW2.2-1.1	% Total CYSS spaces provided vs allocated (all age groups) (FS)
	SW2.2-1.2	% Overall CYS customer satisfaction at FS/HAAF
	SW2.2-1.4	% Total CYSS spaces provided vs allocated (all age groups) (HAAF)
SW2.2-2		Provide SAS/Youth Programs
	SW2.2-2.1	% New programs/activities offered (FS)
	SW2.2-2.3	% New programs/activities offered (HAAF)
	SW2.2-2.5	% Participation in teen programs above the youth center (FS)
	SW2.2-2.6	% Participation in teen programs above the youth center (HAAF)

SW2.3 – Facilities, Programs, and Services that Support Recreation, Leisure, Travel and Single Soldiers

Objectives	Metrics	Description
SW2.3-2		Provide Business Activities
	SW2.3-2.2	% Customer satisfaction in business activities (Food and Beverage/Golf/Bowling)
	SW2.3-2.3	% Clubs COGS
	SW2.3-2.4	% Clubs Labor
	SW2.3-2.5	% Clubs OOE
	SW2.3-2.6	% Clubs NIBD
	SW2.3-2.7	% Golf COGS
	SW2.3-2.8	% Golf OOE

Objectives	Metrics	Description
	SW2.3-2.9	% Golf NIBD
	SW2.3-2.10	% Rounds played (actual vs. benchmark)
	SW2.3-2.11	% Bowling snack bar COGS
	SW2.3-2.12	% Bowling labor
	SW2.3-2.13	% Lines bowled per day (LLD)
	SW2.3-2.14	% Bowling NIBD
	SW2.3-2.15	% BINGO NIBD
	SW2.3-2.16	% BINGO payout based on TR
	SW2.3-2.17	% Overall NIBD for business activities
SW2.3-3		Provide and Sustain Guest Lodging
	SW2.3-3.1	% Demand met for guest housing (FS)
	SW2.3-3.2	% Customer satisfaction for guest housing (FS)
	SW2.3-3.3	% Demand met for guest housing (HAAF)
	SW2.3-3.4	% Customer satisfaction for guest housing (HAAF)
	SW2.3-3.5	% Occupancy rate (FS)
	SW2.3-3.6	% Occupancy rate (HAAF)
SW2.3-4		Provide Recreation Activities and Physical Fitness Facilities and Programs
	SW2.3-4.1	% Customer satisfaction (Recreation/Fitness/Library)
	SW2.3-4.2	% New programs offered (FS/HAAF)
	SW2.3-4.3	% Repeat programs offered (FS/HAAF)
	SW2.3-4.4	% Programs cancelled (FS/HAAF)
	SW2.3-4.5	% Required BOSS representatives at monthly meetings
	SW2.3-4.6	% Recreation facilities meeting baseline space standards
	SW2.3-4.7	% Participation in BOSS events
	SW2.3-4.8	% of Volunteer ours for BOSS

SW2.4 – State and Community Support and Relationships

Objectives	Metrics	Description
SW2.4-1		Promote Community Involvement
	SW2.4-1.1	% Positive feedback received on community outreach engagements
	SW2.4-1.2	% Information products produced accurately and on-time
	SW2.4-1.4	% External media agencies covering events (media relations)
	SW2.4-1.5	% Requests for PAO support executed

SW2.5 – Well-being Programs and Services to Meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle

Objectives	Metrics	Description
SW2.5-2		Family Resiliency Training
	SW2.5-2.2	% Customer satisfaction in resiliency training
SW2.5-3		Provide Military Family Life Consultant (MFLC) Services
	SW2.5-3.1	% MFLC contacts made

SW2.6 – Provide Legal Services

Objectives	Metrics	Description
SW2.6-1		Promote Legal Services
	SW2.6-1.1	% Legal review processed within 7 working days
	SW2.6-1.2	% Personnel assisted within 10 business days by an attorney
	SW2.6-1.3	% Large personnel claims processed within 15 days
	SW2.6-1.4	% Small personnel claims processed within 3 days
	SW2.6-1.5	% Overall customer satisfaction



SWQMB Top Priorities for FY12

SAG 132

2.3-4.1.89: Expand Parking Lot by Stewart Lanes for Pool/ Corkan Patrons at Gulick/ Lindquist

This project will expand patron parking lot adjacent to Stewart Lanes and facilitate necessary parking for patrons of Corkan Family Recreation area alleviating patrons from parking on the grass. This is further necessitated due to the recent move of DFMWR headquarters to building 443, which limited patron parking spaces. The endstate would be improved safety of children in complex and contribute to protecting our green space.

- Time of Execution: 2012-2013
- IPB Priority# 5

2.3-4.1.100: Replace Bleachers at Newman Gym

The current bleachers at Newman gym have been in use for over 22 years and require constant maintenance. The ability to provide adequate seating for large gatherings is greatly diminished when bleachers are unable to extend or retract. Newman Fitness Center provides the greatest seating capacity (2500 max) on FS and is used to host Soldier shows, special events, deployment/redeployment, change of commander, and intramural programs. The endstate would be increased customer satisfaction and the ability to accommodate multiple facility usage and seating capacity.

- Time of Execution: 2012-2013
- IPB Priority# 9

2.3-4.1.86: Walking/ Biking Trail at Holbrook Pond

FS has limited walking and biking trails available to our customers. The current walking trail at Holbrook Pond recreational area consists of a loop around the pond. The new trail system would provide loops at varying distances for all ages and could be used for a pet walk as well. The endstate would provide the outdoor enthusiast a walking nature trail for Soldiers and their families for safe and educational walking experiences.

- Time of Execution: 2012-2013
- IPB Priority# 13

NAF CPMC

2.3-4.1.91: Expand Pet Boarding Facility

At the present time, the FS boarding facility does not have enough space for its boarding requirement. The facility currently can house 24 dogs and 12 cats and is usually filled to capacity. Expanding the current facility to accommodate boarding requirements would increase customer satisfaction and meet the needs of our patrons.

- Time of Execution: TBD
- IPB Priority# 1

2.3-2.6.2: Renovate Club Stewart Kitchen (Phase I)

The current FS kitchen does not meet safety, sanitation and operational requirements. Club Stewart kitchen facility is inadequate for daily operations and must meet certain safety and sanitation requirements in order to operate in a full service status. This kitchen is used to prepare food menus for both on and off premise events and food preparations of the Commands' conference and catering facility. The endstate will enable Club Stewart kitchen to conform to health/sanitary requirements.

- Time of Execution: TBD
- IPB Priority# 2

2.3-4.1.83: Construct Paintball Course – HAAF

Construction of a paintball field and play Facility at HAAF will expand the outdoor recreation opportunities for Soldiers and Families at HAAF. The development of shoot houses, bunkers and obstacles to facilitate attack and evade scenarios will enhance both family leisure activities and unit training opportunities. Planned project will include 2-3 field scenarios, and two speedball fields with netting, bleachers, and restroom.

- Time of Execution: TBD
- IPB Priority# 3

2.3-4.1.94: Enlarge and Renovate Existing Rifle Range Shooting Shelter and Add 8 Shooting Lanes

Currently, the existing FS Rifle and Pistol range is in need of both safety and cosmetic upgrades. At peak times the range has a waiting list for opportunities to shoot since the range can only accommodate 8 shooters at one time, therefore necessitating an increase in twice the number of shooting lanes. The endstate would gain much improved shooting facility and improve safety of shooters.

- Time of Execution: 2012-2013
- IPB Priority# 4

2.3-4.1.93: Construct Bathhouse with Laundry Facility and Game room at Rio Road Campground

At the present time, HAAF campers have no bathhouse, laundry or game room available to them while visiting HAAF and the Savannah area. Constructing a bathhouse, laundry and game room would enable HAAF campground to become one of the premier campgrounds on the east coast and will provide authorized patrons a quality facility with all the amenities.

- Time of Execution: TBD
- IPB Priority# 5

2.3-4.1.80: Add Sporting Clay Area at Skeet Ranges – FS

Project is identified to enhance shooting sports program at FS will provide the surrounding communities a world class shooting facility. Project will include a twelve station sporting clay range, five stand skeet game, wobble trap game, and connecting path.

- Time of Execution: TBD
- IPB Priority# 6

2.3-4.1.92: Expand RV Grounds at Lott's Island - HAAF

DFMWR Outdoor Recreation is unable to accommodate many campground requests at HAAF due to the lack of available space. Currently, the HAAF campground can only accommodate 16 campers. Expansion of the RV sites will enable HAAF to better meet the demand of those RVer's visiting the Savannah area via the I-95 corridor while increasing the NIBD for the campground

- Time of Execution: TBD
- IPB Priority# 7

NAFMC

2.3-2.9.4: Build Taylor's Creek Clubhouse – FS

The current clubhouse located adjacent to a large segment of enlisted Soldier barracks was identified as inadequate for our customers according to a March 2009 study (AIA). Replacement of this facility is an Army Family Covenant initiative and will demonstrate its commitment to our Soldiers and their Families.

- Time of Execution: TBD
- IPB Priority# 1

2.3-4.1.97: Construct New Auto Craft Shop

The current HAAF Auto Craft Shop was constructed in the early 1960s and is unable to meet the demand for Soldiers and their families who wish to utilize the facility. The Auto Craft Shop lacks the necessary vehicle lifts and space for patrons to work on their POVs. The endstate would provide a safe and improved Auto Craft facility to work on their vehicles.

- Time of Execution: TBD
- IPB Priority# 2

LINE OF EFFORT THREE: LEADER AND WORKFORCE DEVELOPMENT (LW)



Goal: Ensure our workforce is afforded a work environment that promotes equal opportunities for employment, training, achievement, advancement and overall well being; map out education and training for our workforce to facilitate their career development and acquire the competencies to effectively perform their jobs.

IMCP V4 KEYS TO SUCCESS

- LW3.1** – Multi-Skilled and Adaptive Leaders
- LW3.2** – Constant Communication and Continuous Feedback
- LW3.3** – Teamwork, Professionalism and Selfless Service in All Things
- LW3.4** – Empowered Workforce Focused on Collaboration and Innovation
- LW3.5** – Continuing Education and Training Opportunities
- LW3.6** – A Resilient, Sustainable and Healthy Workforce

OBJECTIVES:**LW3.1 – Multi-Skilled and Adaptive Leaders**

Objectives	Metrics	Description
LW3.1-1		A Sustained Culture that Enables the Growth and Development of Leaders
	LW3.1-1.2	% of Workforce who have completed required leader development education for their position (Foundation/Basic/Intermediate/Advanced)
	LW3.1-1.4	% APR supervisors meeting mandatory supervisory training course requirements
	LW3.1-1.5	% NAF supervisors meeting mandatory supervisory training course requirements
	LW3.1-1.6	% of Leader turnover

LW3.2 – Constant Communication and Continuous Feedback

Objectives	Metrics	Description
LW3.2-1		Open, Clear, Productive, Communication that Flows Throughout All Levels of the Installation IAW Local Standards
	LW3.2-1.2	% Employee engagement and satisfaction
	LW3.2-1.3	% Personnel (APF, NAF, Military) that received their most recent efficiency or performance ratings on time
	LW3.2-1.4	% Workforce satisfaction to employee climate question on the Army Civilian attitude survey
	LW3.2-1.5	% Customer satisfaction - ICE installation comparison
	LW3.2-1.6	% Customer satisfaction by directorate
	LW3.2-1.7	% ICE customer comment responses
	LW3.2-1.8	% Employees counseled
LW3.2-2		Enhance EEO Program on the Installation
	LW3.2-3.2	% of Formal EEO complaints accepted/dismissed within 15 days
	LW3.2-3.3	ADR resolution rate
	LW3.2-3.4	% of Employees with disabilities
	LW3.2-3.5	% Satisfaction of the EEO climate (Command Climate Survey)

LW3.3 – Teamwork, Professionalism and Selfless Service in All Things

Objectives	Metrics	Description
LW3.3-1		One Team Living the Army Values
	LW3.3-1.1	# of New (to unit) employees receiving new employee orientation within 30 days of entry on duty (EOD)
	LW3.3-1.3	% of Supervisors participating in GC quarterly leaders training
	LW3.3-1.4	% of Workforce satisfaction to employee trust/culture questions on the Army civilian attitude survey (ACAS)
	LW3.3-1.5	% of Workforce completing new employee orientation phase III within 90 days

LW3.4 – Empowered Workforce Focused on Collaboration and Innovation

Objectives	Metrics	Description
LW3.4-1		An Environment that Fosters Empowerment, Continual Improvement, Innovation, and Recognition
	LW3.4-1.1	% Awards per capita (monetary/non-monetary)
	LW3.4-1.3	% Directorate division chiefs, managers, and branch chiefs completing Army Suggestion Program (ASP) training
	LW3.4-1.4	% Eligible employees receiving honorary award
	LW3.4-1.5	# of IMCOM GC.com best practices submissions (innovations)
	LW3.4-1.6	# of Army suggestion program suggestions submitted
	LW3.4-1.7	# of Garrison nominations for DoD recognized awards
	LW3.4-1.8	% of Workforce satisfaction to empowerment climate questions on the Army civilian attitude survey (ACAS)

LW3.5 – Continuing Education and Training Opportunities

Objectives	Metrics	Description
LW3.5-2		A Professional and Technically Proficient Workforce
	LW3.5-2.1	% Mandatory training to be completed
	LW3.5-2.2	% Required priority 1 training completed
	LW3.5-2.3	% Employees completing EEO/POSH training
	LW3.5-2.4	% Employees with Individual Development Plans (IDPs)
	LW3.5-2.5	% Employees participating in a civilian leadership development program
	LW3.5-2.6	% of Priority 2 and 3 training completed
	LW3.5-2.7	% of Employees trained in customer service
	LW3.5-2.8	% of Workforce satisfaction to training climate questions on the Army civilian attitude survey (ACAS)

LW3.6 – A Resilient, Sustainable and Healthy Workforce

Objectives	Metrics	Description
LW3.6-2		A Resilient, Sustainable, and Healthy Workforce IAW IMCP
	LW3.6-2.1	Total # of federal employee workers compensation claims processed
	LW3.6-2.2	Total \$ amount of federal employee workers compensation claims paid
	LW3.6-2.3	% Workforce enrolled in President's Fitness Challenge for physical fitness
	LW3.6-2.4	% Eligible period roll (PR) status employees to whom return to work offers have been made
	LW3.6-2.5	% Employees participating in a civilian leadership development program
	LW3.6-2.6	% of Workforce completed resiliency training
	LW3.6-2.7	% of Workforce trained in employee assistance program services



LWQMB Top Priorities for FY12

The LWQMB is a newly developed QMB derived from the IMCP. It's main focus is delivering quality programs, services and streamlined processes as compared to physical requirements identified within other QMBs (i.e.: facilities, equipment, etc).

3.5-2.5: Percent of Employees participating in a Civilian Leadership Development Program

3.1-1.2: Percent of Civilian Education System (CES) courses completed

3.3-1.1: Percent of Workforce completing New Employee Orientation (NEO) phase III within 90 days

3.6-2.2: Total Dollar Amount of Federal Employee Workers Compensation Claims Paid

3.6-3.3: Percent of workforce enrolled in President's Fitness Challenge for physical fitness

LINE OF EFFORT FOUR: INSTALLATION READINESS (IR)



Goal: The goal for Installation Readiness is to achieve mission excellence through streamlined processes, strategic partnerships, and good stewardship of resources, while we provide for a growing and transforming Army through sustainability initiatives within our operational environment.

IMCP V4 KEYS TO SUCCESS

IR4.1 – Sustainable Infrastructure that Supports Senior Commander Requirements

IR4.2 – Sustainable Army Communities of Excellence

IR4.3 – Installation Foot Prints Streamlined and Transformed

IR4.4 – Enhanced Capabilities through Partnerships

IR4.5 – The Army's Infrastructure Modernized and Sustainable

IR4.6 – Environmental Stewardship

IR4.7 – Quality Housing and Barracks

IR4.8 – A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets

IR4.9 – Acquisition Planning (Garrison Specific)

IR4.10 – State of the Art Information Technology (Garrison Specific)

OBJECTIVES:**IR4.1 – Sustainable Infrastructure that Supports Senior Commander Requirements**

Objectives	Metrics	Description
IR4.1-1		DFAC Food Services
	IR4.1-1.1	% Utilization rate
	IR4.1-1.3	% Customer satisfaction
IR4.1-2		Provide Excellent Administrative Working Conditions
	IR4.1-2.1	% Administrative facilities meeting ISR rating F2/C2/Q2 rating (FS/HAAF)
IR4.1-3		Maintenance Facilities
	IR4.1-3.2	% FS ground maintenance facilities with an ISR F2/C2/Q2 level infrastructure
	IR4.1-3.3	% HAAF ground maintenance facilities with an ISR F2/C2/Q2 level infrastructure
IR4.1-4		Airfield Facilities and Infrastructure
	IR4.1-4.1	% Runway features meeting DoD PCI/PCN standards (FS/HAAF)
	IR4.1-4.2	% Airfield taxiway features meeting DoD PCI/PCM standards (FS/HAAF)
	IR4.1-4.3	% Airfield aprons meeting DoD PCI/PCM standards
	IR4.1-4.4	% Airfield facilities with an ISR infrastructure F2/C2/Q2 rating (FS/HAAF)
	IR4.1-4.6	% Airfield services meeting CLS 302, Red PCL (FS/HAAF)
	IR4.1-4.7	% Aviation maintenance facilities with ISR I F2/C2/Q2 rating (HAAF)
	IR4.1-4.9	% Deploying/redeploying facilities with ISR F2/C2/Q@ rating (FS/HAAF)
	IR4.1-4.10	% HAAF Compliance with airfield safety program standards (Airfield hazard surveys/pre-accident surveys/work places inspected using SASOHI procedures/airfield safety council meetings/airfield and heliport imaginary surface areas/lateral clearance areas/ crash and rescue response capabilities)
	IR4.1-4.11	% WAAF Compliance with airfield safety program standards (Airfield hazard surveys/pre-accident surveys/work places inspected using SASOHI procedures/airfield safety council meetings/airfield and heliport imaginary surface areas/lateral clearance areas/ crash and rescue response capabilities)
	IR4.1-4.12	% Roads, trails, networks, and railroad with a rating of F2/C2/Q2 (FS/HAAF)
IR4.1-5		Maintain Operations and Training Facilities to Not Less Than F2/C2/Q2 level
	IR4.1-5.1	% ISR rating of small arms ranges not less than F2/C2/Q2 level
	IR4.1-5.7	% ISR rating of support facilities not less than F2/C2/Q2 level
	IR4.1-5.8	% ISR rating of training instruction facilities not less than F2/C2/Q2 level
	IR4.1-5.9	% ISR I rating of training areas to meet not less than F2 level
	IR4.1-5.10	% of Open areas mowed (semi-annually)
	IR4.1-5.11	% Soldier Readiness Center (SRC) facility square footage requirements met
	IR4.1-5.12	% roads maintained vs. roads in IFS
IR4.1-6		Supply, Services, Storage and Distribution Facilities
	IR4.1-6.1	% FS supply, storage, and distribution facilities with ISR I F2/C2/Q2 rating

Objectives	Metrics	Description
	IR4.1-6.2	% HAAF supply, storage, and distribution facilities with ISR I F2/C2/Q2 rating
IR4.1-8		Maintain Housing and Community Facilities Not Less Than F2/C2/Q2 Level
	IR4.1-8.1	% DFAC Meeting F2/C2/Q2 ISR rating (FS/HAAF)
	IR4.1-8.2	% Barracks spaces meeting DA standard 1+1 standard (FS/HAAF)
	IR4.1-8.3	% Barracks occupied (FS/HAAF)
	IR4.1-8.4	% of CNAs open (FS/HAAF)
	IR4.1-8.5	% Customer satisfaction - barracks management (FS/HAAF)
	IR4.1-8.6	% Customer satisfaction of privatized housing (FS/HAAF)
	IR4.1-8.7	% Quality EUPH meeting F2/C2/Q2 rating (FS/HAAF)
	IR4.1-8.8	% Customer satisfaction - UPH maintenance
IR4.1-9		Maintain Utility and Ground Improvement Facilities Not Less Than F2/C2/Q2 Level
	IR4.1-9.1	% Electrical utility adequate for live fire ranges

IR4.2 – Sustainable Army Communities of Excellence

Objectives	Metrics	Description
IR4.2-1		Reduce Lost Resources
	IR4.2-1.1	% Civilians on-board vs. authorizations
	IR4.1-1.3	% Travel card delinquencies over 30 days
	IR4.1-1.4	Dollars spent on overtime
	IR4.1-1.5	Total dollar amount of interest penalties paid
	IR4.1-1.6	% Customer satisfaction of mission installation contracting command (MICC)
	IR4.1-1.7	% Contracting officer representatives trained
IR4.2-2		Demonstrate Continuous Process Improvement
	IR4.2-2.1	% Lean Six Sigma projects on track
	IR4.2-2.2	% of Implemented LSS projects reviewed
	IR4.2-2.5	% of Completed LSS projects in compliance

IR4.3 – Installation Boot Prints Streamlined and Transformed

Objectives	Metrics	Description
IR4.3-1		Provide Required Installation Facilities Through Reuse and Repurposing of Existing Infrastructure
	IR4.3-1.1	Total square footage of WWII wood facilities
	IR4.3-1.2	% of Facility requirements satisfied
	IR4.3-1.3	% of Modular facilities occupied
IR4.3-3		Provide Required Installation Facilities Through Reuse and Repurposing of Existing Infrastructure IAW IMCP
	IR4.3-3.1	Facility shortages programmed and built to support Senior Commander priorities

IR4.4 – Enhanced Capabilities Through Partnerships

Objectives	Metrics	Description
IR4.4-1		Partnerships That Benefit Fort Stewart and Hunter Army Airfield IAW IMCP
	IR4.4-1.1	# of acres protected each year (Army Compatible Use Buffer - ACUB)
	IR4.4-1.2	Outreach events per year (Joint Land Use Study - JLUS)
	IR4.4-1.3	% Live training facilities and special use airspace impacted by encroachment

IR4.5 – The Army’s Infrastructure Modernized and Sustainable

Objectives	Metrics	Description
IR4.5-1		Facilities That Are Modernized and Sustainable IAW IMCP
	IR4.5-1.1	Sustainment requirement vs. funding
	IR4.5-1.2	Restoration/ modernization vs. funding
	IR4.5-1.5	% Service orders meeting completion times by priority (24/48 hrs, 30 days) (FS)
	IR4.5-1.6	% Service orders meeting completion times by priority (24/48 hrs, 30 days) (HAAF)
	IR4.5-1.7	% Maintenance and repair work requests completed (FS)
	IR4.5-1.8	% Maintenance and repair work requests completed (HAAF)
IR4.5-3		Upgrade and Maintain IT Operations and Installation Services
	IR4.5-3.1	% of Correctly utilized blackberry/cell phones
	IR4.5-3.2	% Customer satisfaction of S6
	IR4.5-3.3	% of IA personnel certified
	IR4.5-3.4	% of S6 personnel filled
	IR4.5-3.6	% Trouble tickets satisfactorily closed within 72 hour standard

IR4.6 – Environmental Stewardship

Objectives	Metrics	Description
IR4.6-1		Comply with All Environmental Laws and Regulations
	IR4.6-1.1	# of Open, Pending, Unresolved compliance actions
IR4.6-2		Reduce Pollution IAW Executive Order
	IR4.6-2.1	% Recycling assessments per quarter

IR4.8 – A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets

Objectives	Metrics	Description
IR4.8-2		Eliminate Loss of Life and Minimize Property Damage Through Emergency Response
	IR4.8-2.2	% Fire readiness to structural/HAZMAT incidents (Equipment/Manpower/Response Time) (FS/HAAF)
	IR4.8-2.3	% Fire prevention and education programs coupled with timely and thorough hazard analysis of all facilities (FS/HAAF)
	IR4.8-2.5	% Fire hydrants meeting standard
	IR4.8-2.8	% Fire and emergency training programs IAW standard (EMT/HAZMAT/Firefighter Proficiency) (FS/HAAF)
	IR4.8-2.9	% Fire readiness to ARFF incidents (Equipment/Manpower/Response Time) (FS)
	IR4.8-2.10	% Fire readiness to ARFF incidents (Equipment/Manpower/Response Time) (HAAF)
IR4.8-3		Deter/Reduce Crime Through Presence and Education
	IR4.8-3.1	Per capita crime rate (Crimes of Persons, Property, DUI, Drugs) (FS/HAAF)
	IR4.8-3.6	% of DACP trained IAW standards (Hired vs. Authorized)(Meeting Requirements vs. On-board)(FS/HAAF)
IR4.8-4		Maintain Installation Physical Security Services
	IR4.8-4.2	% of Systems (ICID/CCTV) mission capable vs. non-mission capable (FS/HAAF)
	IR4.8-4.4	% Access Control Points meeting UFC standards (FS)
	IR4.8-4.5	% Access Control Points meeting UFC standards (HAAF)
	IR4.8-4.6	% Positive security controls for airfields (Inspections/Fencing and Barriers, Plans and Policies in Place/Required Signage/VEH and PED Access Control)(HAAF)
	IR4.8-4.7	% Positive security controls for airfields (Inspections/Fencing and Barriers, Plans and Policies in Place/Required Signage/VEH and PED Access Control)(WAAF)
IR4.8-6		Implement Installation Emergency Management Programs
	IR4.8-6.1	% Emergency management program objectives accomplished
IR4.8-7		Implement Antiterrorism Programs IAW DoDi 6055.17; Army Directives Ar525-13, 2011-04; and IMCOM OPORD 10-094
	IR4.8-7.1	% of Measures meeting standards IAW AR 525-13
IR4.8-12		Provide Emergency Number Answering Point and Dispatch Emergency Services IAW AR420-1, AR190-45, 190-11
	IR4.8-12.1	% 911 Fire department calls dispatched IAW standard
	IR4.8-12.2	% 911 Police department calls dispatched IAW standard
	IR4.8-12.3	% 911 EMS calls dispatched IAW standard
	IR4.8-12.4	% of Dispatchers trained IAW NFPA 1221



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4.1-5.7.18: Construct Range Branch Operations and Training Facility (Communications Tower, Suite, and Furnishings) – FS

In order to provide Command and Control for all live fire facilities and training areas through FY17, a communications tower, furnishings, and site characterization is required to make the facility operational. The endstate will provide a fully equipped, highly functional facility able to control the utilization of all FS ranges, training areas and air space in a safe and orderly manner

- Time of Execution: TBD
- IPB Priority# 1

4.5-2.3.1: Repair Training Areas Access Route

FS has many training areas where access roads continue to be inaccessible, due to rainfall. This occurs frequently throughout the year and most significantly during the April timeframe when FS experiences the most amount of rainfall. Commanders have requested that access roads be improved. The endstate will allow units to access scheduled training land and facilities without interruption.

- Time of Execution: TBD
- IPB Priority# 2

4.4-1.1.3: ACUB Program Support – Permanent Protection of Target Parcels

The Army provides funding to the GA Land Trust to purchase title or conservation easements on properties adjacent to the installation from willing land owners. This reduces encroachment impacts for training by permanent protection of target parcel outside our boundaries. Acquisitions prevent encroachment by limiting development rights, regardless of any change in land ownership. ACUB is the only program that provides permanent assurance against incompatible development. The endstate will provide protection from current and future range encroachment and the installation's freedom to use and develop its lands to support future missions will not be diminished by incompatible development.

- Time of Execution: TBD
- IPB Priority# 5

4.6-1.1.12: CAB Environmental Site Investigation – HAAF

In order to comply with Federal and Army Facility Management requirements, soil and groundwater sampling is necessary to adequately assess conditions of the construction site. This site assessment is necessary to complete the required legal documentation prior to the MILCON contract award. The endstate will reduce the likelihood of encountering environmental concerns during construction, and the installation reduces the financial and legal burden associated with any construction delays.

- Time of Execution: TBD
- IPB Priority# 6

4.6-1.1.10: Implement Noise Monitoring Program

FS currently has no means of determining decibel levels or location of noise occurrences, nor has the ability to develop a baseline for noise levels. Implementation of a noise monitoring program would enable FS to develop a baseline prior to construction of the twelve proposed ranges, as required for mitigation by the Environmental Impact Statement (EIS). The endstate would ensure compliance with commitments outlined in the EIS for future range construction and will increase the ability to prepare for and respond to noise complaints.

- Time of Execution: TBD
- IPB Priority# 7

SAG 132

4.8-2.4.5: Install Fire Detection/ Fire Suppression Systems

Several facilities on FS/HAAF do not possess any fire detection and/or fire suppression systems. These facilities are identified as high risk to life facilities due to either the daily occupancy rate and/or the type of equipment maintained within these facilities. The fire department and DPW have identified 139 buildings that do not meet current code, which includes: School (FS), Child Development Centers (FS), Chapels (FS & HAAF), Aircraft hangars (HAAF), Barracks (FS & HAAF), and Fitness Center (FS). The installation of these systems will greatly reduce the risk of loss of life and potential property loss in the event of a fire.

- Time of Execution: TBD
- IPB Priority# 2

4.8-3.1.36: Construct Additional Law Enforcement Admin Facility (Vic bldg 280)

The current size and configuration of the police stations at FS pose an immediate threat to Soldiers, Family Members and Army Civilians. Additional space is required to relieve overcrowding within the police station separating possible high risk police operations with administration functions. Undefined space forces customers around prisoner loading and transporting operations and police shift and guard mount operations. The endstate would correct safety concerns to our customers and police officers, while facilitating the growth requirements of the police force and would segregate active police operations and records/administration sections.

- Time of Execution: TBD
- IPB Priority# 7

4.8-3.1.34: Renovation of Provost Marshal's Office (PMO) – FS)

The current size and configuration of the police stations at FS pose an immediate threat to Soldiers, Family Members and Army Civilians, customers, and law enforcement officers of our community due to the antiquated facilities. The police station is the hub for all law enforcement operations and serves approximately 100-150 customers daily, processes high risk offenders, conducts investigations (criminals and victims) within a confined space. The lack of adequate space prevents the in-service training required by FM-ST-19-083 and mandatory police pre-shift training. The endstate would correct safety concerns to our customers and police officers, while facilitating the growth requirements of the police force.

- Time of Execution: TBD
- IPB Priority# 11

MCA

4.5-1.2.6 and 4.5-1.2.7: 2nd Brigade Combat Team Complex

The current brigade facilities are a mixture of modular, relocateable, and non-contiguous permanent facilities in substandard condition. Phase I was funded in FY10 (\$48M) and will get 2 HBCRT out of relocateables, but not consolidate the brigade. This requirement will also replace current substandard legacy facilities with modern standard design facilities which will meet mission requirements and consolidate the brigade's footprint. The endstate will provide a consolidated brigade footprint with facilities designed to meet mission requirements, and will also fund concrete for building 4545 (1-9 FS motorpool) organizational parking.

- Time of Execution: 2016
- IPB Priority# 1 and # 2 on FY15 FYDP 1-N (currently unfunded)

4.5-1.2.8 and 4.5-1.2.9: Combat Aviation Brigade Complex

The current facilities are a mixture of 1950s legacy construction and relocateable facilities installed 2006. They are not designed for modern aircraft, mission or personnel requirements. This project is to replace the aging and inadequate facilities at HAAF with new standard design facilities that are fully mission capable and meet space and equipment requirements. The endstate will enable the CAB to be located outside of relocateable facilities and meet their requirement for modern unit operations and HQ buildings.

- Time of Execution: PN 76546 in FY14; PN 79165 in FY15; (PN 67158 currently unfunded)
- IPB Priority# 3, # 4, and # 5

4.8-1.1.26: Construct Fort Stewart Bypass, Access Control Points (ACPs) and Commercial ACP – FS

Due to recent construction within the 4TH BDE areas, and in order to provide a safe traffic route around the 4TH BDE area, a bypass must be constructed in accordance with standard ACP designs. The bypass will also expand the cantonment area by 4,000 acres and will allow for relocation of commercial vehicle inspection gate to be located away from populated areas.

- Time of Execution: TBD
- IPB Priority# 9 on FY15 FYDP 1-N (currently unfunded)

LINE OF EFFORT FIVE: SAFETY (SF)



Goal: Committed to establishing a culture of safety through effective leadership; accountability; training; composite risk management; enforcement of standards; and empowering Soldiers, Families and Civilians to make safe choices in any situation.

IMCP V4 KEYS TO SUCCESS

SF5.1 – Effective Privately Owned Vehicles (POV – motorcycle and auto) Safety Programs in Place

SF5.2 – Heightened Safety Awareness Across the Command

SF5.3 – Employ Hazard Control Measures to Foster a Safe Working and Living Environment

SF5.4 – Require and Promote Safe and Healthy Practices in Professional and Personal Activities

SF5.5 – Support Senior Commanders' Safety and Occupational Health Programs

OBJECTIVES:

SF5.1 – Effective Privately Owned Vehicles (POV – motorcycle and auto) Safety Programs in Place

Objectives	Metrics	Description
SF5.1-1		Reduced # and Severity of POV Accidents IAW IMCOM Guidelines
	SF5.1-1.1	# Installation POV class-A-C accident rate for current fiscal year compared to same time period previous fiscal year
	SF5.1-1.2	% Utilization Army Traffic Safety Training Program (ATSTP)
	SF5.1-1.3	% of Required automobile and motorcycle training delivered to standard

SF5.2 – Heightened Safety Awareness across the Command

Objectives	Metrics	Description
SF5.2-1		Promote Safety Awareness IAW IMCOM Guidelines
	SF5.2-1.1	% Planned awareness products implemented and distributed
	SF5.2-1.2	% awareness of marked safety plan by demographics
SF5.2-2		Execute Army Risk Assessment Program (ARAP) and Develop Action Plan to Address Program Weaknesses IAW IMCP
	SF5.2-2.1	% of Garrison Commander initial and mid-tour ARAP surveys conducted
SF5.2-3		Conduct Installation-Level Safety and Occupational Health Advisory Councils and/or Community Risk Reduction Councils IAW AR385-10
	SF5.2-3.1	% of Required installation-level safety and occupational health advisory councils conducted per year

SF5.3 – Employ Hazard Control Measures to Foster a Safe Working and Living Environment

Objectives	Metrics	Description
SF5.3-1		Promote Safety Training and Education as Required b IMCOM Command Policy Memorandum 385-10-1, Safety Policy
	SF5.3-1.1	% Workforce trained
SF5.3-2		Investigate and Report All Accidents IAW AR385-1 and DA PAM 385-40
	SF5.3-2.1	% Reported accidents investigated within proper timeframe (CIV/Garrison Soldiers)
SF5.3-3		Injury Reporting
	SF5.3-3.1	# of Ergonomic injuries
SF5.3-4		Conduct Job Hazard Analysis (JHA) IAW IMCP
	SF5.3-4.1	% JHAs completed

SF5.5 – Support Senior Commanders’ Safety and Occupational Health Programs

Objectives	Metrics	Description
SF5.4-1		Incorporate Safety and Occupational Health Objectives in Performance Standards and Evaluate Safety Performance in Annual Evaluations IAW IMCP
	SF5.4-1.1	% Garrison military efficiency reports and civilian employees' performance plans which include safety and occupational health objectives



SFQMB Top Priorities for FY12

SAG 132

5.1-1.1.48: Renovate FSGA Safety Center (FS)

Motorcycle and other vehicular traffic accidents continue to be an issue at FS as a result of a combination of redeployments causing a lack of training, and lack of facilities to accommodate the increased demand for training. Through the identification of a dedicated training facility to be located at FS, we will be able to accommodate the increased demand and comply with DoD reduction standards (40% reduction of all accidents from 2007 baseline), while consolidating the FS safety and ATSTP center.

- Time of Execution: 2012
- IPB Priority# 3

LINE OF EFFORT SIX: ENERGY AND WATER EFFICIENCY AND SECURITY (EN)



Goal: To effectively identify and execute programs that recognize energy as a key mission enabler and ensure we create a water and energy conscious culture.

IMCP V4 KEYS TO SUCCESS

EN6.1 – Reduced Energy and Water Consumption

EN6.2 – Increased Energy and Water Efficiency and Modernized Infrastructure

EN6.3 – Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies

EN6.4 – Improved Development of Renewable and Alternative Energy for Vehicle Fleet

EN6.5 – Reduced Carbon Footprint on the Environment

OBJECTIVES:

EN6.1 – Reduced Energy and Water Consumption

Objectives	Metrics	Description
EN6.1-3		Achieve/ Sustain Energy and Water Conservation Awareness Program IAW IMCP
	EN6.1-3.1	% Building energy conservation officers trained
	EN6.1-3.2	Energy and water conservation outreach actions executed (O&M, ENV)

EN6.2 – Increased Energy and Water Efficiency and Modernized

Objectives	Metrics	Description
EN6.2-1		Reduce Energy Intensity by 30% by FY15 From Base Year FY03 IAW Energy Policy and IMCP
	EN6.2-1.1	% of HVAC preventive maintenance
	EN6.2-1.4	% New construction certified LEED silver standard
	EN6.2-1.6	% High efficiency pumps installed
	EN6.2-1.7	% Venetial blinds installed
	EN6.2-1.8	% Metal roofs insulated
	EN6.2-1.9	Reduce cost of energy intensity (\$ per square foot)
	EN6.2-1.10	% Reimbursable customers electrical meters installed
	EN6.2-1.11	% Reimbursable customers gas meters installed
	EN6.2-1.12	% Reduction of heating supply temperature (degrees)
	EN6.2-1.13	% HVAC systems replaced
EN6.2-2		Reduce Potable Water Intensity by 26% by FY20 From Base Year FY07 IAW EXORD 13514 and IMCP
	EN6.2-2.1	% Reduction in potable water consumption (gal/sf)
	EN6.2-2.2	% Reimbursable customers water meters installed

EN6.3 – Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies

Objectives	Metrics	Description
EN6.3-1		Achieve Net 85 Energy by FY15 IAW IMCP
	EN6.3-1.2	% Utility energy generation meeting net zero standards (OMD)
EN6.3-3		Achieve Net 90 Water by FY15 IAW IMCP
	EN6.3-3.1	% Water consumed meeting net zero standards (FS)
	EN6.3-3.1	% Water consumed meeting net zero standards (HAAF)
EN6.3-4		Achieve Net 50 Waste by FY15 IAW IMCP
	EN6.3-4.1	% Solid waste meeting net zero standards
EN6.3-5		Increase Renewable Energy by 25% by FY25 IAW EXORD 13514 and IMCP
	EN6.3-5.2	% Utilization of boiler #4 (wood boiler)
	EN6.3-5.3	% Energy security plans implemented

EN6.4 – Improved Development of Renewable and Alternative Energy for Vehicle Fleet

Objectives	Metrics	Description
EN6.4-2		Reduce Fossil Fuel Consumption by 26% by FY20 From Base Year FY08 IAW EXORD 13514 and IMCP
	EN6.4-2.1	Reduce MOGAS consumption 2% annually

EN6.5 – Reduced Carbon Footprint on the Environment

Objectives	Metrics	Description
EN6.5-1		Reduce Scope 1 and 2 Greenhouse Gases Emissions by 34% by FY20 From Base Year FY08 IAW EXORD 13514 and IMCP
	EN6.5-1.1	% Reduction greenhouse gas emissions



ENQMB Top Priorities for FY12

SAG 131

6.1-4.1.4: Chip-n-Haul Equipment

With the expectation of the current FS contract for wood chops to increase in the future, an initiative to provide a second source of fuel to the Central Energy Plant (CEP) will provide an estimated yield of approximately 30K tons annually of premium fuel. The initial capital expenditure is \$670K with a cost avoidance of \$800K. The endstate will be that FS utilizes FSGA resources; will protect the installation from fuel inflation and will position the installation to generate electricity.

- Time of Execution: 2012-2013
- IPB Priority# 3

6.1-2.1.14: Develop Smart Water Metering Plan

The purpose for this project is to perform lead detection of potable water distribution systems on FS, which will reduce the potable water consumption. The plan will identify short and long-term potable water saving opportunities and will position the garrison to identify specific projects to repair water distribution systems to save potable water.

- Time of Execution: 2012
- IPB Priority# 4

SAG 132

6.2-1.1.8: Replace Energy Inefficient HVAC (Miscellaneous buildings)

In order to reduce the amount of energy FS consumes this project will replace failed and failing HVAC systems. New HVAC systems will save 15% - 20% in energy usage, while decreasing maintenance and repair costs. The endstate will improve system resiliency and reliability and will help meet the installation energy reduction goals.

- Time of Execution: 2012-2013
- IPB Priority# 6

6.1-1.1.41: Passive Solar Program

This project will reduce attic space temperature in approximately 86 buildings, while reducing heat gain and glare in many buildings and by replacing inefficient circulation pumps. By insulating roofs, installing automated solar window shades, and deploying high efficient building circulation pumps will help the installation meet its energy goals.

- Time of Execution: 2012-2013
- IPB Priority# 10

6.1-2.1.15: Water Reuse Program

This project will connect the existing Purple Pipe Reuse Water Line on FS to 13 wash racks and the CEP scrubber by adding an industrial use line loop; therefore reducing potable water consumption to conserve resources. The existing FS Purple Pipe Reuse Water Line eliminated consumption of more than 66 million gallons of potable water from JUN 10 through JUL 11. The endstate will enable FS to meet mandated requirements, while providing FS with additional available potable water capacity for mission support and growth.

- Time of Execution: 2012-2013
- IPB Priority# 14

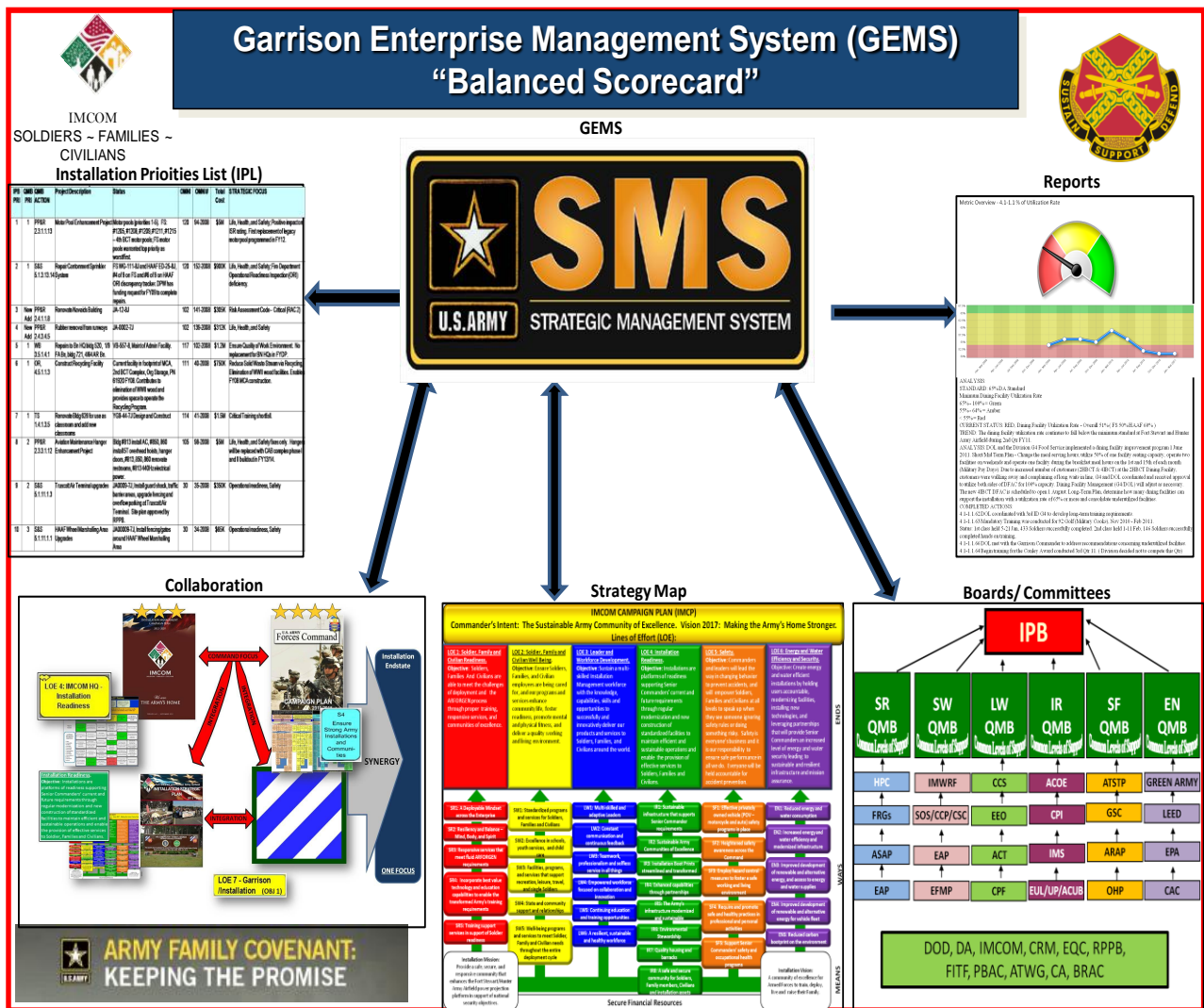


Putting It Altogether Is HOW We Do Business



GEMS is our balanced scorecard in that it translates our mission and strategy into a comprehensive set of performance measures that provide the framework for our PMMS. GEMS allows us to perform multi-levels of analysis to determine "Are We Doing the Right Thing, Are We Doing Things Right and What Are We Missing?" from a customer satisfaction, financial, and operational standpoint. It is the mechanism we use to ensure we will meet our objectives and goals for today, tomorrow and in the future. It forces us to think critically, strategically, and in a cost conscious, customer focused frame of mind in support of the Army's mission and goals.

The diagram below depicts the inputs and outputs FS/HAAF uses to ensure our linkage with the Army's Goals and Strategies, and to ensure we maintain a forward-thinking mindset while performing our strategic planning.



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INSTALLATION STRATEGIC PLAN PROCESSES AND SUPPORTING DOCUMENTS

FS/HAAF linkage to IMCP LOEs

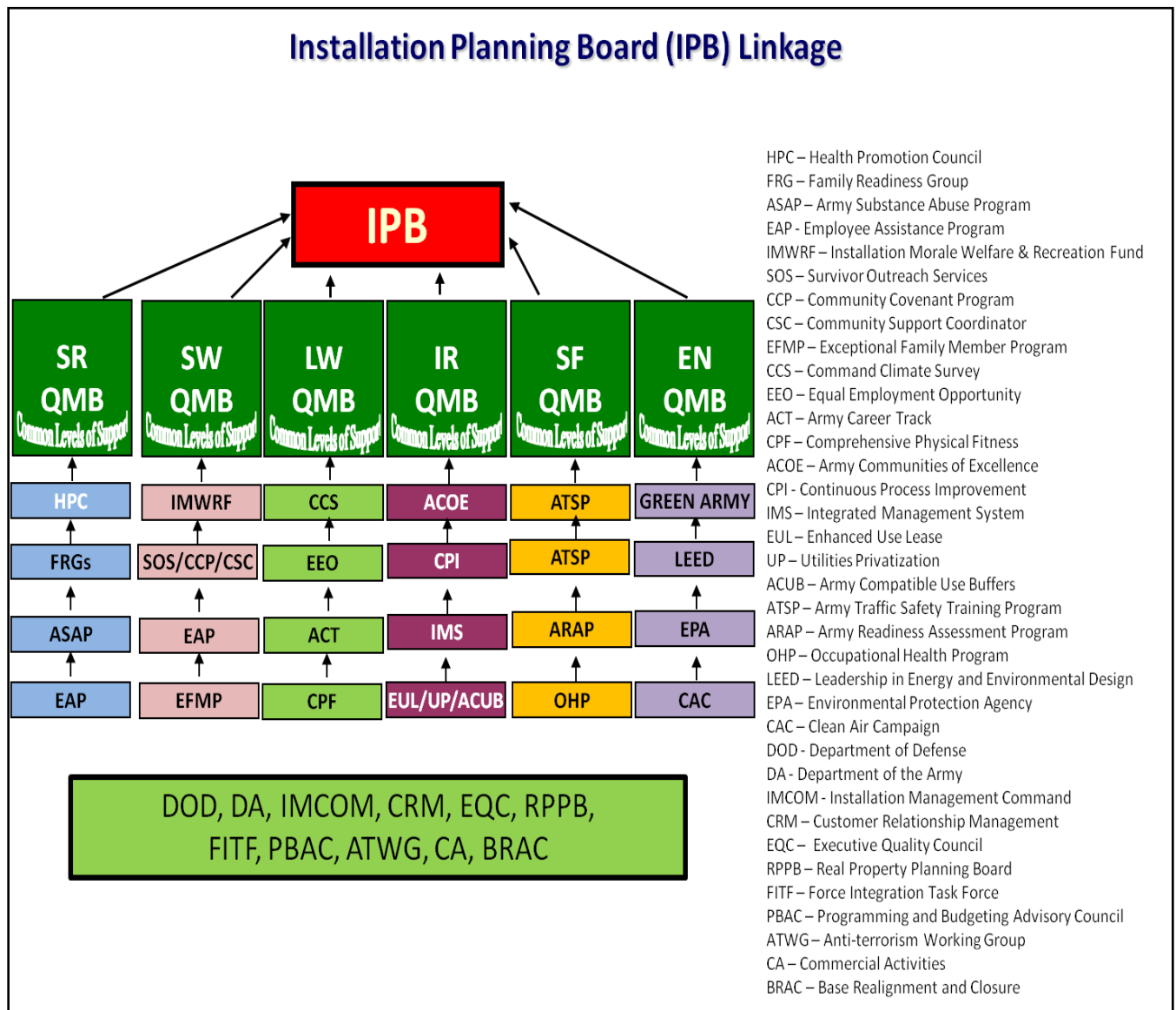
This chart demonstrates how our existing system of five QMBs transitioned to six QMBs. The IMCP six LOEs are identified at the top of this chart. The five QMBs identified in the middle to the bottom of the chart identify our existing system QMBs and how they transitioned to the six IMCP QMBs.



FS/HAAF IPB LINKAGE – BOARDS AND COMMITTEES

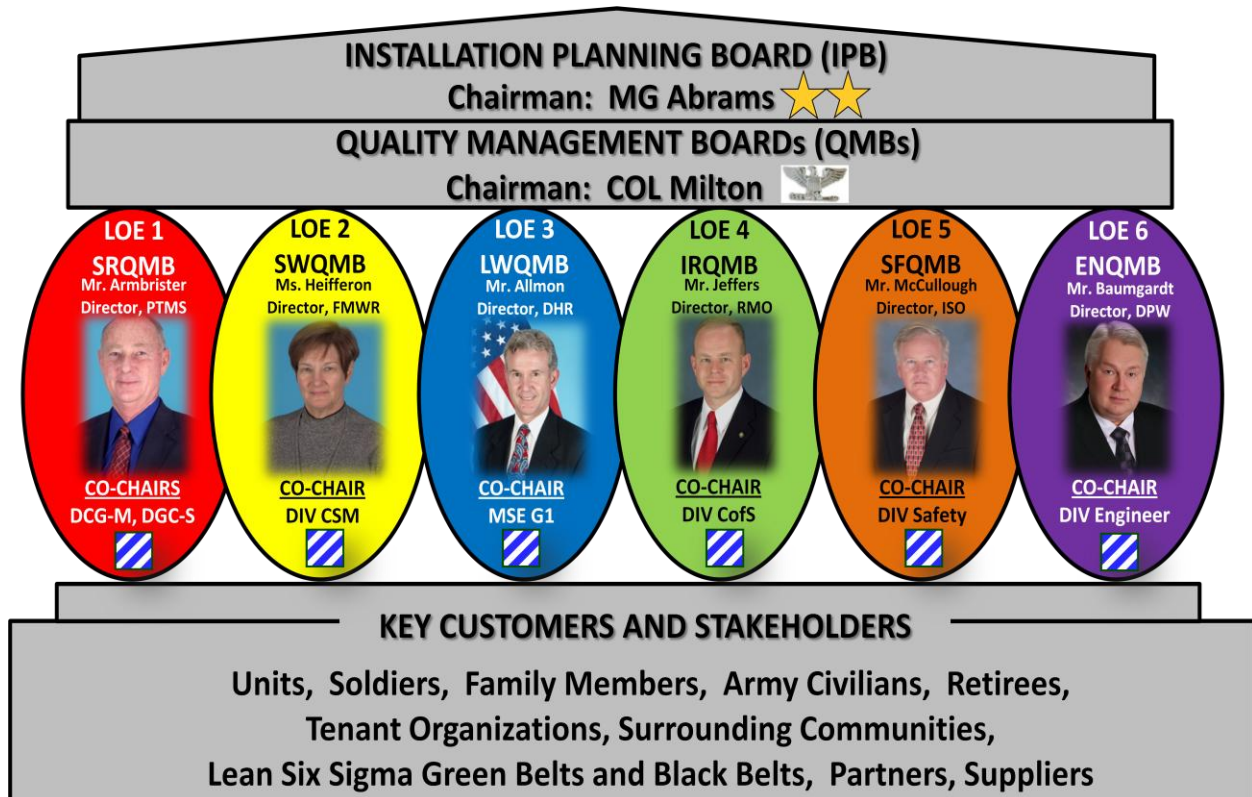
This chart expands on the feedback and collaboration methods depicted in the pyramid chart thus feed our QMBs and IPB process. Members from these forums are also members of the QMBs. Their attendance at both provides continuity to ensure all requirements are captured in the QMBs.

The linkage to each QMB validates the balanced scorecard approach used at FS/HAAF to ensure our IPB is successful in meeting our customer’s needs.



FS/HAAF INSTALLATION PLANNING BOARD (IPB) AND QUALITY MANAGEMENT BOARD (QMB) MEMBERSHIP

Our Strategic Planning Process is managed through a holistic approach, is cyclic and is in keeping with the fiscal year. The process outlines the membership of each QMB – and the integration of our Customers.



APPROVED FY12 IPB REQUIREMENTS LISTS

FS/HAAF manages a total of five Integrated Priority Lists (IPLs) which are an example of our process output. These consist of sub-activity group (SAG) 131 (BASOPS), 132 (Sustainment, Renovation and Maintenance – SRM), Major Construction – Army (MCA), Non-Appropriated Funds Capital Purchase Major Construction (NAF CPMC) and Non-Appropriated Funds Major Construction (NAFMC). They are based on strategically sound results that are used when determining how to best use our limited resources.

OMNI - FS/HAAF utilizes an automated tool titled Organizational Measured Needs Index (OMNI) to assist us in the initial prioritization of our strategic requirements. The FS/HAAF OMNI process is based on a Multi-Attribute Utility Theory and is the initial step in project ranking in support of the Installation Strategic Plan (ISP). The OMNI allows comparison and prioritization of quite dissimilar projects using seven sets of criteria ratings, and is credible for decision-making. It rewards those projects in sync

with the ISP. The newly implemented “Automated” OMNI is the result of a Process Action Team (PAT) chartered by the Garrison Commander to research and develop an automated process to replace the manual process which has been in place since 1997.

Process Owners/Directors, QMBs, IPB, Garrison Commander, and the Senior Commander use the OMNI to assist in establishing the Installation’s five project priority lists. The PAI Office is responsible for maintaining the process and also validates all OMNIs prior to submission to the Deputy Garrison Commander for approval.

SAG 131 IPL

FORT STEWART/HAAF FY 12 SC APPROVED 131 INTEGRATED PRIORITY LIST (IPL), 24 Aug 11									
Proposed IPB PRI	OCT 10 IPB PRI	QMB PRI	QMB ACTION	Location	Project Description	Status	OMNI	OMNI #	EST Cost
1	1	1	IRQMB 4.1-5.7.18	Ft Stewart	Construct Range Br Operations and Training Facility (in Vic FP 16, FS 47, & Hw 144E) (Furniture & Communication Equipment)	YG9-09-9J (Design 100% Complete. Work is 84% completed as of Jul 11. Est construction completion date is 30 Sep 11.)	105	169-2009	\$556K
2	New	2	IRQMB 4.5-2.3.1	Ft Stewart	Repair Training area Access Route	YG9-16-8J Repair FS 129/144.	75	142-2008	\$927K
3	New	1	ENQMB 6.1-4.1.4	Ft Stewart	Chip-n-Haul Equipment (includes: Chipper \$242K, three chipper van trailers \$28K & Grapple attachment \$15K; Knuckleboom \$185K; Front End Loader \$200K), IJO #VE-4-1J	Purchase equipment of a chipper, 3 chipper van trailers, a grapple attachment, knuckleboom, and a front end loader in support of the FS Central Energy Plant. This operation will help the Installation maintain and conserve energy resources.	105	361-2011	\$670K
4	New	2	ENQMB 6.1-2.1.14	Ft Stewart & HAAF	Develop Smart Water Metering Plan (Fort Stewart/HAAF), IJO #'s VO-418-1J \$500K, VO-422-1J \$350K, & E6-10-1J \$150K)	Develop a smart water metering plan, conduct leak evaluations, and conduct sonic testing of the entire water distribution system.	120	358-2011	\$1M
5	New	3	IRQMB 4.4-1.1.3	Ft Stewart	ACUB Program Support – Permanent Protection of target parcels	VO-708-1J	147	330-2011	\$10M
6	New	4	IRQMB 4.6-1.1.12	HAAF	HAAF CAB Environmental Site Investigation (This replaced 337-2011)	E6-5-1-J and E6-8-1-J	105	352-2011	\$65K
	New	5	IRQMB 4.8-4.2.5	Ft Stewart	Security Cameras for 4th IBCT Garrison AO. NOT APPROVED AS SC, 24 Aug 11	YB00034-1-J has been submitted for approval from DPW to install CCTV systems on each barracks.	42	355-2011	\$343K
7	New	6	IRQMB 4.6-1.1.10	Ft Stewart	Implement Noise Monitoring Program in support of Environmental Impact Statement by purchasing noise monitors to expand monitoring system and to replace faulty monitoring equipment. NOT APPROVED AS IT. REDUCE QUANTITY AND COST. PRESENT NEW PLAN.	VO-428-1J (\$228.6K) VO-429-1J (\$228.6K) -FS has no means to determine the decibel level of noise occurrences nor their precise location, which will decrease our ability to prepare for and respond to noise complaints. As construction of 12 new ranges will begin soon, the ability to monitor and record noise data is vital. CHANGED FROM 12 TO 2.	84	362-2011	\$457.2K NEW COST TBD.

SAG 132 IPL (**Top 10 of 94 total requirements shown)

FORT STEWART/HAAF FY 12 SC APPROVED 132 INTEGRATED PRIORITY LIST (IPL), 5 Oct 11									
Proposed IPB PRI	OCT 10 IPB PRI	QMB PRI	QMB ACTION	Location	Action Description	Status	OMNI	OMNI #	EST Cost
1	NA	NA	IRQMB	Ft Stewart	Install air conditioning in Company Operations Facilities (COFs).	SENIOR COMMANDER DIRECTED. GC and DPW have an agreed to cost for COF ACs this year.	NA	NA	TBD
2	3	1	IRQMB 4.8-2.4.5	Ft Stewart and HAAF	Fire Alarm Detection/ Suppression System	Suppression System (FS) #VB-542-0J Suppression System (HAAF) #EZ-508-0J Fire Detection (FS) #VB-543-0J Fire Detection (HAAF) #EZ-509-0J (STATUS: Design is 100% complete.). DPW will use the same strategy as the motor pool renovations which is fund a few each year until all are completed.	168	305-2010	\$1.5M
3	31	1	SRQMB 1.5-1.18.9	Ft Stewart	Construct Tactical UAS hanger at Evans AAF. CHANGED FROM CAMP OLIVER TO EVANS AS PER SC, 24 Aug 11	YGB-16-9J Third ID requirement = 20 ea Shadows. Construction (\$750K). UAS PAT Team discussing Way Ahead.	132	185-2009	\$750K
4	23	1	SFQMB 5.1-1.1.48	Ft Stewart	Construct new Safety Center Building	SQ-00006-7J	102	38-2008	\$810K
5	New	1	SWQMB 2.3-4.1.89	Ft Stewart	Expand parking lot by Stewart Lanes for Pool/Corkan patrons at Gulick/Lindquist	SF-00069-1J	21	341-2011	\$750K
6	New	1	ENQMB 6.2-1.1.8	Ft Stewart and HAAF	Replace Energy Inefficient HVAC Misc Bldgs.	Replace aging HVAC systems with high efficient units to reduce energy.	69	524-2011	\$5M
7	19	2	IRQMB 4.8-3.1.36	Ft Stewart	Construct additional Law Enforcement Admin facility vic bldg 280	YB-00031-7J	96	91-2008	\$750K
8	New	2	SRQMB 1.5-1.14.11	Ft Stewart	Construct/Purchase Close-in Urban Town #7 (Wiley)	YG9-49-9J Purchase Urban Operations Facility (\$948K). Construct combat trail and site prep (\$62K)	78	216-2009	\$1.01M
9	New	2	SWQMB 2.3-4.1.100	Ft Stewart	Replace Bleachers at Newman Gym	SF-075-1J	45	360-2011	\$750K
10	New	2	ENQMB 6.1-1.1.41 (supports action 6.1-1.1.8 that was funded in FY11)	Ft Stewart and HAAF	Passive Solar Program (includes: Repair Venting/Installation of Metal Roofing (IJO #'s WG-62-1J & ED-30-1J), \$1M & Install Exterior Window Shades (IJO #'s WG-552-1J & ED-29-1J), \$3M; Deploy High Efficiency Building Circulation Pumps (IJO #Q5A-44-0J)	Insulating roofs to reduce attic space temperature resulting in reduced HVAC usage. Installing window shades will keep radiant heat from entering the building and reduce HVAC usages. Deploying high efficiency building circulation pumps reduces power required by existing pumps by 70% and reduces energy intensity.	42	523-2011	\$4M

MCA IPL

FORT STEWART/HAAF FY 12 SC APPROVED MCA INTEGRATED PRIORITY LIST (IPL), 24 Aug 11													
Suggested Priority	Oct 10 IPB PRI	QMB PRI	QMB Action	Location	FYDP Year	1391 Project Number	Project Title	OMNI	OMNI #	Catcode	UM	Scope	Current Working Estimate (CWE) (\$000)
1	10	8	IRQMB 4.7-1.1.18	Stewart		67082	Battalion Complex (Infantry), 2 BCT	84	508-2011	14185	SF	538,192	\$62M
2	18	10	IRQMB 4.7-1.1.6	Stewart		67083	Battalion Complex (Armor + BDE HHC), 1-64	105	513-2011	72111	SF	604,398	\$70M
3	7	5	IRQMB 4.1-1.1.25	Hunter AAF	2014	76546	CAB Complex - Phase I Operations	87	503-2011	14185	SF	304,408	\$65M
4	7	5	IRQMB 4.1-1.1.25	Hunter AAF	2015	79165	CAB Complex - Phase I Maintenance	84	501-2011	21110	SF	837,997	\$63M
5	8	6	IRQMB 4.1-3.3.5	Hunter AAF		67158	CAB Complex - Phase II Battalion Operations	114	500-2011	14185	SF	239,488	\$90M
6	5		SR/IR	Stewart	2014	80210	Range Control Operations Center (Orig PN #518)	114	504-2011	17122	SF	45,000	\$8.5M
7	13		SR	Stewart	2015	67029	Qualification Training Range	57	517-2011	17808	EA	1	\$13.8M
8	4		SR/IR	Hunter AAF		59960	Amy Continuing Education Facility	141	506-2011	74025	SF	33,188	14
9	6	4	IRQMB 4.8-4.4.10	Stewart		71289	Fort Stewart Bypass, ACP's, Commercial Truck ACP	79	509-2011	85110	LS	-	\$37M
10	22		IR	Hunter AAF		59882	Medium Size Chapel	138	510-2011	73017	SF	22,600	\$10M
11	23		IR	Stewart		55319	NCO Academy	90	512-2011	17120	SF	86,502	\$18.5M
12	1	1	IRQMB 4.1-3.1.8	Hunter AAF		56027	Aviation Maintenance Hangar - MI BN	84	514-2011	21110	SF	534,276	\$29M
13	9	7	IRQMB 4.1-3.1.8	Hunter AAF		56022	Aviation Maintenance Hangar - ASB	84	515-2011	21110	SF	214,742	\$74M
14	14	9	IRQMB 4.3-1.1.15	Stewart		69198	Consolidated DOIM bldg	30	516-2011	61050	SF	26,800	\$9.1M
15	68		SR	Stewart	2013	67036	Convoy Live Fire	57	507-2011	17965	EA	1	\$4.7M
16	15		SR	Hunter AAF		66134	100 Meter Baffle Range	57	518-2011	17802	EA	1	\$2.6M
17	20	11	IRQMB 4.5-2.1.11	Stewart		73007	Tank Trail to RMA (Access Road)	87	519-2011	85150	SY	29,000	\$3.8M
18	17		IR	Stewart		78565	Battalion Complex (Civil Affairs)	81	520-2011	21410	SF	111,005	\$36M
19	2	2	IRQMB 4.8-2.2.9	Hunter AAF		57801	Fire Station (Rio Road)	90	502-2011	73010	SF	24,946	\$9.5M
20	3	3	IRQMB 4.8-2.2.6	Stewart		69303	Fire Station, Hwy 144	114	505-2011	73010	SF	21,332	\$9.1M

NAF CPMC IPL

FORT STEWART/HAAF FY 12 CPMC INTEGRATED PRIORITY LIST (IPL), 4 Oct 11									
NEW IPB PRI	OCT 10 IPB PRI	QMB PRI	QMB ACTION	Location	Project Description	Status	OMNI	OMNI #	EST Cost
1	1	1	SWQMB 2.3-4.1.69	Ft Stewart	Expand Pet Boarding Facility	SF-00063-1J	21	343-2011	\$750K
2	2	2	SWQMB 2.3-2.6.2	Ft Stewart	Renovate Club Stewart Kitchen	SF-066-10J	84	265-2010	\$750K
3	3	3	SWQMB 2.3-4.1.83	HAAF	Construct Paintball Course. NEW RECOMMENDATION: STAY #3 based on customer perspective & Return on Investment (ROI) scores combined.	FA-056-0J - Build only a speedball field, adjacent to Skeet Range in field already cleared. Skeet Range facility and parking can be utilized cutting cost to \$302.5K	12	312-2010	\$750K - CHANGE to \$302.5K
4	4	7	SWQMB 2.3-4.1.92	HAAF	Expand RV grounds at Lott's Island. NEW RECOMMENDATION: Project moves to #4 based upon combined customer perspective and ROI.	FA-00026-1J	21	344-2011	\$750K
5	5	5	SWQMB 2.3-4.1.93	HAAF	Construct Bathhouse w/laundry facility and game room at Rio Road Campground. NEW RECOMMENDATION: Remain #5 based on combined scores of cust perspective and ROI.	FA-00027-1J	30	345-2011	\$750K

NAFMC IPL

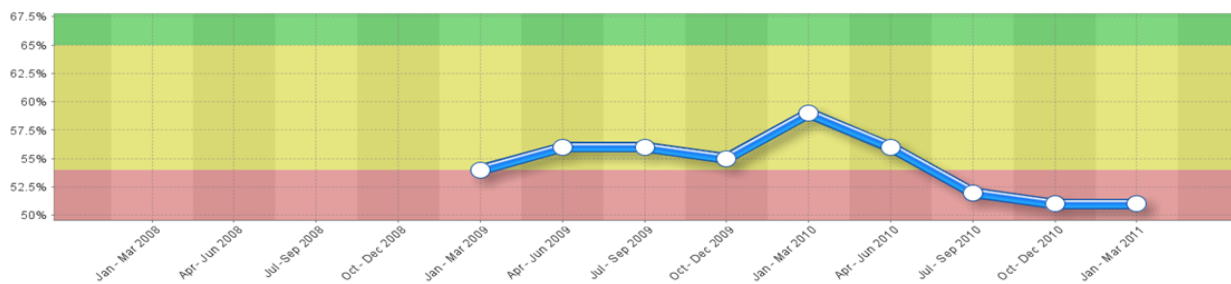
FORT STEWART/HAAF FY 12 SC APPROVED NAFMC INTEGRATED PRIORITY LIST (IPL), 4 Oct 11									
NEW IPB PRI	OCT 10 IPB PRI	QMB PRI	QMB ACTION	Location	Project Description	Status	OMNI	OMNI #	EST Cost
1	1	1	SWQMB 2.3-2.9.4	Ft Stewart	Build Taylor's Creek Clubhouse	SF-047-0J	72	316-2010	\$1.25M
2	New	2	SWQMB 2.3-4.1.48	HAAF	New Auto Craft	FA-19-0J	69	304-2010	\$1.5M
3	Moved from CPMC 4 Oct 11	3	SWQMB 2.3-4.1.94	Ft Stewart	Enlarge and renovate existing rifle range shooting shelter and add 8 shooting lanes. NOTE: This project moved from the approved IPB CPMC list. Cost exceeds \$750K when land prep is included.	SF-047-1J - Majority of work is clearing and moving of dirt, project is now estimated to cost in excess of \$750K	42	346-2011	\$750K plus land prep cost
4	Moved from CPMC 4 Oct 11	4	SWQMB 2.3-4.1.80	Ft Stewart	Add Sporting clay area at Skeet Range. NOTE: This project moved from the approved IPB CPMC list. Cost exceeds \$750K	SF-096-0J. (construction cost is approx \$750K, UXO project for ordnance removal 131 dollar: \$600K	12	310-2010	\$1.35M

FS/HAAF QMB REPORTS

SMS enables FS/HAAF to create reports and books of our strategic measures that are quantitative for both garrison specific, regional, IMCOM, and DA programs, i.e. ARFORGEN, Army Family Covenant, Stationing/ Re-stationing, Environmental, Life, Health and Safety, and generate a report for the Senior Commander on their current status.

Metric Overview - 4.1-1.1 % of Utilization Rate

Dining Facility Utilization



ANALYSIS:

STANDARD: 65% DA Standard

Minimum Dining Facility Utilization Rate

65% - 100% = Green

55% - 64% = Amber

< 55% = Red

CURRENT STATUS: RED, Dining Facility Utilization Rate - Overall 51% (FS 50% HAAF 60%)

TREND: The dining facility utilization rate continues to fall below the minimum standard at Fort Stewart and Hunter Army Airfield during 2nd Qtr FY11.

ANALYSIS: DOL and the Division G4 Food Service implemented a dining facility improvement program 1 June 2011. Short/Mid Term Plan - Change the meal serving hours, utilize 50% of one facility seating capacity, operate two facilities on weekends and operate one facility during the breakfast meal hours on the 1st and 15th of each month (Military Pay Days). Due to increased number of customers (2HBCT & 4IBCT) at the 2HBCT Dining Facility, customers were walking away and complaining of long waits in line. G4 and DOL coordinated and received approval to utilize both sides of DFAC for 100% capacity. Dining Facility Management (G4/DOL) will adjust as necessary. The new 4IBCT DFAC is scheduled to open 1 August. Long-Term Plan, determine how many dining facilities can support the installation with a utilization rate of 65% or more and consolidate underutilized facilities.

COMPLETED ACTIONS:

4.1-1.1.62 DOL coordinated with 3rd ID G4 to develop long-term training requirements.

4.1-1.1.63 Mandatory Training was conducted for 92 Golf (Military Cooks), Nov 2010 - Feb 2011.

Status: 1st class held 5-21 Jan, 433 Soldiers successfully completed. 2nd class held 1-11 Feb, 146 Soldiers successfully completed hands on training.

4.1-1.1.66 DOL met with the Garrison Commander to address recommendations concerning underutilized facilities.

4.1-1.1.64 Begin training for the Conley Award conducted 3rd Qtr 11. (Division decided not to compete this Qtr)

ACTION PLAN:

Short Term: (<3 months)

4.1-1.1.68 Monitor the dining facility improvement program. Status: DOL and Division G4 Food Office implemented DFAC improvement program 1 Jun, devised to continue to provide quality support and meet the minimum utilization standards with minimal changes to the meal program.

4.1-1.1.53 Examine dining facility customer surveys to build on innovations at other DFACs to increase customer satisfaction and utilization.

4.1-1.1.56 Monitor the second integration of the Ford Plantation Partnership. Currently three 3rd ID cooks and one civilian cook are training with world-renowned Chef Carlos for 6 weeks to enhance the cuisine served at Fort Stewart/Hunter AAF Dining Facilities.

4.1-1.1.67 Research the option to modify the current DFA contract to add service levels and allow flexibility in meeting Soldiers requirements.

4.1-1.1.65 Monitor the conversion of civilian cooks to military cooks for 4IBCT DFAC. 4IBCT cooks scheduled for mandatory training September 2011.

4.1-1.1.60 Host the Fort Stewart Food Expo and Culinary Arts Exhibit Show scheduled for October 20, 2011.

This show will promote growth in the culinary profession, creativity, and concept to continually raise the standards of culinary excellence and professionalism in Army food service training to the soldier.

4.1-1.1.54 Monitor construction of 4th BCT DFAC (\$10.4M DFAC Only), FY09 PN 68844B, IJO #WG-10-9J Status: Estimated DFAC operation date is 1 August. Contract modified to place a dropped acoustical tile ceiling over the entire server area in accordance with TB MED 530.

Mid Term (3 - 6 months)

4.1-1.1.55 Monitor utilization rate/requirements to optimize the utilization rate.

Long Term: (>6 months)

4.1-1.1.25 Monitor the design of the HAAF CAB DFAC (\$7.2M DFAC Only). FY13 PN #61167 HAAF CAB (Hvy) Complex, Phase I - \$89M. STATUS: #7 on the 1-N list.

**FY 2012 WORKFORCE TRAINING & DEVELOPMENT PLAN OF
ACTION**

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APPENDIX A - FY 12 WORKFORCE TRAINING NEEDS ANALYSIS

APPENDIX B - CIVILIAN EDUCATION SYSTEM (CES) MATRIX

APPENDIX C - COMMON ANNUAL MANDATORY TRAINING LIST

APPENDIX D - IMCOM DEVELOPMENTAL PROGRAMS

FY 12 WORKFORCE TRAINING & DEVELOPMENT **PLAN OF ACTION**

1. INTRODUCTION. Fort Stewart/Hunter Army Airfield's mission is to provide a safe, secure, and responsive community that enhances the Fort Stewart/Hunter Army Airfield power projection platform in support of national security objectives. Our vision is to be a Community of Excellence for Army Forces to train, deploy, live, and choose to raise their Family.

2. COMMANDER'S INTENT: IMCOM's strategy is to build and sustain an agile, adaptable and more affordable workforce. Consequently, the IMCOM Campaign Plan (IMCP) establishes an aggressive focus on workforce development to build capabilities for the future. The IMCOM commitment to excellence in our workforce and in accomplishing the IMCOM mission that is critical to Army success is solidified through the IMCP strategic objectives and Lines of Effort outlined in the Campaign Plan. Fort Stewart's ability to accomplish its mission hinges upon the quality and competence of the workforce. Flexibility, strategic focus, technical competence, and results-orientation are vital to sustain success in the current change environment. We must constantly grow and develop our people for short and long-term missions. I charge all leaders within the USAG Ft Stewart/Hunter AAF to focus on developing our civilian employees in critical thinking, creativity, collaboration and communication skills. We must continue to develop leaders through the Civilian Education System utilizing Army resourced training and development opportunities. Individual development should be a continuous process integrated into our performance evaluation process. I am committed to leader and workforce development and I expect all leaders, supervisors and employees within this Command to give priority to attending to workforce development within their organizations. This Plan of Action drives our efforts to build and sustain a cadre of agile and adaptable leaders and a multi-skilled workforce with a commitment to deliver installation services for the Army community as defined in our Installation Strategic Plan. This guidance supplements our FY 10 – 15 Strategic Human Capital Plan. Specifically, this approach:

- a. provides a strategic framework for developing the workforce that supports mission accomplishment through emphasis of our Key Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well Being; Leader and Workforce Development; Installation Readiness; Safety; and Energy Efficiency.
- b. provides for a work environment that enhances awareness and appreciation of diverse cultures; prevents discrimination and harassment; and promotes dignity, respect and ethical conduct.
- c. provides for leadership and professional development of the workforce to meet current and future needs.
- d. provides opportunities for growth and development of all segments of the workforce to meet future staffing needs.
- e. provides for efficiency, effectiveness and economy in delivery of workforce training.

3. REFERENCES.

- a. Government Employees Training Act (GETA), 1958.
- b. Executive Order 11348, 1967
- c. Title 5, United States Code, Chapter 41, Training.
- d. Title 5, Code of Federal Regulations, Part 410, Training – General Provisions
- e. AR 690-400, Chapters 410, Training, 1983.
- f. Office of Personnel Management Training Policy Handbook, HRD 96-1, 1995.
- g. AR 350-1, Army Training and Leader Development, 18 Dev 2009.
- h. IMCOM Regulation 350-1, IMCOM Training and Leader Development, 1 Jun 2010.
- i. Command Policy Letter No. 3-4, Civilian Training and Development, 29 Oct 2008.
- j. Garrison Policy Letter No. 14, Civilian Education System (CES), 2 May 2010.

4. APPLICABILITY AND SCOPE. The guidance in this plan applies to all Appropriated and Non-appropriated fund civilian employees and military personnel who supervise civilians. This includes Directorates, Staff Activities and Tenant Activities at Fort Stewart/Hunter Army Airfield.

5. ROLES/RESPONSIBILITIES/POLICY.

a. Commander Responsibilities:

- (1) Ensure that necessary funds and other resources are allocated to meet training needs.
- (2) Ensure all mandatory training is accomplished in a timely fashion.
- (3) Provide adequate facilities and equipment for efficient, cost effective delivery of training programs.
- (4) Ensure Installation Workforce Development personnel take part in program and budget administration for training.
- (5) Ensure that Directors and supervisors prepare and maintain Individual Development Plans (IDP's) for all civilian employees.

b. Director, Supervisor/Line Manager Responsibilities:

- (1) Be familiar with basic training regulations and requirements.
- (2) Assess the training needs of the organization, and each employee under his/her supervision and report those needs on the annual training needs survey.
- (3) Incorporate training needs into the organization's strategic plan.
- (4) Budget funds/resources to meet identified training needs.
- (5) Ensure mandatory training requirements are met.
- (6) Approve training requests within delegated authority.
- (7) Develop training plans for employees in special programs (Intern, VRA etc.).
- (8) Counsel employees on career development.
- (9) Review long-term and leader development application packages.
- (10) Provide on-the-job orientation for new employees to the organization.
- (11) In coordination with the employee, complete an Individual Development Plan (IDP) for each civilian employee annually.

c. CPAC Responsibilities:

- (1) Provides training for managers on CHR management responsibilities, policies, tools, and technology.
- (2) Identifies, develops, and delivers Human Resource functional training to the workforce.

d. Installation Human Resource Development – Directorate of Human Resources (DHR)

responsibilities:

- (1) Provides professional Human Resources Development advisory services.
- (2) Works with supervisors to develop and execute the installation's annual HRD plan.
- (3) Assists with the development of IDP's and assessment of training needs.
- (4) Identifies training sources, methods and techniques for local courses.
- (5) Facilitates/coordinates local training courses.
- (6) Provides assistance on the use of automated training systems.
- (7) Monitors the quality of course content and delivery systems.
- (8) Serves as the liaison between IMCOM Regional Human Resources Personnel and Garrison CPMs/CFMs.
- (9) Participates in career and workforce development meetings and conferences.
- (10) Maintains workforce development records and reports as necessary.
- (11) Analyzes ACTEDS programs to support requests from Garrison CPMs/CFMs.

e. Installation Planning Board Responsibilities:

Assists in planning, resourcing, evaluating, and approving the strategic performance objectives related to the development of the Installation civilian workforce; and, promotes a proactive workforce training and development climate among supervisors and employees.

f. **Policy.** Command Policy Letter No. 3-4 addresses Civilian Training and Development. A technically competent, high-performance civilian workforce is essential to total force readiness and mission accomplishment. The purpose of this policy is to establish guidelines for systematically training, developing and sustaining a civilian workforce that is effective, efficient, and an integral part of Ft Stewart's total force. Garrison Policy Letter 14 addresses the Army Civilian Education System and its use as the primary source for professional and leader development training for the civilian workforce.

6. SHORT TERM & LONG TERM GOALS. This plan incorporates training needs identified in the FY 12 Civilian Workforce Training Needs Survey; known organizational influences such as reorganizations and mission changes; and a workforce analysis. The goals and objectives outlined below provide strategic focus to maintain a Trained Workforce during the next one to five years:

- a. Assess employees' training needs as part of the performance appraisal process. Document training needs in employee performance objectives. Prepare Individual Development Plans for each civilian employee on an annual basis.
- b. Resource identified needs.
- c. Provide individual, technical, and organizational training that supports strategic performance objectives.
- d. Evaluate results of completed training.
- e. Encourage and provide developmental opportunities for the civilian workforce.
- f. Arrange work schedules to support identified training needs.
- g. Provide for training in subject areas dealing with the safety, security, health and well-being of the workforce, e.g., Prevention of Workplace Violence; Ethics; Change Management and other similar subjects.
- h. Provide leader development training and mentoring, as well as, successor workforce development.

7. WORKFORCE ANALYSIS: A Workforce Analysis is performed periodically to determine current and future workforce skill needs. Factors taken into account include projected retirements, skill and competency needs, workforce attitude surveys, and future needs forecast. A detailed account of relevant issues and implications are contained in Fort Stewart's FY 10 -15 Strategic Human Capital Plan.

8. RESOURCES:

a. Facilities and Equipment. The Directorate of Human Resources (DHR), Education and Services Division manages the Army Education Center, building 100, which provides a variety of training facilities and equipment to support the Workforce Development Program. The Directorate of Plans, Training, Mobilization and Security (DPTMS) manages the Army Digital Training Center, providing additional facilities and support services for distance learning. Additionally, other facilities such as Moon Theater, Woodruff Theater, Hunter Post Theater, Clubs and organizational training rooms are available to support the workforce training and development program.

b. Facilitators. The Civilian Workforce Training & Development Program utilizes a highly capable in-house facilitator staff to meet some common training needs. Functional proponents within the workforce assume responsibility for providing training to the workforce for which they are the functional proponent, e.g., Equal Employment Opportunity; Prevention of Sexual Harassment; Environmental Compliance; Safety and Health Education.

c. Training Coordinators. Training Coordinators within each Directorate, Staff Activity and Tenant Activity, are responsible for administrative support duties and budget/program support functions. They also assist in preparing training plans, training needs surveys, and maintenance of the automated training database. These personnel serve as the focal point within their organization for civilian workforce training matters and are critical to overall administration of the civilian workforce training and development program.

d. Funds. Directors are responsible for planning, programming, and budgeting for workforce training needs within their overall directorate budget. Ft Stewart utilizes a decentralized civilian workforce training budget. The DHR, Workforce Development Program Manager purchases training for the Garrison workforce that exceeds the micro-purchase approval authority of \$2500.

9. APPROACH/DEPLOYMENT. Fort Stewart's approach to workforce training delivery is to provide the "right training to the right person at the right time." This just-in-time concept employs various sources and methodologies for delivering training to include on-site courses, contracted courses, satellite education programs, web-based training, as well as, off-site resident training where needed. Benefits derived from this approach are better utilization of training funds and immediate application of newly acquired skills, knowledge, and abilities to reinforce skill retention and performance improvement.

10. EVALUATION. Civilian workforce training evaluation employs a variety of methods, including:

- a. Individual Course critiques.
- b. Individual Instructor critiques.

- c. On-line employee/supervisor evaluation forms contained in automated systems.
- d. Follow-up evaluation by employees and supervisors on a random sample basis.
- e. Supervisor observation of employee application of skills.
- f. Annual performance appraisals.
- g. Quarterly Review of Installation Strategic Plan in the Leader and Workforce Development QMB.
- h. Annual Evaluation of the Civilian Workforce Training Program.

11. MEASURES. The following performance measures will be used to determine Fort Stewart's progress toward meeting overall strategic performance objectives for civilian workforce training and development programs:

- a. Develop Individual Development Plans for 100% of civilian workforce.
- b. Develop and Implement an Annual Civilian Training Program. Complete Priority 1 (mandatory) and Priority 2 (mission/performance improvement) training annually.
- c. Identify and plan recruitment to replace employees eligible for retirement – Succession Planning.
- d. Measure Employee Engagement in the Workforce.
- e. Measure Leader Development Training in the workforce.

12. FY 12 CIVILIAN TRAINING NEEDS ANALYSIS. Results of the FY 12 Civilian Workforce Training Needs Analysis are at Appendix A. Appendix B identifies Army Civilian Education System mandatory and optional training for leader development. Appendix C lists the common annual mandatory training requirements for the civilian and military workforce. Appendix D lists IMCOM Developmental Training Opportunities.



KEVIN W. MILTON
COL, FA
Commanding

APPENDIX A

FY 12 WORKFORCE TRAINING & DEVELOPMENT PLAN OF ACTION

US Army Garrison Fort Stewart/Hunter Army Airfield

1. Summary. The FY 12 Training Needs Survey is the basis for this analysis. On-site courses are planned with proponents based upon results of this analysis. Adjustments to this plan are made, as needed, to accommodate changes during the fiscal year.

- a. Total Civilian Employees: 2,043 (Includes AF & NAF perm, term & temp on-board.)
- b. Total Training Needs identified in this survey: 25,746 (Includes 25,516 Common Annual Mandatory and 1,230 Other Needs)
- c. Total Estimated Costs identified in this survey: \$928,440,00.

2. Strategic Performance Objective References:

- a. AR 690-410, Training, Subchapter 2, Determining Training Needs.
- b. AR 350-1, Army Training and Leader Development
- c. IMCOM Campaign Plan, Line of Effort 3, Leader and Workforce Development

3. Analysis by Priority:

- a. Priority 1: 26,067 needs = 97% Mission Essential - Mandatory: Is a Condition of employment; needed for acceptable performance; mandated by law or higher authority, e.g. certification, health, or safety reasons; ACTEDS leader development core courses; functional intern training. (25,516 Common Annual Mandatory and 1,230 Other)
- b. Priority 2: 340 needs = 1% Mission Improvement-Mandatory: Needed for effective performance and to improve quality of mission accomplishment; needed for replacement of skilled workers.
- c. Priority 3: 568 needs = 2% Mission Enhancement: Recommended for employees to improve or enhance knowledge, skills and abilities needed on the job.

4. Common Needs by Course Title. Analysis of FY 12 training needs showed the following courses identified by groups of 10 or more individuals. Some of these courses are unique to a specific directorate, some are available on-line, and some are common across the Garrison. On-site courses ensure the most cost effective and efficient delivery of training.


Action Officer Development course (AODC)
Acquisitions Level II
AMMO 45
AMMO 68
Architectural Hardware
Asbestos in Building Inspector

Benefit Coordinators Course
CES Basic Course
CES Intermediate Course
CES Advanced Course
Contract Officer Representative (COR)
CPR First Aid
Customer Service Fundamentals
CYMS Training
Dealing with Difficult People
DoD Pest Management Recertification
DPW Quality Assurance
General Construction QV Control
Geographic Instrumentation System Course
Hazmat Safety Course
HAZWOPER Refresher
Inter-Service Resident Safety Course
Leadership Development Course
Leading in a Learning Organization
Manager Development Course
MHLI FAC 303/306
Mortuary Affairs Officers Course
Range Ops Professional Development
Pre-Retirement Planning Seminars
Supervisor Development Course
Sustainability and LEED

Supervisor Development Course (SDC), On-Line.

IAW ALARACT 250/2011 – Mandatory Supervisory Training for all Supervisors (Military and Civilian) who supervise Army Civilians, all supervisors of Army Civilians must complete the SDC NLT 30 Jun 2012.

Civilian Education System MATRIX

Civilian Education System				
-DL open to all Army Civilians	• Team Leaders • Supervisors • Managers	• Supervisors • Managers • Non-supervisors	• GS13-GS15 or comp PB/NAF/FWS • Supervisors • Managers • Non-supervisors	• GS 14/15 or comp PB/NAF/FWS • Board Selection
				Senior Service School
				DL AMP/Defense Leader Development Program
				Advanced Course (AC) – DL 4 wk Res
				Manager Development Course (MDC) – DL
				Intermediate Course (IC) – DL & 3 wk Resident
				Basic Course (BC) – DL & 2 wk Resident
				Supervisory Development Course (SDC) – DL
				Action Officer Development Course (AODC) – DL
				Foundation Course (FC) – DL
	**PB – Pay Band NAF – Non Appropriated Funds FWS – Federal Wage System			

As of Mar08

1

<http://www.amsc.belvoir.army.mil/ces/>

CES – TARGET AUDIENCE

Foundation Course:

- **Required for all Army Civilians hired after 30 September 2006.**
- **Available to all Army employees as a self-development tool.**

Basic Course:

- **Required for Army civilians in permanent appointments assigned as a team leader or in supv or mgr position and have not been granted course credit**
- **Must complete course within 1 year of placement in position**

Intermediate Course:

- **Required for Army civilians in permanent appointment to supv or mgr position and have not been granted course credit**
- **Must complete course within 2 years of placement in position**

Advanced Course:

- **Required for Army civilians in permanent appointment to supv or mgr position and have not been granted course credit**
- **Must complete course within 2 years of placement in position**
- **GS13 - GS15 or equivalent grade level.**

APPENDIX C

COMMON ANNUAL MANDATORY TRAINING (Updated 21 September 11)

Antiterrorism Training Annual AT Level I (AR 525-13) <https://atlevel1.dtic.mil/at/>
(Wilfredo Mercado)

Combating Trafficking of Persons Annual (DODI 2200.01) Human Trafficking DoDi 2200.01 Combating Trafficking in Persons (CTIP), requires that all DoD Civilians and Service Members must complete annual CTIP Awareness Training. <http://www.combat-trafficking.army.mil/>

Computer Security Awareness/IA All computer users from the Standard Garrison Organization and 3 10 (this includes IA. Soldiers, Civilian and contractors) must complete IA training on line at <https://ia.signal.army.mil>

Annual Constitution Day Training <http://constitutionday.cpms.osd.mil/>

Ethics Orientation & Training Annual (DOD 5500.7-R, Joint Ethics Regulation) <https://www.jagcnet.army.mil/> (Jamie Eaker)

Operations Security (OPSEC) Annual (AR 530-1)
<https://intra.stewart.army.mil/Pages/home.aspx> (Freddie Mercado)

New Employee Orientation All new Civilian employees must attend New Employee Orientation NLT 90 days of entrance on duty. (AR 690-400, Ch 410, Sub-Chap 3, para 3-4f.) POC: DHR, WFD, 767-2309. (Beverly Fordham)

NO FEAR <https://intra.stewart.army.mil/GARRISON/EEO/Pages/Training.aspx>
No Fear Act Training Every Two Years (Per the following: Civil Rights Act (Title VII); Age Discrimination In Employment Act (ADEA); Rehabilitation Act (ADA); Equal Pay Act (EPA); No Fear Act; 29 C.F.R Part 1614 (Federal Sector EEO); Management Directive (MD) 110; AR 690-600 (EEO Disc Compl) (Vonzetta Davis-Lewis)

Prevention of Sexual Harassment (POSH) Annual IAW AR 600-20 and AR 350-1. <https://webs.stewart.army.mil/eeoadr/posh1.html> (Vonzetta Davis-Lewis)

SETA Briefing (Previously SAEDA) All new employees will complete Security Education Training & Awareness (SETA) orientation upon appointment; AR 381-12. All personnel will receive annual refresher training + Threat Awareness Reporting Program IAW AR 380-5 & AR 381-12. POC: DPTMS, 767-1888. (Wilfredo Mercado)

Substance Abuse Training All Civilians are required to complete 2 hours of Alcohol/Drug Prevention Training annually IAW AR 600-85 in a classroom environment or online at:

<https://intra.stewart.army.mil/garrison/asap/Pages/DrugandAlcoholTraining.aspx>
(Latonya Brown)

Suicide Prevention All Civilians are required to complete 1 hour of Suicide Prevention Awareness Training IAW (AR 600-63) in a classroom environment. POC: DHR, ASAP 767-5974. (Katherine Haile)

Sustainability Management System (SMS) All Fort Stewart/Hunter AAF Civilian employees will complete SMS training annually.

<https://intra.stewart.army.mil/garrison/dpw/Pages/Sustainability.aspx> (DPW)

APPENDIX D

IMCOM DEVELOPMENTAL PROGRAMS

Civilian Executive Developmental Assignments Program (CEDAP). IMCOM established CEDAP to strategically manage rotational assignments for IMCOM senior civilian employees, and to provide them with career-broadening experiences that will enhance their career progression and prepare them for more diverse leadership roles within the command. The CEDAP WEBSITE: <http://www.imcom.army.mil/site/hr/cedap.asp>

IMCOM Mentoring Program. Mentoring is a powerful tool for personal and professional development. The IMCOM Mentoring Program provides hands-on professional development and experiential learning to participants. Ref IMA Pamphlet 600-8, dated 10 May 2005: <http://www.imcom.army.mil/site/hr/wfd/pam/pam600-8.pdf>.

IMCOM Developmental Assignment Program (DAP). The DAP supports systematic plans to broaden employees' knowledge and skills through planned, work-related developmental assignments, increasing the value of employee contributions to current and future IMCOM missions. DAP WEBSITE: <http://www.imcom.army.mil/site/hr/workforce.asp>.

The AMC/IMCOM Fellows Program. IMCOM has partnered with Army Materiel Command (AMC) to support the Fellows Program. The Fellows program is designed to develop future civilian multifunctional leaders, with a multi-skilled background within IMCOM. POC: Ms. Mary Weiss, 703-602-7447 (DSN 332), email: Mary.Weiss@hqda.army.mil

Army Intern Program: <http://www.imcom.army.mil/site/hr/workforce.asp>.

Army Civilian Training Education and Development System (ACTEDS).
<http://cpol.army.mil/library/train/catalog/index.html>.

Guidance on IDPs may be downloaded at:
<http://www.imcom.army.mil/site/hr/wfd/pam/pamphlets.htm>.

ANNEX C

Strategic Human Capital Plan FY 2010-2015

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APPENDIX:

A -FY Workforce Training & Development Plan of Action

1. Introduction. The purpose of this plan is to provide strategic direction for sustaining a diverse, technically competent, high-performance workforce that is equipped with the competencies, skills and capabilities needed to provide extraordinary support to our customers during the period FY 2010 -2015. This plan supplements the Installation Strategic Plan and is a living document that will guide our actions over the next five years

2. Vision/Mission/Culture. Our vision is to be A Community of Excellence for Armed Forces to Train, Deploy, and Raise a Family. Our mission is to provide a safe, secure, and responsive community that enhances the FS/Hunter Army Airfield power projection platform in support of National security objectives. Our culture is one of High Performance. We work as a Team and believe it is "One Team, One Fight." We strive to be the example for others to emulate in all that we do -continuously seeking to improve services, processes, and partnerships. We take pride in being a Community of Excellence resulting in our being the "Southern Living Station of Choice".

3. Values. Our values guide our professional behavior and our business practices. The FS/HAAF Community embraces our Army values.

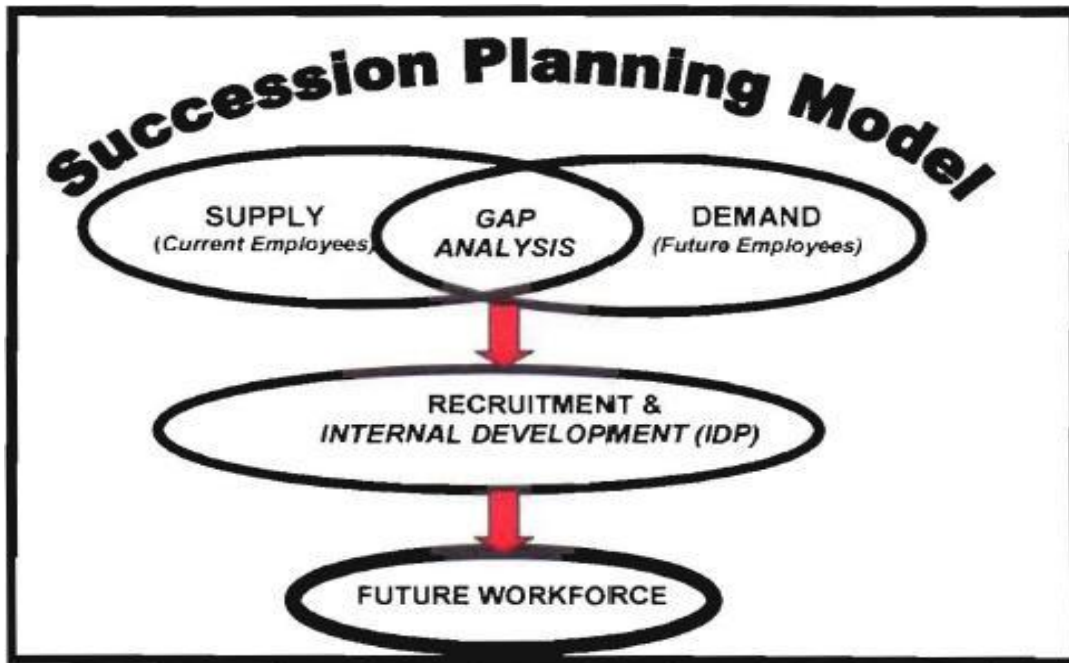
OUR VALUES	
LOYALTY DUTY RESPECT SELFLESS SERVICE	HONOR INTEGRITY PERSONAL COURAGE

4. Environment. We seek to be customer-centered, strategically focused, continuously improving, ethically sound, and collaborative with all customers, stakeholders and partners. The Garrison mission requires the workforce to think globally. Leaders must be strategic and creative thinkers, as well as, accomplished professionals who can manage, lead and change large organizations. Broad directives and initiatives influence internal business practices, such as: the President's Management Agenda, Government Performance Results Act, etc. FS strives to continuously improve business processes and to adopt private industry business standards and practices where feasible. We leverage technology through e-government and e-learning to improve our effectiveness and efficiency. We compete with private businesses and with other Army installations for mission support work. Job seekers within the federal government and the local labor market are plentiful. The internal environment is constantly changing on all levels. Agility and flexibility are required for success. This change in environment drives the need for continuous workforce development to stay relevant and ready.

5. Strategic Objectives. The Installation Strategic Plan implements the IMCOM Campaign Plan and sets strategic objectives to accomplish our mission and vision by supporting Lines of Effort in Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well Being; Leader and Workforce Development; Installation Readiness; Safety; and Energy Efficiency and Security. To provide the support base needed to achieve the mission and overcome

associated challenges, the workforce must be diverse, multi-skilled and technically competent exemplifying flexibility and adaptability in a continuously changing work environment. Strategic human resource development and management performance objectives address these key support processes across the installation. The Leader and Workforce Development Quality Management Board oversees human resource management keys to success and resulting objectives and actions on a quarterly basis.

6. Workforce Assessment. A workforce assessment reveals current and future demand for competencies/occupations. The chart below represents the process used:



7. Facts and Assumptions. The following facts and assumptions apply to this assessment:

- Retirement Age. According to current data extracted from the Defense Civilian Personnel Data System, the average age of the Garrison appropriated fund (APF) workforce is 49 and non-appropriated fund (NAF) civilian workforce is 44. This is an increase from the last five-year analysis identifying age 46 as average for APF. At that time, anticipated retirement age was 59 -59 1/2. Current indicators suggest that this age will increase rather than decrease over the next five years due to the economic downturn. The OPM Workforce Analysis of Federal Employee Retirement Data reveals that the median number of years an employee stays past their initial eligibility date is 4 years. Nearly 25% remain for nine or more years.
- Recruitment Picture. According to Mr. Tony Whitehouse, Deputy Assistant G-1 for Civilian Personnel in the FY 2008 CHR Evaluation, despite efforts to simplify the hiring system, it continues to grow more complex. New hiring authorities and changes in veteran's and spouse preference programs create additional complexity and workload. The civilian personnel population has also grown due to new programs designed to take care of Soldiers and Families; base realignments, retirements, attrition, and in-sourcing of some contractor positions. The economic downturn results in an abundance of job seekers with the US unemployment rate at 9.5% and the Georgia unemployment rate at 10.0% as of August 2010. These conditions combined with the Army rated as one of the

best places to work in the federal government for 2007 (by the Partnership for Public Service and American University's Institute for the Study of Public Policy Implementation) generate a surplus of potential workers. Civilian voluntary retirements are projected to remain stable for the next five to six years according to Dr. Susan L. Duncan, Assistant G-1 for Civilian Personnel, in her report to the Senate in May 2009. Economic trends may affect this projection, but the next potential retirement bulge may be in FY 2015 as retirement eligible employees under the FERS system may increase.

- A variety of recruitment sources, former Military Members, Spouses/Family Members and the public provide ample candidates to fill positions at FS/HAAF. Mandatory Priority Placement Programs protect current employees from job loss but at the same time tend to limit the number of vacant positions into which new employees (first time workers with government) may enter. Hiring mobile employees contributes to higher attrition rates. Internal recruitment and formal trainee positions leading to promotions increase employee morale, benefit the community, and give employees the opportunity for growth and career advancement. The Student Trainee Experience Program (STEP) and Student Career Experience Program (SCEP) are being used in increasing numbers to encourage both education and employment at FS/HAAF. These programs may also be used to promote diversity in the workforce.

8. Current Workforce. As of September 2009, the Garrison APF workforce was composed of 1475 civilian and 104 military employees. NAF employees total 631 with 362 regular part-time/part time employees and 269 flexible. Total is 2210. Additionally there were 1,236 contractor positions on the TDA and an estimated 5000 additional long-term contractors working in direct support of the mission and base operations. Of the 1475 APF civilians, approx 170 were supervisors/leaders and 1305 were non-supervisors. Of the current FS/HAAF workforce (777 positions) 53% are between the grades of GS-5 to GS-11. Fifty-three percent of the current workforce has prior military service.

Fort Stewart/HAAF APF workforce average age is 49 compared to 44 for NAF. Approximately 10.6% of APF employees were eligible for voluntary retirement as of September 2009. NAF employees retirement eligible represent 5% of the NAF workforce. By September 2014, of the current APF workforce 28.7% will be eligible for optional retirement. Comparatively in 2004, 41 % of the APF Garrison workforce was optional retirement eligible. This is a significant (30%) decrease.

9. Occupational Trends. As new skill requirements emerge, job series transform to more accurately describe the work. Mission and technology changes continue to drive series changes. Implementation of IMCOM's Standard Garrison Organization results in some standardized position descriptions as well. Growth of generalist series (301, 340) continues, allowing more flexibility in accomplishing work. With the trend toward in-sourcing work previously contracted out, some occupational areas previously experiencing decline may grow. Transfers of missions to NETCOM and AMC within FY 2010 -2012 will reduce the Garrison strength by approximately 273 APF positions and 237 contractors. Shortages in some occupational areas demand innovative recruitment strategies to attract quality candidates. Impact of DoD and Army initiatives to establish an Enterprise Human Capital Lifecycle Management System, Civilian Competency Management System (CMS) will affect human capital management. The CMS will establish competency-based career paths and guides to assist in training, development and career planning. If fielded within the next five years, this system could have a major impact on workforce development processes and systems, as well as, a positive impact on employee satisfaction and engagement.

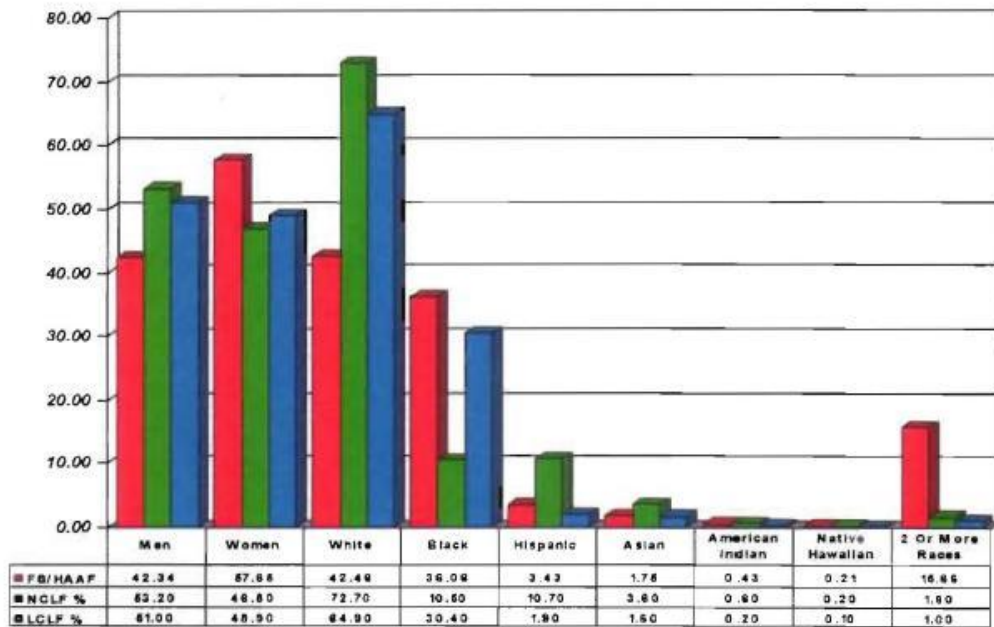
10. Local Labor Pool. The labor pool in this geographic area has direct impact on intake of new employees. Assessments of local area influences help identify our workforce focus - recruitment or workforce development or a combination of the two. According to Georgia Department of Labor (DOL) August 2010 statistics, Southeast Georgia unemployment rate is 10.0% compared to the US rate of 9.5%, suggesting the local area has potentially more job seekers than other states in the US.

11. Future Occupation Growth. The Georgia DOL currently reports the largest job growth in: Home Health Care; Medical Assistants and Registered Nurses; Refuse and Recyclable Material Collectors; Pest Control Workers; Teachers; Instructional Coordinators; and Electrical Power-line Installers and Repairers. Department of Defense identifies the following as mission critical occupations: Engineers; Scientists; Mathematicians; Physicians, Nurses, and Pharmacists; Security Specialists and Police Officer; Intelligence specialists; Financial Management, budgeting and Accounting; Contracting; Logistics Management Specialists; Quality Assurance Specialists; Information Technology Specialists; and Human Resource Specialists.

12. Diversity. "The Federal Government strives to be a model employer by building and maintaining a workforce that reflects the rich diversity of the Nation. Diversity has evolved from sound public policy to a strategic business imperative. It is an issue that requires more attention and support within the Federal workplace," according to the Office of Personnel Management Guide, Building and Maintaining a Diverse High-Quality Workforce. FS/HAAF managers are held accountable to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees. The goals are to promote: a civilian force that mirrors the diversity of the nation and the surrounding geographic area; and a work environment that promotes individual respect and encourages collaboration through sharing of different views.

The FY 2008 FS/HAAF Annual EEO Program Status Report Affirmative Employment Program provides accomplishments in recruiting and retaining a diverse workforce. As of 30 September 2008, the workforce was comprised as shown in the chart below:

WORKFORCE PROFILE



*The data contained in this product are based on the Census 2000. The data estimates are derived from a sample and are expected to be different from the 100-percent figures because they are subject to confidentiality protection, sampling and non-sampling errors. Rounding may cause percentages to vary slightly.

derived from a sample and are expected to be different from the 100% figures because they are subject to confidentiality protection, sampling and non-sampling errors. Rounding may cause percentages to vary slightly.

Individuals with Disabilities Profile:

No Disability: 92.73%
 Disability Not Identified: 2.54%
 Disability: 4.07%
 Targeted Disability: 0.64%

FED 9 Occupational Categories -Minority Population

Officials/Managers: 31.74%
 Professionals: 37.57%
 Technicians: 45.72%
 Sales Workers: 66.67%
 Administrative: 62.16%
 Craft Workers: 30.09%
 Operatives: 48.65%
 Laborers and Helpers: 25%
 Service Workers: 66.61 %

As of September 2009, of the 1475 civilian APF employees, 61 % are male and 39% are female. Race/National Origin of the APF workforce is 34% black, 58% white, 4% Hispanic, and 4% other minorities (total 42% minority).

13. Customer Input. The FY 2006 Army Civilian Attitude Survey provides insight into the retirement plans of the FS/HAAF workforce. Of the supervisors responding, 43% stated they would retire in more than five years, while employees responded at a rate of 36%. Additionally, when supervisors were asked "if they had to decide whether to continue to work for their organization, how likely they were to choose to stay," 68% responded they would stay. Comparably, five years ago, supervisors responded that they would not stay beyond their retirement eligibility date and 21 % responded they would take early retirement if offered. Supervisors and leaders compose 12% of the total APF workforce.

14. Summary

Recruitment Picture:

- FS/HAAF will have an increase in the number of positions to be filled.
- FS/HAAF experiences a high attrition rate
- Stable loss of employees to retirements during the next five years
- High availability of applicants but not all will have the right skills
- Prior military and spouses will be a recruitment source
- Student Trainees will continue to be used to meet skill requirements
 - Prior military and spouses will be a recruitment source
 - Student Trainees will continue to be used to meet skill requirements

Current Workforce:

- Average age of APF employees at FS/HAAF is 49 years old
- 10.6% of the current workforce is eligible to retire now; 28.7% of current workforce will be eligible by 2014
- 53% of the current workforce (777 positions) are between the grades of GS-5 through 11
- 53% of the workforce has prior military service

Occupational Trends:

Hard to fill positions within DOD are: Engineers; Scientists; Mathematicians; Physicians, Nurses, and Pharmacists; Security Specialists and Police Officer; Intelligence specialists; Financial Management, Budgeting and Accounting; Contracting; Logistics Management Specialists; Quality Assurance Specialists; Information Technology Specialists; and Human Resource Specialists.

Local Labor Pool

- Unemployment in Georgia is higher than the US average providing ample job seekers
- Prior military and special employment programs for veterans, spouses, and students provide an abundance of potential employees.

Future Occupation Growth

- Occupations with the largest growth in private business do not affect Fort Stewart/HAAF recruitment since these skills are typically privatized.
- FS's mission requires service providing in an environment increasingly reliant on information technology coupled with network security. In-Sourcing will likely increase numbers of positions in previously privatized occupations.

Diversity

- As of 30 Sep 2008 58% of the FS/HAAF civilian labor population was minority.
- As of 30 Sep 2008 35% of the local civilian labor force population in surrounding counties (Savannah Metropolitan) was minority.
- As of 30 Sep 2008 27% of the national civilian labor force population was minority.
- As of 30 Sep 2009, data extracted from the DCPDS database reflected the FS/HAAF civilian population to be 42% minority which is a 10% increase from 2004.
- The EEO Officer is a key member of workforce development planning efforts.

Customer Input

- Supervisors and leaders compose 12% of the total workforce (170 positions).
- GS-301 series is the most prevalent for supervisors and leaders.
- Sixty-eight percent of supervisors said in the FY 2006 Army attitude survey they would work beyond retirement eligibility date; 62% of non-supervisors said they would also.

15. Conclusions:

Broad knowledge and skill sets will be needed for multi-disciplined and leadership/management positions.

Leader development must be emphasized at all levels within the workforce.

Mission critical occupations are: Engineers; Physicians; Nurses; and Pharmacists; Security Specialists and Police Officers; Intelligence Specialists; Financial Management, Budgeting and Accounting Specialists; Contracting Specialists; Logistics Management Specialists; Quality Assurance Specialists, Information Technology Specialists; and Human Resource Specialists.

- Fewer supervisors and employees will retire during the next 5 years.
- Workforce diversity should be monitored and considered in recruitment strategies.
- There is sufficient applicant pool for entry-level positions (GS-3 to GS-5). Some positions GS-12 through GS-15 and NSPS equivalents will be filled through Placement Programs and other recruitment sources. This leaves a core of approximately 777 positions in mid-level positions GS-7 through GS-11 that require training and development of critical skills. Known factors at this time indicate that the future workforce will fall into three categories for recruitment and professional development (R&PD). as shown in figure below:



16. Implementation Strategy: To achieve the objectives of this plan, the following course of action is identified:

- Employ recruitment strategies that provide for current/future skill requirements and diversity
- Provide training in critical skill areas for current and future workforce (Refer to FY Annual Training Plan of Action -appendix A)
- Continue to emphasize and provide leader development to the mid-level workforce.
- Resource the Strategic Human Capital Plan through the command operating budget.
- Evaluation:
 - Continue to track strategic performance objectives/measures in the LWQMB and further align with IMCOM Campaign Plan. Line of Effort 3, Leader and Workforce Development.
 - Add strategic performance action/measures in the LWQMB to track leader development training of the workforce.
 - Add strategic performance action/measure in the LWQMB to provide and track career development planning training for the workforce.
 - Continue to emphasize recruitment of developmental employees to enable growth within the workforce, e.g. (STEP, SCEP, and developmental positions).
 - Annually, review the Human Capital Strategic Plan to reflect changes in mission and workforce demographics.

17. References:

- Briefing to the Senate Committee Homeland Security and Governmental Affairs, 7 May 2009, by Dr. Susan L. Duncan, Assistant G1 for Civilian Personnel
- DOD Instruction Number 1400.25, Volume 250, 18 November 2008, Subject: DoD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning (SHCP)
- Defense Report from AUSA's Institute for Land Warfare, "Transforming the Army's Civilian Workforce: A New Vision," 23 July 2008
- OPM Strategic Human Resources Policy Center for Workforce Information and Systems Requirements Report, "An Analysis of Federal Employee Retirement Data, Predicting Future Retirements and Examining Factors Relevant to Retiring from the Federal Service", March 2008, <http://www.opm.gov/feddata/RetirementPaperFinal v4.pdf> .
- DOL statistics, 2009, www.dol.gov
- U.S. Census Bureau 2008 statistics, www.census.gov
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- US Army Civilian Human Resource (CHR) FY 2008 Evaluation, <http://cpol.army.mil/library/civplans/chr-eval08eval/toc.html>,
- US Army Installation Management Command Campaign Plan, 2010 -2017, 5 March 2010. <http://www.imcom.army.millhq>
- The President's Management Agenda, 2002, <http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>
- The Government Performance Results Act, 1993, <http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m/>
- OPM Guide, Building and Maintaining a Diverse High-Quality Workforce, <http://WVMI.opm.gov/diversity/guide.htm>