

Fort Monroe Strategic Plan



FY 05 -- FY 11

(Updated 6 July 2004)

DRIVERS and STAKEHOLDERS

Fort Monroe Key Business Drivers

- **Installation Management**
- **Human Capital Management**

Fort Monroe Key Stakeholders

- **HQ TRADOC**
- **Installation Management Agency
Northeast Region**
- **Accession Command**
- **Army Contracting Agency
Northern Region**
- **Cadet Command**
- **Joint Task Force Civil Support**
- **Network Command**
- **Defense Contract Management Agency**
- **Other Tenants**
- **Military and Civilian Employees**
- **DA**
- **DoD**

MISSION, VISION, VOICE

FORT MONROE MISSION

**Provide quality base operations support
to National Defense Agencies
through facilities, infrastructure,
well-being and force protection**

FORT MONROE VISION

**The modern “Home of Choice”
for National Defense Agencies
in a Historic Setting**

UNIFIED VOICE

“Planning the Future, Preserving the Past”

VALUES AND GOALS

FORT MONROE VALUES

Fort Monroe's values are linked to and incorporate the core values of the U.S. Army and Installation Management Agency (IMA), but are stated to emphasize areas of particular community importance.

ARMY

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

IMA

Stewardship
Efficiency
Respect
Vision
Integrity
Consistency
Empowerment

FT MONROE

Morally strong
Operationally Effective
Nurturing Excellence
Responsive
Optimistic
Energetic

FORT MONROE GOALS

Goal 1: Foster superior well-being.

Goal 2: Set the standard for force protection.

Goal 3: Be the benchmark for installation stewardship.

Goal 4: Improve and maintain infrastructure.

Goal 5: Prepare workforce for the future.

Goal 6: Improve Performance.

Goal 7: Create a lasting sense of pride and awareness in our historic community.

GOAL 1: Foster superior well-being*

Strategy: Link to and achieve the standards defined in the “Army Well-Being” program.

LTO 1.1: Incorporate 100% of the Army’s Well-Being Program (AWBP) in the Fort Monroe community (AWBP-M) by July 2007.

Proponent: Post Commander (COL Perry Allmendinger)

STO 1.1a: Design a Ft. Monroe “Army Well-Being” program by October 2004.

Proponent: Post Command Sergeant Major (CSM Williams)

ACTION 1.1a1: Develop and staff written Fort Monroe AWB plan NLT July 2004.

Proponent: Executive Steering Committee (ESC)

ACTION 1.1a2: Receive commander’s approval of AWBP-M (Monroe) NLT August 2004.

Proponent: ESC

ACTION 1.1a3: Establish steering committee by May 2004.

Proponent: Post CSM (CSM Williams)

ACTION 1.1a4: Community agencies and units establish organizational POCs for membership on Action Council NLT (????).

Proponent: Directors/Unit Commanders

ACTION 1.1a5: Provide AWBP training for steering committee NLT December 2004.

Proponent: Post CSM (CSM Williams)

ACTION 1.1a6: Conduct quarterly integration meetings beginning (????) for the purpose of streamlining and synchronizing the key AWB processes necessary for program execution.

Proponent: Post CSM (CSM Williams)

STO 1.1b: Deploy AWBP to the community by September 2005.

Proponent: Post CSM (CSM Williams)

ACTION 1.1b1: Print and distribute copies of written AWBP-M to Fort Monroe Leadership NLT January 2005.

Proponent: AWBP-M Training Chairperson ()

ACTION 1.1b2: Begin AWBP basic education for Fort Monroe leadership NLT January 2005.

Proponent: AWBP-M Training Chairperson ()

ACTION 1.1b3: Conduct AWBP-M education for community through print media, BOSS meetings, Town Hall Meetings and other training strategies during February-April 2005.

Proponent: AWBP-M Training Chairperson ()

* Well-being is defined as “the personal, physical, material, mental and spiritual state of Soldiers, civilians and their families that contribute to their preparedness to perform the Army Mission.” Taken from the DA AWB Brochure.

STO 1.1c: Execute the program beginning May 2005.

Proponent: Post CSM (CSM Williams)

ACTION 1.1c1: Conduct Fort Monroe Army Well-Being Action Council meeting quarterly beginning July 2005.

Proponent: Deputy Garrison Commander (Thelma Pankoke)

ACTION 1.1c2: Directors/commanders execute the plan IAW the published AWBP-M plan.

Proponent: Directors/Unit Commanders

STO 1.1d: Improve well-being program to meet 100% AWBP standards by September 2005.

Proponent: Post CSM (CSM Williams)

ACTION 1.1d1: Establish feedback mechanisms for community and conduct ongoing assessment of AWBP.

Proponent: AWBP-M Evaluation Chair ()

ACTION 1.1d2: Conduct quarterly informal performance reviews to measure effectiveness of AWBP-M against DA standards and identified benchmarks.

Proponent: AWBP-M Steering Committee

ACTION 1.1d3: Improve program based on feedback during quarterly performance reviews.

Proponent: Directors/Unit Commanders

ACTION 1.1d4: Conduct formal mid-point performance review NLT January 2006.

Proponent: Post CSM (CSM Williams)

LTO 1.2: Meet or exceed the established criteria of Army Baseline Services (ABS)/Common Levels of Support (CLS) reflected in the AWBP by July 2007.

Proponent: Post CSM

STO 1.2a: Conduct 100% assessment of Monroe performance of ABS by July 2006.

Proponent: Post CSM (CSM Browning)

ACTION 1.2a1: Benchmark with two installations utilizing the AWBP/Army Baseline Standards NLT July 2005.

Proponent: Executive Steering Committee ()

ACTION 1.2a2: Identify gaps at Fort Monroe NLT August 2005.

Proponent: Executive Steering Committee ()

ACTION 1.2a3: Develop action plan to close gap NLT September 2005.

Proponent: Executive Steering Committee ()

LTO 1.3: Align Ft. Monroe's Army Well-Being Program reporting requirements with Department of the Army's Well-Being Status Report (WBSR), ensuring 100% compliance by June 2007.

Proponent: DOIM (Jackie Parker/Boyd Greever)

STO 1.3a: Develop a Ft. Monroe database that provides appropriate linkage to WBSR by July 2006.

Proponent: DOIM (Jackie Parker/Boyd Greever)

ACTION 1.3a1: Coordinate w/agencies to obtain DA reporting requirements NLT January 2005.

Proponent: DOIM

ACTION 1.3a2: Develop and distribute pilot database program to interface with DA reporting requirements NLT April 2005.

Proponent: DOIM(Jackie Parker/Boyd Greever)/AWBP

LTO 1.4: Link with Goal 5 (Human Resources for Future) under the AWB by July 2007.

STO 1.4a: Determine Ft. Monroe Well-Being Program baseline in comparison to AWBP standards by June 2008.

Proponent: Post CSM (CSM Williams)

ACTION 1.4a1: Collect data on effectiveness of AWBP-M and use this data to establish baseline NLT November 2006. (Review internal programs, accreditation standards, Staff Assistance visits, customer feedback/climate surveys)

Proponent: Post CSM (CSM Williams)

ACTION 1.4a2: Submit recommended baseline to Post Commander and receive approval NLT Jan 2007.

Proponent: Post CSM (CSM Williams)

GOAL 2: Set the standard for force protection

Strategy (1): Use Management control evaluation checklist for each sub-discipline in force protection.

Strategy (2): Determine the success of the overarching program based on meeting or exceeding current standards.

LTO 2.1: Review and revise Force Protection Plan to continue to meet or exceed DoD standards by 30 September annually.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

STO 2.1a: Conduct threat/criticality/vulnerability/risk by 30 September annually.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

ACTION 2.1a1: Review and revise threat assessment by 30 March annually.

Proponent: DPTMSEC (Intelligence Fusion Cell Officer, Acting—Dina Groesbeck)

ACTION 2.1a2: Identify facilities Memorandum of Agreement and High Risk Targets to be assessed for threat and criticality/vulnerability by 30 March annually,

Proponent: DPTMSEC (Intelligence Fusion Cell Officer, Acting—Dina Groesbeck)

ACTION 2.1a3: Continually conduct quarterly or as needed liaison with local Law Enforcement.

Proponent: DPM (Provost Marshal—CPT Weinberg)

ACTION 2.1a4: Develop quarterly updates of the annual threat assessment by the end of the month following each quarter (31 Jan, 30 Apr, 31 Jul, 31 Oct) to ensure the assessment remains current.

Proponent: DPTMSEC (Intelligence Fusion Cell Officer, Acting—Dina Groesbeck)

ACTION 2.1a5: Conduct the Anti-Terrorism (AT) criticality/vulnerability Assessment Report by 30 August annually.

Proponent: DPTMSEC (Intelligence Fusion Cell Officer, Acting—Dina Groesbeck)

ACTION 2.1a6: Participate in regional threat assessment by last day of each quarter.

Proponent: DPTMSEC (Anti-Terrorism—Bill Moisant)

ACTION 2.1a7: Disseminate threat-related information quarterly or as needed.

Proponent: DPTMSEC (Anti-Terrorism—Bill Moisant)

ACTION 2.1a8: Continually develop and maintain a current visual assessment threat product for the Installation Operation Center.

Proponent: DPTMSEC (Intelligence Fusion Cell Officer, Acting—Dina Groesbeck)

ACTION 2.1a9: Participates as a member of the Installation Comprehensive Assessment Team beginning 30 August 2004 and every 3 years thereafter.

Proponent: DPTMSEC (Force Protection Committee—CPT Weinberg)

ACTION 2.1a10: On a continuous basis, define system vulnerabilities by end of each quarter.

Proponent: DOIM (Information Operation—Mia Williams)

STO 2.1b: Prioritize facilities and equipment, mission essential vulnerable areas (MEVA}, and High Risk Targets to mitigate vulnerabilities based on changing threats as needed.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

ACTION 2.1b1: Continually maintain and implement countermeasures against system vulnerabilities as needed.

Proponent: DOIM (Information Assurance Manager—Mia Williams)

ACTION 2.1b2: Conduct quarterly criminal analysis identifying possible trends on Fort Monroe by the end of the month following each quarter.

Proponent: DPM (Provost Marshal—CPT Weinberg)

ACTION 2.1b3: Coordinate with antiterrorism working group and committee to identify and prioritize requirements by 10 September annually.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

ACTION 2.1b4: Commander approves priorities via AT Committee by 15 September annually.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

ACTION 2.1b5: Conduct Physical Security/Crime Prevention/Key Control Inspections by 30 September annually.

Proponent: DPTMSEC (Physical Security Officer—Jim Wright)

ACTION 2.1b6: Continually conduct/update Risk Analysis/Installation Physical Survey by 30 September annually.

Proponent: DPTMSEC (Physical Security Officer—Jim Wright)

ACTION 2.1b7: Develop utility contingency plan by 30 September 2004.

Proponent: DPTMSEC (Physical Security Officer—Jim Wright)

STO 2.1c: Develop and upgrade plans/policies/standard operating procedures by 30 September annually or as threat dictates.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

ACTION 2.1c1: Review Fire Department standards and standard operating procedures by 15 January annually.

Proponent: Safety (Fire Chief—Del Vantree)

ACTION 2.1c2: Update LE plans/SOPs to ensure support AT/FP plan by 30 June annually.

Proponent: DPM (Provost Marshal—CPT Weinberg)

ACTION 2.1c3: Update Installation Physical Security Plan by 30 June annually.

Proponent: DPTMSEC (Physical Security- Jim Wright)

ACTION 2.1c4: Ensure all plans are properly coordinated and rehearsed by 30 June annually.

Proponent: DPTMSEC (Anti-Terrorism—Bill Moisant)

ACTION 2.1c5: Review/validate activities, plans, policies, and SOPs by 30 July annually.

Proponent: DPTMMSEC (Director, Acting—Dina Groesbeck)

ACTION 2.1c6: Continually scan systems to maintain network security.

Proponent: DOIM (Information Assurance Officer—Mia Williams)

LTO 2.2: Complete force protection training requirements by 30 September annually.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

STO 2.2a: Identify and prioritize training requirements to meet or exceed DoD/DA standards by 30 June annually.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

ACTION 2.2a1: Ensure all installation activities are aware of training requirements by 1 March annually.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

ACTION 2.2a2: Identify and prioritize AT Level II, III, and IV training requirements by 30 March annually.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

ACTION 2.2a3: Semi-annually conduct post-wide training by 30 March and 30 September.

Proponent: Safety (Fire Chief—Del Vantree)

ACTION 2.2b4: Reiterate training to organizations not in compliance by 30 September annually.

Proponent: DOIM (Information Assurance Officer—Mia Williams)

ACTION 2.2a5: Conduct Emergency Service Training to support force protection requirements by 30 June annually.

Proponent: Safety (Fire Chief—Del Vantree)

ACTION 2.2a6: Coordinate and schedule training requirements for MP and augmentation forces by 30 June annually.

Proponent: DPM (MP Detachment Commander—CPT Barney)

ACTION 2.2a7: Notify all Information Management Officers (IMOs) of training requirements by 30 June annually.

Proponent: DOIM (Information Assurance Manager— Mia Williams)

ACTION 2.2a8: Coordinate training budget requirement for 1st responders by 30 June annually.

Proponent: Provost Marshal/Fire Chief/DRM(Fire Chief—Del Vantree)

ACTION 2.2a9: Ensure First Responders' standards are achieved and maintain supporting individual training records by 30 June annually.

Proponent: Safety (Fire Chief—Del Vantree)

STO 2.2b: Validate and reinforce training through anti-terrorism/force protection exercises annually.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

ACTION 2.2b1: Develop internal exercises and meet regulatory compliance by 25 September annually.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

ACTION 2.2b2: Participate in annual AT/FP exercise by 25 September.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

ACTION 2.2b3: Develop lessons learned and provide to higher headquarters by 30 September annually.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer—Bill Moisant)

LTO 2.3: Incorporate environmental friendly technology (as it becomes available), develop policy, plans, and procedures to mitigate environmental impacts by 30 September 2029.

STO 2.3a: Identify an Environmental Review Committee to meet or exceed EMS/ISP standards by 30 September 2005.

Proponent: Provost Marshal Office (Provost Marshal—CPT Weinberg)

STO 2.3b: Identify a mass transportation review team 30 September 2005

Proponent: Provost Marshal Office (Provost Marshal—CPT Weinberg)

For 2.3a&b: For both “request all proponents nominate candidates for each committee group

Goal 3: Be the benchmark for installation stewardship

Strategy (1): Identify opportunities and requirements for Fort Monroe to be the benchmark for installation stewardship.

Strategy (2): Educate and market our historical, environmental, and community value and importance.

LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 June 2010.

Proponent: Casemate Museum (Director—Dennis Mroczkowski)

STO 3.1a: Establish Casemate Museum as the model for Army field museums by 30 September 2004.

Proponent: Casemate Museum (Director—Dennis Mroczkowski)

ACTION 3.1a1: Re-certification visit by Center of Military History (CMH) by 30 June 2004.

Proponent: Casemate Museum (Director—Dennis Mroczkowski)

ACTION 3.1a2: Complete 100% computerization of museum collections using USAMS by January 2004. **Completed**

Proponent: Casemate Museum (Museum Specialist—Kathy Rothrock)

ACTION 3.1a3: Renovate exhibits to “immersion” exhibits by 30 September 2004.

Proponent: Casemate Museum (Museum Specialist—Kathy Rothrock)

STO 3.1b: Integrate military history into the training schedule for 100% of Fort Monroe soldiers by 30 November 2004.

Proponent: Casemate Museum (Director – Dennis Mroczkowski)

ACTION 3.1b1: Develop military history classes by 31 July 2004.

ACTION 3.1b2: Integrate the classes into training schedule by 31 August 2004.

ACTION 3.1b3: Prepare history related activities for NCOs and lower enlisted ranks by 30 September 2004.

ACTION 3.1b4: Coordinate scheduling of activities for NCOs and lower enlisted ranks by 31 October 2004

ACTION 3.1b5: Begin initial training by 3 November 2004.

STO3.1c: Identify and prioritize actions to preserve 100% of Fort Monroe’s historic structures by 30 September 2005.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c1: Improve coordination among engineering, housing, and environmental divisions to ensure all projects are properly coordinated by 30 September 2003. **(Completed)**

Proponent: DPW/L (Engineering—)

ACTION 3.1c2: Perform annual exterior inspection of historic buildings to identify new repair and maintenance needs by 31 Mar 2005 and annually thereafter.

Proponent: DPW/L ()

ACTION 3.1c3: Finalize ICRMP and HARAM by 30 March 2004. **Completed**

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c4: Prepare listing of problems observed through annual inspections for consideration/ prioritization by the Installation Planning Board (IPB) by 30 May 2005.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c5: Submit work orders and service orders for historic preservation projects based upon priorities established by IPB by 31 July annually.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c 6: Establish a public-private partnership to enhance preservation efforts by 30 September 2005.

Proponent: DRM (Director – Bob Edwards)

ACTION 3.1c7: Finalize PA or apply for Army Alternative Procedures certification by ACHP by 30 September 2005.

Proponent: DPW/L (Environmental - Jennifer Guerrero)

ACTION 3.1c 8: Minimize adverse affects of UFC antiterrorism standards that will require replacement and/or modification of historic buildings through development of alternative compliance methods by 30 September 2004 and annually thereafter.

Proponent: DPTMSEC (Anti-Terrorism/Force Protection Officer-Bill Moisant) and DPW/L (Environmental—Who's responsible)

STO 3.1d: Complete 100% of phase two archaeological testing (6 sites) by 30 September 2007.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1d1: Prepare Scope of Work for Phase II testing of Loci 3, 9 and 21 by 31 March 2003. **(Completed)**

ACTION 3.1d2: Submit Phase II testing SOW to Contracting, with SAF statement, by 30 June 2003. **(Completed)**

ACTION 3.1d3: Ensure FY 01 and FY 02 fieldwork reports on completed archaeological investigations are finalized by 31 December 2003. **(Completed)**

ACTION 3.1d4: Oversee delivery of existing archaeological collections from completed projects to the Fort Lee curation facility by 1 July 2004 and annually thereafter as needed.

ACTION 3.1d5: Submit/update funding request for archaeological projects through EPR process by 30 April and 15 November annually.

*Phase II testing of three "potentially eligible" sites --Loci 7, 13, and 17—must be done concurrently with utility or construction work due to the fact that the sites have concentrations of utility lines and/or are paved or under buildings. The scopes of work are dependant on the project design and cannot be performed in advance without major disruption.

ACTION 3.1d6: Prepare Scope of Work to investigate the former cemetery area on Fort Monroe and the relocated African-American Baptist Church (44YO781) cemetery by 31 January 2006.

ACTION 3.1d7: Submit Scope of Work for archaeological investigation of the cemeteries to Contracting, with **SAF** statement, by 28 February 2006.

STO 3.1e: Train appropriate work force (contractors, DPW, building coordinators and those who submit work orders) on maintenance and repair of historic structures. Train 50% by 30 September 2004; 75% by 30 September 2005; 100% by 30 September 2006.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 1: Prepare article for publication in *Casemate* and *Housing Newsletter*, and as targeted email to train building coordinators, residents and others who submit work orders, by 30 April 2003. **(Completed)**

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e2: Identify appropriate work force to train and the levels of training required by 30 September 2003. **(Completed)**

Proponent: DPW/L()

ACTION 3.1e 3: Provide two hour overview of the Section 106 process and the HARAM to all GSI and JOC personnel by 31 December 2003. **(Completed)**

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e4: Provide guidance to Installation Planning Board regarding Secretary of the Interior's standards for rehabilitation and the section 106 process at first meeting, and annually as required.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 5: Appropriate GSI personnel attend specialized hands-on workshops in historic building repair techniques by 30 September 2004.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e6: Identify GSI personnel who may disturb lead during their work and send to the 8-hour lead renovator-remodeler certification training by 30 September 2004.

Proponent: DPW/L ()

ACTION 3.1e7: Provide all GSI and custodial personnel who may come in contact with asbestos-contain materials with 2-hour asbestos awareness training by 30 September 2004.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 8: Work order, contracting, housing, and engineering personnel attend Introductory Section 106 class by 30 September 04.

Proponent: DPW/L()

ACTION 3.1e9: Distribute HARAM to appropriate personnel by 31 December 2004.

Proponent: DPW/L (Environmental – Jennifer Guerrero))

LTO 3.2: Enhance natural ecology by 40% of current conditions by 28 February 2010.

Proponent: DPW/L (Environmental Office – Jennifer Guerrero)

STO 3.2a: Achieve DoD Chesapeake Bay Restoration Initiative by 28 February 2010.

Proponent: DPW/L (Environmental Office – Jennifer Guerrero)

ACTION 3.2a1: Repair Dog Beach dunes-100% by 31 March 2005

-- Submit Scope of Work to Contracting to prepare necessary permit applications, NEPA documentation & design of beach stabilization by 1 April 2003.

-- Construction begins by 01 November 2004.

-- Construction complete by 31 March 2005.

ACTION 3.2a2: Repair Mill Creek Berm-100% by 28 February 2010.

--Submit Scope of Work to Contracting to prepare necessary permit applications and NEPA documentation by 1 April 2003.

--Submit Scope of Work to Contracting to design removal of existing slurry riprap and replace with natural vegetation by 1 June 2004.

--Construction begins to remove ¼ mile of existing concrete slurry riprap and near shore debris and replace with filter fabric, stone riprap 6” geo-lock or petroflex stone, and native vegetation by 1 November 2005.

--Continuing replacing ¼ of shoreline per year between 1 November 2006 – 31 December 2008.

--Construction of 1 mile of shoreline complete by 31 December 2008.

STO 3.2b: Expand access to natural and recreational areas and install educational signs of flora and fauna by 31 December 2008.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.2b1: Prepare necessary permit applications, NEPA documentation and design by 1 June 2004.

ACTION 3.2b2: Procure funding and begin construction to install and replace 1-1/3 mile handicapped accessible nature trail by 31 March 2005.

ACTION 3.2b3: Complete construction by 31 December 2008.

STO 3.2c: Enhance moat water quality by 30% by 30 March 2006.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.2c1: Monitor water quality parameters to determine improvement.

--Complete compilation of water quality baseline based upon seasonal fluctuations by 30 September 2003. **(Completed)**

--Compile annual report and compare with baseline statistics by 1 Jul annually.

ACTION 3.2c2: Install oyster upwelling systems at a-dock as well as North Gate to help filter moat water.

--Submit Scope of Work to prepare permit applications, NEPA documentation and design by 31 May 2004.

--Construction begins 30 September 2004.

--Installation of upwelling system adjacent to North Gate Bridge completed by 30 June 2004.

--Donate oysters to Chesapeake Bay Foundation and purchase new spat to grow by 30 June 2004.

ACTION 3.2c3: Repair moat embankment between Patch Road and Postern Gate by 31 Dec 06. --Submit Scope of Work to Contracting to prepare necessary permit applications, NEPA documentation by 31 July 2003. **(Completed)**

--Construction begins along with archaeological investigations of artifacts encountered during construction between Patch Road and Main Gate by 1 November 2004.

--Construction begins along with archaeological investigations of artifacts encountered during construction between Main Gate and Postern Gate by 1 June 2005.

--Construction complete by 1 August 2006.

LTO 3.3: Broaden our scope of community relations/operations to 100% of our internal and external customers by 24 October 2006.

Proponent: PAO (Nancy Popejoy)

STO 3.3a: Identify, review, and update 100% of internal and external community partners in the Hampton Roads area by 30 March annually **(Completed)**

Proponent: PAO (Chief—Nancy Popejoy)

ACTION 3.3a1: Determine and assess all appropriate military and public agencies within Hampton Roads by 30 March annually.

ACTION 3.3a2: Coordinate with directors to identify any additional community partners by 30 March annually.

ACTION 3.3a3: Prepare final list of community partners in the Hampton Roads area by 30 April annually.

ACTION 3.3a4: Establish community partnerships; 75% by 30 Mar 04; 85% by 30 Mar 05; 100% by 30 March 2006.

Sub- ACTION 3.3a4a: Contact each partner by telephone or letter by 30 July annually.

Sub- ACTION 3.3a4b: Determine mutual goals by 30 October annually.

Sub- ACTION 3.3a4c: Set suspense dates and determine infrastructure requirement to accomplish goals (75% by 30 March 2004; 85% by 30 March 2005; 100% by 30 March 2006).

ACTION 3.3a5: Review Inter Service Support Agreements by 30 September annually.

Proponent:

LTO 3.4: Utilize and protect the resources of Fort Monroe and its surrounding communities by 30 September 2010.

Proponent:

STO 3.4a: Support neighboring community activities as resources permit.

Proponent: DCFA/HHC/PMO/TUSCAB/Casemate Museum/PAO—need name of the person responsible)

ACTION 3.4b1: Host special events to enhance community relations.

Proponent: DCFA ()

ACTION 3.4b2: Continue with local community partnerships for Boat Regatta and 4th of July celebration.

Proponent: HHC/PMO/DCFA ()

ACTION 3.4b3: Provide musical support for community events.

Proponent: TUSCAB ()

ACTION 3.4b4: Continue Soldier and Family Support Center involvement with local community.

Proponent: DCFA ()

ACTION 3.4b5: Provide historical education to the community.

Proponent: Casemate Museum ()

LTO 3.5: Implement a system of personal accountability for beautification and preservation of our historic community by 30 March 2010.

STO 3.5a: Continue implementation for Project Pride Marketing and education plan by 30 December annually.

ACTION 3.5a1: January 2004 – Begin publicity Campaign for “Project Pride”

Completed

- Using ICON only
- Located in strategically placed areas of Fort Monroe, giving no explanation at first. This is to build interest and curiosity.

Proponent: Project Pride Team (Team Leader—Cliff Whitehouse)

ACTION 3.5a2: February 2004 – Announce “Project Pride” Campaign Fort Monroe-wide. **Completed**

- Provide explanation of ICON
- Major articles in Casemate Newspaper outlining plan
- Having volunteers at front gate wearing “Project Pride” Logo handing out “I Pitch In” litter bags containing flyers and tokens to “kick off” the campaign.

Proponent: Shae Inglin/Nancy Popejoy – Project Pride Team

ACTION 3.5a3: Use Fort Monroe’s Cable spot to advertise the “Project Pride” Campaign and provide future guidance.

Proponent: DPTMSEC (Director, Acting—Dina Groesbeck)

ACTION 3.5a4: Incorporate National, State, and Local awards won by Fort Monroe in the “Project Pride” Campaign such as “Keep America Beautiful (2d Place National), Tree City USA, (First Place National for 16 consecutive years), The National Arbor Day Foundation, (Growth Award for 2 years), Virginia Clean Marina Rating (equivalent to a 5-star hotel rating), etc.

Proponent: DPW/L (Environmental—Grady Wesson)

ACTION 3.5a5: Develop “Project Pride Areas./Adopt a Spot. Enhance the “Yard of the Month” Program. Institute an “Admin Building of the Month” program. All programs instill a sense of personal pride to keep Fort Monroe Clean and Beautiful.

Proponent: DPW/L (Environmental—Peter VanDyk)

ACTION 3.5a6: Review/update packets with responsibilities to residents and building coordinators outlining program procedures by 28 February annually.

Proponent: DPW/L (Environmental—Peter VanDyk)

ACTION 3.5a7: Include children at Child Development Center (CDC), Youth Services and sponsored schools in the community (a good source for middle and high school students to learn volunteer hours toward scholarships).

Proponent:

ACTION 3.5a8: Show age appropriate videos to CDC and Youth Services promoting a clean environment. Conduct Poster Contest for CDC, “How do I Keep Fort Monroe Clean and Beautiful?” Personal Declaration to be signed by **Child and Parent**, which includes a list of actions they will or will not do.

Proponent: DPW/L (Environmental—Grady Wesson)

ACTION 3.5a9: Coordinate logistics for beautification of Post.

Proponent: DPW/L (Environmental—Grady Wesson)

ACTION 3.5a10: Organize “Clean Sweep Walks” to encourage physical fitness and help keep the post clean as well.

Proponent: DCFA (Fitness Center—Jeanette Coffman)

STO 3.5b: Implement/maintain Mayoral Program by 28 February 2005.

Proponent: CSM (CSM Williams)

ACTION 3.5b1: Conduct annual election for Mayors in January annually.

Proponent: CSM (CSM Williams)

ACTION 3.5b2: Maintain Area Coordinator coverage for housing.

Proponent: Command Group ()

ACTION 3.5b3: Provide policy letter to each housing resident identifying the housing area, mayor, area coordinators and duties and responsibilities of each.

Proponent: CSM (CSM Williams)

ACTION 3.5b4: Area Coordinators are responsible to inform military residents of needed improvements in their immediate assigned areas. Area Coordinators report to Area Mayor.

Proponent: CSM (CSM Williams)

ACTION 3.5b5: Revise list of Admin Building Coordinators by 15 February who report to the organization’s Sergeant or Director.

Proponent: CSM (CSM Williams)

ACTION: 3.5b6: Provide a Policy Letter to Admin Building Coordinators stating their responsibilities to include guidance for policing around their building and submitting work orders to DPW/L.

Proponent: CSM (CSM Williams)

ACTION 3.5b7: For housing violations that come up through Area Coordinators and Mayors to the Command Sergeant Major, the following procedure occurs:

- Warning letter is sent to individual from the Director of Housing, CSM is copy furnished so he can schedule the individual on his calendar. Individual's military or civilian supervisor is also copy furnished.
- Next letter is from the Commander and is a letter of Eviction.

**Proponent: Post Housing—Jackie Smith/
Wherry Housing—Diane Pellingra**

STO 3.5c: DPW/L assesses GSI processes. During this assessment, quality control measures are reviewed to ensure work is accomplished in a timely and cost efficient manner that meets established standards quarterly.

Proponent: DPW/L (Who's responsible)

ACTION 3.5c1: Ensure Quality Control/Quality Assurance processes are currently in place. **No date**

**Proponent: Quality Control – GSI (Mitch Johnson)
Quality Assurance Evaluator – DPW/L (Dan Fowlkes)**

ACTION 3.5c2: Conduct monthly GSI meetings to re-evaluate and improve Quality Control Measures.

Proponent: DPW/L (Who's responsible)

ACTION 3.5c3: GSI's PWS responsibilities are being expanded to include policing jetties and beaches from Continental Park to the Bay Breeze Community Center every week day. GSI is to remove debris and use heavy equipment for large debris removal. **How often?**

Proponent: DPW/L (Who's responsible)

ACTION 3.5c4: Rework GSI's PWS to expand policing responsibility to include entire post until Project Pride is fully deployed. After full deployment of plan, PWS to be reassessed and GSI workload downsized as appropriate. **No date**

Proponent: DPW/L (Who's responsible)

STO 7.4a: As a backup to GSI, establish Military Policing Areas by 15 February 2004.

Proponent: CSM (CSM Williams)

ACTION 7.4a1: Assign HHC, TUSCAB, and MPs a common area to police, excluding beaches and jetties along the sea walk in the interim until Griffin Services Incorporated's (GSI) Performance Work Statement (PWS) is reevaluated.

Proponent: HHC (ISG Diaz)

ACTION 7.4a2: HHC, TUSCAB, AND MP's to police common areas Monday through Friday and to continue weekly policing of the Moat in the interim until GSI PWS is reevaluated.

Proponent: HHC (ISG Diaz)

LTO 3.6: All products purchased are 100% recyclable and contain recycled content by 30 Sep 2029

Proponent: (Who's responsible)

STO 3.6a: 25% recycled by 2007

STO 3.6b: 35% recycled by 2012

STO 3.6c: 65% recycled by 2022

STO 3.7d: 100% recycled by 2029

LTO 3.7: 95% of materials are diverted from landfill by 2029.

STO 3.7a: 40 % diversion by 30 September 2005.

STO 3.7b: 60 % diversion by 30 September 2007.

STO 3.7c: 80% diversion by 30 September 2012.

STO 3.7d: 95% diversion by 30 September 2029.

GOAL 4: Improve and maintain infrastructure.

Strategy (1): Identify requirements and opportunities.

Strategy (2): Develop and implement plans to accomplish them.

LTO 4.1: Prepare, submit and update a five-year strategy for infrastructure improvement by 31 July annually.

Proponent: DPW/L (Director – LTC Simoneau)

STO 4.1a: Establish and convene Installation Planning Board by 30 June 2004.

Proponent: DPW/L (Planning Office –David Sanborn)

ACTION 4.1a1: Determine voting members and responsibilities by 31 October 2003. **(Completed)**

ACTION 4.1a2: Deliver invitation with project list to IPB members by 15 May annually.

ACTION 4.1a3: Convene IPB by 30 June 2004.

STO 4.1b: Reevaluate and update installation Master Plan by 31 January 2005.

Proponent: DPW/L (Planning Office – David Sanborn)

ACTION 4.1b1: Review & update all chapters and maps of the Long Range Component by 31 August annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b2: Review & update all chapters and projects in the Short Range Component by 31 August annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b3: Review & update Summary Development Plan by 30 November annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b4: Update Environmental Analysis when significant changes occur by 15 December annually.

Proponent: DPW/L Environmental Office - Jennifer Guerrero)

ACTION 4.1b5: Approve updated Master Plan by 1 January annually.

Proponent: Commander (COL Allmendinger)

ACTION 4.1b6: Post updated Master Plan on DPW website (restricted to .mil) by 31 January annually.

Proponent: DOIM (Information Assurance Manager - Mia Williams)

STO 4.1c: Reevaluate, update and submit MCA projects by 1st Quarter annually.

Proponent: DPW/L (Planning Office – David Sanborn)

ACTION 4.1c1: Solicit user requirements by 30 June annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1c2: Compile consolidated list with recommended priority by 15 July annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1c3: Approve project list by 30 July annually.

Proponent: Commander (COL Allmendinger)

ACTION 4.1c4: Prepare DD1391's and submit to NERO by 1 November annually.

Proponent: DPW/L (Planning Office - David Sanborn)

STO 4.1d: Reevaluate, update and submit NAF construction projects by 31 May annually.

Proponent: DRM (NAF Finance - Rod MacGillivray)

ACTION 4.1d1: Survey managers for new projects during January annually.

Proponent: DRM (NAF Finance - Rod MacGillivray)

ACTION 4.1d2: Create 1391 for new and accepted projects; delete 1391 for canceled projects by 30 March annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1d3: Submit 1391 to NERO MWR by 30 April annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1d4: Update NAF Major Construction financial template for current projects with latest year template by 30 May annually.

Proponent: DRM (NAF Finance - Rod MacGillivray)

STO 4.1e: Wherry Whole-Neighborhood replacement NLT 31 July 2007.

Proponent: DPW/L (Community Planner—David Sanborn)

ACTION 4.1e1: Award Phase 1 (400 Area) Deconstruction Contract by 31 August 2004.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

ACTION 4.1e2: Award Design-Build by 28 February 2004.

Proponent: DPW/L (Community Planner—David Sanborn)

ACTION 4.1e3: Deconstruct Phase 1 by 31 March 2005.

Proponent: DPW/L (Environmental Division—Jennifer Guerrero)

ACTION 4.1e4: Construct Phase 1, Complete by 31 July 2006.

Proponent: DPW/L Community Planner—David Sanborn)

ACTION 5.1e5: Construct Phase 2, complete by 31 July 2007.

Proponent: DPW/L (Community Planner—David Sanborn)

STO 4.1f: Construct Entry Control Point by 30 September 2005.

Proponent: DPW/L (Rob McRacken)

ACTION 4.1f1: Design of Entry Control Point Construction Project approved by 9 July 2004.

ACTION 4.1f2: Award Entry Control Point Construction project by 30 September 2004.

ACTION 4.1f3: Construct Entry Control Point by 30 September 2005.

STO 4.1g: Implement Plan for communication infrastructure improvements by 31 December 2005.

Proponent: DOIM (Information Assurance Manager – Mia Williams)

ACTION 4.1g1: Inventory current Network nodes by 28 February annually.

ACTION 4.1g2: Evaluate and identify replacement technology by 2 April annually.

ACTION 4.1g3: Identify costs by 30 April annually.

ACTION 4.1g4: Identify phase-in based on age of node, availability of spare parts and current vendor product support by 30 June annually.

ACTION 4.1g5: Complete communication infrastructure improvement plan by 31 July annually.

LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 September 2010.

Proponent: DPW/L (Director – LTC Simoneau)

STO 4.2a: Develop and implement annual work Plan by 15 November annually.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.2a1: Query IFS for list of open approved Work Orders by 1 September 2003.

ACTION 4.2a2: Develop & score project lists for all accounts by 15 October 2003.

ACTION 4.2a3: Incorporate approved budget guidance by 15 October 2003.

ACTION 4.2a4: Complete preparation of document by 31 October 2003.

ACTION 4.2a5: Receive Priority input from DPW and Div Chiefs by 31 October 2003.

ACTION 4.2a6: Submit Completed Plan to Commander by 15 November annually.

STO 4.2b: Conduct Installation Status Report (ISR) evaluation by 15 April annually and use it to identify required projects by 31 May annually.

Proponent: DPW/L (Management Engineering Services— Patti Davis)

ACTION 4.2b1: Distribute ISR evaluation worksheets to Building Coordinators by 15 February annually.

Proponent: DPW/L (Management Engineering Services—Patti Davis)

ACTION 4.2b2: Receive completed evaluations by 15 March annually.

Proponent: DPW/L (Management Engineering Services—Patti Davis)

ACTION 4.2b3: Compile information into ISR Database by 30 March annually.

Proponent: DPW/L (Management Engineering Services—Patti Davis)

ACTION 4.2b4: Receive Commander’s approval on completed ISR and submit to NERO by 15 April annually.

Proponent: DPW/L (Management Engineering Services—Patti Davis)

ACTION 4.2b5: Use evaluation sheets to enter Work Orders into system to make necessary repairs by 31 May annually.

Proponent: DPW/L (Management Engineering Services—Bob Jones)

STO 4.2c: Develop Americans with Disabilities Act (ADA) project requirements by 15 November annually.

Proponent: EEO (Chief—Faye Anderson)

ACTION 4.2c1: Establish a list of ADA Requirements and provide to DPW-L and DRM by 31 May annually.

Proponent EEO – (Chief—Faye Anderson)

ACTION 4.2c2: Submit work orders for each requirement by 31 July annually.

Proponent: DPW-L (Rob McRacken)

ACTION 4.2c3: Integrate requirements into DPW Annual Work by 15 November annually.

Proponent: DRM (Director—Bob Edwards)

STO 4.2d: Develop and implement communication infrastructure maintenance and repair projects by 15 November annually.

Proponent: DOIM (Information Assurance Manager - Mia Williams)

ACTION 4.2d1: Ensure current voice/data communications infrastructure maintenance/repair projects' are covered under our annual maintenance agreements with the vendor by 1 October annually.

ACTION 4.2d2: Identify and submit UFRs for hardware component upgrades to Post DRM by 15 November annually.

STO 4.2e: Develop and implement force protection project list by 15 November annually.

Proponent: DPTMSEC (Antiterrorism – Bill Moissant)

ACTION 4.2e1: Conduct appropriate assessment by 30 August annually.

Proponent: DPTMSEC (Antiterrorism – Bill Moissant / Physical Security – Jim Wright)

ACTION 4.2e2: Compile assessment results by 30 August annually and track vulnerability until mitigation is complete.

Proponent: DPTMSEC ((Antiterrorism – Bill Moissant) / Physical Security – Jim Wright)

ACTION 4.2e3: Enter UFR requirements in IRITA by 10 September annually.

Proponent: DPTMSEC ((Antiterrorism – Bill Moissant) / Physical Security – Jim Wright)

ACTION 4.2e4: Coordinate with antiterrorism working group and committee to identify and prioritize requirements by 10 September annually.

Proponent: DPTMSEC (Antiterrorism – Bill Moissant)

ACTION 4.2e5: Commander approves priorities via AT Committee by 15 September annually.

Proponent: DPTMSEC (Antiterrorism – Bill Moissant)

STO 4.2f: Meet platinum Spirit Standard for new construction by 2029 and Gold Spirit Standard for renovations by 2029

ACTION 4.2f1: Meet Gold Standard for MCA by 30 September 2005.

ACTION 4.2f2: Meet Bronze Standard for Non MCA and renovations by 30 September 2006.

(Add actions to progress to STO later.)

LTO 4.3: Implement utility privatization initiatives while investigating alternate renewable energy and water sources by 30 September 2006 and implement all renewable sources by 2029.

Proponent: DPW/L (Engineering Division –Mark Sciacchitano)

STO 4.3a: Complete utilities privatization solicitations by 1 January 2005.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3a1: Complete Source Selection (all utilities) by 30 June 2004.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3a2: Obtain Garrison Commander’s Approval (Electric) by 31 July 2004. **(Completed)**; (Water/Sewage) by 31 July 2004.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3a3: Obtain Congressional Approval (Electric) by 30 September 2003 **(Completed)**; (Water /Sewage) by 30 September 2004.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3a4: Award Contract (Electric) by 30 June 2004; (Water/Sewage) by 30 November 2004.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3a5: Transfer responsibilities & complete privatization (Electric) by 1 January 2005; (Water/Sewage) by 1 June 2005.

Proponent: DPW/L (Planning Office—David Sanborn)

STO 4.3b: Develop and implement alternative strategies to provide utility services not privatized by 30 September 2006.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3b1: Contact local municipality or utility companies to inquire about their interest by 31 December 2004.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3b2: Negotiate transfer with interested party by 30 June 2005.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3b3: Submit projects to NERO for replacement of any system to remain in Army inventory by 30 June 2005.

Proponent: DPW/L (Planning—David Sanborn)

ACTION 4.3b4: Develop water conservation plan and put into use by 1 October 2004.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3b5: Provide initial determination of renewable energy and water sources by 30 September 05.

Proponent:

ACTION 4.3b6: Replace systems that will remain in the army inventory including implementing selected renewable sources by 2029.

Proponent:

GOAL 5: Prepare workforce for the future.

Strategy (1): Identify requirements and opportunities; assess capabilities; determine gap, identify and acquire resources; train personnel; and employ new skills and technology; and evaluate.

Strategy(2): Identify and deploy methodology to improve workforce capabilities.

LTO 5.1: Train workforce to meet mission requirements by 15 January 2007.

Proponent: CPAC (Chief—Barry Buchanan)

STO 5.1a: Project Common Levels of **Support** (CLS) requirements within 6 months of establishment.

Proponent: DRM (Manpower—Paulette Pickering)

ACTION 5.1a1: Notification to functional chiefs & HR Community that CLS requirements are established within 30 days of establishment of CLS requirements.

Proponent: DRM (Manpower—Paulette Pickering)

ACTION 5.1a2: HR community query functional staff to identify training required for each position (military and civilian) to accomplish CLS within 30 days following completion of 5.1a1.

Proponent: CPAC (Chief—Barry Buchanan)

ACTION 5.1a3: Functional chiefs establish baseline training necessary for each position (military and civilian), and assess capabilities of the staff and identify deficiencies within 60 days of completion of 5.1a2.

Proponent: CPAC (Chief—Barry Buchanan)

ACTION 5.1a4: Determine delta in annual training program and training needed to meet CLS within 30 days of completion of 5.1a3.

Proponent: CPAC (Chief—Barry Buchanan)

ACTION 5.1a5: Identify resourced and unresourced requirements and acquire resources by 15 June 2007.

Proponent: DRM (Budget—Nick DiNunzio)

ACTION 5.1a6: Schedule resourced training within 60 days of completion of 5.1a5.

Proponent: CPAC—Lisa Mitchell)

ACTION 5.1a7: Functional chiefs insure training is accomplished by 15 January 2007.

Proponent: CPAC (Chief—Barry Buchanan)

STO 5.1b: Improve corporate communication.

Proponent: Deputy to the Commander (Thelma Pankoke)

ACTION 5.1b1: Conduct semi-annual Employee Town Halls and others as needed.

Proponent: Deputy to the Commander (Thelma Pankoke)

ACTION 5.1b2: Increase Organizational Climate Survey score (continually).

Proponent: DRM (Plans and Programs—Barbara Bell)

ACTION 5.1b3: Increase Climate Survey participation to 75 percent (continually).

Proponent: DRM (PAI—Barbara Bell)

STO 5.1c: Annually identify training needs.

Proponent: CPAC (Lisa Mitchell)/Directors and Training POCs

ACTION 5.1c1: Provide Annual Training Needs Survey from CPOC to Directors and Training POCs by 14 May annually.

ACTION 5.1c2: Assist individual supervisors with survey as necessary.

ACTION 5.1c3: Request Training Survey results for Installation Level staff from CPOC.

ACTION 5.1c4: Analyze and evaluate survey results and provide to DRM.

STO 5.1d: Ensure every employee has an annual Individual Development Plan.

Proponent: ()

ACTION 5.1d1: Review Individual Development Plan with supervisor.

Proponent: ()

ACTION 5.1d2: Submit annual requirements to DRM for funding.

Proponent: ()

LTO 5.2: Develop comprehensive Human Resource (HR) Plan for integration into Army Well Being (AWB) Program by 15 January 2007. (*Future consolidation into Goal 1*)

Proponent: CPAC (Kathy Genung)

STO 5.2a: Establish Process Action Team (PAT) by 30 March 2003. **(Completed)**

Proponent: DRM (PAI—Barbara Bell)

ACTION 5.2a1: Select Team Leader.

Proponent: CPAC (Chief—Barry Buchanan)

ACTION 5.2a2: Identify other team members.

Proponent: CPAC (Kathy Genung)

ACTION 5.2a3: Designate project scope

Proponent: DRM (QIT—Barbara Bell)

ACTION 5.2a4: Prepare Charter.

Proponent: DRM (QIT—Barbara Bell)

ACTION 5.2a5: CDR Charters Team

Proponent: CDR (COL Allmendinger)

STO 5.2b: Acquire sample Human Resource Plan and benchmarks by 30 Mar 03.

(Completed)

Proponent: DRM (PAI—Barbara Bell)

ACTION 5.2b1: Contact ACSIM staff, other APIC leaders and any other known source to determine what a good Human Resource plan should include by 5 March 2003.

ACTION 5.2b2: Contact prospective benchmarking sites and request a copy of their Human Resource Plan by 15 March 2003.

ACTION 5.2b3: Select at least one example of an HR Plan for CPAC to benchmark against by 25 March 2003.

ACTION 5.2b4: Provide example of an HR Plan to CPAC by 30 March 2003.

STO 5.2c: Develop draft Human Resource Plan and staff by 30 June 2005.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2c1: Provide PAT members current Human Resource Plan within 2 weeks of team establishment.

Proponent: CPAC (Kathy Genung)

ACTION 5.2c2: Meet biweekly to coordinate and monitor progress.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2c3: Identify major gaps and develop draft plan of action within 30 days of receiving sample Human Resource Plan and benchmarks.

Proponent: CPAC (Kathy Genung and HR PLAN PAT)

ACTION 5.2c4: In Progress Review with MAD members NLT 30 Mar 05.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2c5: Staff draft Human Resource Plan with Directors and Chief of Special Staff NLT 30 June 2005.

Proponent: CPAC (Kathy Genung)

STO 5.2d: Finalize Human Resource Plan and deploy by 30 September 2005.

Proponent: CPAC (Kathy Genung)

ACTION 5.2d1: Review staff input, analyze, reevaluate and update HR Plan.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2d2: Obtain Commander's approval NLT 15 August 2005.

Proponent: CPAC (Barry Buchanan)

ACTION 5.2d3: Deploy and publicize NLT 30 September 2004.

Proponent: CPAC (Kathy Genung)

LTO 5.3: Focus workforce towards customer-driven services thru 15 June 2009..

Proponent: Directors

STO 5.3a: Meet suspense when responding Interactive Customer Evaluation System (ICE).

Proponents: Directors/Tenants

ACTION 5.3a1: Each organization sets internal suspense to ensure they meet the DRM assigned 10-day suspense.

ACTION 5.3a2: Meet all comment card suspense dates continually.

STO 5.3b: Provide customer service training for employees.

Proponent: Directors/Supervisors/Employees

ACTION 5.3b1: Identify selected employees to receive customer service training annually.

Proponent: Directors

ACTION 5.3b2: Use comments from customer comment cards to help establish training requirements/needs

Proponent: Directors/Supervisors

ACTION 5.3b3: Develop or review/update Individual Development Plan for customer service training annually.

Proponent: Directors/Supervisors/Employees

ACTION 5.3b4: Accomplish scheduled customer service training annually.

Proponent: Directors/Supervisors/Employees

STO 5.3c: Reward superior service continually.

Proponent: CPAC/Directors/Supervisors

ACTION 5.3c1: Identify awardees in accordance with established criteria continually.

Proponent: Directors/Supervisors

ACTION 5.3c2: Ensure equitable and proportionate recognition among identified awardees continually.

Proponent: CPAC/Directors/Supervisors

GOAL 6: Improve performance

Strategy: Evaluate customer and assessment feedback to improve service.

LTO 6.1: Implement 100% of Productivity Management by 31 December 2004.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

Completed

STO 6.1a: Conduct Productivity Improvement Review (PIR) by 30 September 2003.

Completed

Proponent: DRM (PAI—Cliff Whitehouse)

ACTION 6.1a1: Commander, DRM and staff of the Plans and Programs Office attend ABC training by 15 June 2003. **Completed**

ACTION 6.1a2: Develop an execution plan for PIR process by NERO suspense date 10 July 2003. **Completed**

STO 6.1b: Develop and maintain Activity Based Costing (ABC) models by 30 September 2003.

Proponent: DRM (PAI—Cliff Whitehouse)

ACTION 6.1b1: Update Commander's Initiatives by 31 August annually.

ACTION 6.1b5: Incorporate ABC models into the PIR process by 30 September 2003. **Completed**

ACTION 6.1b2: Develop good ideas for each organization by 30 September 2004.

ACTION 6.1b3: Select most promising cost saving initiatives by 30 November 2004.

ACTION 6.1b4: Deploy all ABC models for each organization by 30 March 2005.

ACTION 6.1b6: Further improve ABC models based on PIR process. (Continually).

LTO 6.2: Improve Installation BASOPs Management through the APIC process by addressing the identified gaps by 1 July annually.

Proponent: DRM (PAI—Barbara Bell)

STO 6.2a: Submit ACOE package annually by NERO's suspense.

Proponent: DRM (PAI—Barbara Bell)

ACTION 6.2a1: Designate APIC team leaders by 30 January annually.

ACTION 6.2a2: Select APIC team members by 28 February annually.

ACTION 6.2a3: Perform SWOT analysis by 31 March annually.

ACTION 6.2a4: Develop Milestones by 31 March annually.

ACTION 6.2a5: Train APIC Team leaders/members by 31 March annually.

ACTION 6.2a6: Conduct self-assessment by 31 July annually.

ACTION 6.2a7: Prepare submission package NLT 31 July annually.

ACTION 6.2a8: Submit completed package by NERO suspense date annually.

STO 6.2b: Using APIC feedback report, identify and close 90 percent of minor gaps and 10 percent of major gaps by 1 July annually.

Proponent: DRM (PAI—Barbara Bell)

ACTION 6.2b1: Review NERO feedback report and identify gaps (areas for improvement); grouping them in major and minor categories by 31 March annually.

ACTION 6.2b2: Select 90 percent of minor gaps and 10 percent of major gaps for improvement by 30 April annually.

ACTION 6.2b4: Make selected improvements by 1 July annually.

- Minor improvements by APIC completion date annually.
- Major improvements incorporated into Strategic Plan annually.
-

STO 6.2c: Develop and maintain Installation Strategic Plan annually.

Proponent: DRM (PAI—Barbara Bell)

ACTION 6.2c1: Plan and conduct an offsite strategic planning workshop during the spring months. (annually) **Completed**

ACTION 6.2c2: During the spring strategic planning workshop, update the current strategic plan for the next FY (i.e., during the spring FY 04 offsite, update strategic plan for FY 05 – FY 11).

ACTION 6.2c3: Plan and conduct an onsite follow-up planning session during the fall months to expand beyond our Strategic Plan annually.

ACTION 6.2c4: Plan and conduct a ½ day follow-up session as needed.

ACTION 6.2c5: Review Strategic Plan deployment during quarterly Performance Management Review.

LTO 6.3: Develop and implement an Installation Customer Service and Community Relations System by 30 January 2006.

Proponent: DRM (PAI—Cliff Whitehouse)

STO 6.3a: Charter Customer Service and Community Relations System PAT by 29 February 2004. PAT will develop Customer Service System and Community Relations philosophy and structure (diagram). **Completed**

Proponent: DRM (PAI—Cliff Whitehouse)

ACTION 6.3a1: Determine aspects of Fort Monroe that should be the focus of the Customer Service and Community Relations System by 30 June 2003. **Completed**

ACTION 6.3a2: Determine the internal/external customers for our marketing focus by 30 June 2003. **Completed**

ACTION 6.3a4: Analyze strengths, weaknesses, opportunities and threats by 30 June 2004. **Completed**

ACTION 6.3a3: Develop a strategy to attract potential customers to Fort Monroe by 30 September 2004.

ACTION 6.3a5: Produce a draft Customer Service/Community Relations System by 30 September 2004.

ACTION 6.3a6: Staff draft Customer Service/Community Relations System by 31 December 2004.

ACTION 6.3a7: Using feedback, modify draft Customer Service and Community Relations System by 31 March 2005.

ACTION 6.3a8: Produce the final Customer Service/Community Relations Systems by 30 December 2005.

STO 6.3b: Deploy approved Customer Service/Community Relations System by 30 March 2006.

Proponent: DRM (PAI—Cliff Whitehouse)

ACTION 6.3b1: Determine how best to deliver the Customer Service/Community Relations System to the customer by 30 December 2005.

ACTION 6.3b2: Disseminate the Customer Service/Community Relations System to the potential customers by 30 January 2005.

STO 6.3c: Deploy Listening Post System by 30 December 2004.

Proponent: DRM (PAI—Cliff Whitehouse)

ACTION 6.3c1: Develop SOP for the Listening Post System by 30 July 2003. **(Completed)**

ACTION 6.3c2: Perform SWOT analysis by 30 August 2003. **(Completed)**

ACTION 6.3c3: Educate personnel on the Listening Post System via town hall meetings, newspaper articles, websites, etc. by 30 October 2004.

ACTION 6.3c4: Post Commander encourages supervisors to provide closure/response (within two weeks) back to the employee who initiated the comment.

ACTION 6.3c5: Develop publicity plan by 30 September 2004.

ACTION 6.3c6: Deploy Listening Post System by 31 December 2004.

STO 6.3d: Develop a Regional Sustainability Team by (what date).

Proponent:

ACTION 6.3d1: Identify/develop existing and potential partnerships by (what date).

Proponent: PAO (Chief—Nancy Popejoy)

LTO 6.4: Consolidate IT on the installation into a Single DOIM by budget cycle FY07 (30 July 2006).

Proponent:

STO 6.4a: Implement Active Directory by 15 December 2004.

Proponent: DOIM— Mia Williams

ACTION 6.4a1: Conduct site survey for Active Directory domain controllers by 20 December 2003.

ACTION 6.4a2: Acquire and configure domain controllers by 30 April 2004.

ACTION 6.4a3: Configure DNS and DHCP services by 30 June 2004.

ACTION 6.4a4: Migrate existing NT 4.0 domains by 31 October 2004.

ACTION 6.4a5: Train “shadow SA Staff” new way of doing business by 31 December 2004.

STO 6.4b: Comply with server consolidation guidance by 30 September annually.

Proponent: DOIM (Chief, Operations Branch—Jackie Parker)

ACTION 6.4b1: Assess disk space availability monthly.

ACTION 6.4b2: Meet with customers to identify servers to be consolidated as required by 4 July 2004.

ACTION 6.4b3: Develop, implement, and evaluate a standard for future server consolidation by 30 December 2004.

STO 6.4c: Centralize control of IT personnel by 30 September 2007.

Proponent: DOIM (Chief, Operations Branch—Jackie Parker)

ACTION 6.4c1: Meet with appropriate counterparts (Netcom, TRADOC, IMA) to discuss requirements and resources by 30 May 2004.

ACTION 6.4c2: Identify all shadow DOIM staff by 30 September 2004.

LTO 6.5: Develop, implement, evaluate, and fine tune a fully functional Environmental Management System/Installation Sustainability Program (EMS.ISP) in accordance with Army guidance and policy by 30 September 2009

Proponent: Ron Pinkoski/Cliff Whitehouse

STO 6.5a: Complete an installation-wide EMS/ISP self-assessment with appropriate documentation, signed by the Garrison Commander NLT 30 March annually.

Proponent: Ron Pinkoski

ACTION 6.5a1: Complete a functional installation-wide Sustainability Program Implementation Team through input and nomination of volunteers from directorates, commands, tenants, and other appropriate stakeholders by 30 January 2004. **Completed**

Proponent: Jennifer Guerrero

ACTION 6.5a2: Conduct EMS/ISP training for Program Implementation Team by 30 March 2004. **Completed**

Proponent: Jennifer Guerrero

ACTION 6.5a3: Conduct assessment of existing processes, procedures, and documentation ; and brief Garrison Commander by 30 March 2004.

Proponent: Ron Pinkoski

STO 6.5b: Complete a written EMS/ISP implementation plan with defined dates, identified resources, and organizational responsibilities for implementing a mission-advancing ISO 14001-conformant EMS signed by the commander by 30 September 2004.

Proponent: Ron Pinkoski/Cliff Whitehouse

ACTION 6.5b1: Develop an installation EMS policy by 30 September 2003.

Completed

Proponent: Jennifer Guerrero

ACTION 6.5b2: Identify and document installation-level mission critical elements by 30 April 2004. **Completed**

Proponent: Ron Pinkoski/Cliff Whitehouse

ACTION 6.5b3: Utilize a standardized framework to develop and organize the various types of documentation required by ISO 14001 by 30 June 2004.

Proponent: Ron Pinkoski

ACTION 6.5b4: Identify procedures for internal and external communication of EMS information IAW ISO 14001 by 31 July 2004.

Proponent: Nancy Popejoy

ACTION 6.5b5: Identify types of EMS documentation needed and develop procedures for document control IAW ISO 14001 by 31 August 2004.

Proponent: Ron Pinkoski

ACTION 6.5b6: Integrate ISP goals and actions into the strategic plan by 30 September 2004.

Proponent: Cliff Whitehouse

STO 6.5c: Implement EMS by 31 December 2005.

Proponent: Ron Pinkoski/Cliff Whitehouse

ACTION 6.5c1: Compile a prioritized list of environmental aspects of Fort Monroe by 30 March 2005.

Proponent: Ron Pinkoski/Cliff Whitehouse

ACTION 6.5c2: Provide awareness-level briefings on the Army's EMS/ISP to all appropriate installation personnel by 30 March 2005.

Proponent: Ron Pinkoski/Cliff Whitehouse

ACTION 6.5c3: Schedule and conduct EMS/ISP management review, evaluation of results, and briefing with reviewers and Implementation Team by 31 December 2005.

Proponent: Ron Pinkoski/Cliff Whitehouse

STO 6.5d: Full implementation of the EMS/ISP implementation plan to achieve conformance with ISO standard by 30 September 2009.

Proponent: Ron Pinkoski

ACTION 6.5d1: Reevaluate installation-level mission critical elements annually beginning 15 Mar 2006.

Proponent: Cliff Whitehouse

ACTION 6.5d2: Reevaluate installation framework used to organize the various types of documentation required by ISO 14001 annually beginning 15 April 2006.

Proponent: Ron Pinkoski

ACTION 6.5d3: Reevaluate procedures for internal and external communication of EMS/ISP information as required by ISO 14001 by 15 April 2006, and annually thereafter.

Proponent: Nancy Popejoy

ACTION 6.5d4: Reevaluate EMS documentation requirements and procedures for document control issues required by ISO 14001 by 31 May 2006, and annually thereafter.

ACTION 6.5d5: Reevaluate, refine, and update ISP goals and actions in the strategic plan annually beginning 1 June 2006.

Proponent: Cliff Whitehouse

ACTION 6.5d6: Schedule and conduct annual EMS/ISP management review, evaluation of results and briefing with reviewers and Implementation Team by 31 December 2006.

Proponent: Ron Pinkoski/Cliff Whitehouse