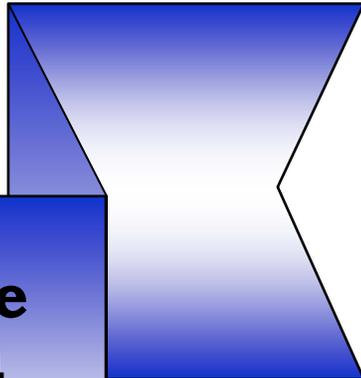
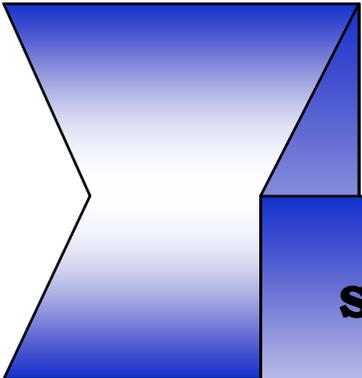


HEADQUARTERS FORT MONROE

PERFORMANCE MANAGEMENT REVIEW
&
STRATEGIC PLANNING WORKSHOP

FY 03 - 4TH QUARTER



Provide quality base operations support to Department of Defense personnel and activities through facilities, infrastructure, well-being and force protection.

Briefing to Post Commander,
Colonel Perry D. Allmendinger
13 November, 2003

Fort Monroe Strategic Plan Review

4th QUARTER PMR/PIR AGENDA

13 November 2003

1000-1630

Bay Breeze Community Center, Fort Monroe, VA

1000 Welcome & Opening Remarks-COL Allmendinger
Bob Edwards

1010-1030 Commander's Dashboard-Cliff Whitehouse

1030-1130 Quad Charts-Directors Present

1130 Adjourn for lunch-everyone is own their own for lunch

1300-1345 Productivity Improvement Review (PIR) -Cliff Whitehouse

1. Beginning of model development:

DCA- Mr. Paul Heilman

DOIM- Mrs. Jackie Parker

DPW/L-LTC Simoneau

2. Presentation of next "Good Ideas"

Fire Dept.- Mr. Delinor Vantree

EEO-Ms Faye Anderson

DPTMSEC-LTC Riddick

1345-1415 METL –Bob Edwards / PMR Charts-Directors Present

1415-1515 EMS (Envir. Management. System) Executive Overview

1515-1545 Master Planning-Dave Sanborn/LTC Simoneau

1545-1615 Isabel Recovery Effort-LTC Simoneau

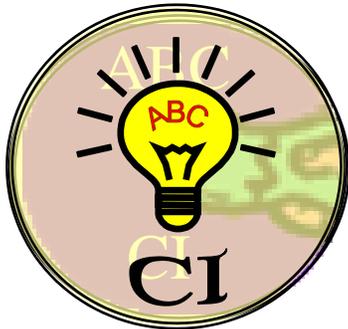
1615-1625 BRAC-Bob Edwards

1625-1630 Questions, Wrap up, Next Steps, Meeting Adjourned



COMMANDER'S DASHBOARD

1. How are we doing? 2. What's going well? 3. What needs attention?



1. Everyday Ops/Tasks that need Command visibility



1. Commander's Initiatives (CI)
2. Most Promising "Good Ideas"
3. Savings

1. Reds & Ambers
2. Why?
3. Plan to fix.



1. What's Hot?
2. Why?
3. Plan to fix to avoid in future



COMMANDER'S DASHBOARD

1. How are we doing? 2. What's going well? 3. What needs attention?



1. Everyday Ops/Tasks that need Command visibility



1. Commander's Initiatives (CI)
2. Most Promising "Good Ideas"
3. Savings



1. Reds & Ambers
2. Why?
3. Plan to fix.

1. What's Hot?
2. Why?
3. Plan to fix to avoid in future



Assessment Definitions

GREEN

- Work is on track for successful completion, on time
- Work has met all established milestones and will likely meet all future milestones
- The issue requires only a routine update
- Work has experienced extraordinary success or significant accomplishment worthy of a special briefing report

AMBER

- The issue falls short of the target because one or a few things inhibit successful completion by scheduled due date
- Ongoing corrective action will likely make the issue Green
- The current course of events, or issues that have developed, may yield negative consequences

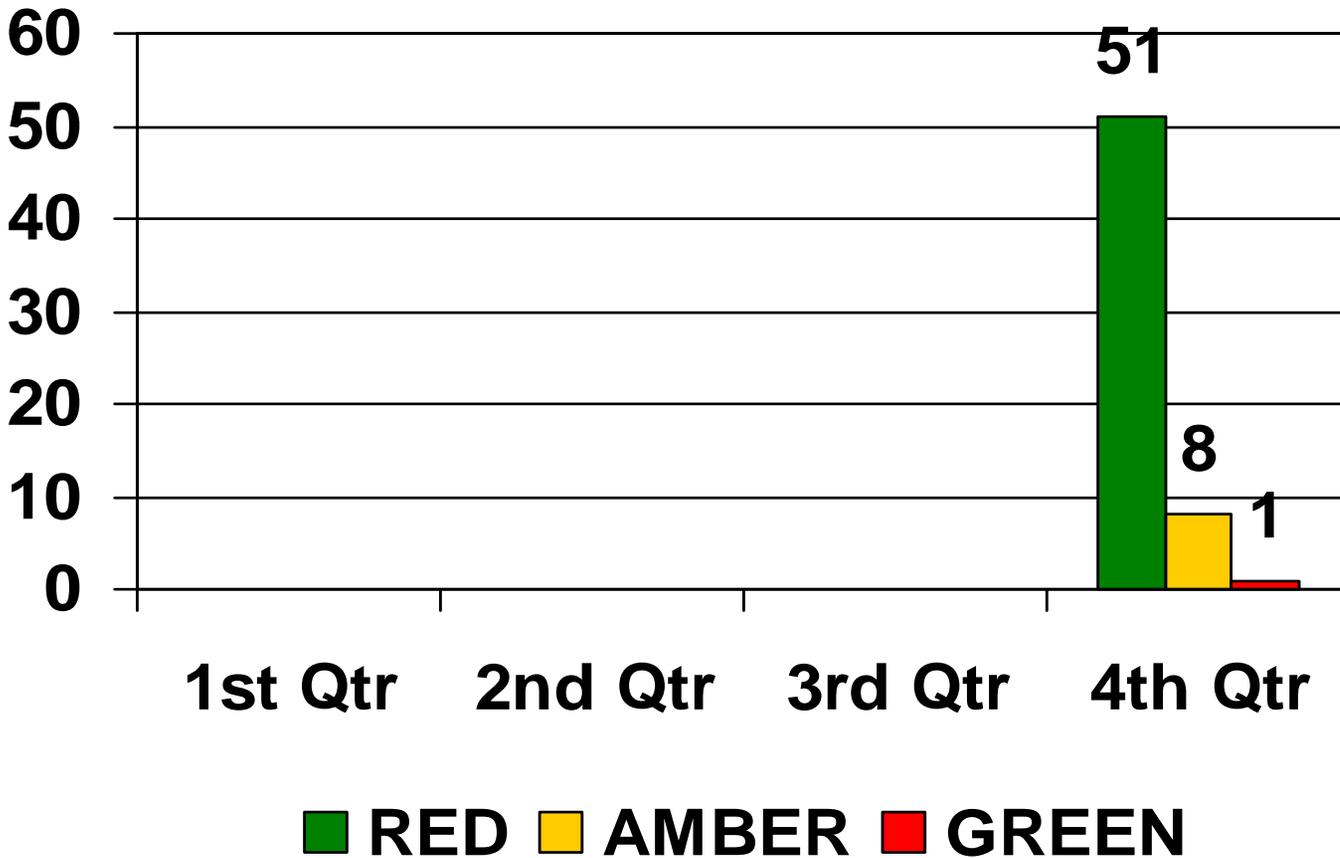
RED

- Work will fail to resolve or complete the issue by the scheduled due date because of certain major inhibitors
- Work has failed to make desired progress (e.g., because it missed one or more milestones causing significant adverse consequences)
- Work has received significant leadership, congressional, or media attention because of problems that arose or the nature of issues addressed





Strategic Plan STO Status



Fort Monroe Strategic Plan Review

GOAL 6: Improve performance.

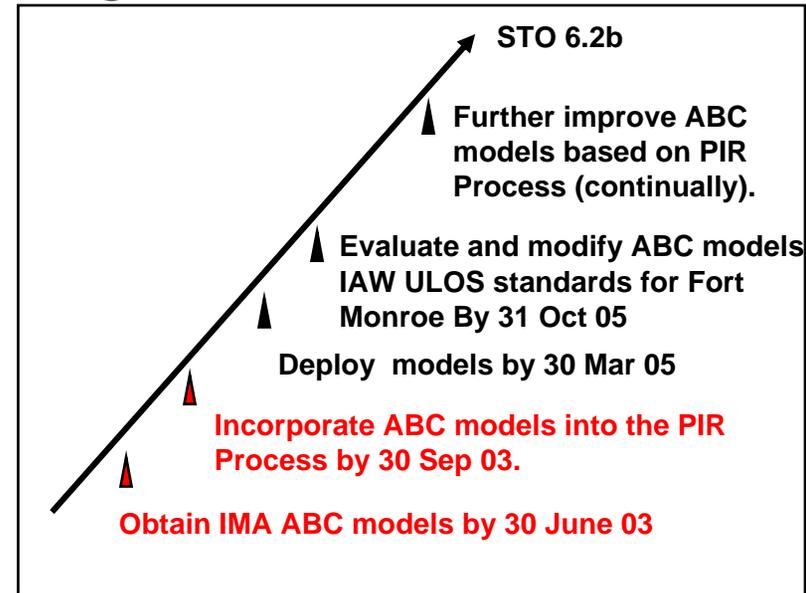
LTO 6.2: Implement 100% of Productivity Management by 31 Dec 03.

Proponent: DRM (PAI-Cliff Whitehouse)

STO 6.2b: Develop and maintain Activity Based costing (ABC) models by 30 Sep 03.

Proponent: DRM (PAI—Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: **RED**

-The “Big 3” DCFA, DOIM and DPW/L selected top initiative of their “good ideas”.

-Met in Oct with “Big 3” to start modeling process beginning 22 Oct 03

-Met in Oct with next 3 activities (DPTMSEC, EEO, & Safety) to determine their good ideas.

Future Actions:

Beginning development of “Big 3” models of good ideas.

Inhibitors:

- IMA has not released ABC models to date.



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

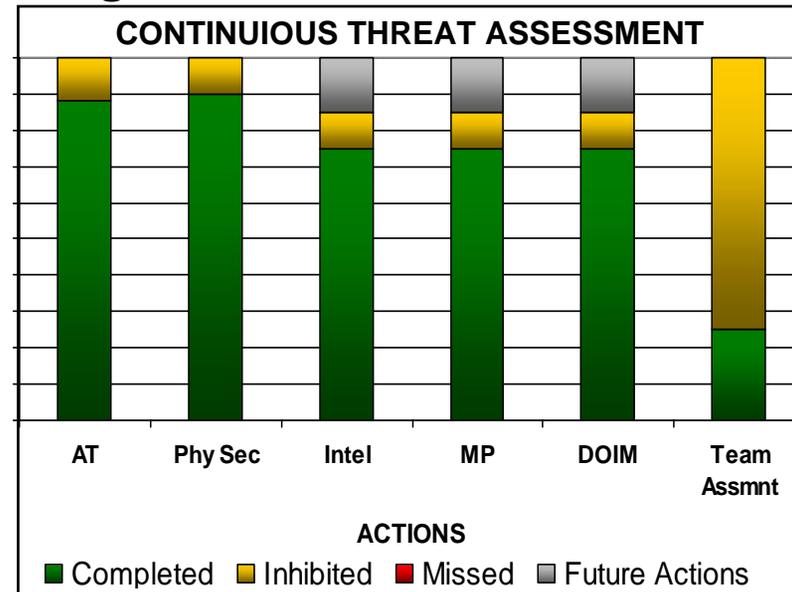
LTO 2.1: Develop long-range Force Protection Plan to meet or exceed DoD standards by 30 Jun 04.

Proponent: DPTMSEC (LTC Riddick)

STO 2.1a: Conduct threat/vulnerability/risk assessments to determine what meets DoD standards and what doesn't by 30 Sep 03.

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:



Actions This Quarter:

Rating: **AMBER**

ATO & Phy Sec Officer attended the Regional Threat Working Group hosted by Fort Eustis PM.

Phy Sec - Surveyed secure sites (JTF-CS and DCSOPST.) Participated as a team member in the command courtesy inspection for HHC.

MP - Continued active relationships with local counterparts.

Future Actions:

2.1a12: Complete an Installation "Team" Criticality Vulnerability Assessment.

Inhibitors:

2.1a12: Timeline.

Insufficient time to develop the team to conduct the assessment. Consequently, the assessment was accomplished by Phy Sec and AT Officers.



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

LTO 2.1: Develop long-range Force Protection Plan to meet or exceed DoD standards by 30 Jun 04.

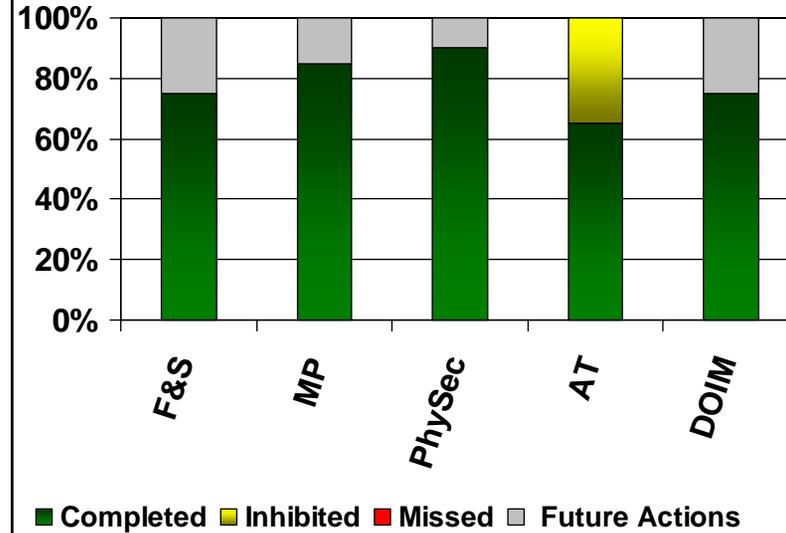
Proponent: DPTMSEC (LTC Riddick)

STO 2.1c: Develop and upgrade plans/policies/standards and standard operating procedures by 30 Sep 03.

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:

PLANS, POLICY, AND PROCEDURE



Actions This Quarter:

Rating: **AMBER**

Military Police: All relevant policies and SOPs are current.

Physical Sec: Revised the Physical Security and Bomb Threat Plan.

AT: Continued work to develop exercise and SOP/plan updates.

DOIM: Continued bi-weekly software pushes, implementing countermeasures.

Future Actions:

Continue plan revision.

Inhibitors:

ATO position is vacant.

Review and coordination of AT Plan will continue once the ATO is onboard.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

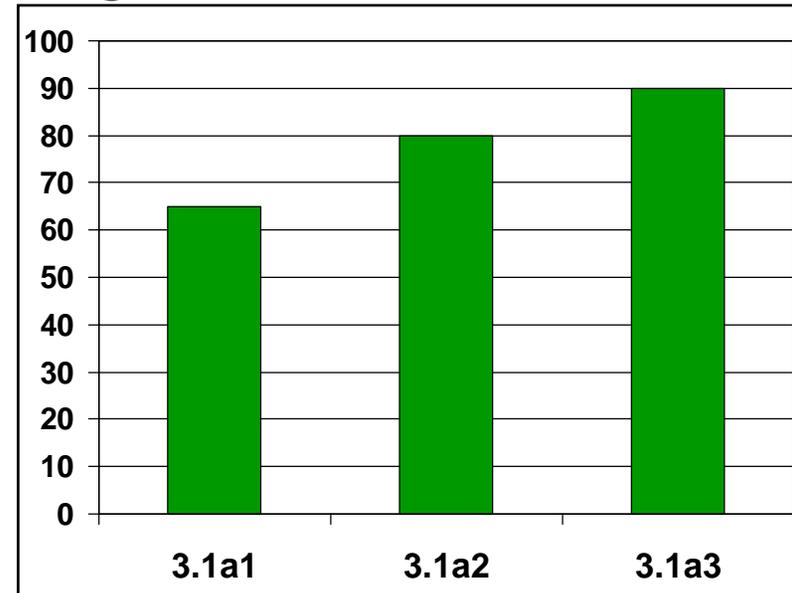
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1a: Establish Casemate Museum as the model for Army field museums.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

Programmed/Current Status:



Actions This Quarter:

Rating: AMBER

Preparations have begun for the museum's certification inspection in Spring 04. This inspection will identify the museum as achieving high standards of operation. This will establish "benchmarks" for other museums and historic sites.

Future Actions:

Parameters for award will be established.
Casemate Museum will receive certification by the Department of the Army.

Inhibitors:

Hurricane Isabel has required the museum to reconstruct its exhibits and renovate its facilities. Museum is closed to visitation (Sep03-Dec (?) 03)



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

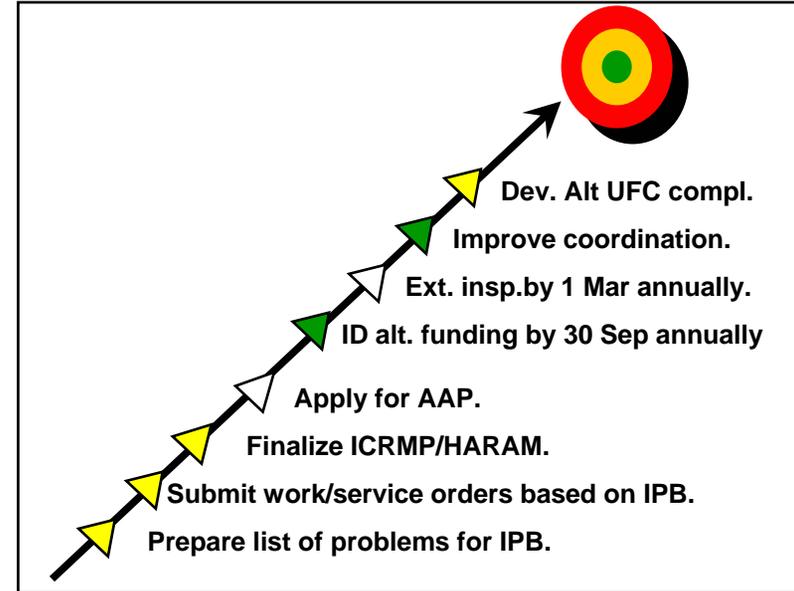
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1c: Identify and prioritize actions to preserve 100% of Fort Monroe's historic fabric by 30 Sep 04.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

Programmed/Current Status:



Actions This Quarter:

Rating: AMBER

- A. Submitted service orders/work orders as problems on historic structures were identified.
- B. Obtained information on the grant process for alternative funding for historic preservation projects.
- C. Maintained electronic tracking system for all dig permits submitted to ensure work is coordinated through Env. Div.
- D. Continued to update work management control regulation.

Future Actions:

- A. Prepare a list of projects to present to IPB.
- B. Submit grant proposal NLT 1 Dec 03.

Inhibitors:

- A. Establishment of IPB is not yet completed, so identification & prioritization of problems remains internal to DPW/L.
- B. Must finalize work mgmt reg and update SOPs before submitting ICRMP to SHPO.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

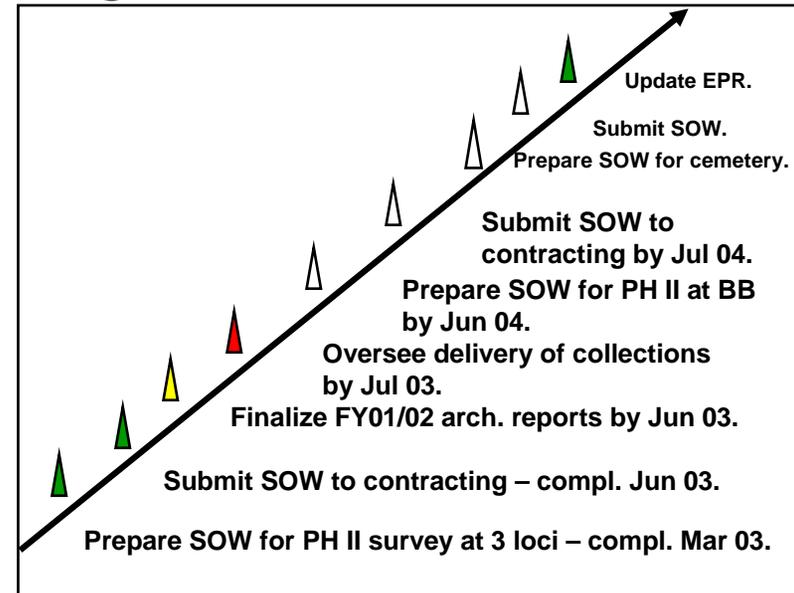
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1d: Complete 100% of phase two archaeological testing (6 known sites) by 30 Sep 07.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

Programmed/Current Status:



Actions This Quarter:

Rating: **AMBER**

- A. Provided comments on draft report to consultant Sep 03 for previous field work conducted at 5 sites.
- B. Maintained contact with Fort Lee for use of Curatorial Facility for archaeological collections.

Future Actions:

- A. Send collections to Fort Lee.

Inhibitors:

Finalization of reports not USACE priority; reports must be completed before sending collections to Fort Lee Curatorial Facility.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

LTO 3.2: Enhance natural ecology by 40% of current conditions by 29 Feb 10.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

STO3.2c: Expand habitat in Mill Creek by 50% by 30 Mar 07.

Proponent: DPW/L (Environmental—Grady Wesson)

Programmed/Current Status:

Working

Actions This Quarter:

Rating: **AMBER**

Met with VIMS to discuss viability of planting SAV in Mill Creek; anticipated survivability is low so other options are currently being explored.

Future Actions:

- A. Develop new SOW based on mtg.
- B. Prepare NEPA documentation in-house.

Inhibitors:

VIMS recommends against planting SAV as not historically found in Mill Creek.



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

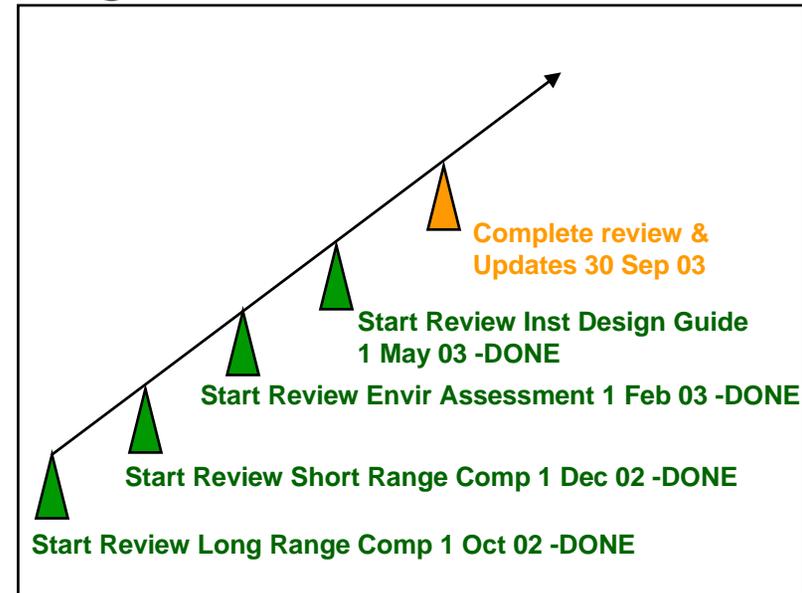
LTO 4.1: Prepare, submit, and update a five-year strategy for infrastructure improvement by 31 Jul annually.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.1b: Reevaluate and update installation Master Plan by 30 Sep annually.

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

Programmed/Current Status:



Actions This Quarter:

Rating: **AMBER**

Review of installation design guide was in process when post was affected by Hurricane Isabel. Work on this was postponed recovery efforts are completed.

Future Actions:

Complete review and update as necessary

Inhibitors:

Continually changing short range priorities.



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

LTO 6.1: Incorporate Common Levels of Support (CLS) by 30 Sep 06.

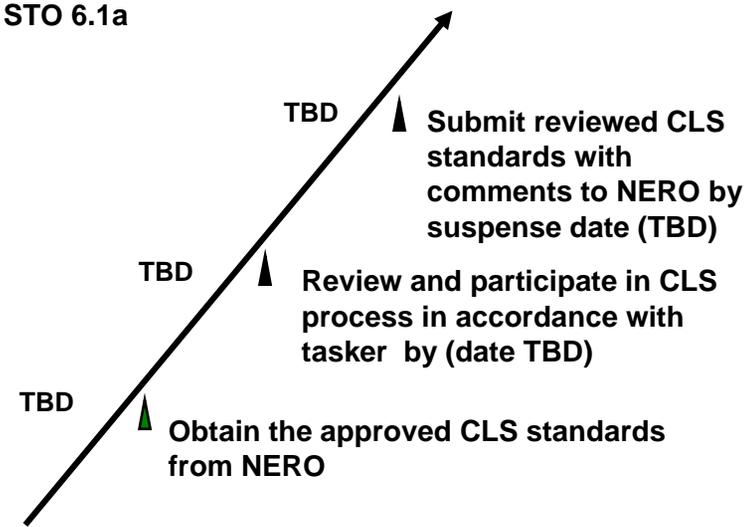
Proponent: DRM (Manpower—Paulette Pickering)

STO 6.1a: Acquire and review CLS draft by 30 Jun 03.

Proponent: DRM (Manpower—Paulette Pickering)

Programmed/Current Status:

STO 6.1a



Actions This Quarter:

Rating: **AMBER**

Reviewed new standards and forwarded comments to NERO POC 12 Dec 02. As of 1 Apr 03, no further staffing has been required by the NERO.

Future Actions:

Army Baseline Standards (ABS) standards and metrics fielded at 90% solution – reviewing ABS standards and metrics

Inhibitors:

There are no approved CLS standards, to date.





Most Promising ABC “Good Ideas” based on Commander’s List of Initiatives

1. **DPW/L:** Good Idea #5 :Hot Water Boiler/Chiller Systems in AFH

*Pre OROS/ABC modeling-Projected contract replacement
cost savings using Geothermal System vs. Status Quo=79.4 K*

2. **DOIM:** Good Idea #1: Remote Control

*Pre OROS/ABC modeling-Projected savings of full
Remote Control implementation vs. Status Quo= \$295K*

3. **MWR:** Good Idea #2 Increase Marina Efficiency & Slip occupancy

**Increased productivity, efficiencies & revenue
To be determined in OROS/ABC modeling.**

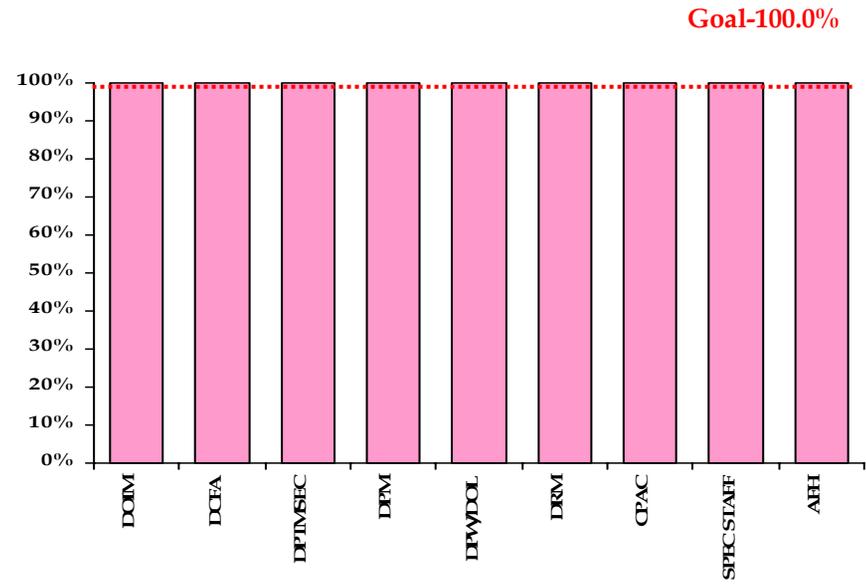




PMR/ METL

(Shown are current areas of Command Visibility. **TRANSITIONING TO Monroe Mission Essential Tasks.**)

Proponent: DRM Chart #1		Performance Management Review		4TH QTR FY03	Dashboard
KBD: Installation Management		Management Indicator Description: Budget execution documents the expenditure of appropriated funds for mission accomplishment. Failure to execute our programs may result in withdrawal of funds.			
Key Process: Resource Management		Standard: Straight-line Obligation Goal of 100.0% for 4th Qtr.			
Sub Process: Stewardship					
Key Indicator: Phased Obligation Plan					
Performance Data:CUMULATIVE OBLIGATIONS IN \$K (LESS FOAs)					
<u>FISCAL YEAR 2003, 4TH QUARTER</u>					
DOIM	6,860.5	100.0%	6,860.5	100.0%	
DCFA	3,518.8	100.0%	3,518.8	100.0%	
DPTMSEC	2,179.4	100.0%	2,179.5	100.0%	
DPM	747.0	100.0%	747.0	100.0%	
DPW/DOL	18,698.4	100.0%	18,698.3	100.0%	
DRM	1,292.5	100.0%	1,292.5	100.0%	
CPAC	376.0	100.0%	376.0	100.0%	
SPEC STAFF	2,791.6	100.0%	2,791.6	100.0%	
AFH	5,032.0	100.0%	5,032.0	100.0%	
TOTAL	41,496.2	100.0%	41,496.2	100.0%	





PMR/ METL-Environmental

Proponent: DPW-L
Chart # 3

HQ Fort Monroe
Performance Management Review

4th QTR
FY03

KBD: Installation Management

Key Value Creation Process: Environmental/Historical Preservation

Key Sub-Process: Regulatory Compliance

Key Indicator: Inspection/Deficiencies/Corrected

Performance Data: Environmental Compliance Inspections

FY02 (Previous FY roll-up
w/uncorrected deficiencies)

	<u># INSPECTIONS</u>	<u># DEFICIENCIES</u>	<u># CORRECTED</u>
External:	8	7	7
Internal:	81	61	60

4TH QTR, FY03
(Current QTR)

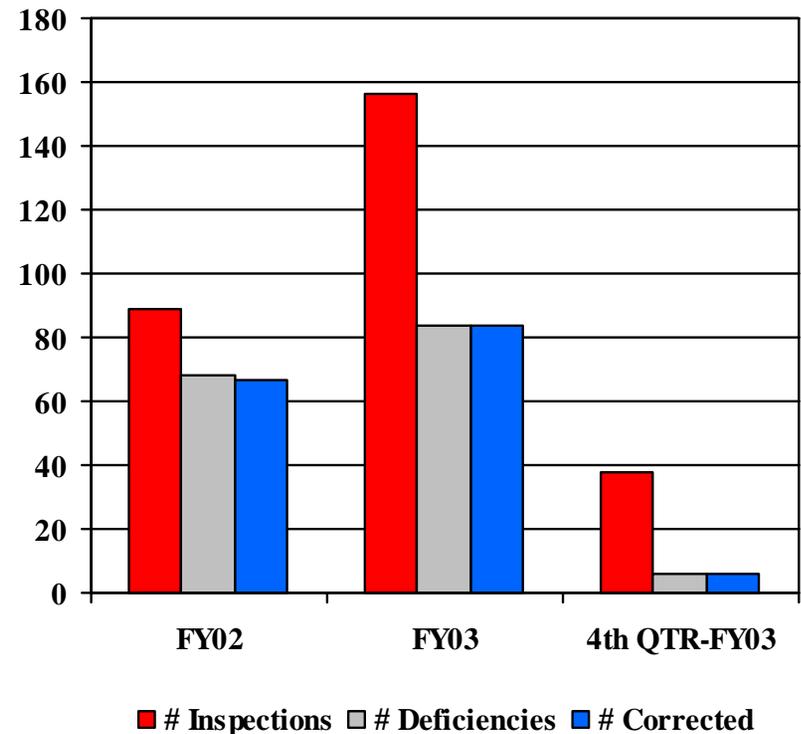
	<u># INSPECTIONS</u>	<u># DEFICIENCIES</u>	<u># CORRECTED</u>
External:	2	0	0
Internal:	36	6	6

FY03 (Current FY roll-up)

	<u># INSPECTIONS</u>	<u># DEFICIENCIES</u>	<u># CORRECTED</u>
External:	4	0	0
Internal:	152	84	84

Standard: 100% correction of deficiencies.

Environmental Compliance Inspections



PMR/ METL-DPW

Proponent: DPW-L
Chart # 2

Performance Management Review

4TH QTR FY03 **Dashboard**

KBD: Installation Management

Key Value Creation: Program Management

Key Sub-Process: Contract Management

Key Indicator: Service Order Completion Rate

Performance Data:

Response & Completion of Service Order Priorities

Days (Resp/Comp)	Priority 1 (Resp/Comp)	Priority 2 (Resp/Comp)	Priority 3 Resp/Comp
1 / 1	345/193	156/102	85/48
3 / 5	384/334	499/478	250/248
15 / 60	389/388	602/588	383/375
>15 / >60	393/388	606/594	412/391
No Resp/Comp	6/11	21/33	34/55
TOTAL	396	627	446

BY PERCENTAGE

PRIORITY	1 st QTR 03	2 nd QTR 03	3 RD QTR03	4 th QTR 03
1	82%/51%	81%/47%	88%/57%	86%/49%
2	69%/69%	72%/69%	77%/73%	80%/76%
3	97%/94%	93%/93%	91%/88%	86%/84%

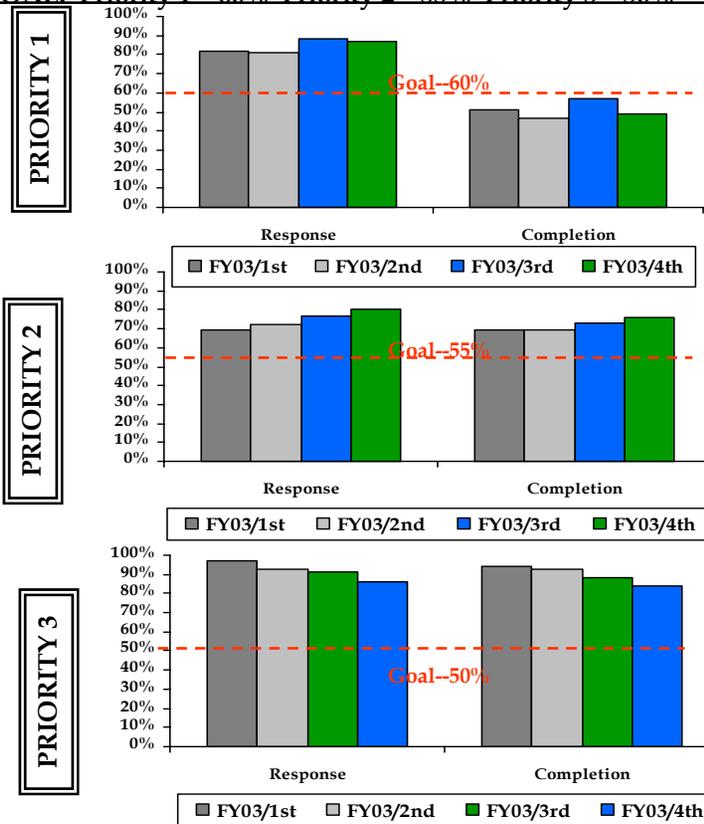
Note: Resp % / Comp %

Analysis of Performance/Corrective Action: Completion of Priority 1 needs improvement. Overall performance remained consistent with that of previous quarters, which exceeded goals.

Management Indicator Description: Measure the ability of the work force to complete 100% of service calls within allotted time frames & success of fixing problem on first visit.

Standard: **RESPONSE**: Priority 1--1 day; Priority 2--3 days; Priority 3--15 days; **COMPLETION**: Priority 1--1 day; Priority 2--5 days; Priority 3--60 days.

GOAL: Priority 1 - 60% Priority 2 - 55% Priority 3 - 50%



KBD: Human Capital Management

Key Value Creation Process: Wellness Management

Key Sub-Process: Morale Support - Fee Based

Key Indicator: Profitability

Management Indicator Description : Use NIBD as index of fund profitability.

Standard : Operating Profit

Performance Data:

Single Fund Statistics

	FY02	FY03				
	Actual	Actual	Delta			
Revenue	\$3,806,868	\$3,724,570	(\$82,298)			
Profit	\$355,217	(\$57,520)	(\$412,737)			
Reimb	\$811,454	\$827,194	\$15,740			
Year-to-Date Results (September)						
Activity	FY02	FY03				
NIBD	Actual	Actual	Delta			
Fund	\$355,216	(\$57,520)	(\$412,736)		Club losses, not filling slips	
Club	\$29,339	(\$110,434)	(\$139,773)		No war games	
Vet	\$4,289	(\$1,055)	(\$5,344)		Transferred to Eustis	
ACS	(\$2,793)	(\$5,608)	(\$2,815)		Hurricane Isabel	
Overhead	(\$208,760)	(\$204,520)	\$4,240		Down for the year	
Annex 67	\$21,245	\$23,200	\$1,955		PX dividend up	
Sp Evt	\$7,152	(\$70,067)	(\$77,219)		Concert costs	
SAS	\$58,874	\$51,995	(\$6,879)			
CYS Tng*	\$0	(\$642)	(\$642)			
CDS	\$62,351	(\$97,599)	(\$159,950)		No Reimbursements	
SLO*	\$0	(\$1,458)	(\$1,458)		TDY costs not captured	
Pool	\$54,359	\$88,096	\$33,737		Reimbursements	
Auto	\$62,598	\$24,831	(\$37,767)		Limited USA	
Rental	\$29,534	\$24,782	(\$4,752)		Hurricane Isabel	
Marina	\$110,425	\$105,782	(\$4,643)		costs of renovating Ship's Store	
Storage	\$48,323	\$46,931	(\$1,392)		Hurricane Isabel	
Fitness	\$4,792	\$5,003	\$211			
Sports	\$1,554	(\$2,637)	(\$4,191)			
YA	\$14,473	\$20,584	\$6,111		Reimbursements	
Bowling	(\$5,715)	\$14,547	\$20,262		Reimbursements	
Framing	\$53,983	\$49,712	(\$4,271)		Hurricane Isabel	
Analysis of Performance/Corrective Action: Loss results from USA decline.						



KBD: Installation Management

Management Indicator Description: Measures the number of informal complaints versus the number of formal complaints filed.

Key Value Creation Process: Human Resources

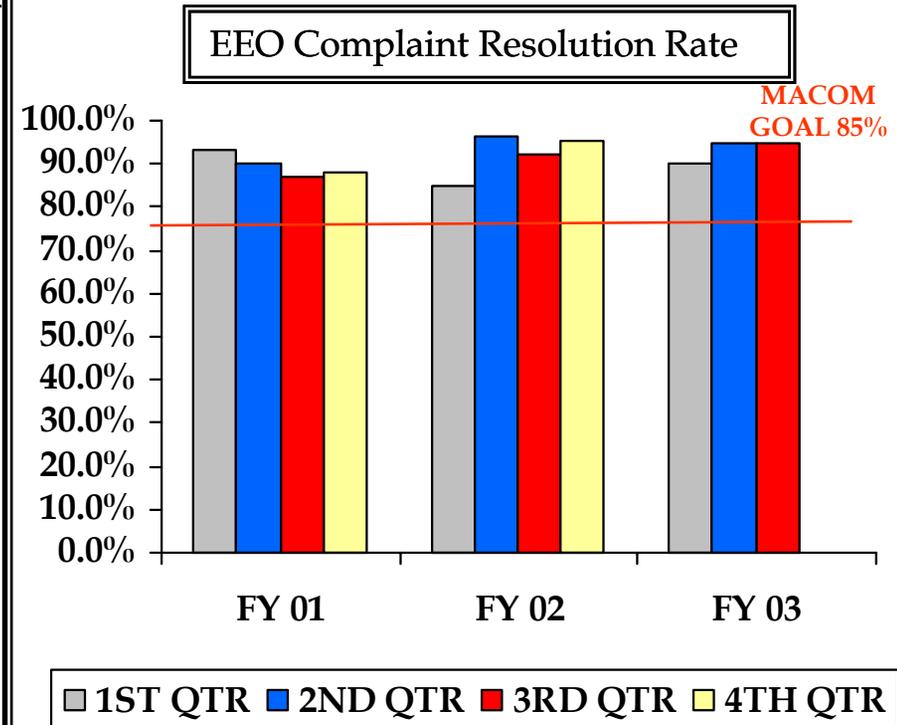
Standard: MACOM Goal is 85% Resolution Rate

Key Sub-Process: Labor/HR

Key Indicator: Number of Complaints & Resolution Rate

Performance Data:

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
FY 01				
Informal Contacts	27	20	23	25
Formal Complaints	2	2	3	3
Resolution Rate	93%	90%	87%	88%
FY 02				
Informal Contacts	26	27	26	22
Formal Complaints	4	1	2	1
Resolution Rate	85%	96.3%	92.3%	95.5%
FY 03				
Informal Contacts	21	20	20	22
Formal Complaints	2	1	1	5
Resolution Rate	90%	95%	95%	77%



Analysis of Performance/Corrective Action: The number of complaints have been consistent throughout the FY. Formal complaints increased this quarter, thus decreasing the resolution rate for the first time under the MACOM resolution goal of 85%. Employees' and management's reluctance to communicate with each other, coupled with employees' perceptions of management's inability to manage fairly and equitably, had a negative impact on the ADR Program. Non-selections, pre-selections, and reprisal continue to be the most common types of complaints filed. Hostile working environment issues continue to increase. Employment uncertainty and the future of one or more organizations had a direct impact on the increase of complaints. Reportable workload contacts: 248 compared to 243 during the 3d quarter. Recommend continued collaboration with and between management, EEO, CPAC, and PJA.



KBD: Human Capital Management

Key Value Creation Process: Religion

Key Sub-Process: Counseling

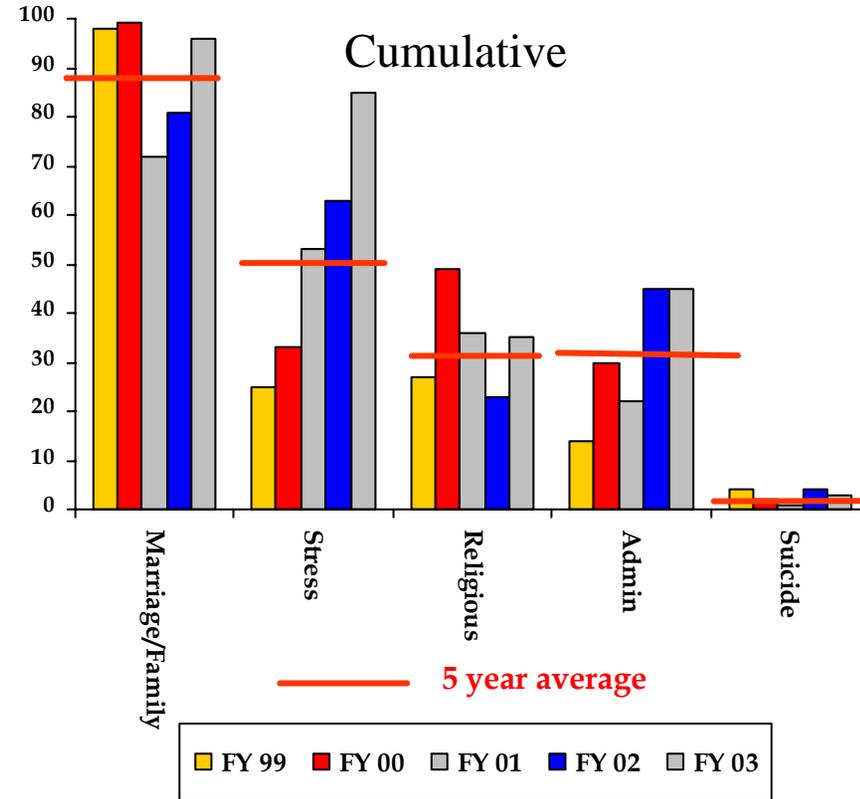
Key Indicator:: Pastoral Counseling Trends

Performance Data:

YEAR TO DATE	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>	<u>FY 03</u>
Marriage and Family	98	99	72	81	95
Stress	25	33	53	63	85
Religious	27	49	36	23	35
Administrative	14	30	22	45	45
Suicide Related	4	2	1	4	3

Management Indicator Description: Measure directorate's ability to respond to counseling needs and provide feedback on counseling trends

Standard: Provide emergency counseling as needed. Provide appointments within 24 hrs of call-in.



Analysis of Performance/Corrective Action : Analysis:) Most stress counseling related to Hurricane Isabel (expected); One individual with suicide concerns referred to Eustis MH.



KBD: Installation Management & Human Capital Management

Key Support Process: Public Safety

Key Support Sub-Process: Accident Prevention

Key Indicator: Inspections/Follow-up & Safety Work Orders

Performance Data: SAFETY INSPECTIONS (Cumulative)

	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>
FY 01 (Cumulative)				
Total Bldgs Insp	17	34	56	62
% Inspections Compl	27%	55%	90%	100%
FY 02 (Cumulative)				
Total Bldgs Insp	06	31	62	62
% Inspections Compl	10%	50%	100%	100%
FY 03 (Cumulative)				
Total Bldg Insp	11	38	78	79
% Inspections Compl	15%	50%	99%	100%

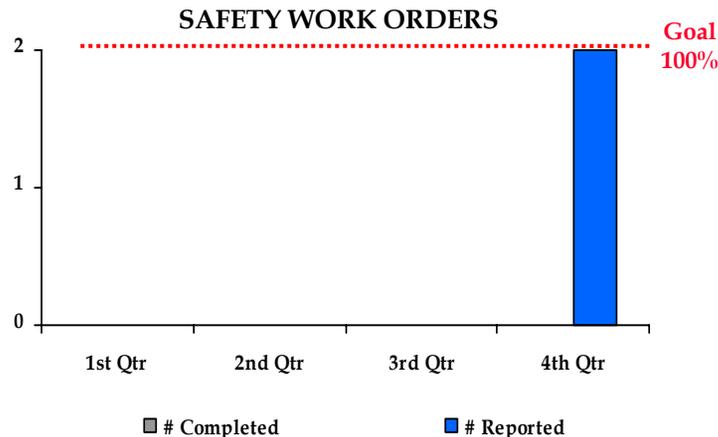
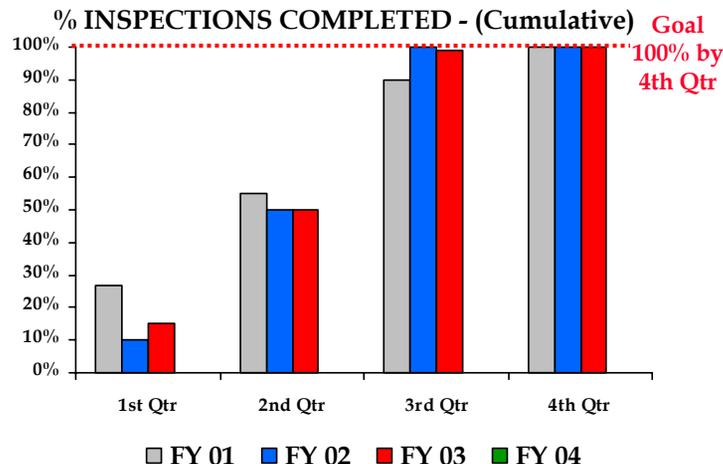
Priority 1 Buildings - 54; Priority 2 Buildings - 21 = 75
 FCC Homes - 3
 Deficiencies - Multiple deficiencies

SAFETY WORK ORDERS (Cumulative)

	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>
Number Reported	0	0	0	2
Number Completed	0	0	0	0
% Completed	0%	0%	0%	0%

Management Indicator Description: Indicates number of buildings inspected and serves as monitor of those that still require inspection.

Standard: Inspections: AR 385-10--100% post buildings inspected annually. Work Orders: Complete 100% of submitted work orders.



Analysis of Performance/Corrective Action : Inspections: 50% did not pass inspection due to lack of housekeeping and training. Continue monthly inspections of Priority I and II post buildings. Complete 100% annual inspections of all buildings. Reinspections include indoor air quality surveys and inspections of eye wash stations for ECAS. Safety Work Orders: After assigning a priority number to service/work orders requirements, the Post Safety Office reports them to DPW. Most are corrected within 14 working days. Priority 1 service work orders are corrected immediately.



KBD: Community Support

Key Process: Health

Sub Process: Dental Readiness

Key Indicator: Failed Appointments by percentage

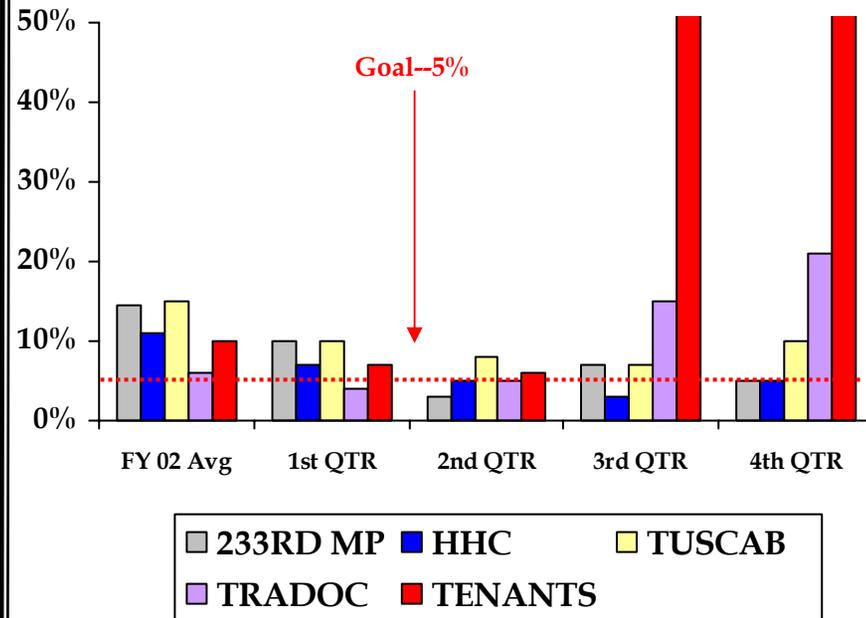
Performance Data:

	FY 02					FY 03			
	1 st	2 nd	3 rd	4 th	Avg	1 st	2 nd	3 rd	4 th
233RD MP	18%	18%	16%	6%	15%	10%	3%	7%	5%
HHC:	10%	3%	10%	19%	11%	7%	5%	3%	5%
TUSCAB:	19%	14%	19%	8%	15%	10%	8%	7%	10%
TRADOC:	9%	6%	6%	3%	6%	4%	5%	15%	21%
TENANTS:	12%	5%	13%	9%	10%	7%	6%	65%	58%

Activity	AUG	SEP	OCT	QTR
233RD MP	0	0	1	1
HHC FM	1	0	0	1
TUSCAB	0	2	0	2
HQ TRADOC	2	0	2	4
TENANTS	7	2	2	11

Management Indicator Description: % of failed appointments by unit.

Standard: 5% or less (set by USA Dental Command)



Analysis of Performance/Corrective Action : By comparing the data in the charts above we see increase in failed appointments. This change shows that a more aggressive action by unit commanders needs to be taken. It is imperative that Commanders and First Sergeants ensure soldiers comply with notices to report for dental exams and make their scheduled appointments. A Failed appointment policy has been established and patients continue to fail.





Hot Issues

- 1. Isabel Recovery: To be briefed by LTC Simoneau & Staff in the afternoon portion 13 Nov.**



Hot Issues



2. QUEEN ANNE DUPLEXES

- MOA signed by SHPO and Fort Monroe Oct 2003.
- ACHP must postmark response by 8 Nov 2003
or consultation ends. (Not recv'd yet-Consult. over)
- Asbestos identified prior to building removal:
 - Asbestos inspection fieldwork completed 7 Nov 2003.
 - Asbestos abatement plan submitted and approved 7 Nov03.
 - Asbestos floor tile removal begun. Started week of 10 Nov.
- Must complete before structural demolition: NEPA documents (Guerrero) and Form DD 337 (Pinion).
- Buildings to be deconstructed, not demolished, IAW FARS and P2 requirements.



Assessment Definitions

GREEN

- Work is on track for successful completion, on time
- Work has met all established milestones and will likely meet all future milestones
- The issue requires only a routine update
- Work has experienced extraordinary success or significant accomplishment worthy of a special briefing report

AMBER

- The issue falls short of the target because one or a few things inhibit successful completion by scheduled due date
- Ongoing corrective action will likely make the issue Green
- The current course of events, or issues that have developed, may yield negative consequences

RED

- Work will fail to resolve or complete the issue by the scheduled due date because of certain major inhibitors
- Work has failed to make desired progress (e.g., because it missed one or more milestones causing significant adverse consequences)
- Work has received significant leadership, congressional, or media attention because of problems that arose or the nature of issues addressed



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

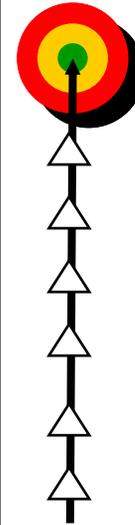
LTO 1.1: Incorporate 100% of the Army's Well-Being Program (AWBP) in the Fort Monroe community (AWBP-M) by July 2007.

Proponent: Post Commander (COL Allmendinger)

STO 1.1a: Design a Ft. Monroe "Army Well-Being" program by August 2003.

Proponent: Post CSM (CSM Browning)

Programmed/Current Status:



Conduct quarterly meetings Jul 03

Provide AWBP trng NLT Oct 03

Establish POC's Action Council

Establish Steering Committee

Receive Co's approval of AWBP

Develop AWB Plan NLT Apr 03

Actions This Quarter:

Rating: **Green**

None

Future Actions:

Action 1.1a5: Provide AWBP training for steering Comm. NLT Oct 03. (scheduled for 18,19 Sep 03 cancelled due to Hurricane)

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

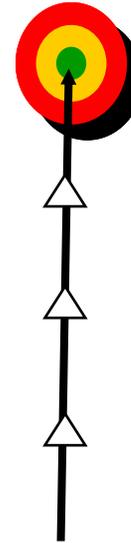
LTO 1.1: Incorporate 100% of the Army's Well-Being Program (AWBP) in the Fort Monroe community (AWBP-M) by July 2007.

Proponent: Post Commander (COL Allmendinger)

STO 1.1b: Deploy AWBP to the community by Sep 04.

Proponent: Post CSM

Programmed/Current Status:



Conduct AWBP education for community Feb-Apr 04

Begin AWBP basic education NLT Jan 04

Distribute AWBP to FM leadership NLT Jan 04

Actions This Quarter:

Rating: **Green**

NONE

Future Actions:

Action 1.1b2: Begin AWBP basic education for Fort Monroe leadership NLT Jan04. (scheduled for Sep 03)

Inhibitors:

NONE



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

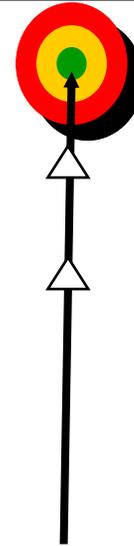
LTO 1.1: Incorporate 100% of the Army's Well-Being Program (AWBP) in the Fort Monroe community (AWBP-M) by July 2007.

Proponent: Post Commander (COL Allmendinger)

STO 1.1c: Execute the program beginning May 04.

Proponent: Post CSM (CSM Browning)

Programmed/Current Status:



Conduct Fort Monroe AWB Action Council meeting quarterly Jul 04

Directors/Commanders execute plan IAW the published plan

Actions This Quarter:

Rating: **Green**

None

Future Actions:

Action 1.1c1: Conduct Fort Monroe AWB Action Council meeting quarterly beginning Jul 04

Inhibitors:

NONE



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

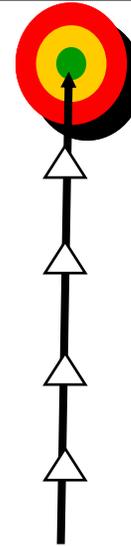
LTO 1.1: Incorporate 100% of the Army's Well-Being Program (AWBP) in the Fort Monroe community (AWBP-M) by July 2007.

Proponent: Post Commander (COL Allmendinger)

STO 1.1d: Improve well-being program to meet 100% AWBP standards by Sep 05.

Proponent: Post CSM (CSM Browning)

Programmed/Current Status:



Conduct formal mid-point performance review NLT Jan 05

Improve program based on feedback during quarterly reviews

Conduct quarterly informal reviews to measure effectiveness of plan

Establish Feedback mechanisms for community and assess

Actions This Quarter:

Rating: **Green**

NONE

Future Actions:

1. Consolidate feedback mechanisms NLT Jun04
2. Conduct 1st review Mar04

Inhibitors:

NONE



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

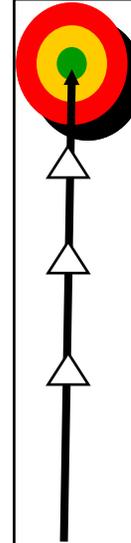
LTO 1.2: Meet or exceed the established criteria of Army Baseline Services (ABS) reflected in the AWBP by Jul 07.

Proponent: Post CSM (CSM Browning)

STO 1.2a: Conduct 100% assessment of Monroe performance of ABS by Jul 06.

Proponent: Post CSM (CSM Browning)

Programmed/Current Status:



Develop action plan to close gap
NLT Sep 05

Identify gaps at Fort Monroe NLT
Aug 05

Benchmark with two installations
utilizing the AWBP/Army
Baseline Standards

Actions This Quarter:

Rating: Green

None

Future Actions:

1. Meet with Fort Bragg Nov 03
2. Complete NLT Jan 04
3. Complete NLT Mar 04

Inhibitors:

NONE



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

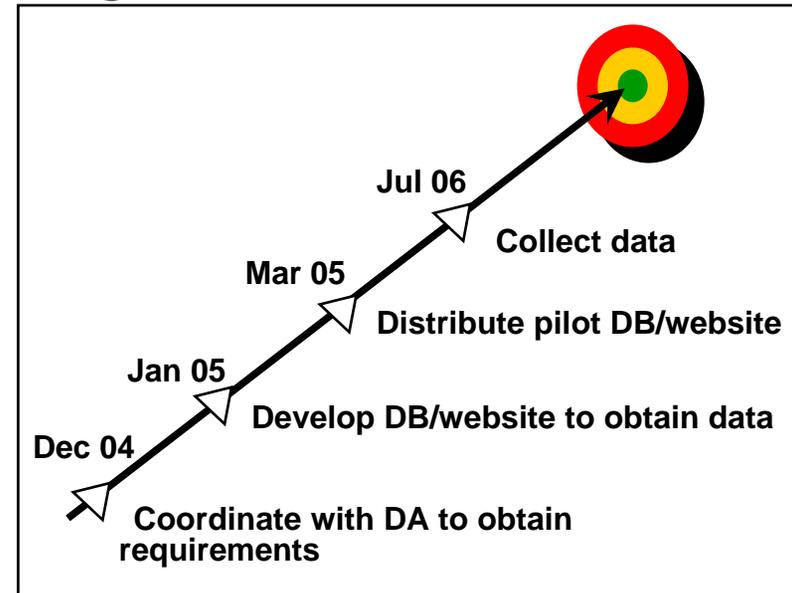
LTO 1.3: Align Ft. Monroe's Army Well-Being Program reporting requirements with Department of the Army's Well-Being Status Report (WBSR), ensuring 100% compliance by Jun 07.

Proponent: DOIM

STO 1.3a: Develop a Ft. Monroe database that provides appropriate linkage to WBSR by Jul 06.

Proponent: DOIM

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

No actions this quarter. Awaiting development of the WBSR.

Future Actions:

Once the WBSR is completed, website will be developed and linked to WBSR

Inhibitors:

Awaiting development of WBSR by DA



Fort Monroe Strategic Plan Review

GOAL 1: Foster superior well-being

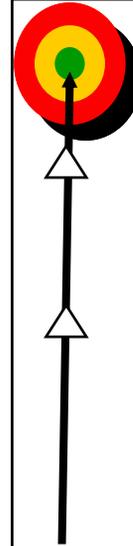
LTO 1.4: Link with Goal 5 (Human Resources for Future) under the AWB by Jul 07.

Proponent: Post CSM (CSM Browning)

STO 1.4a: Determine Ft. Monroe Well-Being Program baseline in comparison to AWBP standards by Jun 07.

Proponent: Post CSM (CSM Browning)

Programmed/Current Status:



Submit recommended baseline to Post Commander and receive approval NLT Jan 07

Collect data and establish baseline NLT Jun 07

Actions This Quarter:

Rating: **Green**

None

Future Actions:

Inhibitors:

NONE



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

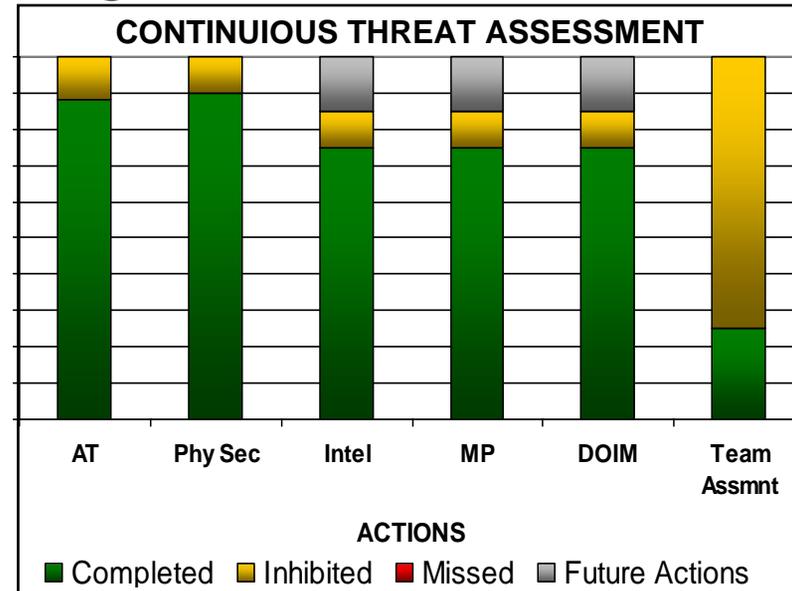
LTO 2.1: Develop long-range Force Protection Plan to meet or exceed DoD standards by 30 Jun 04.

Proponent: DPTMSEC (LTC Riddick)

STO 2.1a: Conduct threat/vulnerability/risk assessments to determine what meets DoD standards and what doesn't by 30 Sep 03.

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:



Actions This Quarter:

Rating: **AMBER**

Physical Security Officer attended the Regional Threat Working Group at Norfolk Naval Station.

Hired New AT Officer (on board 1st Qtr 04)

MP - Continued active relationships with local counterparts (ongoing).

Future Actions:

2.1a12: Complete an Installation "Team" Criticality Vulnerability Assessment as necessary.

Inhibitors:

2.1a12: Personnel.

Awaiting assignment of AT Officer.



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

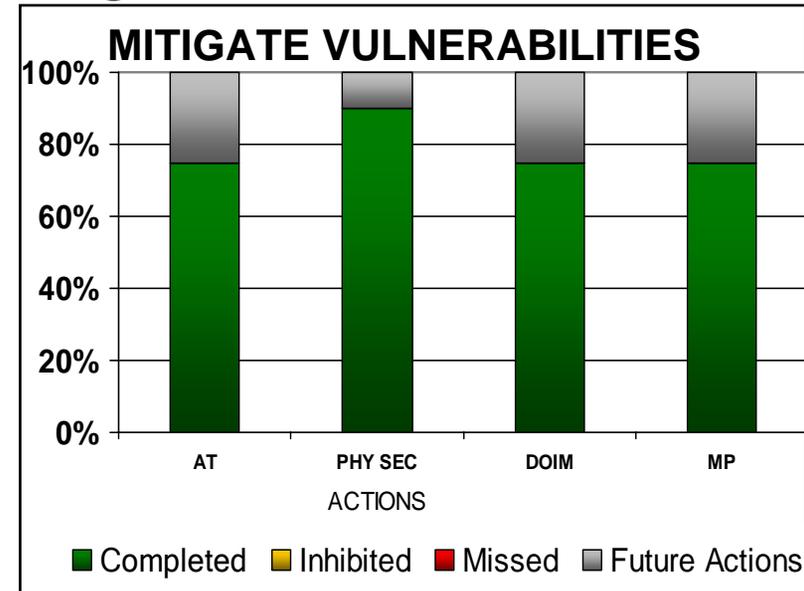
LTO 2.1: Develop long-range Force Protection Plan to meet or exceed DoD standards by 30 Jun 04.

Proponent: DPTMSEC (LTC Riddick)

STO 2.1b: Identify and prioritize facilities and equipment to mitigate vulnerabilities and exceed DoD standards based on changing threats by 30 Sep 03.

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

Continued tracking requirements in the IRITA and GWOT (04).

PHY SEC - Coordinated prioritized requirements with working group.

Future Actions:

Gain Cmdr approval on the prioritized requirements.

Inhibitors:

None.



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

LTO 2.1: Develop long-range Force Protection Plan to meet or exceed DoD standards by 30 Jun 04.

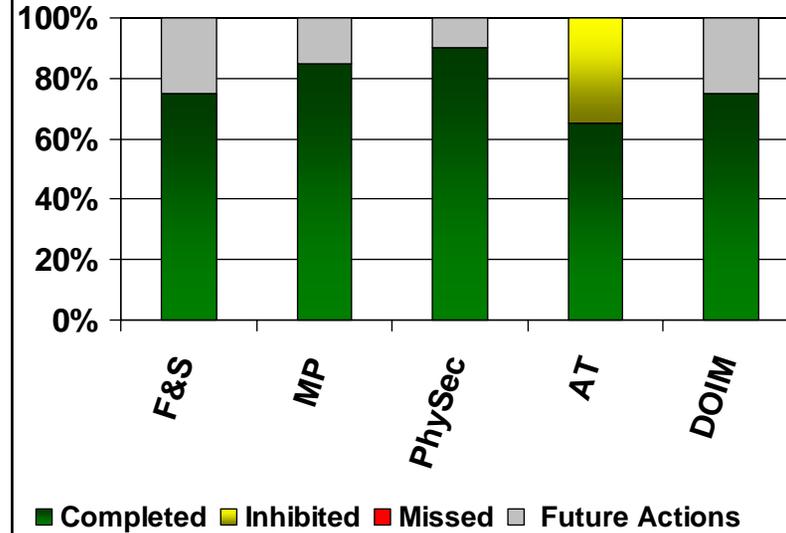
Proponent: DPTMSEC (LTC Riddick)

STO 2.1c: Develop and upgrade plans/policies/standards and standard operating procedures by 30 Sep 03.

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:

PLANS, POLICY, AND PROCEDURE



Actions This Quarter:

Rating: **GREEN**

Military Police: All relevant policies and SOPs are current.

AT: Continued work to develop exercise and SOP/plan updates.

DOIM: Continued bi-weekly software pushes, implementing countermeasures.

Future Actions:

Continue plan revision.

Inhibitors:

ATO position is vacant.

Review and coordination of AT Plan will continue once the ATO is onboard.



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

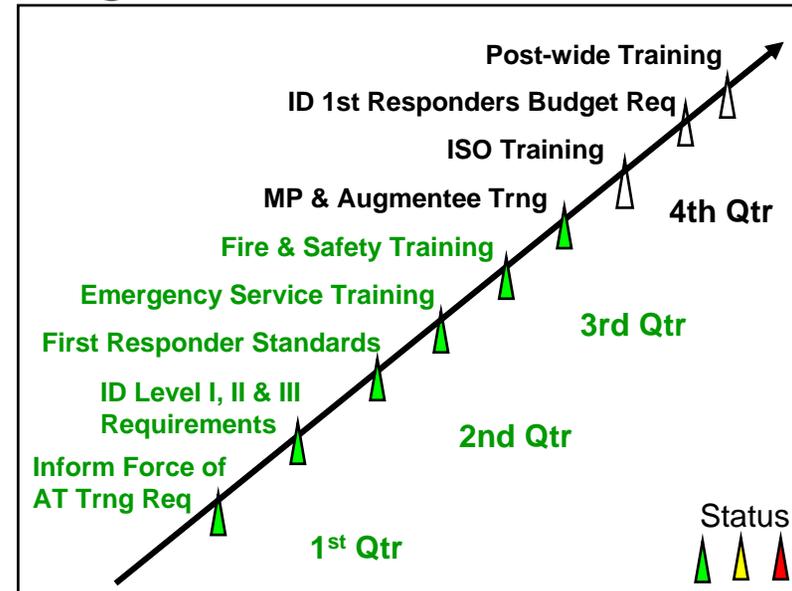
LTO 2.2: Educate workforce to standard on force protection requirements by 30 Jun 03.

Proponent: DPTMSEC (LTC Riddick)

STO 2.2a: Identify and prioritize training requirements to meet or exceed DoD/DA standards by 30 Jun 03.

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

Trained unit and activity personnel to support their AT Level I training programs.

Future Actions:

Develop and Conduct a training exercise with TRADOC & NERO.

Inhibitors:

None.



Fort Monroe Strategic Plan Review

GOAL 2: Set the standard for force protection.

LTO 2.2: Educate workforce to standard on force protection requirements by 30 Jun 03.

Proponent: DPTMSEC (LTC Riddick)

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

Proponent: DPTMSEC (LTC Riddick)

Programmed/Current Status:

TRAINED AND READY		
ACTION	Yes	No
ID/Prioritize Level II, III, & IV training requirements (AT)	✓	
Conduct post-wide training (Fire & Safety)	?	?
Conduct Emergency Service Training (DPM)	✓	
Inform ISOs of training requirements. Ensure compliance. (DOIM)	✓	
Coordinate first responder training budget. (DOIM)	✓	
Achieve and maintain first responder training. (F&S)	✓	

Actions This Quarter:

Rating: **GREEN**

- Finalized plan to conduct joint exercise with NERO & TRADOC for a combined FP training event.

Future Actions:

Develop milestones, write scenario, coordinate and conduct training exercise with NERO.

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

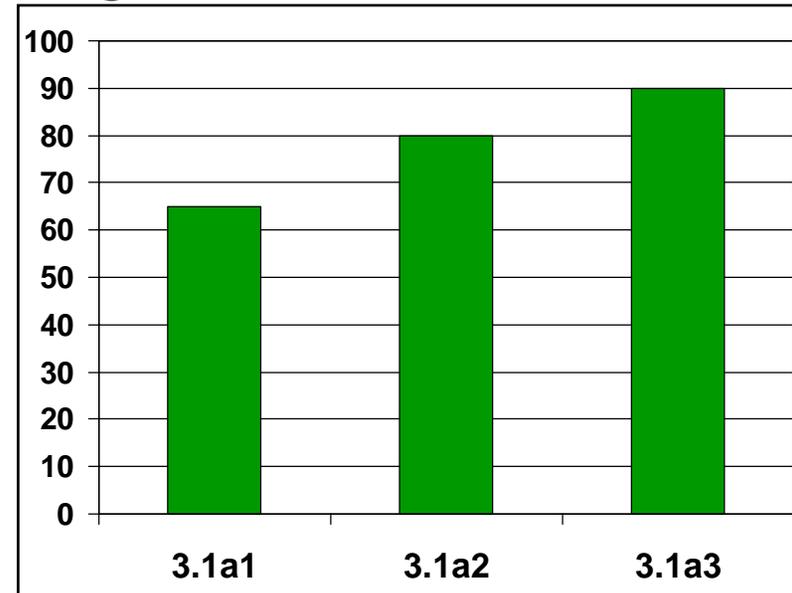
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1a: Establish Casemate Museum as the model for Army field museums.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

Programmed/Current Status:



Actions This Quarter:

Rating: **Amber**

Preparations have begun for the museum's certification inspection in Spring 04. This inspection will identify the museum as achieving high standards of operation. This will establish "benchmarks" for other museums and historic sites.

Future Actions:

Parameters for award will be established.
Casemate Museum will receive certification by the Department of the Army.

Inhibitors:

Hurricane Isabel has required the museum to reconstruct its exhibits and renovate its facilities. Museum is closed to visitation (Sep03-Dec (?) 03)



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1b: Integrate military history into the training schedule for 100% of Fort Monroe soldiers by 30 Mar 04.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

Programmed/Current Status:



- ▲ Conduct training by 30 Mar 04
- ▲ Coordinate scheduling of activities for NCOs and lower enlisted ranks by 30 Feb 04
- ▲ Prepare history related activities for NCOs and lower enlisted ranks by 30 Jan 04
- ▲ Integrate the classes into training schedule by 30 Dec 03
- ▲ Develop military history classes by 30 Nov 03

Actions This Quarter:

Rating: **Green**

No action this quarter due to the continued and expected absence of the Museum Director. Nevertheless, we expected to complete all Actions Plans and the Short Term Objective IAW the Strategic Plan on schedule.

Future Actions:

Upon return of Museum Director in Sep, STO will become active project; target date of 30 MAR 04 still valid

Inhibitors:

Hurricane Isabel has caused the Museum staff to concentrate on repairs and renovations.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

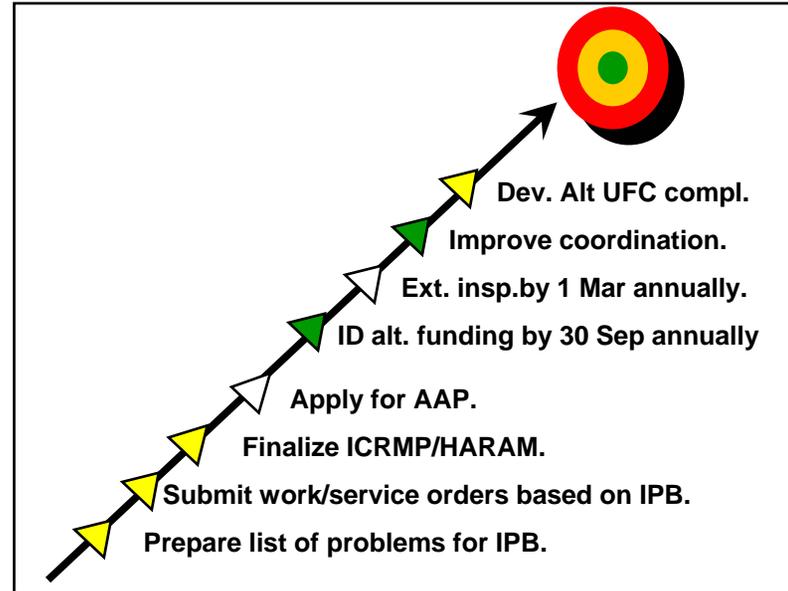
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1c: Identify and prioritize actions to preserve 100% of Fort Monroe's historic fabric by 30 Sep 04.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

Programmed/Current Status:



Actions This Quarter:

Rating: AMBER

- A. Submitted service orders/work orders as problems on historic structures were identified.
- B. Obtained information on the grant process for alternative funding for historic preservation projects.
- C. Maintained electronic tracking system for all dig permits submitted to ensure work is coordinated through Env. Div.
- D. Continued to update work management control regulation.

Future Actions:

- A. Prepare a list of projects to present to IPB.
- B. Submit grant proposal NLT 1 Dec 03.

Inhibitors:

- A. Establishment of IPB is not yet completed, so identification & prioritization of problems remains internal to DPW/L.
- B. Must finalize work mgmt reg and update SOPs before submitting ICRMP to SHPO.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

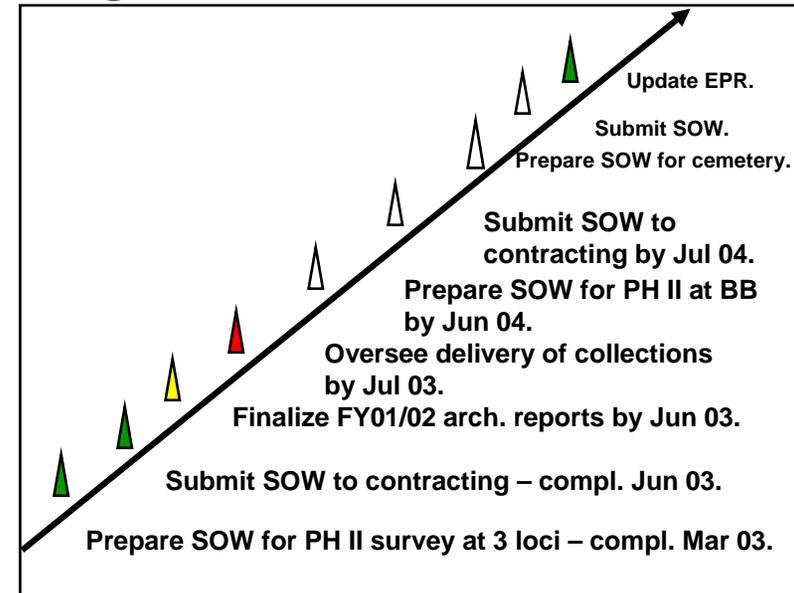
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1d: Complete 100% of phase two archaeological testing (6 known sites) by 30 Sep 07.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

Programmed/Current Status:



Actions This Quarter:

Rating: **Amber**

- A. Provided comments on draft report to consultant Sep 03 for previous field work conducted at 5 sites.
- B. Maintained contact with Fort Lee for use of Curatorial Facility for archaeological collections.

Future Actions:

- A. Send collections to Fort Lee.

Inhibitors:

Finalization of reports not USACE priority; reports must be completed before sending collections to Fort Lee Curatorial Facility.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

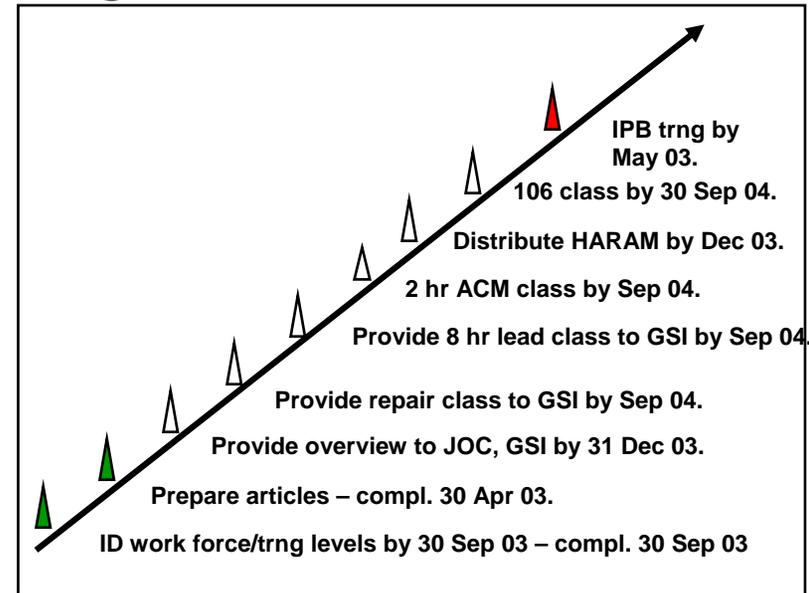
LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum (Dir—Dennis Mroczkowski)

STO3.1e: Train 100% of appropriate workforce (contractors, DPW, building coordinators and those who submit work orders) on maintenance and repair of historic structures by 30 Sep 06.

Proponent: DPW/L (Environmental—Pamela Schenian)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

- A. Developed guidance for Bldg occupants for flood damage associated with Hurricane Isabel.
- B. Developed training slides and matrix on historic preservation methods, 106 coordination process, and lead and asbestos requirements associated with maintenance, renovation and deconstruction activities.

Future Actions:

- A. Provide training to IPB, JOC, GSI and DPW/L.

Inhibitors:

IPB not yet established.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

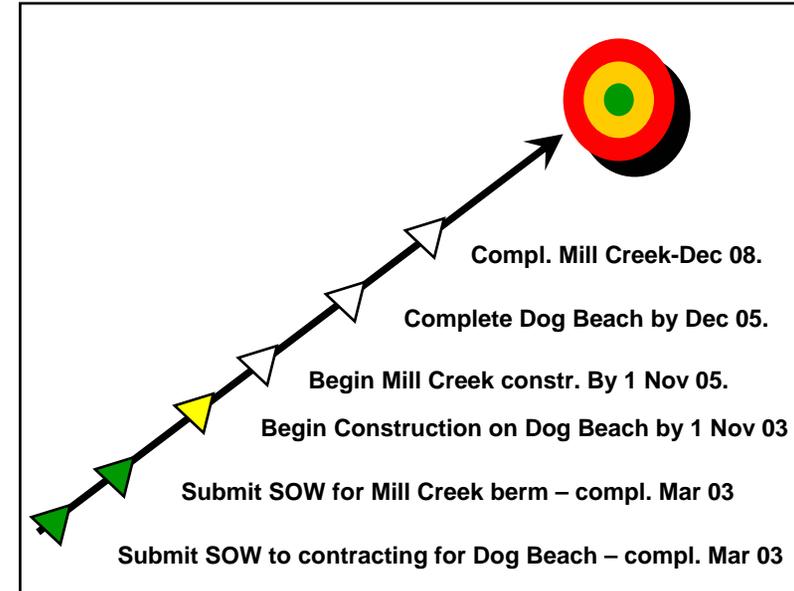
LTO 3.2: Enhance natural ecology by 40% of current conditions by 28 Feb 10.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

STO3.2a: Achieve DoD Chesapeake Bay Restoration Initiative by 31 Dec 08.

Proponent: DPW/L (Environmental—Grady Wesson)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

- A. Received final designs for Dog Beach and Mill Creek work.
- B. Completed draft permit application and Environmental Screening Document for Dog Beach.

Future Actions:

- A. Begin repairs of Dog Beach groins.
- B. Review/revise design of Mill Creek project for flood protection?

Inhibitors:

- A. Current FY04 funding levels insufficient to execute work at Dog Beach until storm debris is removed.
- B. Unknown if FY05-08 funding will be available for Mill Creek work.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

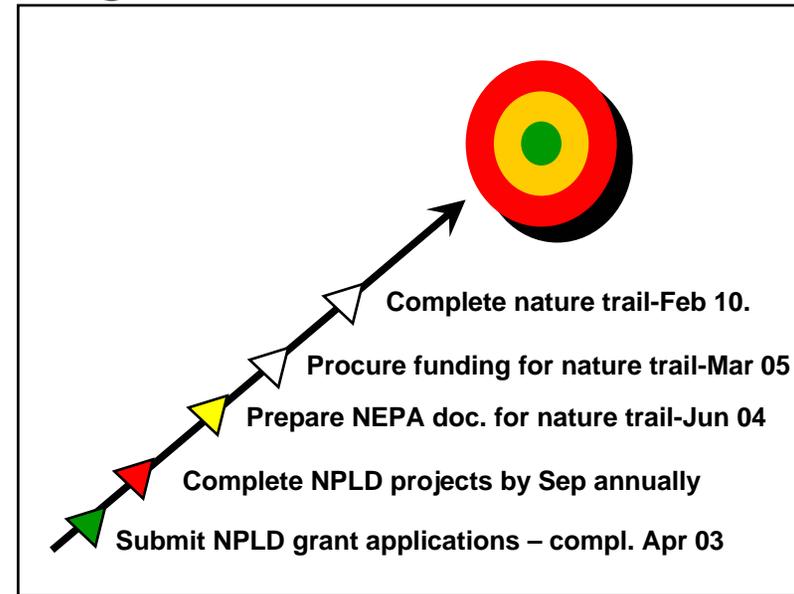
LTO 3.2: Enhance natural ecology by 40% of current conditions by 28 Feb 10.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

STO3.2b: Extend existing nature trail by 1 1/3 miles and install educational signs of flora and fauna by 28 Feb 10.

Proponent: DPW/L (Environmental—Grady Wesson)

Programmed/Current Status:



Actions This Quarter:

Rating: **AMBER**

- A. Contract awarded to develop conservation signs to place along seawall near fishing piers.
- B. Purchased building materials with NPLD grant to replace current access at Dog Beach with raised boardwalk to minimize foot traffic damage to dunes and vegetation; however, materials damaged from Hurricane Isabel.

Future Actions:

- A. Install signs along seawall.
- B. Repair boardwalk access onto Dog Beach.

Inhibitors:

Nature trail stands little chance for ECAP funding as Class 3 project. Suggest changing to “Expand access to natural & recreational areas...”



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

LTO 3.2: Enhance natural ecology by 40% of current conditions by 29 Feb 10.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

STO3.2c: Expand habitat in Mill Creek by 50% by 30 Mar 07.

Proponent: DPW/L (Environmental—Grady Wesson)

Programmed/Current Status:

Actions This Quarter:

Rating: **Amber**

Met with VIMS to discuss viability of planting SAV in Mill Creek; anticipated survivability is low.

Future Actions:

- A. Prepare NEPA documentation in-house for near-shore debris removal, planting marsh grasses and installing osprey platforms.

Inhibitors:

VIMS recommends against planting SAV as not historically found in Mill Creek.

Recommend combining these actions with Mill Creek project (STO3.2a).



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

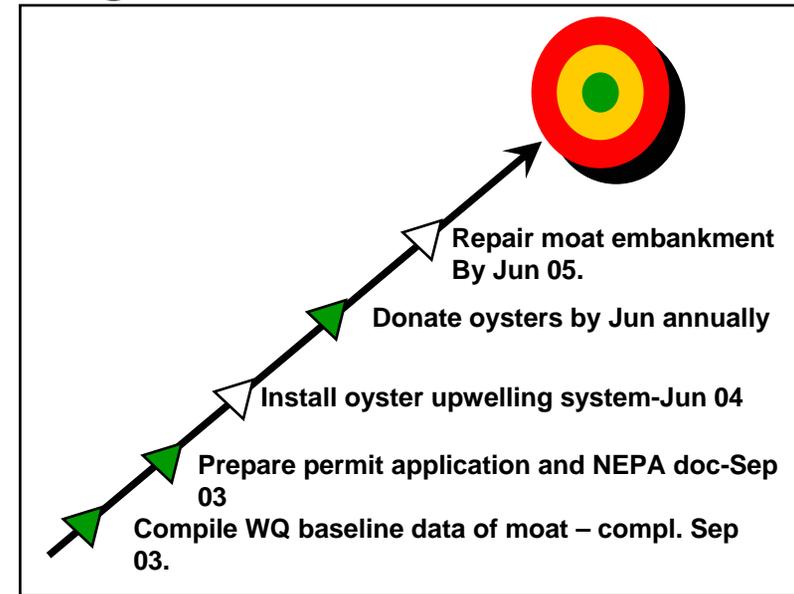
LTO 3.2: Enhance natural ecology by 40% of current conditions by 28 Feb 10.

Proponent: DPW/L (Environmental—Jennifer Guerrero)

STO3.2d: Enhance moat water quality by 30% by 31 Dec 06.

Proponent: DPW/L (Environmental—Ron Pinkoski)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

- A. Completed moat water quality baseline data for period Jul 02 – Jun 03.
- B. COE completed 3 design scenarios for moat embankment repair design.

Future Actions:

- A. COE to complete cost estimates for moat embankment repairs.
- B. Submit permit application for upwelling system.

Inhibitors:



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

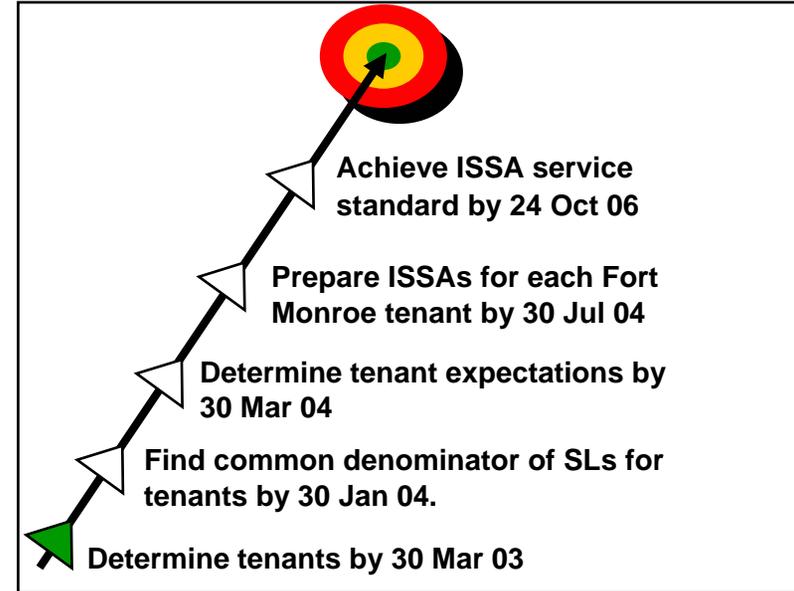
LTO 3.3: Broaden our scope of community relations/operations to 100% of our internal and external customers by 24 Oct 06.

Proponent: PAO (Nancy Popejoy)

STO3.3a: Define Common Levels of Service (CLS) for entire Fort Monroe community by 24 Oct 03.

Proponent: PAO (Nancy Popejoy)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

1. ULOS is now CLS.
2. Working with NERO on CLS

Future Actions:

Define PAO's CLS.

Inhibitors:

Confirmation from IMA on CLS.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

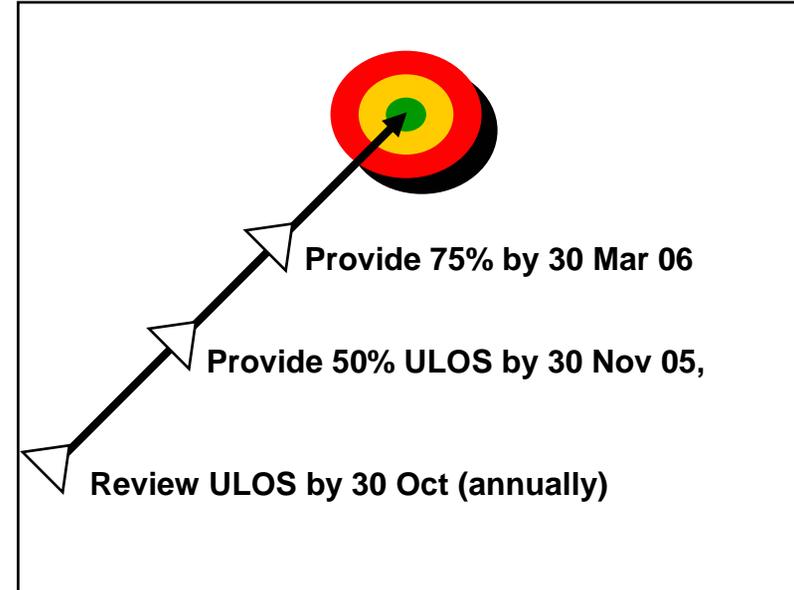
LTO 3.3: Broaden our scope of community relations/ operations to 100% of our internal and external customers by 24 Oct 06.

Proponent: PAO (Nancy Popejoy)

STO3.3b: Provide 90% CLS by 24 Oct 04; 100% by 24 Oct 06.

Proponent: PAO (Nancy Popejoy)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

- Working with IMA/NERO on CLS.

Future Actions:

- Update all ISA's
- Create new ISA's for remaining supporting activities.

Inhibitors:

IMA changing guideline for CLS.



Fort Monroe Strategic Plan Review

GOAL 3: Be the benchmark for installation stewardship.

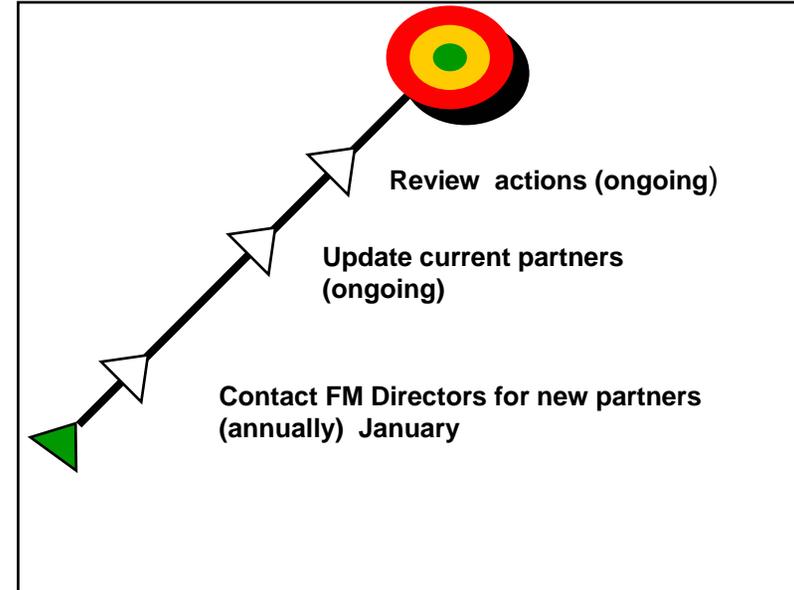
LTO 3.3: Broaden our scope of community relations/ operations to 100% of our internal and external customers by 24 Oct 06.

Proponent: PAO (Nancy Popejoy)

STO3.3c: Identify, review, and update 100% of community partners in the Hampton Roads area by 30 Mar 03. (annually)

Proponent: PAO (Nancy Popejoy)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

- Annual review was completed.
- Identified new partners.

Future Actions:

Update community partners.

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

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

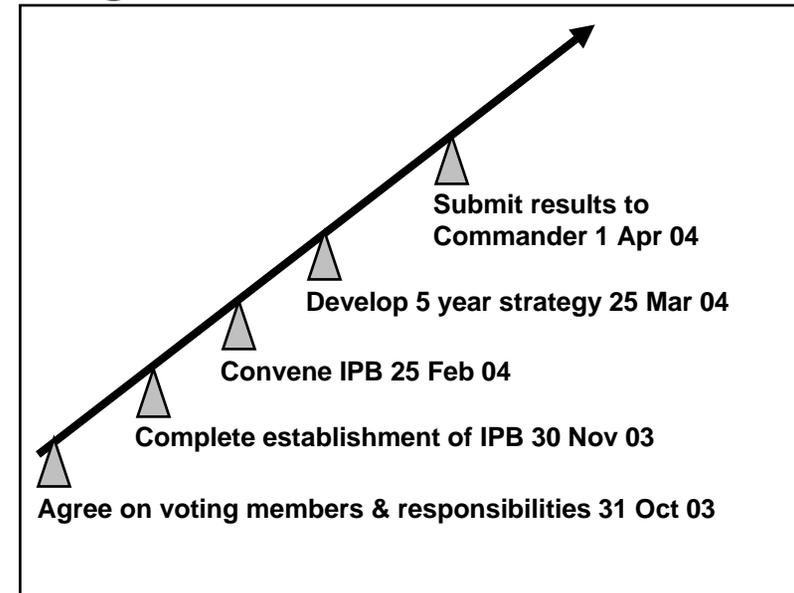
Changed to 1 April 04 in last review.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.1a: Establish and convene Installation Planning Board by 30 Jun 03.

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

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

- A. Proposed agenda and responsibilities have been developed.
- B. Proposed Board members and responsibilities have been established.

Future Actions:

Complete establishment of the IBP and conduct it in Spring 2004.

Inhibitors:

Restoration efforts for Hurricane Isabel damage Have temporarily diverted the Planner's attention From this task. We will still be able to convene the board in Spring 2004.



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

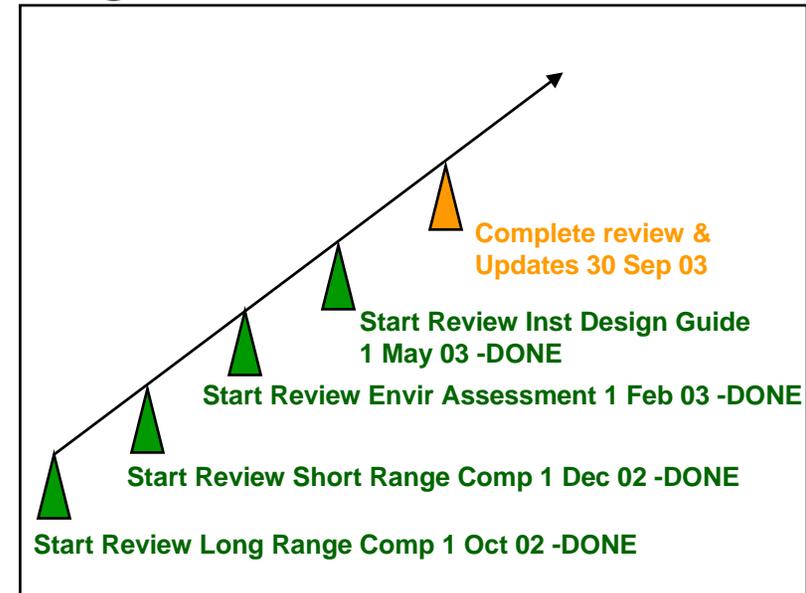
LTO 4.1: Prepare, submit, and update a five-year strategy for infrastructure improvement by 31 Jul annually.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.1b: Reevaluate and update installation Master Plan by 30 Sep annually.

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

Programmed/Current Status:



Actions This Quarter:

Rating: **AMBER**

Review of installation design guide was in process when Post was affected by Hurricane Isabel. Work on this was postponed until recovery efforts are completed.

Future Actions:

Complete review and update as necessary

Inhibitors:

Continually changing short range priorities.



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

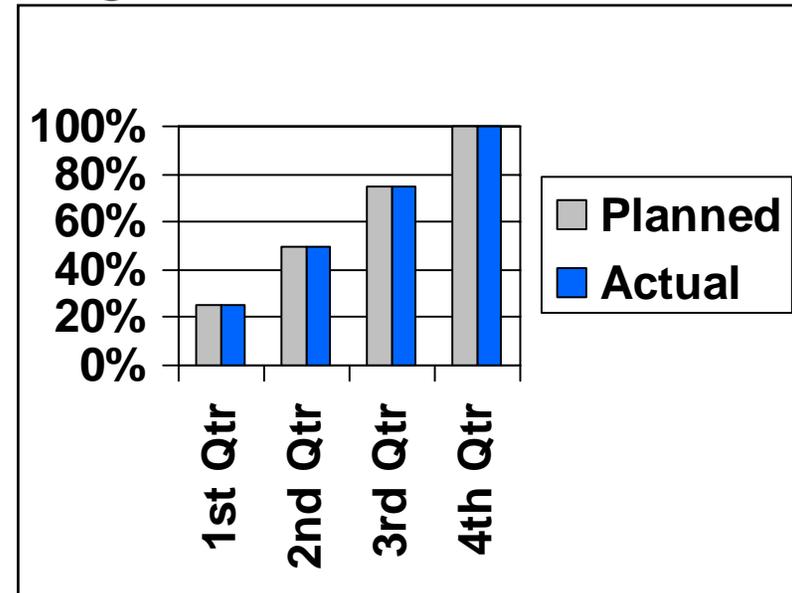
LTO 4.1: Prepare, submit, and update a five-year strategy for infrastructure improvement by 31 Jul annually.

Proponent: DPW/L (Director—LTC Simoneau)

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

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

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

Updating DD1391's to endure all current projects correctly reflect needs and costs.

Many new DD1391's were originated in late September 2003 because of the damage that Hurricane Isabel caused to the installation.

Future Actions:

Complete updates and development of any new DD1391s.

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

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

Proponent: DPW/L (Director—LTC Simoneau)

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

Proponent: DRM (NAF Finance—Rod MacGillivray)

Programmed/Current Status:

Actions This Quarter:

Rating: Green

No new NAF Construction Projects this quarter.

Future Actions:

Get YAC funded at FY03 yearend,
Have other projects for FY03 yearend

Inhibitors:

Budget constraints



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

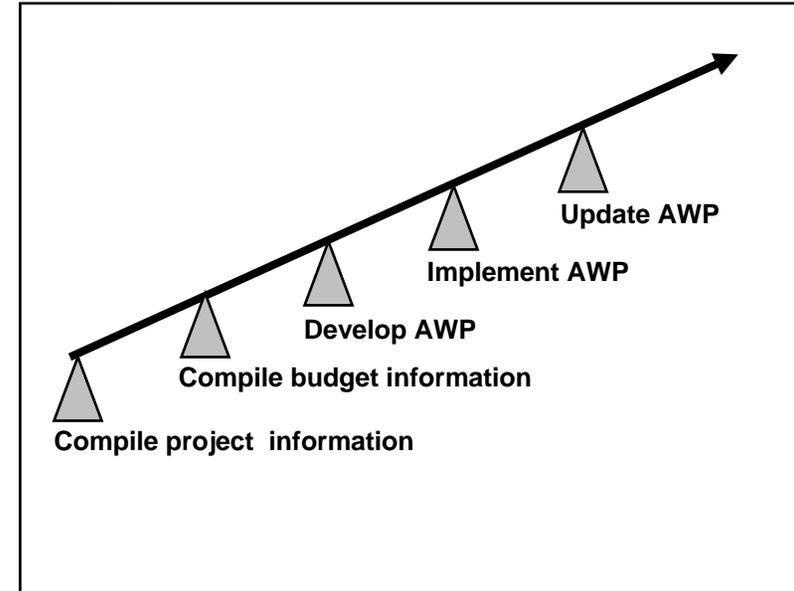
LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.2a: Develop and implement annual work planned by 15 Nov annually.

Proponent: DPW/L (Engineering Div—Mark Sciacchitano)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

Annual Work Plan projects were awarded for construction during this quarter; in addition numerous projects for infrastructure restoration were awarded to repair the effects of Hurricane Isabel.

Future Actions:

Compile list of projects eligible for the FY 04 Annual work plan.
Continue to accomplish projects on AWP.

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

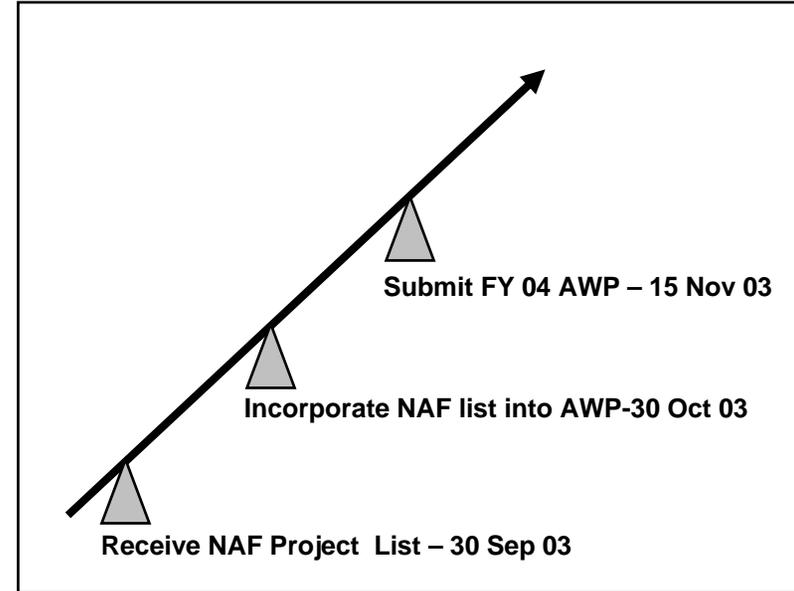
LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.2b: Develop and implement non-appropriated fund infrastructure maintenance and repair projects list by 15 Nov annually.

Proponent: DPW/L (Engineering Div—Mark Sciacchitano)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

No NAF projects to update.

Future Actions:

Receive list from DCFA and incorporate into Annual Work Plan

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

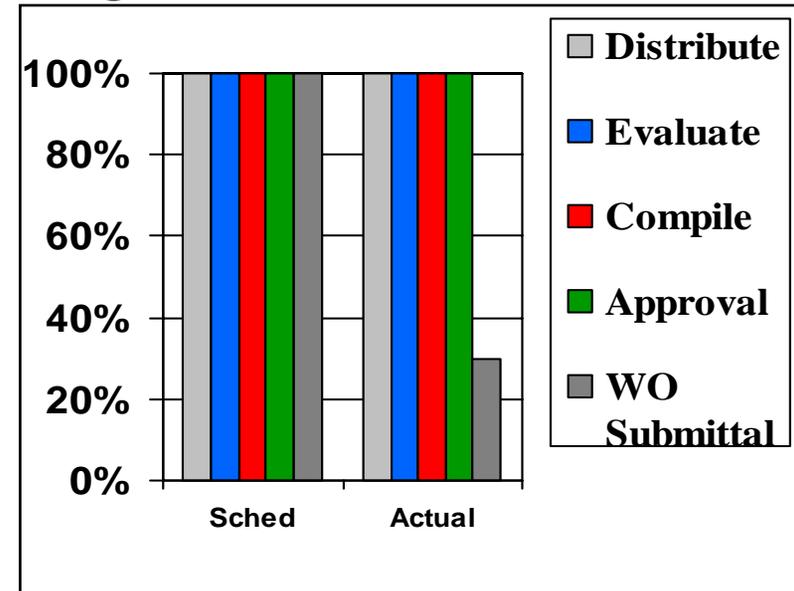
LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.2c: Conduct Installation Status Report (ISR) evaluation by 31 Mar annually and use it to identify required projects.

Proponent: DPW/L (Engineering-Mark Sciacchitano)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

None

Future Actions:

Include submitted work orders in AWP
Begin planning for conducting FY 04 ISR.

Inhibitors:

Customers who performed evaluations not following up by submitting Work Orders for the deficiencies they found.



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.2d: Develop Americans with Disabilities Act (ADA) project requirements by 1 Sep annually.

Proponent: EEO (Chief—Faye Anderson)

Programmed/Current Status:

- | | | | |
|---------|--------|---|--------|
| 4.2d. | 1 Sep | Development project requirements | (COMP) |
| 4.2.d.4 | 30 Sep | Fund during year-end process | |
| 4.2.d.5 | 30 Oct | Update requirement list | |
| 4.2.d.6 | 30 Nov | Develop and update cost estimate for each requirement | |
| 4.2.d.7 | 30 May | Establish a list of ADR requirements and provide to DPW-L and DRM | |
| 4.2.d.2 | 31 Jul | Submit work orders | |
| 4.2.d.3 | 31 Jul | Prioritize requirements and put them on the UFR list | |

Actions This Quarter:

Rating: **GREEN**

- Discussed requirements during monthly Disabilities meeting.
- Updated ongoing project requirements list.
- Prioritized requirements list.

Future Actions:

- Update project requirements annually, 1 Sep.
- Coordinate projects with DPW.
- Monitor projects until completion.

Inhibitors:

- Funding



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

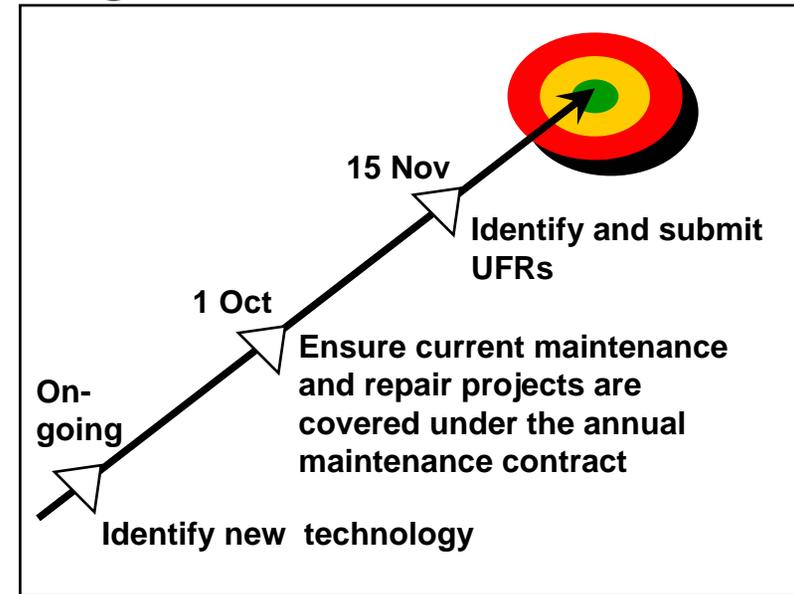
LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (Director—LTC Simoneau)

STO 4.2e: Develop and implement communication infrastructure maintenance and repair projects by 15 Nov annually.

Proponent: DOIM (Info Assurance Mgr—Mia Williams)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

Upgrades installed

New technology In all new installations

Future Actions:

Continue implementation of new technology

Modify ATS contract as necessary

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

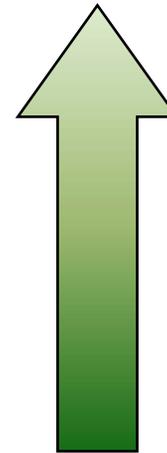
LTO 4.2: Achieve a “Green” status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (LTC Simoneau)

STO 4.2f: Develop and implement force protection project list by 15 Nov annually.

Proponent: DPTMSEC (Antiterrorism Officer)

Programmed/Current Status:



Commander Approves Recommendations

AT Committee prioritize requirements

Identify Requirements in IRITA

Report Results

Conduct AT Assessment



Actions This Quarter:

Rating: **GREEN**

Prioritized list completed by the AT Committee.

Future Actions:

Commander approve prioritized requirements.

Gain funding.

Inhibitors:

None.



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

LTO 4.3: Implement privatization initiatives to improve the infrastructure to “Green” status by 30 Sep 06.

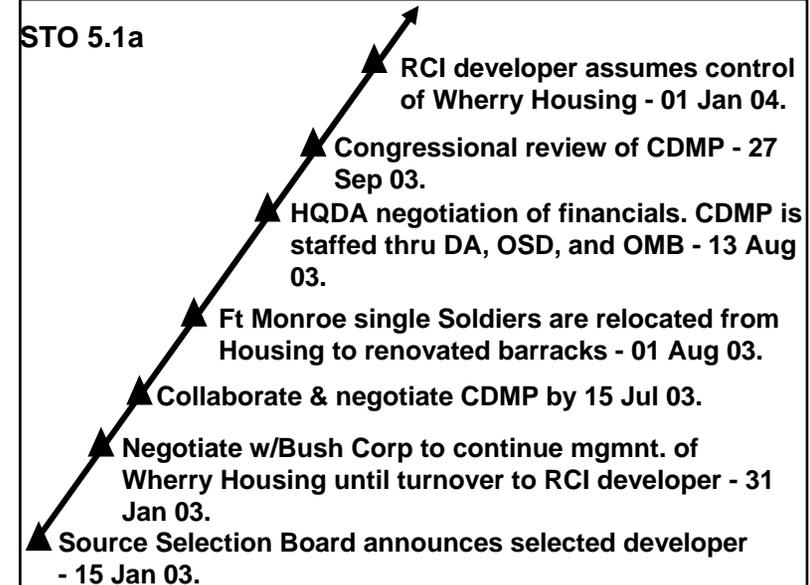
Proponent: DPW/L (Eng Division—Mark Sciacchitano)

STO: 4.3a: Privatize Fort Monroe Housing through RCI process by 01 Jan 04.

Proponent: DPW/L (Housing – Jackie Smith)

Programmed/Current Status:

STO 5.1a



Actions This Quarter:

Rating: **GREEN**

STO REQUIRES MODIFICATION AT OFFSITE

Future Actions:

Respond as appropriate to Army decision

Inhibitors:

Awaiting Army decision



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

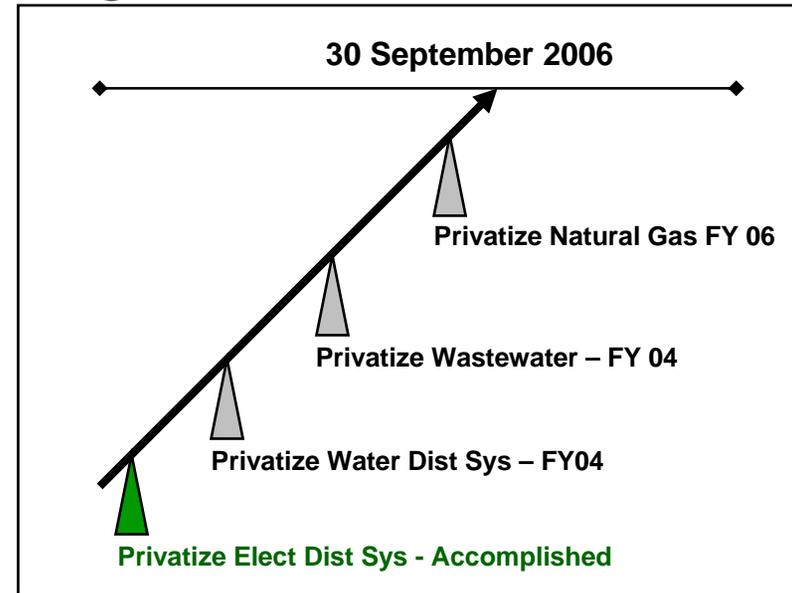
LTO 4.3: Implement privatization initiatives to improve the infrastructure to “Green” status by 30 Sep 06.

Proponent: DPW/L (Eng Division—Mark Sciacchitano)

STO 4.3b: Complete utilities privatization solicitations by 30 Jun 03.

Proponent: DPW/L (Eng Division—Mark Sciacchitano)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

Selected Dominion Virginia Power for the Electrical Distribution System. Award pending upon acceptance of All documentation.

Negotiating with contractors for Water and Wastewater Systems.

No bidders responded for Natural Gas System

Future Actions:

Complete negotiations and Award Water & Wastewater systems.

Determine method to privatize Natural Gas.

Inhibitors:

Ability to transfer Natural Gas System in a Process other than DESC Privatization.



Fort Monroe Strategic Plan Review

GOAL 4: Improve and maintain infrastructure.

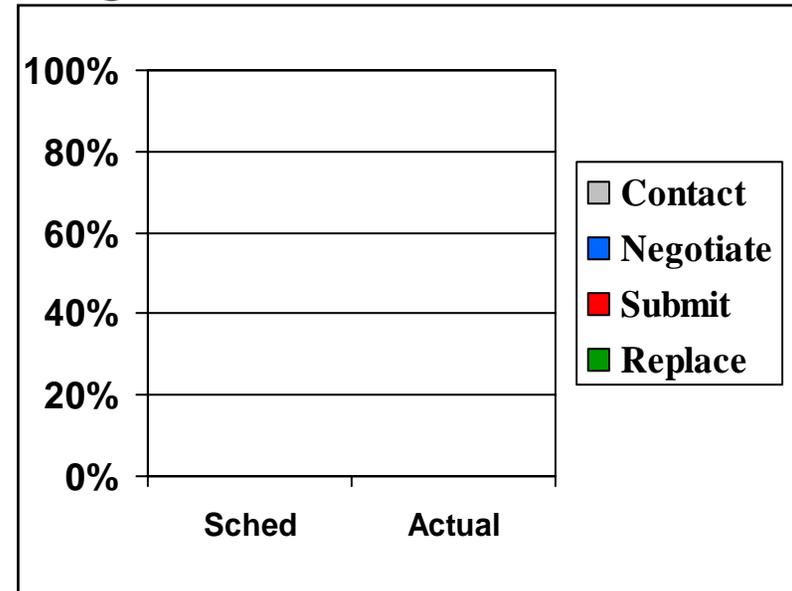
LTO 4.3: Implement privatization initiatives to improve the infrastructure to “Green” status by 30 Sep 06.

Proponent: DPW/L (Engineering Div—Mark Sciacchitano)

STO 4.3c: Develop and implement alternative strategies to provide utility services not privatized by 30 Sep 06.

Proponent: DPW/L (Engineering Div—Mark Sciacchitano)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

None

Future Actions:

Negotiate with Utility Companies for Natural Gas System

Inhibitors:

Willingness of utility company to take over system.

Cost!



Fort Monroe Strategic Plan Review

GOAL 5: Prepare workforce for the future.

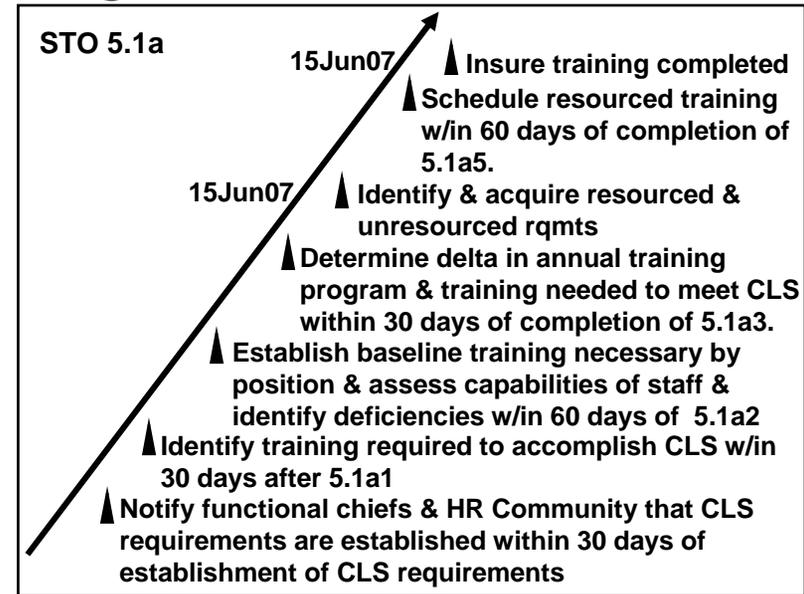
LTO 5.1: Train workforce to meet mission requirements by 15 Jan 07.

Proponent: CPAC (Chief—Barry Buchanan)

STO 5.1a: Project Common Levels of Support requirements within 6 months of establishment.

Proponent: DRM (Manpower—Paulette Pickering)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

New standard, CLS, still under review.

Future Actions:

BASOPs service being finalized and will be distributed.

Inhibitors:

IMA is developing CLS, Installation is not in control of timelines.



Fort Monroe Strategic Plan Review

GOAL 5: Prepare workforce for the future.

LTO 5.1: Train workforce to meet mission requirements by 15 Jan 07.

Proponent: CPAC (Chief—Barry Buchanan)

STO 5.1b: Improve corporate communication.

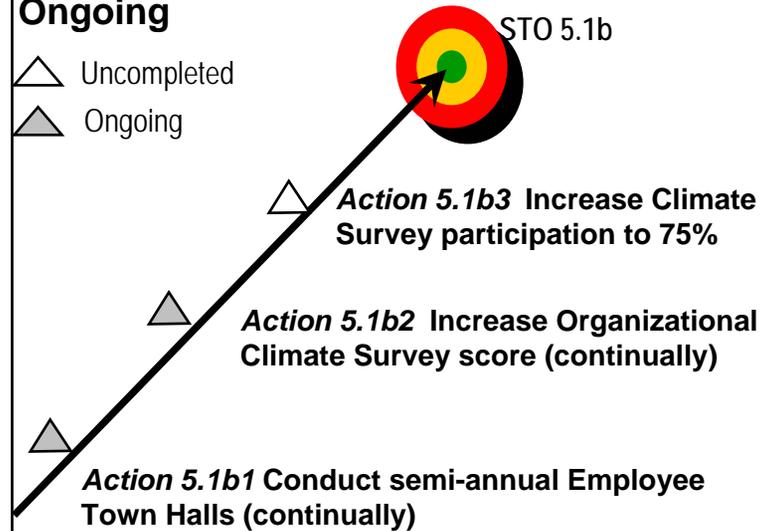
Proponent: Deputy to the Commander (Thelma Pankoke)

Programmed/Current Status:

Ongoing

△ Uncompleted

▲ Ongoing



Actions This Quarter:

Rating: **GREEN**

Directors Meetings and Major Activity Directors Meetings conducted on a regular basis.

Town Hall with employee's held 12 Sep 03

Future Actions:

Continue to conduct regular meetings.

Continually Assess Organizational Climate.

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 5: Prepare workforce for the future.

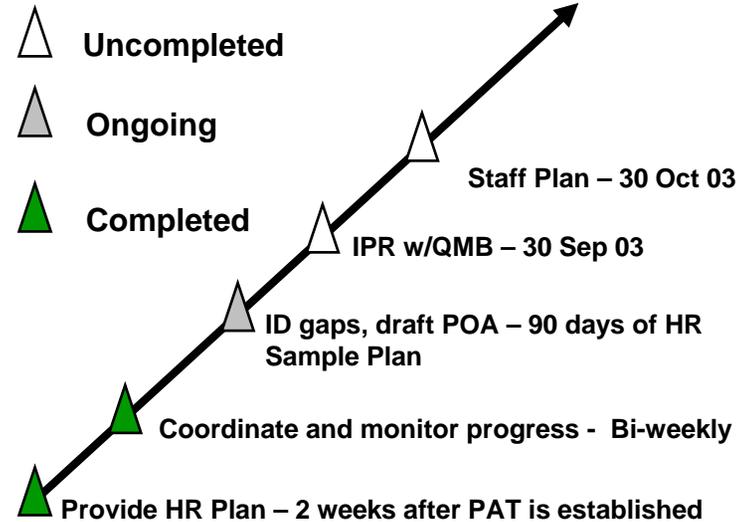
LTO 5.2: Develop comprehensive Human Resource (HR) Plan for integration into Army Well Being (AWB) Program by 15 Jan 07. (Future consolidation into Goal 1)

Proponent: CPAC (Kathy Genung)

STO 5.2c: Develop draft HR Plan and staff by 30 Oct 03.

Proponent: CPAC (Kathy Genung and HR PAT Team)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

HR PAT Chartered

Obtained DOD, DA, and TRADOC HR Plans (military and civilian)

Coordinated with GAO regarding deficiencies identified in Army HR Plans

Secured HR Plans from various agencies for benchmarking purposes

Future Actions:

Pat Team meetings

Develop draft HR Plan with full integration of military and civilian HR.

Inhibitors:

Resources supporting APIC



Fort Monroe Strategic Plan Review

GOAL 5: Prepare workforce for the future.

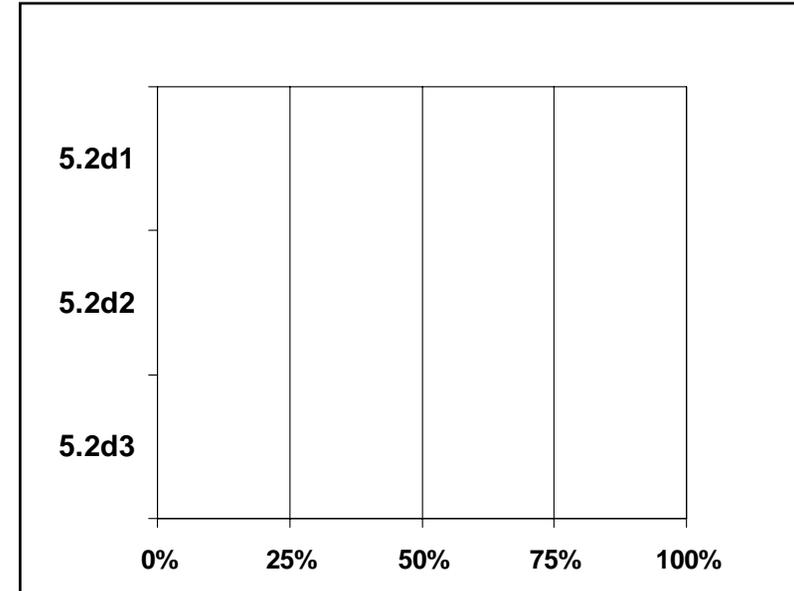
LTO 5.2: Develop comprehensive Human Resource (HR) Plan for integration into Army Well Being (AWB) Program by 15 Jan 07. (Future consolidation into Goal 1)

Proponent: CPAC (Kathy Genung)

STO 5.2d: Finalize HR Plan and deploy by 30 Jan 04.

Proponent: CPAC (Kathy Genung)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

No action taken at this time since STO 5.2c is not complete ... sequential actions

Future Actions:

Staff draft HR Plan with QMB and MAD

Inhibitors:

Completion of STO 5.2c.



Fort Monroe Strategic Plan Review

GOAL 5: Prepare workforce for the future.

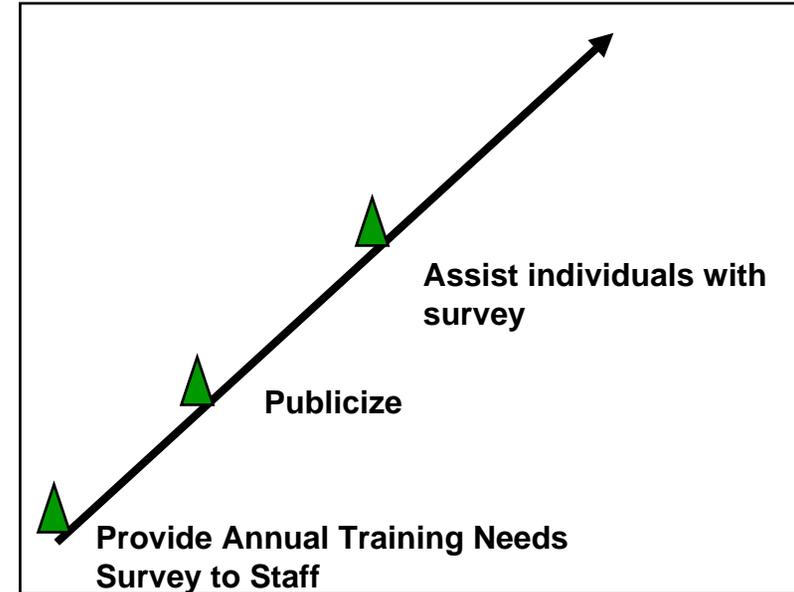
LTO 5.3: Fund training requirements at 100% by 15 Jan 04.

Proponent: DRM (Director-LTC Edwards)

STO 5.3a: Identify annual training needs by CPOC suspense date.

Proponent: CPAC (Lisa Mitchell)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

FY04 Annual Training Needs Survey Completed

Future Actions:

Completed – Move on to STO 5.3b

Inhibitors:

Lack of participation which directly impacts planning



Fort Monroe Strategic Plan Review

GOAL 5: Prepare workforce for the future.

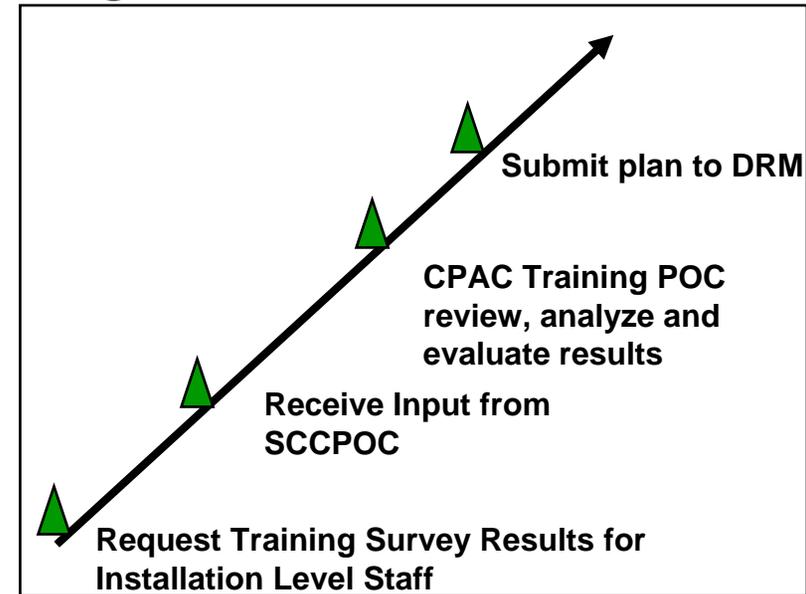
LTO 5.3: Fund training requirements at 100% by 15 Jan 04.

Proponent: DRM (Director-LTC Edwards)

STO 5.3b: Provide consolidated list of training needs to DRM.

Proponent: CPAC (Lisa Mitchell)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

Input from Annual Training Needs Survey provided to DRM. Instances of training requested for FY04 – 64

Future Actions:

Address funding issues

Inhibitors:

Lack of participation which directly impacts planning



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

LTO 6.1: Incorporate Common Levels of Support (CLS) by 30 Sep 06.

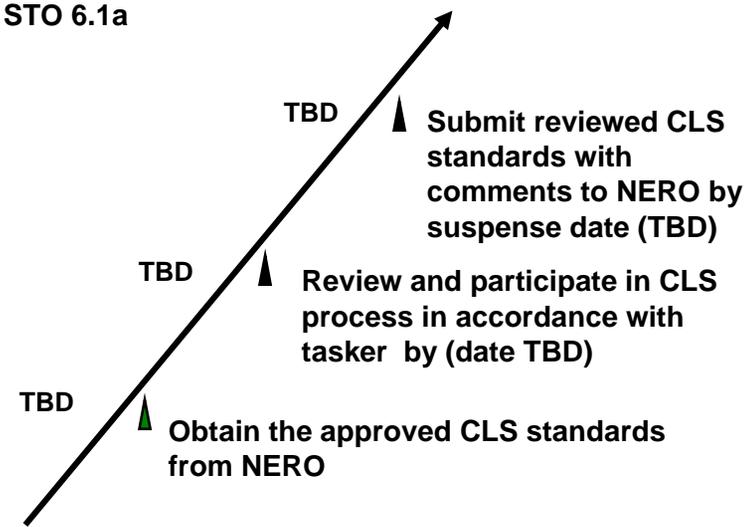
Proponent: DRM (Manpower—Paulette Pickering)

STO 6.1a: Acquire and review CLS draft by 30 Jun 03.

Proponent: DRM (Manpower—Paulette Pickering)

Programmed/Current Status:

STO 6.1a



Actions This Quarter:

Rating: **AMBER**

Reviewed new standards and forwarded comments to NERO POC 12 Dec 02. As of 1 Apr 03, no further staffing has been required by the NERO.

Future Actions:

Army Baseline Standards (ABS) standards and metrics fielded at 90% solution – reviewing ABS standards and metrics

Inhibitors:

There are no approved CLS standards, to date.



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance

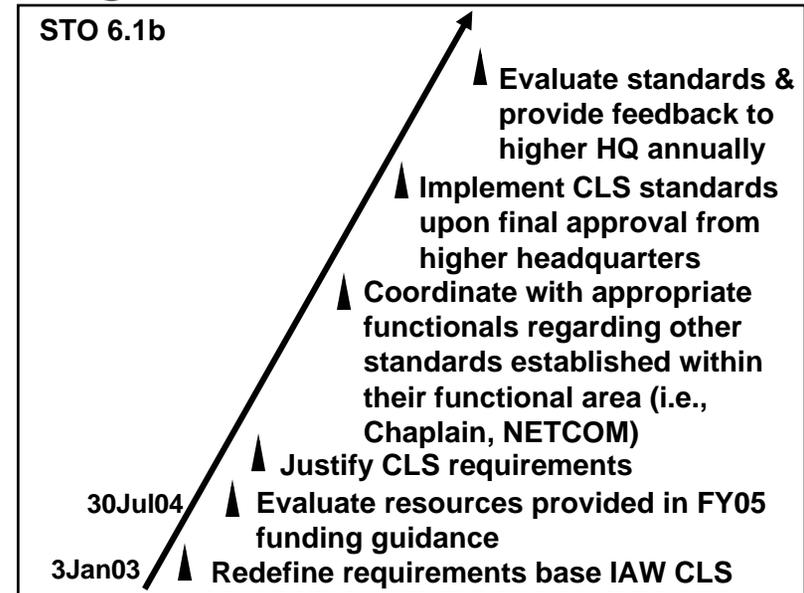
LTO 6.1: Incorporate Common Levels of Support (CLS) by 30 Sep 06.

Proponent: DRM (Manpower—Paulette Pickering)

STO 6.1b: Implement approved ULOS by FY 05 Budget.

Proponent: DRM (Manpower—Paulette Pickering)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

New standards, CLS, still under review.

Future Actions:

BASOPs Services being finalized and will be distributed

Inhibitors:



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

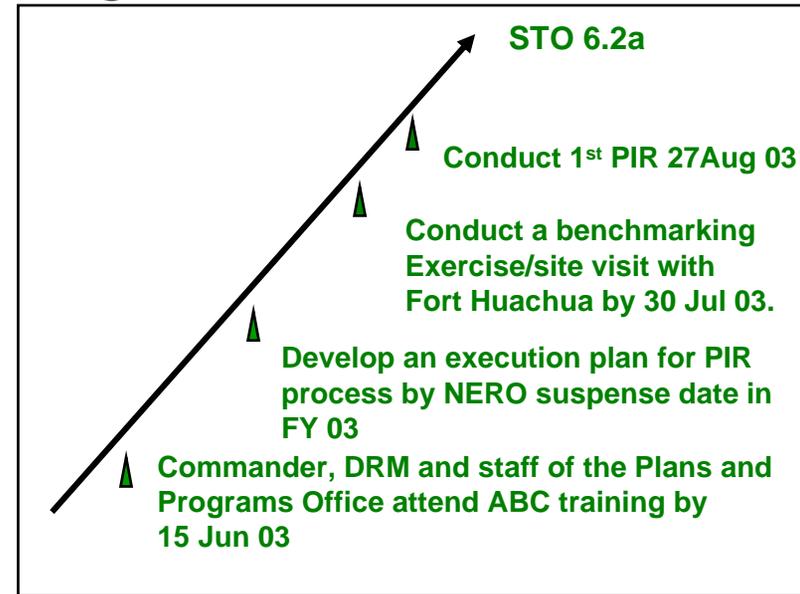
LTO 6.2: Implement 100% of Productivity Management by 31 Dec 03.

Proponent: DRM (PAI—Cliff Whitehouse)

STO6.2a: Conduct Productivity Improvement Review (PIR) by 30 Sep 03.

Proponent: DRM (PAI—Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: **GREEN**

-Submitted 1st PIR charts to NERO for review Sep 03.

-Completed 2nd PIR 13 Nov 03 –Big 3” briefed beginning of modeling process for their good ideas and Fire Dept., EEO, and DPTMSEC briefed good ideas.

Completed

Future Actions:

Develop ABC Models for “Big 3” good ideas and begin modeling process for Safety (Fire Dept), EEO, & DPTMSEC.

Inhibitors:

No additional funding for ABC program



Fort Monroe Strategic Plan Review

GOAL 6: Improve performance.

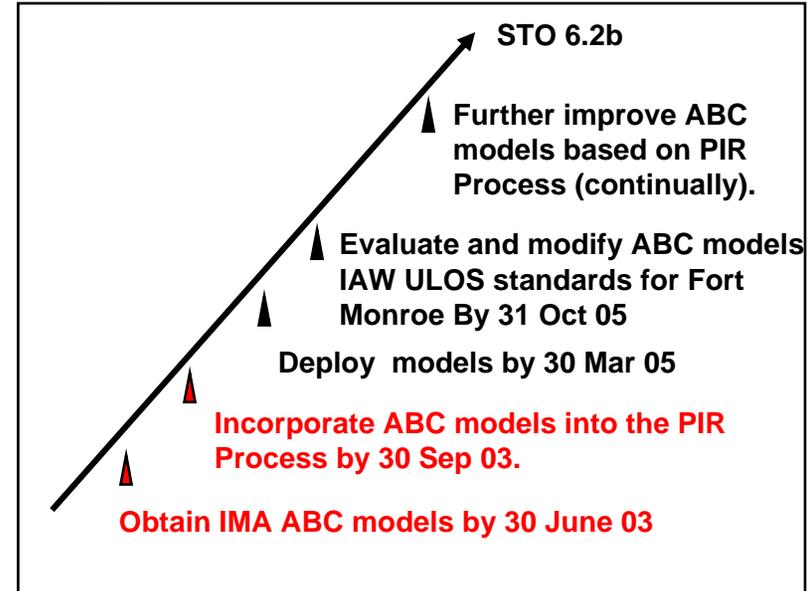
LTO 6.2: Implement 100% of Productivity Management by 31 Dec 03.

Proponent: DRM (PAI-Cliff Whitehouse)

STO 6.2b: Develop and maintain Activity Based costing (ABC) models by 30 Sep 03.

Proponent: DRM (PAI—Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: **RED**

-The “Big 3” DCFA, DOIM and DPW/L selected top initiative of their “good ideas”.

-Met in Oct with “Big 3” to start modeling process beginning 22 Oct 03

-Met in Oct with next 3 activities (DPTMSEC, EEO, & Safety) to determine their good ideas.

Future Actions:

Beginning development of “Big 3” models of good ideas.

Inhibitors:

- IMA has not released ABC models to date.



Fort Monroe Strategic Plan Review

GOAL 6: Improve performance.

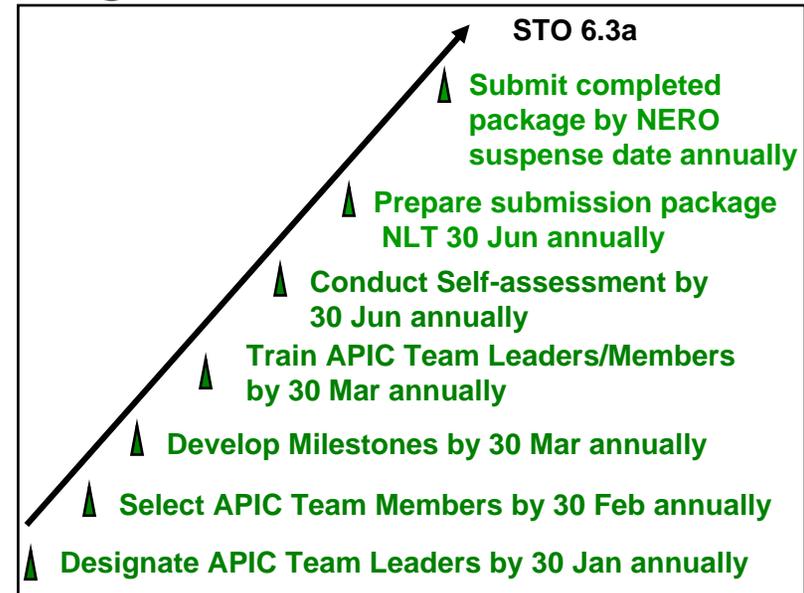
LTO 6.3: Improve Installation/BASOPs Management through the APIC process by closing the identified gaps by 1 July annually.

Proponent: DRM (PAI—Barbara Bell)

STO 6.3a: Submit ACOE package annually by NERO's suspense date starting in FY 03.

Proponent: DRM (Plans and Programs—Barbara Bell)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

Submitted package to NERO 12 Sept 03

Completed

Future Actions:

Begin process for next years package/APIC assessment

Inhibitors:



Fort Monroe Strategic Plan Review

GOAL 6: Improve performance.

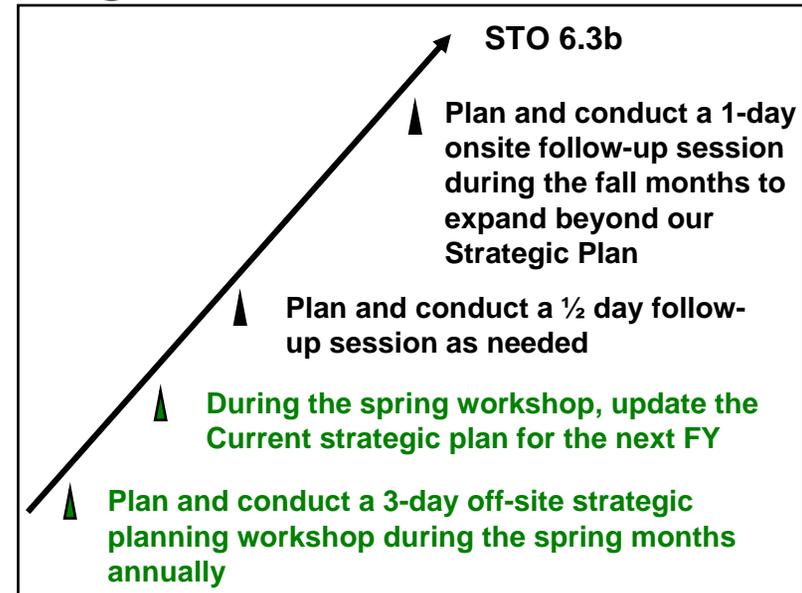
LTO 6.3: Improve Installation/BASOPs Management through the APIC process by closing the identified gaps by 1 July annually.

Proponent: DRM (PAI—Barbara Bell)

STO 6.3b: Develop and maintain Installation Strategic Plan annually.

Proponent: DRM (PAI—Barbara Bell)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

Scheduled fall Strategic Planning Workshop for 13-14 Nov 03 at the Bay Breeze Community Center.

Future Actions:

Finalize agenda for Strategic Planning Workshop.

Conduct fall Strategic Planning Workshop.

Inhibitors:

None



Fort Monroe Strategic Plan Review

GOAL 6: Improve performance.

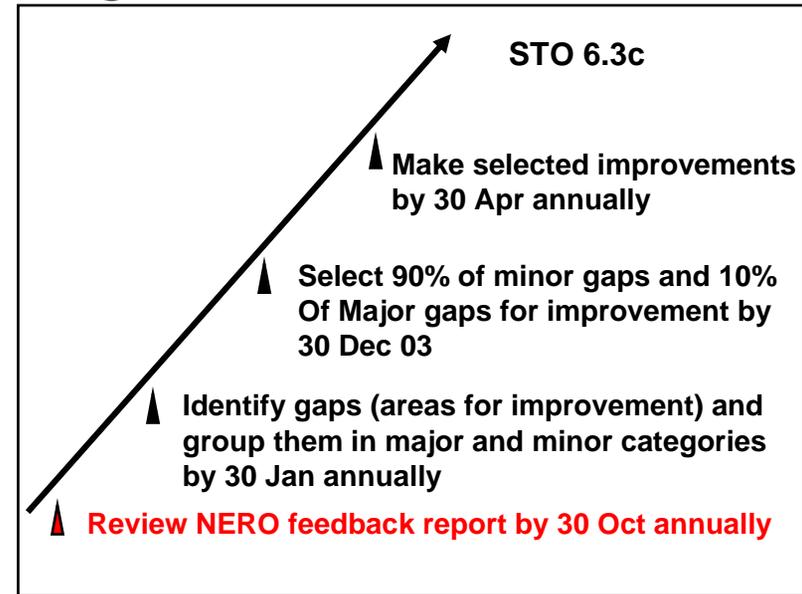
LTO 6.3: Improve Installation/BASOPs Management through the APIC process by closing the identified gaps by 1 July annually.

Proponent: DRM (PAI—Barbara Bell)

STO 6.3c: Using APIC feedback report, identify and close 90 percent of minor gaps and 10 percent of major gaps by May 04 and annually thereafter.

Proponent: DRM (PAI—Barbara Bell)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

Developed schedule for implementing procedures that will close identified gaps in this year's APIC submission package as a result of NERO's evaluation/feedback.

Future Actions:

Have SWOT team review gaps in Jan FY04

Inhibitors:

Foresee NERO/IMA feedback report being late due to submission date suspense changed to 12 Sept 03.



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

LTO 6.4: Develop and implement an Installation Marketing Plan by 30 Jan 06.

Proponent: DRM (PAI—Cliff Whitehouse)

STO 6.4a: Develop Installation Marketing Plan by 30 Jan 05.

Proponent: DRM (Plans, Analysis Integration, PAI —Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

Established one goal of strategy to develop marketing plan to potential tenants.

Future Actions:

Installation Marketing Team to be selected.

Inhibitors:

None at present



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

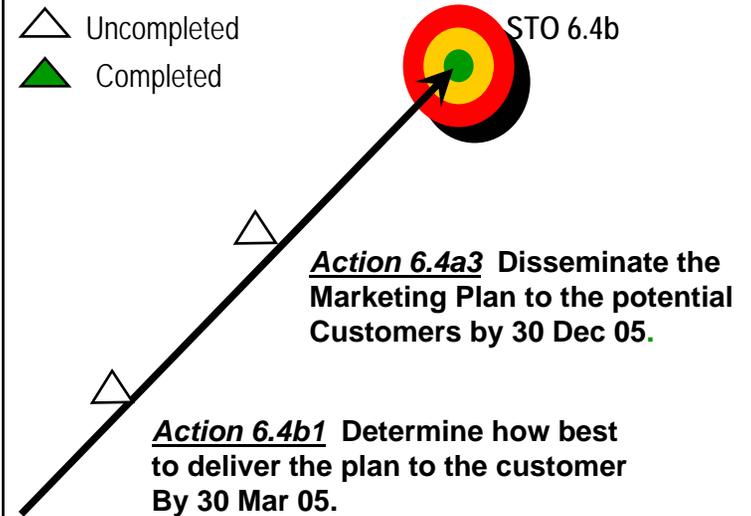
LTO 6.4: Develop and implement an Installation Marketing Plan by 30 Jan 06.

Proponent: DRM (PAI—Cliff Whitehouse)

STO 6.4b: Deploy Installation Marketing Plan by 30 Jan 05.

Proponent: DRM (PAI—Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

PAI office accepted proponency for LTO in June of 03.

Future Actions:

Deployment plan to be developed by 30 Jan 04 after draft Marketing Plan is approved.

Inhibitors:

None at present



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

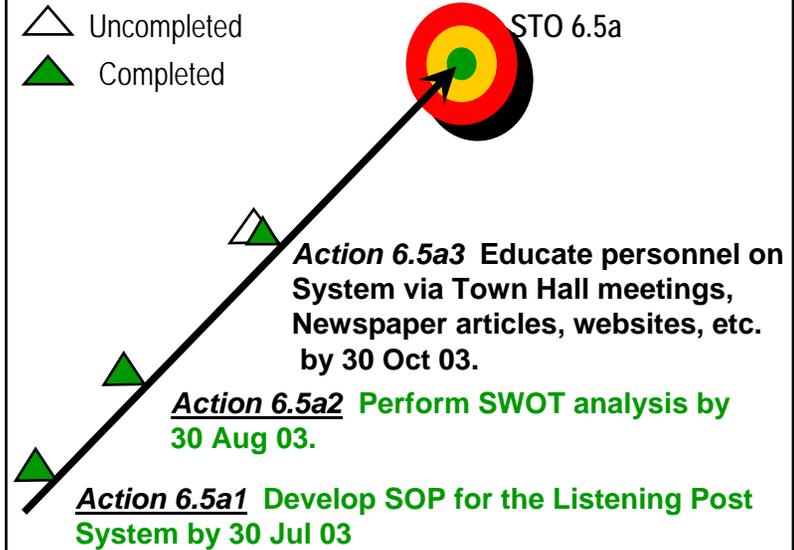
LTO 6.5: Implement a listening Post System by 30 Dec 03.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

STO 6.5a: Develop a Fort Monroe Listening Post System by 30 Dec 03.

Proponent: DRM (PAI—Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: Green

Briefed personnel on the the System at Town Hall Meeting held 12 Sept 03.

First “Listening Post” suggestion processed ahead of schedule on 15 Sep 03.

Future Actions:

Prepare and submit article to Casemate.

Post the Listening Post System SOP on Fort Monroe Home Page

Inhibitors:

None at present



Fort Monroe Strategic Plan Review

GOAL 6: Improve Performance.

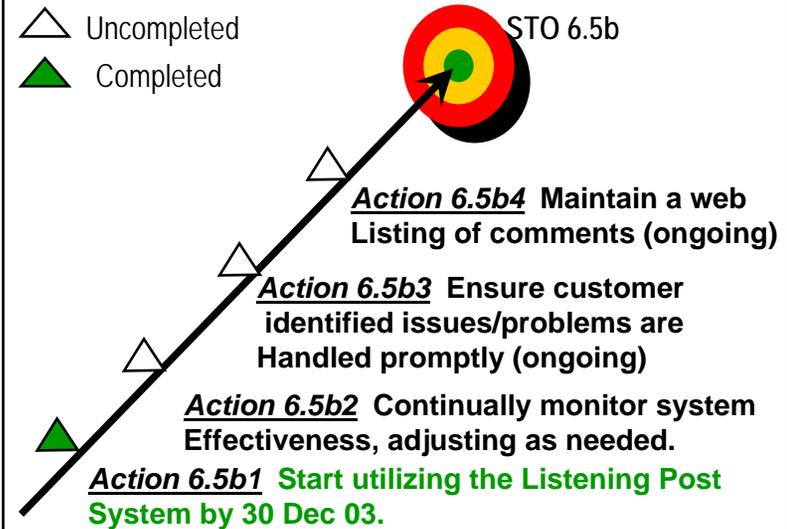
LTO 6.5: Implement a listening Post System by 30 Dec 03.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

STO 6.5b: Deploy Listening Post System by 30 Dec 03.

Proponent: DRM (PAI—Cliff Whitehouse)

Programmed/Current Status:



Actions This Quarter:

Rating: **Green**

SOP Approved.

Workforce trained on Listening Post system 12 Sep 03 during Employee Town Hall.

First listening post response completed 15 Oct 03, 3 months ahead of schedule

Future Actions:

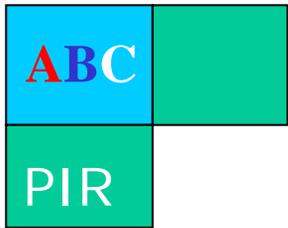
Submit article to Casemate on Listening Post system

Finish format for Commander's note and utilize.

Inhibitors:

None at present





2nd PIR

PRODUCTIVITY IMPROVEMENT REVIEW

FORT MONROE
4th Quarter, 13 NOV 2003

PRESENTERS:

Initial Models:

DCFA- Mr. Paul Heilman
DOIM- Mr. Boyd Greever
DPW/L-LTC Simoneau

Next round of “Good Ideas”:

FIRE DEPT-Mr. Delinor Vantree
EEO-Ms. Faye Anderson
DPTMSEC-LTC Riddick

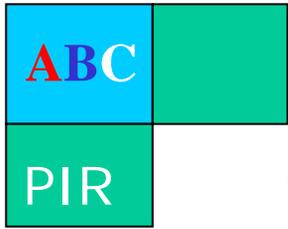
DCFA

Initial ABC model for Marina



PRESENTER:

Mr. Paul Heilman



#2 Increase marina efficiency & slip occupancy:

- **Develop and implement marketing strategy.**
- **Establish monthly wet slip fill rate goal.**

Marina Efficiency Model (Developing)

ABC

PIR

RESOURCES

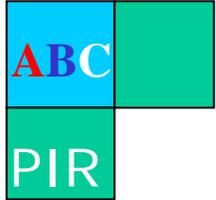
NAF Labor FY03 - \$143,293
Cost of Goods Sold FY03 - \$78,307
Supplies FY03 - \$5,784
Utilities FY03 - \$15,207
Equipment Maintenance and Repair FY03 - \$4,008
Facility Maintenance and Repair FY03 - \$4,508
Advertising FY03 - \$3,345

ACTIVITIES

<p>MAINTENANCE (facilities / equipment)</p> <ul style="list-style-type: none"> •Piers •Launch Ramp •Fuel Facilities •Boathouse •Bathhouse
<p>SLIP MANAGEMENT / ADMINISTRATION</p> <ul style="list-style-type: none"> •Establish lease File •Billing •File Maintenance •Internal Controls & Force protection
<p>INVENTORY MANAGEMENT</p> <ul style="list-style-type: none"> •Pricing Marketing •Cost of Goods Budgeting
<p>AMENITIES</p> <ul style="list-style-type: none"> •Piers •Boat Rentals •Marine Repairs •Restaurant •Laundry •Pump Outs •Launch Ramp •Fuel Sales •Ships Store •Bathhouse

COST OBJ

<p>IMPROVED EFFICIENCY (NIBD)</p> <ul style="list-style-type: none"> •FY03 - \$105,781 •FY04 - \$200,000



Value Added

- Full Occupancy of Available Slips=
Increased Revenue

Available Slips
10 Slips @ <20'
54 Slips @ 21-25'
125 Slips @ 26-30'
67 Slips @ 31-35'
40 Slips @ 36-40'
23 Slips @ 41-45'
11 Slips @ 46-50'
12 Slips @ >50'

- Customer Satisfaction
 - Value for goods & services
 - Reduced slip turnover
- Reduce IMWRF Requirement for APF Support through USA Reimbursement

DOIM

PIR GOOD IDEAS



PRESENTER:

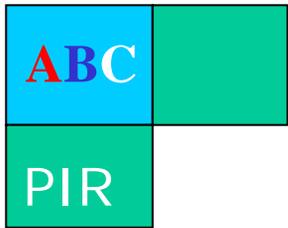
Mr. Boyd Greever

ABC MODELING AREA:

**ENTERPRISE
MANAGEMENT
CAPABILITY**

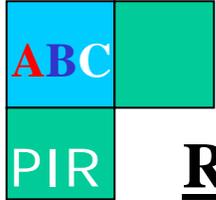
DOIM

FORT MONROE, VA



#1 Remote Control

- **Reduces travel time, thereby reducing touch labor resources**
- **Eliminates the “20 questions” scenario when the user calls for assistance**
- **Allows proactive maintenance like “pushing” patches and security updates**
- **Makes helpdesk personnel one-to-many**



STATUS QUO-Pre Remote Control

(Developing)

RESOURCES

ACTIVITIES

COST OBJECTS

Civilian
Labor
\$660K
(13 FTE)

Training
Costs
\$55K
(Est. Annual)

Answer phone

Question Customer
to identify problem

Research problem

Walk to Customer's
location

Solve problem and
return

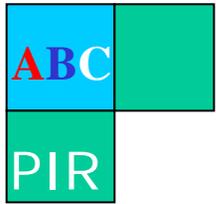
Mgt & Admin
Supervision
Admin
Manuals

Good Customer
Service

Customer's
productivity
level impeded

Equipment not
efficiently
protected from
virus/intrusion

Labor intensive
process



VALUE ADDED

- **Sustained customer satisfaction**
- **Improved customer productivity**
- **Security of hardware and software maintained**
- **Projected savings of remote control implementation: \$295K**

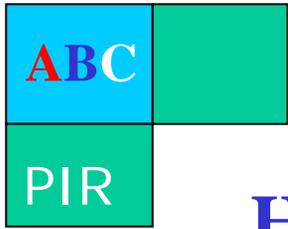
DPW/L

Initial ABC Model



PRESENTER:

LTC Simoneau



#5

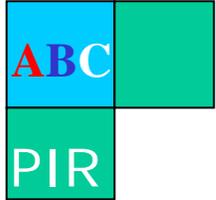
Hot Water Boiler/Chiller Systems in AFH

Components:

- System replacement costs.
- Maintenance and Repair costs.
- Seasonal changeover costs.
- Customer convenience.

Potential Alternatives:

- Replace systems immediately.
- Replace systems upon system failure.



CONTRACT REPLACEMENT COSTS

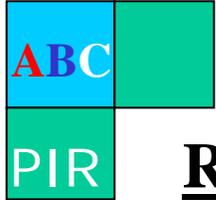
Status Quo (Pre-Isabel)

CHILLER-BOILER			BOILER - CHILLER - FAN COIL UNITS					
FAC #	UNITS	REPL COST	FAC #	FCU	BOILER	CHILLER	REPL COST	
93	2	\$80.0K	19	13	1	1	\$108.5K	
158	2	\$75.6K	15A	12	1	0.5	\$122.7K	
157	2	\$75.6K	15B	12	1	0.5	\$122.7K	
		Combined Total	\$585.1K					

Good Idea Proposal -- Geothermal (*Developing*)

GEOHERMAL SYSTEMS						
FAC #	HEAT PUMPS	WELLS	SITWORK	CLEAN DUCT	ELECTRICAL	INSTALLATION COST
93	2	10	Yes	Yes	Yes	\$80.0K
158	2	10	Yes	Yes	Yes	\$75.6K
157	2	10	Yes	Yes	Yes	\$75.6K
19	13	10	Yes		Yes	\$102.5K
15A	12	5	Yes		Yes	\$86K
15B	12	5	Yes		Yes	\$86K
					TOTAL	\$505.7K

Projected Contract Replacement Cost Savings.....\$79.4K



STATUS QUO

RESOURCES

Civilian
Labor
\$12.0K

Contract
Costs
Repl \$585.1K
M&R \$5.6K

Fuel
Gas 887.29 CCF
Elec 479.17 KWH

ACTIVITIES

Design

Inspection

Installation

Cyclic Maint

Svc Calls

Fuel
Consumption

Mgt & Admin
*Contract Admin
*QA
*Mgt Supervision
*Secr/Admin

COST OBJECTS

Bldg 93

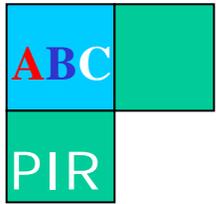
Bldg 158

Bldg 157

Bldg 19

Bldg 15A

Bldg 15B



VALUE ADDED

✓ **Enhanced Customer Satisfaction**

- Less HVAC Down Time
- More Customer Friendly -- No Seasonal Changeover
- Quieter Operation
- Projected Fewer Customer Complaints
- Zoned Heat Capability—Energy Efficient
- Less Reliance on Gas System

✓ **Environmental Benefits**

- No emissions
- Water efficient due to closed loop system

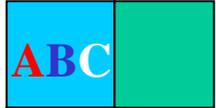
SAFETY

ABC “GOOD IDEA”



PRESENTER:

Mr. Delinor Vantree



FIRE DEPARTMENT SERVICE ORDER DESK

Components:

- Fire Department mans service order desk
- Open doors and perform other services
- Creates customer convenience

Potential Alternatives:

- Fire Department does not man service order desk during after duty hours
- DPW mans service order desk nights and weekends

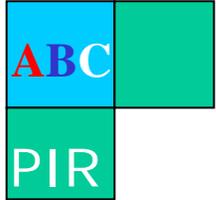
EEO

ABC GOOD IDEAS



PRESENTER:

Ms. Faye Anderson

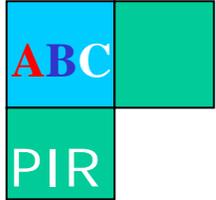


#1 EEO/EO Combined Training

- Review cost savings of EEO/EO separate training versus cost of combined training.
- Research the possibility of incorporating like and related training such as POSH, EEO/EO, Senior Leadership, etc.

Desire

- Save on training dollars.
- Use our dollars to achieve effective, proactive, educational benefits.

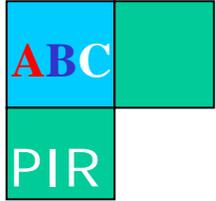


#2 Tri-Fort EEO Training

- Form a Tri-based EEO Training collaboration to include Fort Monroe, Fort Eustis, and Fort Lee.

Desire

- Save money on annual training requirement by all.
- Each Fort will sponsor a specific training and the other Forts will tie into it which will save from all three activities' requirement to do such training as BOA, Counselor, Mediation, HQACPERS, etc.



#3 Web-Based Training

- Provide training on the web that will reach more personnel.
- Provide an easy way for personnel to complete required EEO training.

Desire

- Train more for less.
- Reach more personnel with limited disruption to the workforce.

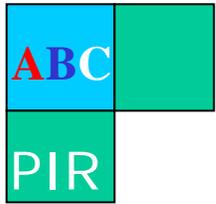
DPTMSEC

ABC GOOD IDEA



PRESENTER:

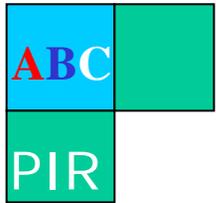
LTC “Twin” Riddick



Activity Based Costing

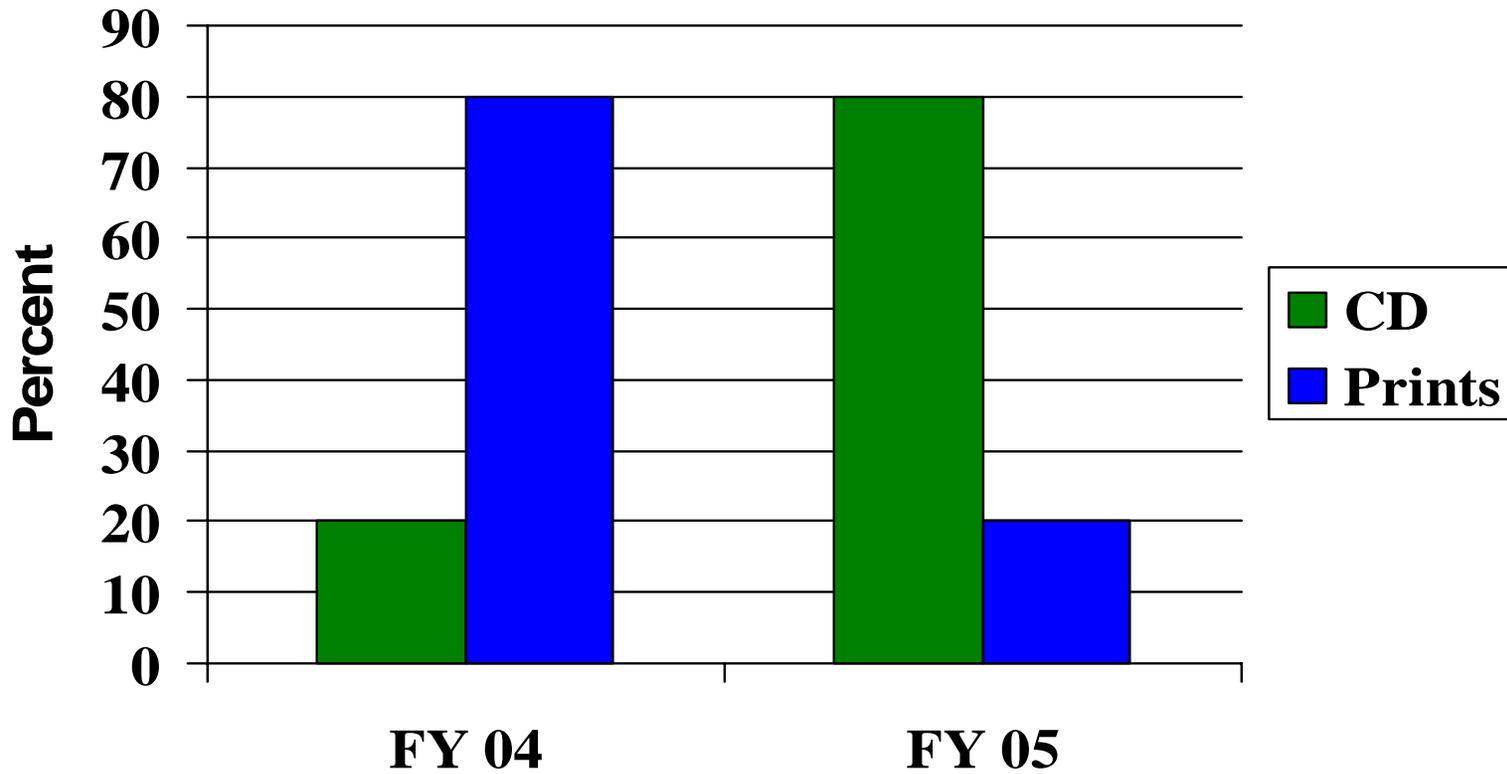
DPTMSEC - Multimedia Division- Photo lab

- Goal**
- **Goal: 80% reduction in photographic print cost by the end of FY 05**
- Strategy**
- **Digitize- Provide customers a CD rather than hard copies**
- Objectives:**
- **Implement test with Fort Monroe activities 2nd Quarter FY 04**
 - **Implement test with TRADOC, NERO and tenant activities 3rd Quarter FY04**
 - **Evaluate feedback & test results at the end of FY 04**
 - **Projected permanent Implementation 1st Quarter FY 05**
- Action Steps:**
- **Notify customer base of test and advise of option to receive hard copies if there is a requirement**



Activity Based Costing

DPTMSEC - Multimedia Division- Photo lab



Projected Photo Print Savings = 20k per FY

Fort Monroe

**PERFORMANCE
MANAGEMENT REVIEW**

FY 03 - 4th Quarter

**FORT MONROE
CRAVEN ARMY
HEALTH CLINIC**

KBD: Community Support

Management Indicator Description: Appointment performance reflecting capacity and residual.

Key Process: Health Care

Sub Process: Access/Appointment Availability

Standard: Local - make available (approximately) 3,200 appointments.
Goal: Reduce no shows to less than 4% by 4th Qtr.

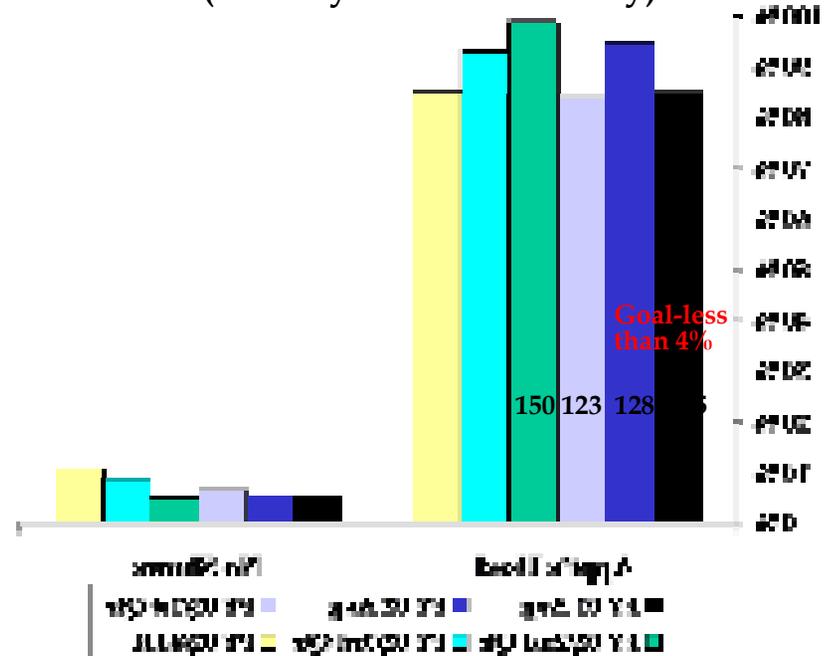
Key Indicator: Timeliness

Performance Data:

**Appointment Performance
(Primary Care Clinic Only)**

	FY01	FY02	1st	2nd	3rd	4th
	Avg	Avg	Qtr	Qtr	Qtr	Qtr
Available Appt's	2958	2245	2253	2170	1887	1612
Actual Appt's Booked	2501	2122	1915	2092	1613	1366
% Appt's Booked	85%	95%	84%	99.9%	93%	85%
Appt No Shows	150	123	128	105	140	148
% Appt No Shows	5.5%	5.7%	6.6%	5%	8.6%	11%

**Appointment Performance
(Primary Care Clinic Only)**



Analysis of Performance/Corrective Action : Decreased appointments due to a transition of providers. The past quarter Craven Army Health had one full time doctor and one part-time physician during the period. This caused a gap between the clinic's availability and the provider's productivity. Due to the shortage of physicians, this caused an increased No Show rate and reduced the patient's ability to receive timely access to care.

**FORT MONROE
DENTAL CLINIC**

KBD: Community Support

Key Process: Health

Sub Process: Dental Readiness

Key Indicator: Dental Classifications 1-4

Performance Data:

	FY 02					FY 03				
	1st	2nd	3rd	4th	Avg	1st	2nd	3rd	4th	Avg
Class 1:	36%	34%	33%	30%	33%	32%	50%	53%	57%	48%
Class 2:	59%	59%	58%	60%	59%	55%	41%	41%	37%	44%
Class 3:	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%
Class 4:	4%	6%	8%	9%	7%	5%	7%	6%	5%	6%

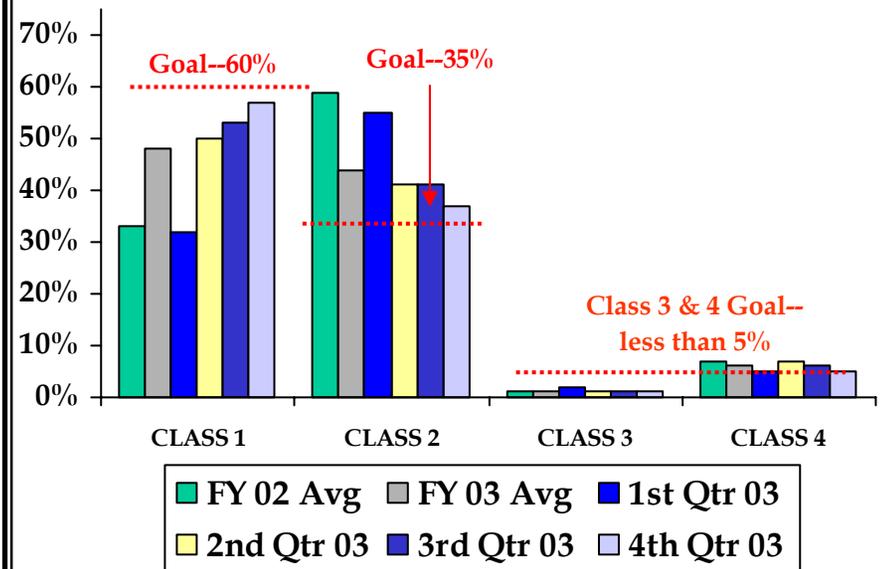
Missing records are added into the Class 4 percentage

Activity	Class 1	Class 2	Class 3	Class 4
233RDMP	50	78	8	4
HHC FM	76	65	0	2
TUSCAB	105	59	0	2
HQ TRADOC	621	386	11	52
TENANTS	456	269	1	48

Management Indicator Description: % of soldiers in each dental fitness category.

Standard: 95% of class 1 and 2 combined (set by USA Dental Command)

DENTAL CLASSIFICATIONS



Analysis of Performance/Corrective Action : By comparing the data in the charts above we see a fluctuation in class 1 and 2 patients. There is no corrective action needed for this because Class 1 and 2 fluctuate as soldiers in/out process. As of October 2003 a slight increase in Class 4 patients was noted. It is imperative that Commanders and First Sergeants ensure soldiers comply with notices to report for dental exams and make their scheduled appointments.

Proponent: Dental Clinic
Chart # 3

HQ Fort Monroe
Performance Management Review

4TH QTR
FY03

KBD: Community Support

Management Indicator Description: % of failed appointments by unit.

Key Process: Health

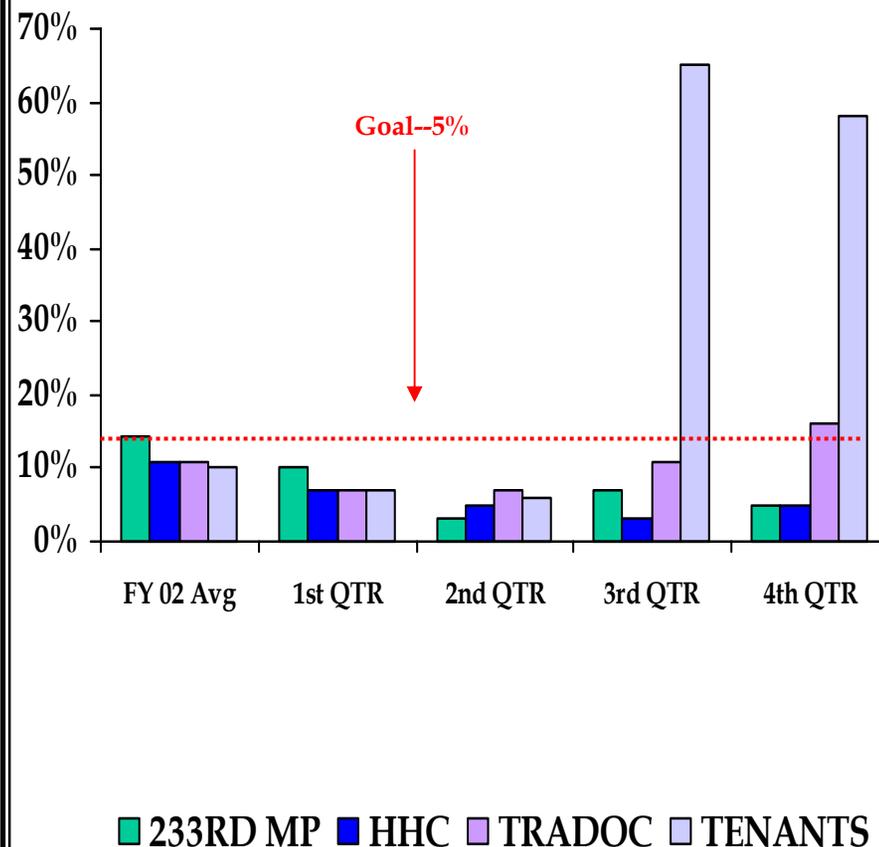
Sub Process: Dental Readiness

Standard: 5% or less (set by USA Dental Command)

Key Indicator: Failed Appointments by percentage

Performance Data:

	FY 02					FY 03			
	1 st	2 nd	3 rd	4 th	Avg	1 st	2 nd	3 rd	4 th
233RD MP:	18%	18%	16%	6%	15%	10%	3%	7%	5%
HHC:	10%	3%	10%	19%	11%	7%	5%	3%	5%
TRADOC:	14%	10%	13%	6%	11%	7%	7%	11%	16%
TENANTS:	12%	5%	13%	9%	10%	7%	6%	65%	58%



Activity	AUG	SEP	OCT	QTR
233RD MP	0	0	1	1
HHC FM	1	0	0	1
TUSCAB	0	2	0	2
HQ TRADOC2		0	2	4
TENANTS	7	2	2	11

Analysis of Performance/Corrective Action : By comparing the data in the charts above we see increase in failed appointments. This change shows that a more aggressive action by unit commanders needs to be taken. It is imperative that Commanders and First Sergeants ensure soldiers comply with notices to report for dental exams and make their scheduled appointments. A Failed appointment policy has been established and patients continue to fail.

**FORT MONROE
POST EXCHANGE**

KBD: Human Capital Management

Management Indicator Description: Indicates Sales for the Post Exchange and Military Clothing Sales Store.

Key Value Creation Process: Wellness Management

Standard: None

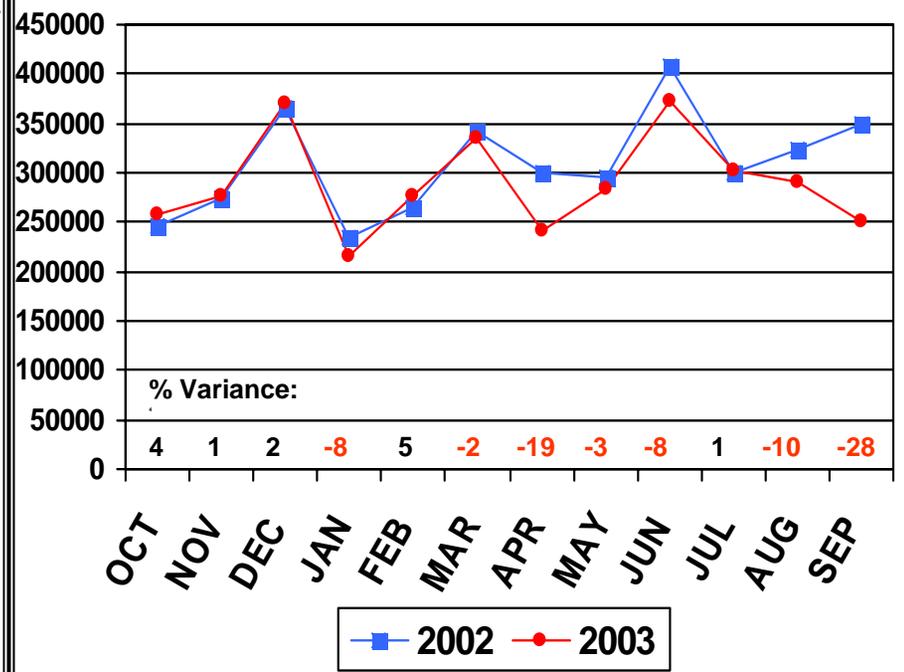
Key Sub-Process: Morale Support-Fee Based

Key Indicator: Sales

Performance Data:

Fort Monroe Exchange Sales				
	FY	FY		
	2003	2002	\$Variance	%Variance
OCT	+\$256,923	+\$246,746	+\$10,177	+4%
NOV	+\$277,614	+\$274,878	+\$2,736	+1%
DEC	+\$371,102	+\$365,439	+\$5,553	+2%
JAN	+\$214,768	+\$233,654	-\$18,886	-8%
FEB	+\$276,030	+\$263,790	+\$12,240	+5%
MAR	+\$335,779	+\$342,656	-\$6,877	-2%
APR	+\$242,031	+\$299,042	-\$57,011	-19%
MAY	+\$284,359	+\$294,278	-\$99,19	-3%
JUN	+\$372,349	+\$406,693	-\$34,344	-8%
JUL	+\$301,941	+\$299,431	+\$2,510	+1%
AUG	+\$290,967	+\$322,718	-\$31,751	-10%
SEP	+\$250,379	+\$349,841	-\$99,462	-28%
TOTAL	+\$3,474,242	+\$3,699,166		

FORT MONROE EXCHANGE SALES



Analysis of Performance/Corrective Action :

KBD: Human Capital Management

Key Support Process: Wellness Management

Key Sub-Process: Morale Support-Fee Based

Key Indicator: Sales

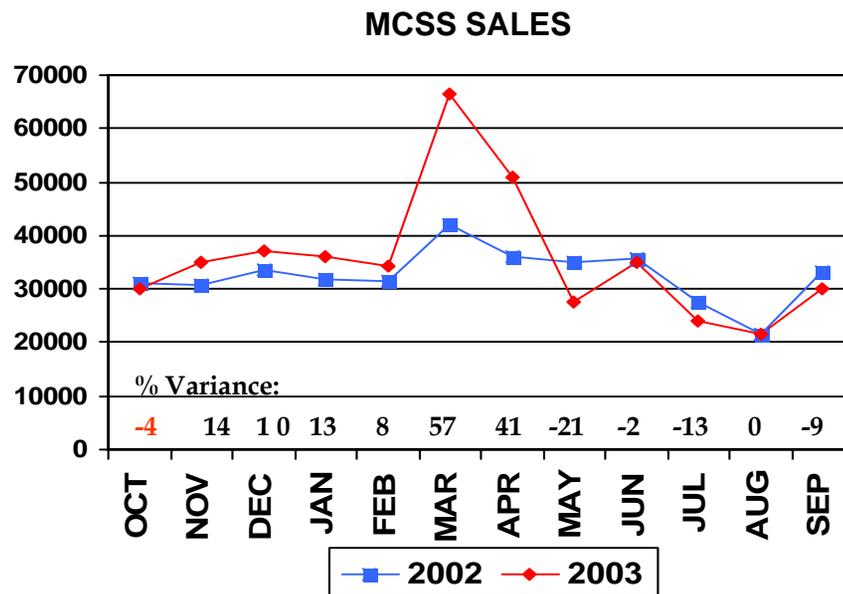
Performance Data:

Military Clothing Sales Store (MCSS) Sales

	FY 2003	FY 2002	\$Variance	%Variance
OCT	+\$30,070	+\$31,238	-\$1,168	-4%
NOV	+\$35,050	+\$30,783	+\$4267	+14%
DEC	+\$36,946	+\$33,486	+\$3460	+10%
JAN	+\$35,884	+\$31,777	+\$4107	+13%
FEB	+\$34,284	+\$31,533	+\$2751	+8%
MAR	+\$66,352	+\$42,160	+\$24,192	+57%
APR	+\$50,764	+\$35,896	+\$14,868	+41%
MAY	+\$27,691	+\$35,010	-\$7,319	-21%
JUN	+\$35,159	+\$35,863	-\$ 704	-2%
JUL	+\$23,884	+\$27,588	-\$3,704	-13%
AUG	+\$21,536	+\$21,501	-\$35	0%
SEP	+\$30,171	+\$33,166	-\$2,995	-9%
FY TOTAL	+\$427,791	+\$390,001		

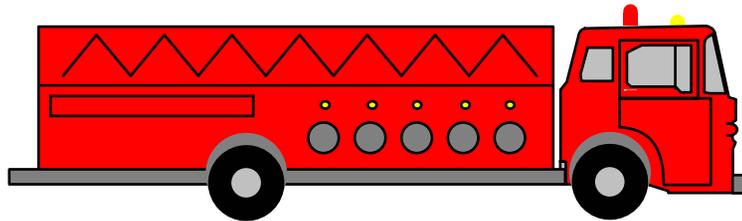
Management Indicator Description: Indicates Sales for the Post Exchange and Military Clothing Sales Store.

Standard: None



Analysis of Performance/Corrective Action : Sales increase in March were due to large sales orders from the 359th/88th MP from Fort Eustis.

POST SAFETY OFFICE



KBD: Installation Management & Human Capital Management

Key Support Process: Public Safety

Key Support Sub-Process: Accident Prevention

Key Indicator: Inspections/Follow-up & Safety Work Orders

Performance Data: SAFETY INSPECTIONS (Cumulative)

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
FY 01 (Cumulative)				
Total Bldgs Insp	17	34	51	62
% Inspections Compl	27%	55%	90%	100%
FY 02 (Cumulative)				
Total Bldgs Insp	06	31	62	62
% Inspections Compl	10%	50%	100%	100%
FY 03 (Cumulative)				
Total Bldg Insp	11	38	78	79
% Inspections Compl	15%	50%	99%	100%

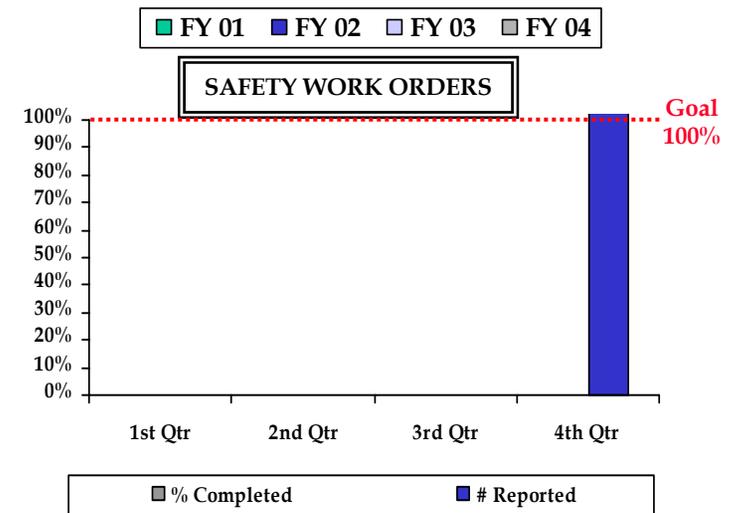
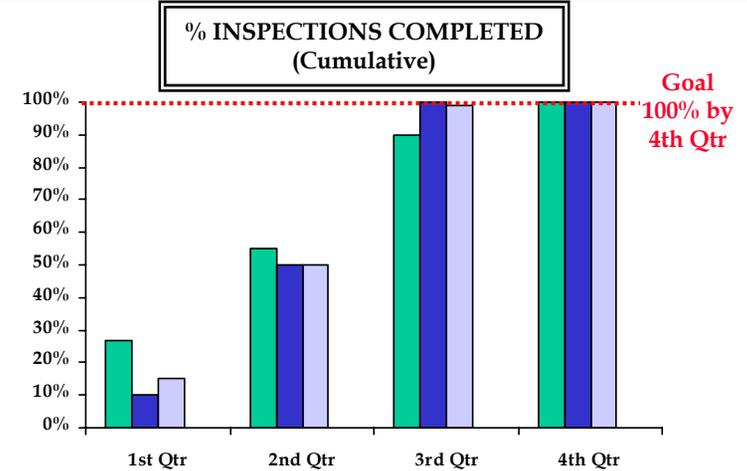
Priority 1 Buildings - 54; Priority 2 Buildings - 21 = 75
FCC Homes - 3
Deficiencies - Multiple deficiencies

SAFETY WORK ORDERS (Cumulative)

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Number Reported	0	0	0	2
Number Completed	0	0	0	0
% Completed	0%	0%	0%	0%

Management Indicator Description: Indicates number of buildings inspected and serves as monitor of those that still require inspection.

Standard: Inspections: AR 385-10--100% post buildings inspected annually. Work Orders: Complete 100% of submitted work orders.



Analysis of Performance/Corrective Action : Inspections: 50% did not pass inspection due to lack of housekeeping and training. Continue monthly inspections of Priority I and II post buildings. Complete 100% annual inspections of all buildings. Reinspections include indoor air quality surveys and inspections of eye wash stations for ECAS. Safety Work Orders: After assigning a priority number to service/work orders requirements, the Post Safety Office reports them to DPW. Most are corrected within 14 working days. Priority 1 service work orders are corrected immediately.

KBD: Installation Management & Human Capital Management

Management Indicator Description:

Key Support Process: Public Safety

Key Support Sub-Process: Accident Prevention (incl fire)

Standard: AR 420-90--Continue to save the installation funds by covering the work order desk during after duty hours.

Key Indicator: Fire Department Service Order Desk

Performance Data:

4th QTR

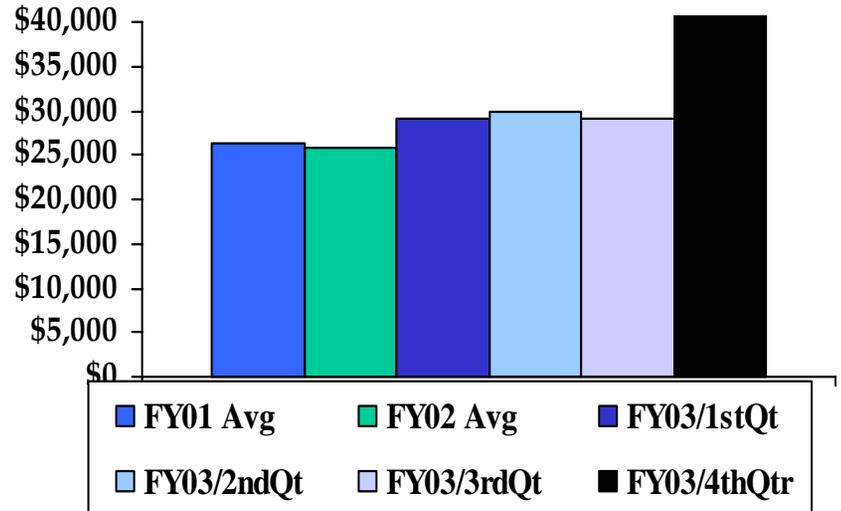
Hours Manned (1,703)	23,739.82
#Calls FD Checked (363)	21,475.08
Number of Lock Out Calls (34)	24,411.84
Total Savings	\$69,626.74

Total Service Order Calls Received - 794

Computed in following formula:

\$13.94 GS-4/9 hrly rate, x # after duty hours Svc Order Desk Manned
 \$19.72 WG 10/5 - (overtime rate \$29.58) x # calls x OT hours for Svc order calls checked)
 \$18.88 WG 9/5 - (overtime rate \$28.32) x # calls x #hours OT for lock outs) = **TOTAL SAVINGS**

Total Savings by Fire Department Personnel (manning Work Order Desk during off duty hours)



Analysis of Performance/Corrective Action : Assists in lowering the DPW annual costs.

**DIRECTORATE OF
PUBLIC WORKS
- LOGISTICS
(DPWL)**



KBD: Installation Management

Key Value Creation Process: Program Management

Key Sub-Process: Housing Management

Key Indicator: Utilization Rate

Management Indicator Description: Family Housing percent occupancy measures the utilization of all adequate dwelling units on Fort Monroe. Maintaining a high occupancy rate makes the maximum number of units available to sponsors in a timely manner and increases housing funds.

Standard: Local --90% Plus; MACOM --99% or more;
AR 210-50 -- Acceptable level of 98.0%

Performance Data:

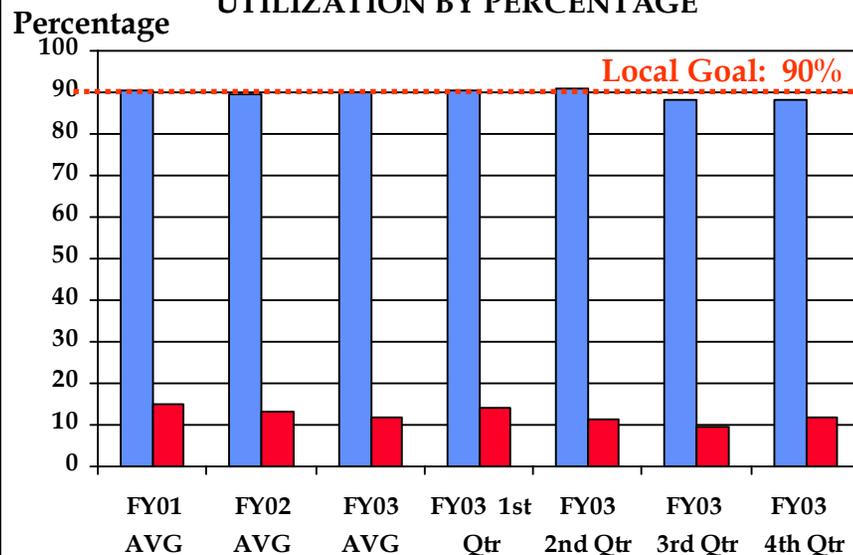
**FAMILY HOUSING
UTILIZATION**

	<u>1ST QTR</u>	<u>2ND QTR</u>	<u>3RD QTR</u>	<u>4TH QTR</u>	<u>FY AVG</u>
FY 00 Occupancy	81.1	84.3	86.8	88.7	85.2
Avg. Downtime	18.6	7.5	10.9	10.7	11.9
FY 01 Occupancy	90.4	91.5	91.1	89.0	90.5
Avg. Downtime	17.0	18.9	13.0	11.9	15.2
FY 02 Occupancy	89.6	90.2	89.6	90.1	89.6
Avg. Downtime	14.0	15.0	15.0	8.7	13.2
FY 03 Occupancy	90.6	91.0	88.0	87.9	89.8
Avg. Downtime	14.0	11.4	9.6	12.1	11.8

Occupancy % - # of occupied days / # of available days.

Average downtime - # of days vacant for change of occupancy M&R or holding.

**FAMILY HOUSING
ADEQUATE DWELLING UNITS
UTILIZATION BY PERCENTAGE**



■ UTILIZATION ■ DOWNTIME

Analysis of Performance/Corrective Action: During FY03, occupancy rate continues to be affected by the fifteen units vacant due to uninhabitable condition. Also, downtime will continue to be affected by change of occupancies in designated quarters awaiting incoming key and essential personnel. Local goal was not reached in part due to vast number of turnovers in addition to the 15 vacant uninhabitable units.

KBD: Installation Management

Key Value Creation: Program Management

Key Sub-Process: Contract Management

Key Indicator: Service Order Completion Rate

Performance Data:

Response & Completion of Service Order Priorities

Days (Resp/Comp)	Priority 1 (Resp/Comp)	Priority 2 (Resp/Comp)	Priority 3 Resp/Comp
1 / 1	345/193	156/102	85/48
3 / 5	384/334	499/478	250/248
15 / 60	389/388	602/588	383/375
>15 / >60	393/388	606/594	412/391
No Resp/Comp	6/11	21/33	34/55
TOTAL	396	627	446

BY PERCENTAGE

PRIORITY	1 st QTR 03	2 nd QTR 03	3 RD QTR03	4 th QTR 03
1	82%/51%	81%/47%	88%/57%	86%/49%
2	69%/69%	72%/69%	77%/73%	80%/76%
3	97%/94%	93%/93%	91%/88%	86%/84%

Note: Resp % / Comp %

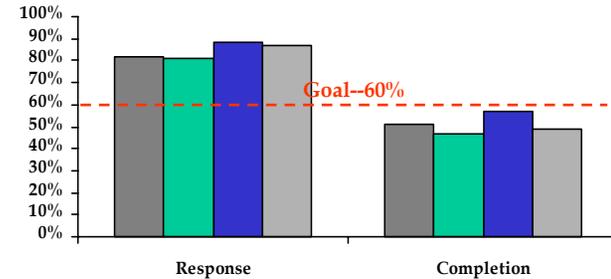
Analysis of Performance/Corrective Action: Completion of Priority 1 needs improvement. Overall performance remained consistent with that of previous quarters, which exceeded goals.

Management Indicator Description: Measure the ability of the work force to complete 100% of service calls within allotted time frames & success of fixing problem on first visit.

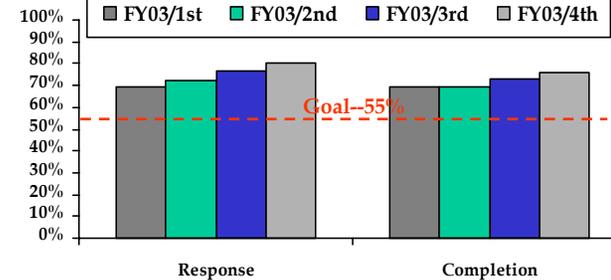
Standard: RESPONSE: Priority 1--1 day; Priority 2--3 days; Priority 3--15 days; COMPLETION: Priority 1--1 day; Priority 2--5 days; Priority 3--60 days.

GOAL: Priority 1 - 60% Priority 2 - 55% Priority 3 - 50%

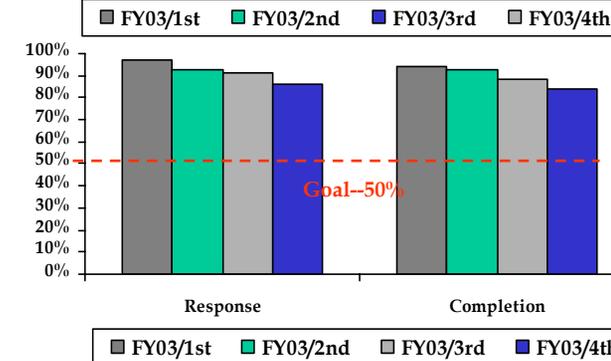
PRIORITY 1



PRIORITY 2



PRIORITY 3



KBD: Installation Management

Key Value Creation Process: Environmental/Historical Preservation

Key Sub-Process: Regulatory Compliance

Key Indicator: Inspection/Deficiencies/Corrected

Performance Data: Environmental Compliance Inspections

FY02 (Previous FY roll-up
w/uncorrected deficiencies)

	<u># INSPECTIONS</u>	<u># DEFICIENCIES</u>	<u># CORRECTED</u>
External:	8	7	7
Internal:	81	61	60

4TH QTR, FY03
(Current QTR)

	<u># INSPECTIONS</u>	<u># DEFICIENCIES</u>	<u># CORRECTED</u>
External:	2	0	0
Internal:	36	6	6

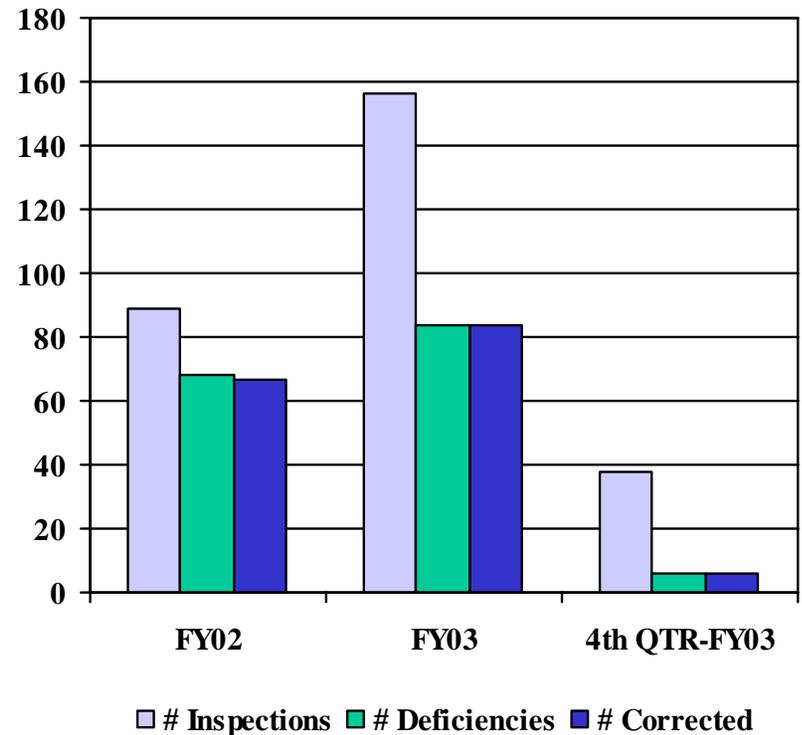
FY03 (Current FY roll-up)

	<u># INSPECTIONS</u>	<u># DEFICIENCIES</u>	<u># CORRECTED</u>
External:	4	0	0
Internal:	152	84	84

Management Indicator Description: Inspection of installation activities/ projects for environmental compliance and adherence to historic preservation standards.

Standard: 100% correction of deficiencies.

Environmental Compliance Inspections



KBD: Installation Management & Human Capital Management

Key Support Process: Logistics Management

Key Support Sub-Process: Reports of Survey

Key Indicator: Reports of Survey Processing Time

Management Indicator Description: Shows the average processing time of Reports of Survey.

Standard: Local: NTE 60 days; MACOM: NTE 75 days; DA: NTE 75 days

Performance Data: **AVERAGE PROCESSING TIME**

	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>
FY01	20 days	137 days	44 days	68 days
FY02	38 days	68 days	93 days	139 days
FY03	116 days	48 days	79 days	118 days

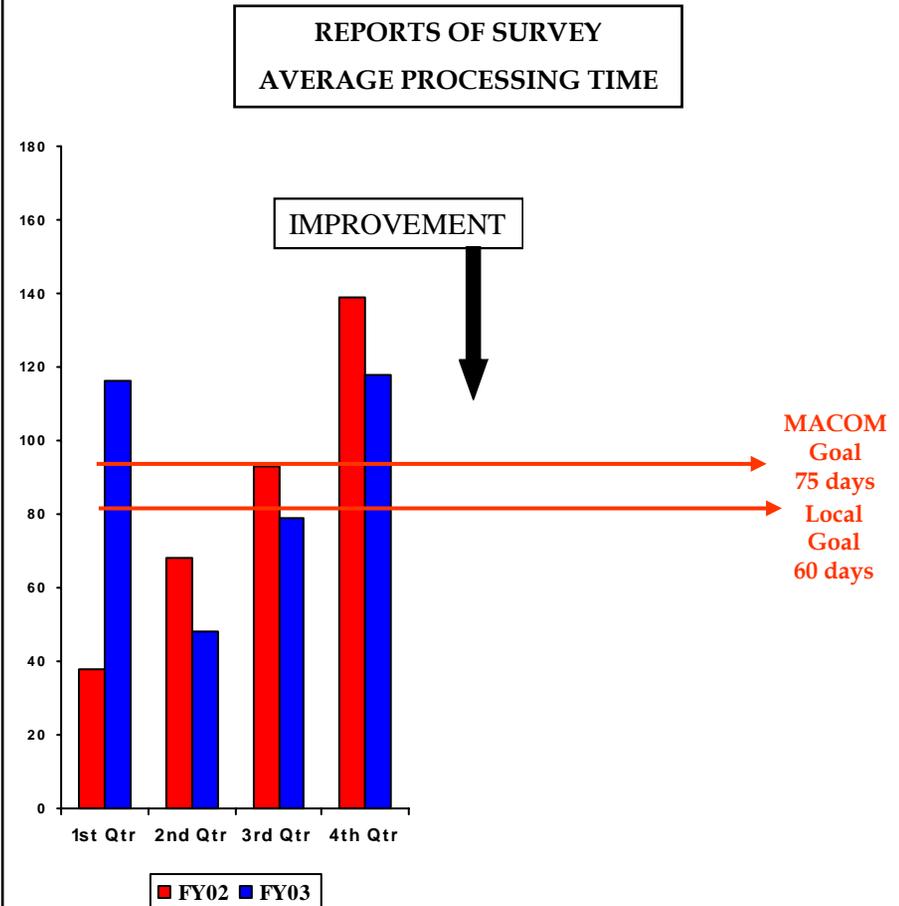
	<u>FY03 1st Qtr</u>	<u>FY 03 2nd Qtr</u>	<u>FY03 3rd Qtr</u>	<u>FY 03 4th Qtr</u>
Surveys Completed:	3	2	6	6
Surveys Completed 60+ Days:	2	1	4	5
Surveys Open:	2	5	6	5
Surveys Open 60+ Days:	1	3	4	4

Surveys Completed:

<u>Activity</u>	<u>Item</u>	<u>Loss to Govt</u>	<u>Survey Officer</u>	<u>Completed</u>
115 Bn	Veh Damage	\$619.95	None	8 Jul 03
CofS	Pwr Backup	-0-	None	11Nov03
Fire Dept	Equipment	\$432.22	None	11Nov03
DCSRM	Laptop	\$1963.50	None	12Nov03
DCSRM	Laptop	\$2133.00	None	12Nov03
MP Det	Veh Damage	\$1164.99	None	3 Jul 03

Surveys Outstanding:

<u>Activity</u>	<u>Item</u>	<u>\$ Amount</u>	<u>Survey Officer</u>	<u>Initiated</u>
ACS	Equipment	\$4954.06	LTC Brown	17 Apr 03
PMO	Veh Damage	\$1060.31	None	28 Jun 03
DOIM	Computers	\$22,885.71		28 Jul 03
NERO	PC	\$1240.00		14 Aug 03
CG	Computers	\$4406.00		25 Aug 03



EQUAL EMPLOYMENT OPPORTUNITY OFFICE (EEO)



KBD: Installation Management

Key Value Creation Process: Human Resources

Key Sub-Process: Labor/HR

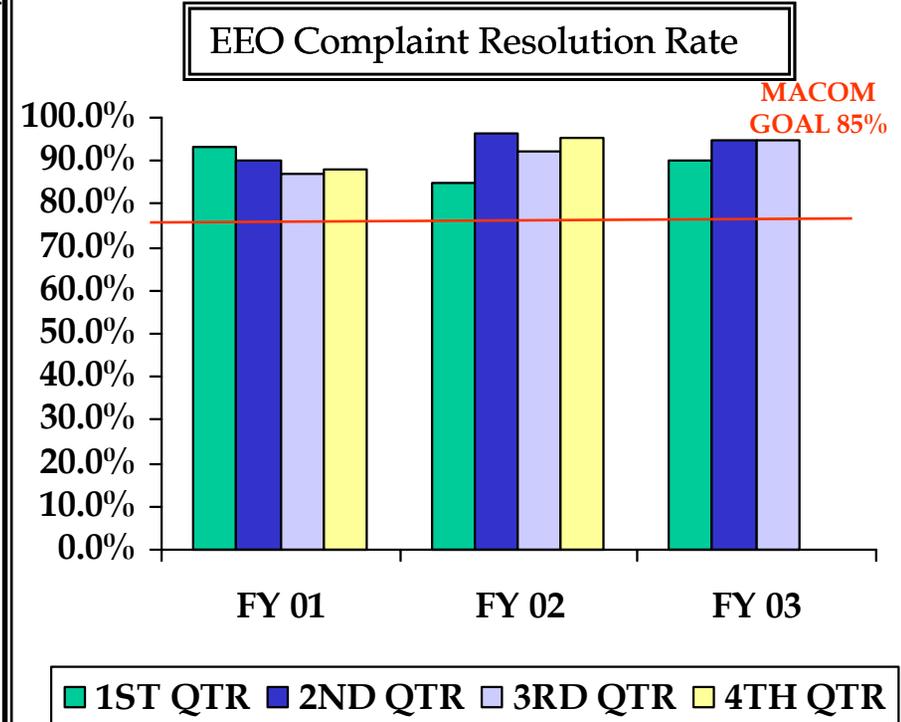
Key Indicator: Number of Complaints & Resolution Rate

Performance Data:

	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>
<u>FY 01</u>				
Informal Contacts	27	20	23	25
Formal Complaints	2	2	3	3
Resolution Rate	93%	90%	87%	88%
<u>FY 02</u>				
Informal Contacts	26	27	26	22
Formal Complaints	4	1	2	1
Resolution Rate	85%	96.3%	92.3%	95.5%
<u>FY 03</u>				
Informal Contacts	21	20	20	22
Formal Complaints	2	1	1	5
Resolution Rate	90%	95%	95%	77%

Management Indicator Description: Measures the number of informal complaints versus the number of formal complaints filed.

Standard: MACOM Goal is 85% Resolution Rate



Analysis of Performance/Corrective Action: The number of complaints have been consistent throughout the FY. Formal complaints increased this quarter, thus decreasing the resolution rate for the first time under the MACOM resolution goal of 85%. Employees' and management's reluctance to communicate with each other, coupled with employees' perceptions of management's inability to manage fairly and equitably, had a negative impact on the ADR Program. Non-selections, pre-selections, and reprisal continue to be the most common types of complaints filed. Hostile working environment issues continue to increase. Employment uncertainty and the future of one or more organizations had a direct impact on the increase of complaints. Reportable workload contacts: 248 compared to 243 during the 3d quarter. Recommend continued collaboration with and between management, EEO, CPAC, and PJA.

DIRECTORATE OF COMMUNITY AND FAMILY ACTIVITIES



KBD: Human Capital Management

Key Value Creation Process: Wellness Management

Key Sub-Process: Morale Support - Fee Based

Key Indicator: Profitability

Management Indicator Description : Use NIBD as index of fund profitability.

Standard : Operating Profit

Performance Data:

Single Fund Statistics

	FY02	FY03	Delta	
	Actual	Actual		
Revenue	\$3,806,868	\$3,724,570	(\$82,298)	
Profit	\$355,217	(\$57,520)	(\$412,737)	
Reimb	\$811,454	\$827,194	\$15,740	
Year-to-Date Results (September)				
Activity	FY02	FY03	Delta	
NIBD	Actual	Actual		
Fund	\$355,216	(\$57,520)	(\$412,736)	Club losses, not filling slips
Club	\$29,339	(\$110,434)	(\$139,773)	No war games
Vet	\$4,289	(\$1,055)	(\$5,344)	Transferred to Eustis
ACS	(\$2,793)	(\$5,608)	(\$2,815)	Hurricane Isabel
Overhead	(\$208,760)	(\$204,520)	\$4,240	Down for the year
Annex 67	\$21,245	\$23,200	\$1,955	PX dividend up
Sp Evt	\$7,152	(\$70,067)	(\$77,219)	Concert costs
SAS	\$58,874	\$51,995	(\$6,879)	
CYS Tng*	\$0	(\$642)	(\$642)	
CDS	\$62,351	(\$97,599)	(\$159,950)	No Reimbursements
SLO*	\$0	(\$1,458)	(\$1,458)	TDY costs not captured
Pool	\$54,359	\$88,096	\$33,737	Reimbursements
Auto	\$62,598	\$24,831	(\$37,767)	Limited USA
Rental	\$29,534	\$24,782	(\$4,752)	Hurricane Isabel
Marina	\$110,425	\$105,782	(\$4,643)	costs of renovating Ship's Store
Storage	\$48,323	\$46,931	(\$1,392)	Hurricane Isabel
Fitness	\$4,792	\$5,003	\$211	
Sports	\$1,554	(\$2,637)	(\$4,191)	
YA	\$14,473	\$20,584	\$6,111	Reimbursements
Bowling	(\$5,715)	\$14,547	\$20,262	Reimbursements
Framing	\$53,983	\$49,712	(\$4,271)	Hurricane Isabel

CASEMATE MUSEUM

KBD: Installation Management

Key Value Creation Process: Environmental/Historical Preservation

Key Sub-Process: Historical Information (Museum)

Key Indicator: Visitation

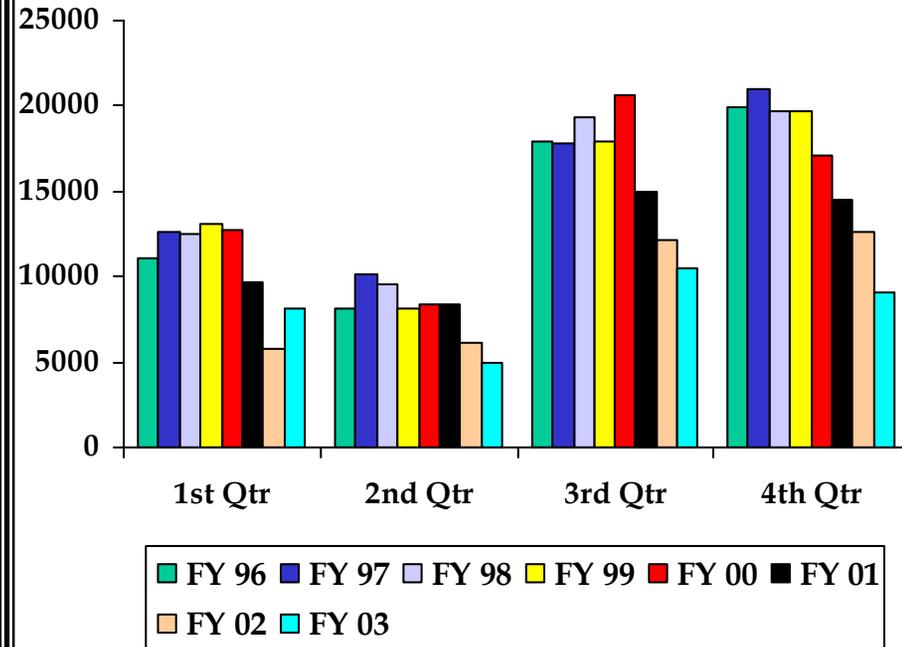
Performance Data:

	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>	<u>TOTAL</u>
FY 96	11,129	8,102	17,934	19,949	57,114
FY 97	12,612	10,124	17,819	20,979	61,534
FY 98	12,495	9,535	19,314	19,677	61,021
FY 99	13,144	8,141	17,878	19,683	58,846
FY 00	12,693	8,397	20,684	17,111	58,885
FY 01	9,681	8,381	15,015	14,458	47,535
FY 02	5,836	6,172	12,170	12,607	36,785
FY 03	8,103	4,965	10,480	9,137	32,685

Management Indicator Description: Data represents the total number of visitors.

Standard: None

CASEMATE MUSEUM VISITATION



Analysis of Performance/Corrective Action : Visitation down 27.5 percent from same quarter last year and down 11 percent from FY 02 totals. This represents the fact that we have been closed since 15th of September. We will continue to be down in visitation for 1st Qtr 04 since we will continue to be closed for several weeks through October and November.



CIVILIAN PERSONNEL ADVISORY CENTER

KBD : Installation Management

Key Process: Public Safety

Sub Process : Accident Prevention

Key Indicator : Resources Lost (FECA)

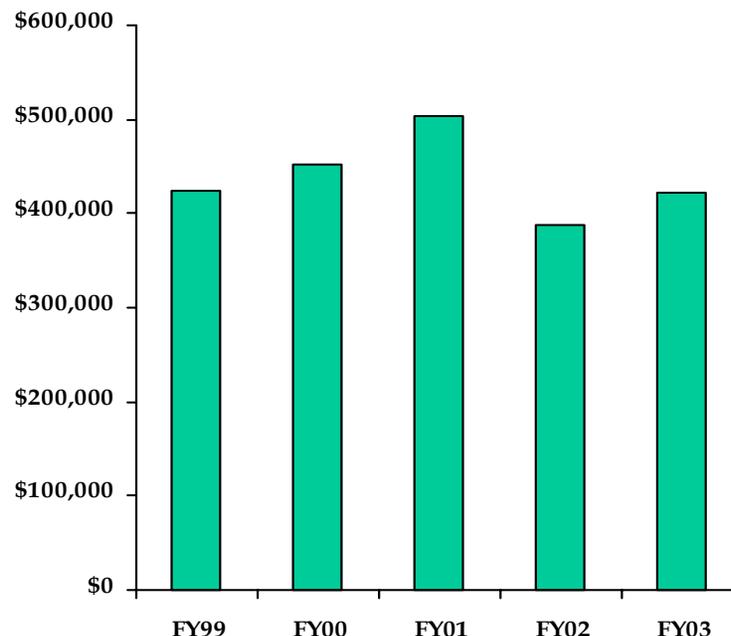
Management Indicator Description : Measures installation's ability to improve Public Safety for civilian employees by reducing on-the-job injuries

Standard : Reduce compensation expenses and number of injuries

Performance Data: Installation Wide - cumulative

	<u>FY 99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>
Total Cases	66	72	73	43	49
Med Exp	\$ 85,098	\$61,684	\$88,799	\$45,948	\$49,064
Comp Exp	\$338,931	\$389,639	\$415,362	\$342,756	\$373,457
Long Term	13	11	12	12	12
TOTAL	\$424,030	\$451,323	\$504,161	\$388,704	\$422,521
Avg Cost Per Injury	\$6,425	\$6,268	\$6,906	\$9,040	\$8,623

FECA EXPENSES



Analysis of Performance/Corrective Action : Mr. Buchanan/We need to actively manage traumatic injury cases, continue contact with employees, and return employees to work as quickly as possible - light duty if necessary. Currently have 7 employees on periodic rolls with potential to return to work according to Dept of Labor.

KBD : Installation Management

Management Indicator Description :

Key Process: Human Resources

Sub Process :

Standard :

Key Indicator : Workforce Profile

WORKFORCE PROFILE									
	Total Population			Minority			Non-Minority		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
ORGANIZATIONAL ELEMENT									
WOWUAA	126	107	233	38	44	82	88	63	151
SUPERVISORY GROUP									
Leader	5	1	6	2	1	3	3	0	3
Non-Supv	101	88	189	33	40	73	68	48	116
Supervisory	20	18	38	3	3	6	17	15	32
GRADE GROUP									
CIPMS 9-11	0	1	1	0	1	1	0	0	0
GS 01-04	7	5	12	4	3	7	3	2	5
GS 05-08	50	35	85	21	17	38	29	18	47
GS 09-11	41	43	84	11	18	29	30	25	55
GS 12-13	21	22	43	1	5	6	20	17	37
GS 14+	3	1	4	0	0	0	3	1	4
WG	4	0	4	1	0	1	3	0	3
EDUCATION									
< HS	2	0	2	0	0	0	2	0	2
High Sch	68	65	133	20	21	41	48	44	92
College<Bachelor	26	18	44	13	11	24	13	7	20
Bachelor<Masters	21	17	38	3	8	11	18	9	27
Masters<Doctorate	7	5	12	1	3	4	6	2	8
Unknown	2	1	3	1	1	2	1	0	1
RETIREMENT ELIGIBILITY									
Currently Eligible			32						
Eligible <01/01/09			103						

POST CHAPLAIN

KBD: Human Capital Management

Key Value Creation Process: Religion

Key Sub-Process: Counseling

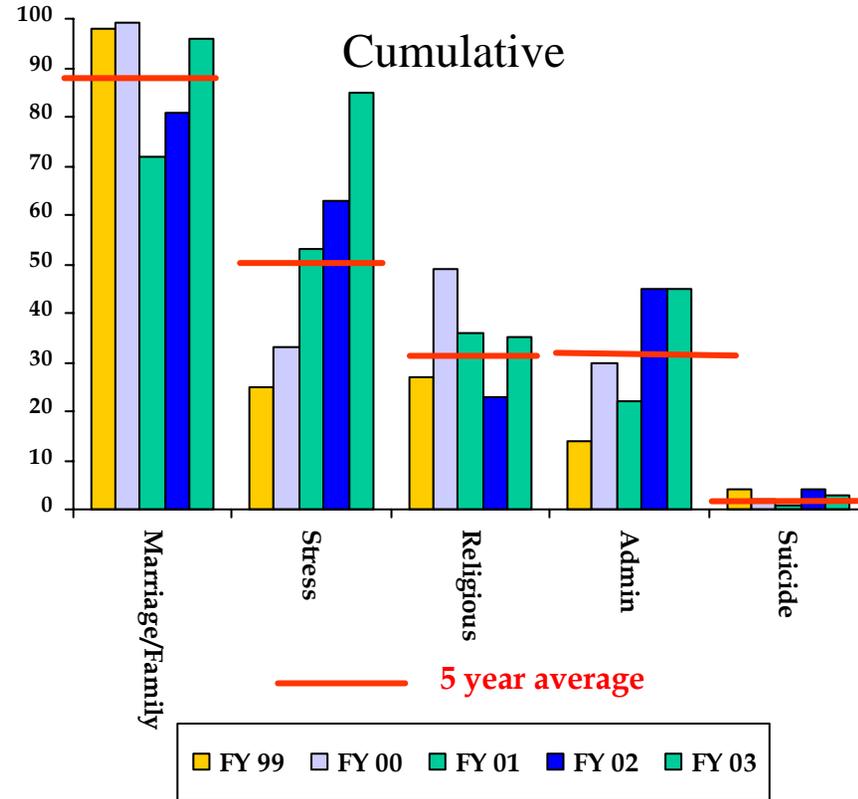
Key Indicator: Pastoral Counseling Trends

Performance Data:

YEAR TO DATE	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>	<u>FY 03</u>
Marriage and Family	98	99	72	81	95
Stress	25	33	53	63	85
Religious	27	49	36	23	35
Administrative	14	30	22	45	45
Suicide Related	4	2	1	4	3

Management Indicator Description: Measure directorate's ability to respond to counseling needs and provide feedback on counseling trends

Standard: Provide emergency counseling as needed. Provide appointments within 24 hrs of call-in.



Analysis of Performance/Corrective Action : Analysis:) Most stress counseling related to Hurricane Isabel (expected); One individual with suicide concerns referred to Eustis MH.

POST JUDGE ADVOCATE

KBD: Installation Management & Human Capital Management

Key Support Process: Legal

Key Sub-Process: Legal Assistance

Key Indicator: Number and Percentage of Actions Processed within Established Standards

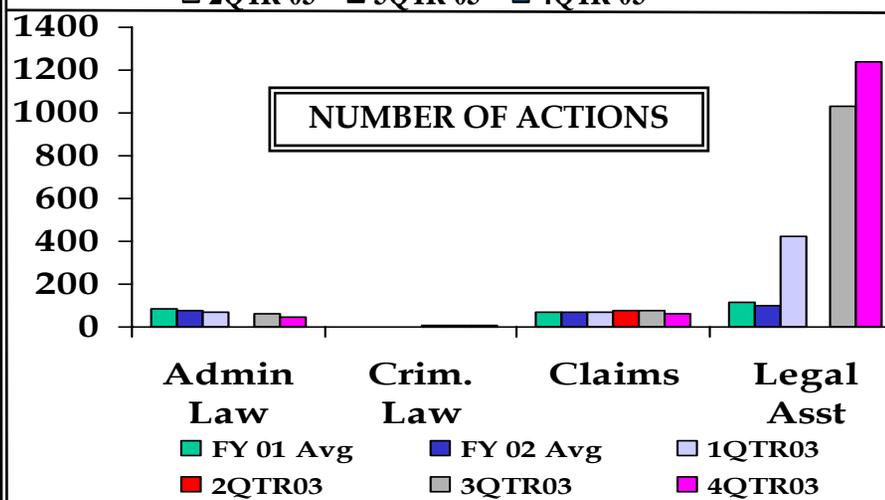
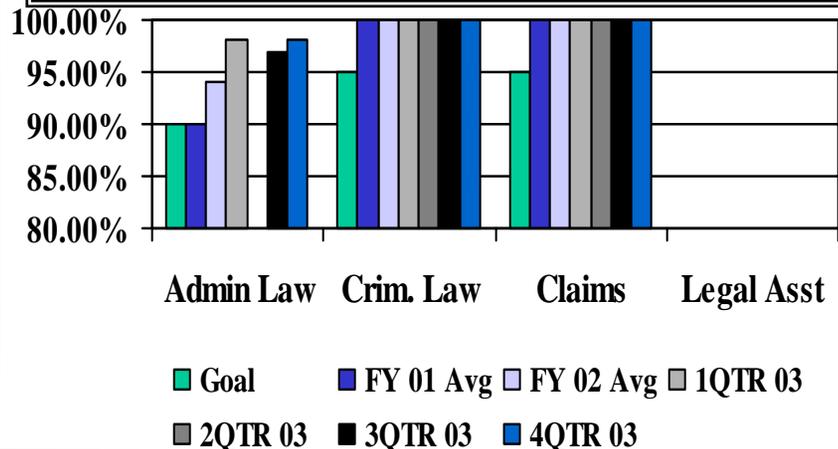
Performance Data:

	FY01 Avg	FY02 Avg	FY03 1st Qtr	FY03 2nd Qtr	FY03 3rd Qtr	FY03 4th Qtr
Admin Law (A79) # of actions	84	74	68	-	60	50
Admin Law (A79) % in SLOS std	90%	94%	98%	-	97%	98%
Crim Law (A80) # of actions	3.5	2	3	4	4	5
Crim Law (A80) % in SLOS std	100%	100%	100%	100%	100%	100%
Claims (A81) # of actions	68	73	67	75	75	61
Claims (A81) % in SLOS std	100%	100%	100%	100%	100%	100%
Legal Asst (A81) # of actions	113.5	98.7	423	-	1029	1242
Legal Asst (A81) % in SLOS std	n/a	n/a	n/a	-	n/a	n/a

Management Indicator Description: Measures number of actions and Percentage of actions within SLOS.

Standard: Admin Law--7 days; Criminal Law--3 days, Claims--30 days, And Legal Asst--10 days

PERCENTAGE OF ACTIONS WITHIN STANDARD



Analysis of Performance/Corrective Action : The "n/a" means the information is not available. This revised PMR for PJA is based on the TRADOC Approved Standards for Base Support/BASOPS Standards for published a/o 15 Dec 00 (i.e., the Standard Level of Service).

DIRECTORATE OF RESOURCE MANAGEMENT

KBD: Installation Management

Key Process: Resource Management

Sub Process: Stewardship

Key Indicator: Phased Obligation Plan

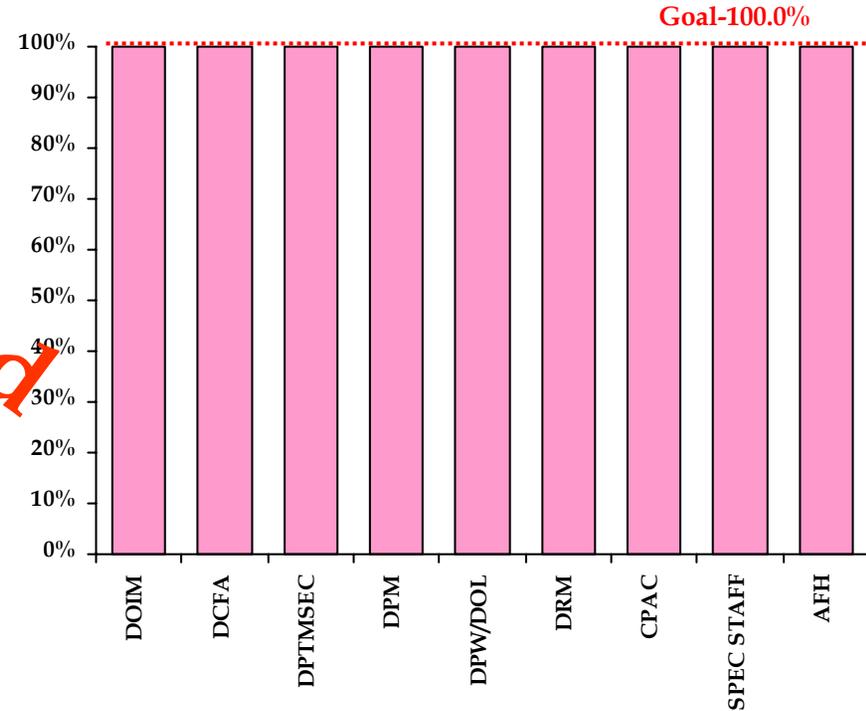
Performance Data: CUMULATIVE OBLIGATIONS IN \$K (LESS FOAs)

Management Indicator Description: Budget execution documents the expenditure of appropriated funds for mission accomplishment. Failure to execute our programs may result in withdrawal of funds.

Standard: Straight-line Obligation Goal of 100.0% for 4th Qtr.

FISCAL YEAR 2003, 4TH QUARTER

DOIM	6,860.5	100.0%	6,860.5	100.0%
DCFA	3,518.8	100.0%	3,518.8	100.0%
DPTMSEC	2,179.4	100.0%	2,179.5	100.0%
DPM	747.0	100.0%	747.0	100.0%
DPW/DOL	18,698.4	100.0%	18,698.3	100.0%
DRM	1,292.5	100.0%	1,292.5	100.0%
CPAC	376.0	100.0%	376.0	100.0%
SPEC STAFF	2,791.6	100.0%	2,791.6	100.0%
AFH	5,032.0	100.0%	5,032.0	100.0%
TOTAL	41,496.2	100.0%	41,496.2	100.0%



Analysis of Performance/Corrective Action : Fourth quarter execution reflects yearend closeout position.

KBD: Installation Management

Management Indicator Description: Monitor overtime to ensure stewardship of government resources.

Key Process: Resource Management

Sub Process: Stewardship

Standard: None

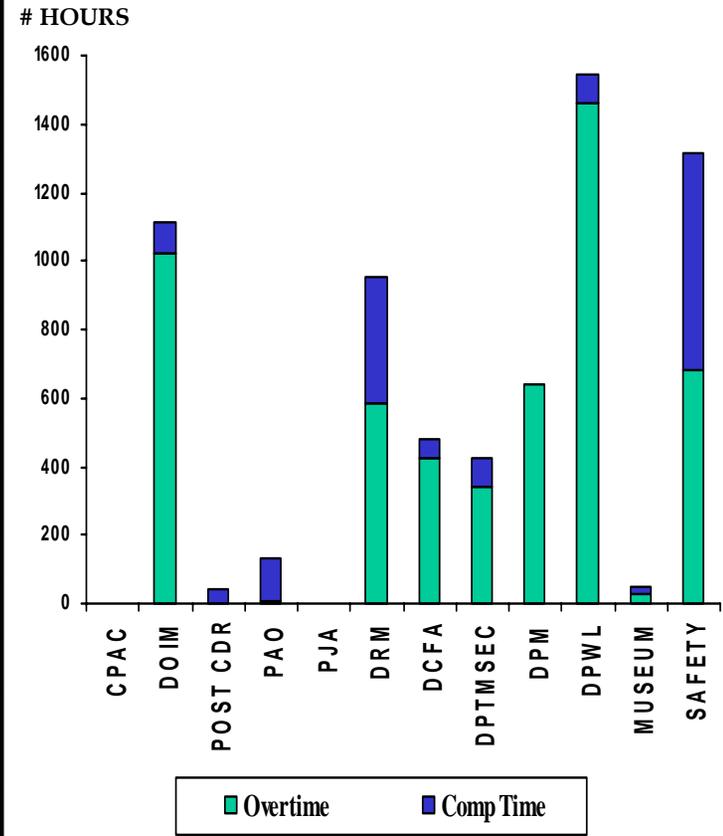
Key Indicator: Overtime

Performance Data:

OVERTIME/COMP TIME USAGE (in hours)

	FY 02					FY 03				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
CPAC	35.8	47.8	36.5	12.0	132.1	0	0	30.0	0	30.0
DOIM	753.8	640.9	476.4	515.3	2,386.4	368.75	944	649.3	1,133.4	3,095.5
Post CDR	94.0	71.5	30.5	79.5	275.5	16.3	27.0	34.0	43.0	120.3
PAO	0	57.5	52.5	150.5	260.5	10.0	9.0	34.0	132.5	185.5
PJA	0	0	0	0	0	0	0	0	0	0
DRM	490.0	38.5	85.0	513.5	1,127.0	30.5	64.3	76.0	955.0	1,125.8
DCFA	45.0	45.5	162.8	189.0	442.3	24.5	109.0	292.0	478.5	904.0
DPTMSEC	241.5	620.5	388.9	711.3	1,962.2	159.3	554.0	206.8	421.0	1,341.1
DPM							21.9	675.5	637.0	1,334.4
DPWL	345.5	183.0	165.8	368.0	1,062.3	120.0	49.1	189.5	1,546.2	1,904.8
Museum	74.5	16.0	19.5	45.0	155.5	74.0	59.0	46.0	46.0	225.0
Safety (incl FF)	796.9	604.0	600.8	931.3	931.3	1002.5	675.9	703.3	1,313.9	3,695.6
TOTALS	2,877.0	2325.2	2,018.7	3,515.4	10,736.3	1,805.9	2,513.2	2,936.4	6,706.5	13,962.0

OVERTIME/COMP TIME HOURS
4th Quarter, FY 03



Analysis of Performance/Corrective Action :

KBD: Human Capital Management

Key Value Creation Process: Human Resources

Key Support Sub-Process: Training

Key Indicator: Training Based upon Identified Requirements.

Performance Data:

TRAINING ATTENDANCE (Cumulative)

	Assigned	Planned	Actual	%
Safety	19	393	391	99%
DPWL	46	38	32	84%
DOIM	57	24	24	100%
DPTMSEC	25	15	15	100%
EEO	3	14	13	93%
DCFA	39	107	107	100%
Museum	5	5	4	80%
CPAC	11	14	14	100%
Chaplain	5	7	7	100%
PJA	7	7	6	86%
PAO	6	3	3	100%
DRM	20	26	25	96%
Post Cdr*	15	16	16	81%

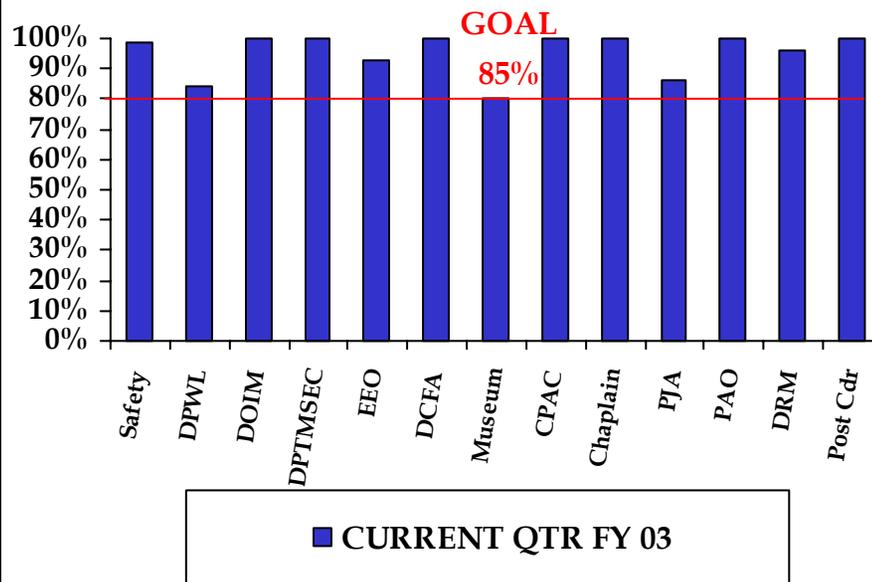
*includes Post Cdr, Post Admin and CSM

** Due to cancelled classes

Management Indicator Description: Measures installation's ability to ensure all employees receive professional development training. Professional development training is defined as any formal training enhancing job skills. Mandatory type training is not included and employees do not have to go TDY to obtain this level of training.

Standard: 85% quarterly

% OF TRAINING ATTENDANCE VERSUS IDENTIFIED TRAINING REQUIREMENTS

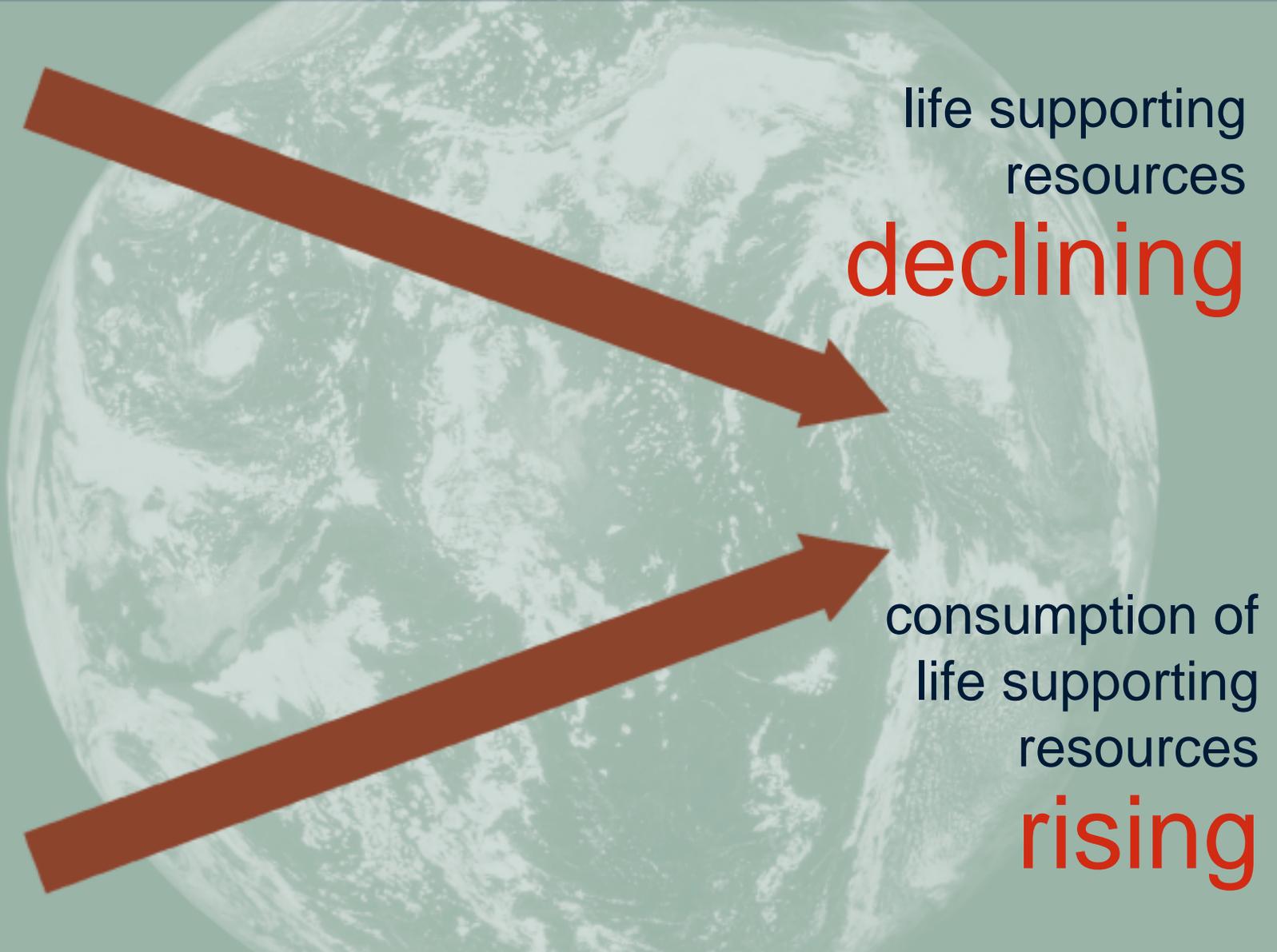


Analysis of Performance/Corrective Action : Training for the DPM will be reported separately from PMR.

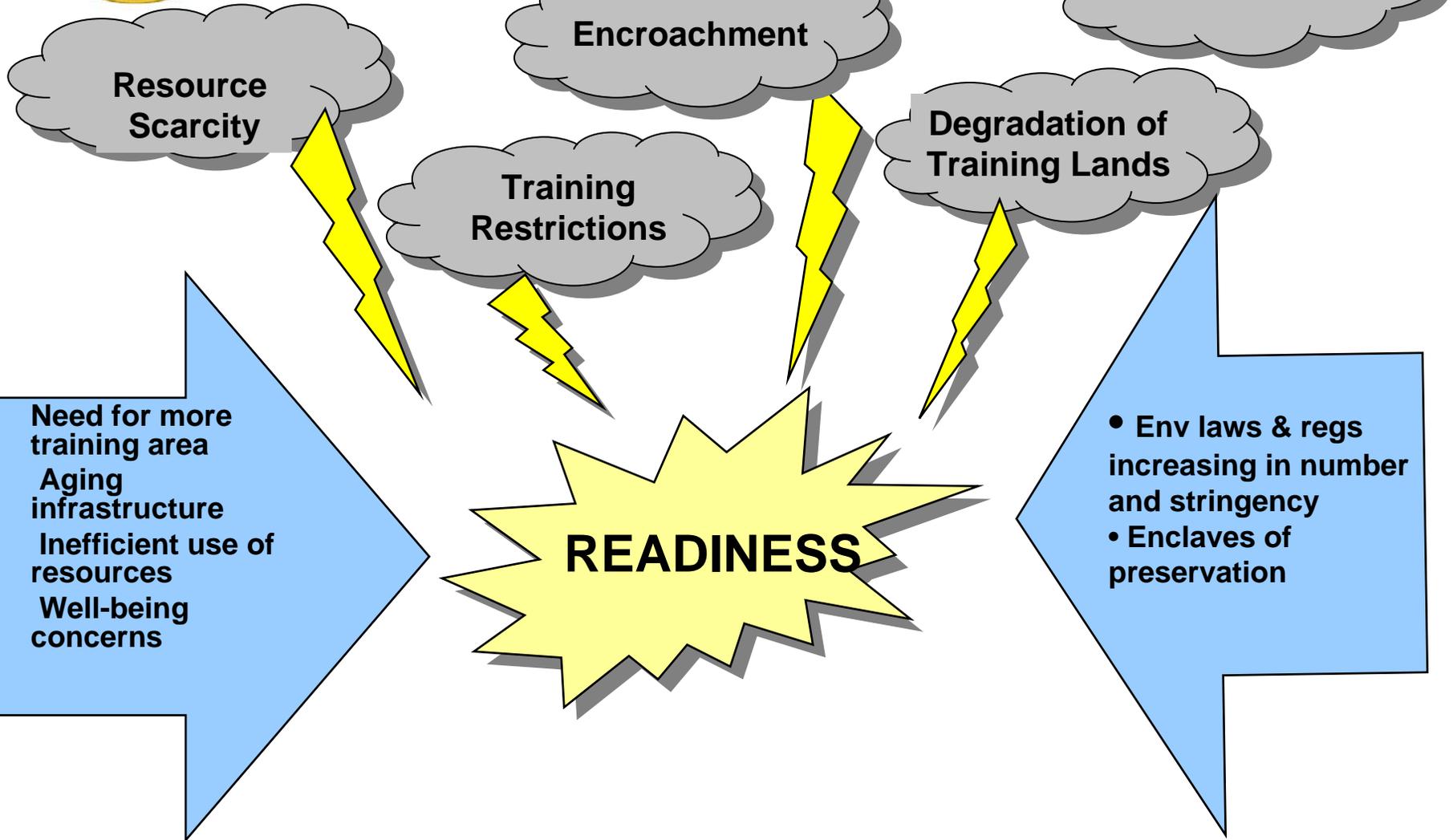


Army Installation Sustainability Program (ISP)

A Global Perspective



Situation





Examples for Monroe

I Need four examples of sustainability issues here

Jennifer, can you give me some critical resource issues, maybe infrastructure, energy costs, whatever you can get easily and I'll work them into this slide...Kevin



SEL C 2000 – from Compliance to Stewardship

Develop
integrated
strategy...

...with
defined
end state...

...linking
objectives
to
resources

engaging
stakeholders
at all
levels...

...in order to sustain the mission indefinitely.



To the Army Sustainability is...?

... a condition in which we are able to fully execute present missions without compromising either our ability to accomplish future missions or the ability of our neighboring communities to realize their aspirations.





LEADERSHIP GUIDANCE

- ASA(I&E): Memo, 18 Mar 02, Subject: Sustainable Design and Development
- DAIM-ZA: Memo 10 JUL 03 Army Environmental Management System Policy
- Army Strategic Sustainability Plan (ODEP – Draft)
- HQDA: Memo, DACS-ZB, 25 Feb 02, Subject: Installation Environmental Compliance
- SECARMY welcome to the Army Worldwide Environmental and Energy Conference, 4 Dec 00



A Sustainable Installation:

- Provides for the well-being of soldiers and families
 - Great facilities
 - Strong Cultural/community services
- Optimizes mission accomplishment
- Has a mutually-beneficial relationship with the local community
- Is life-cycle cost effective
- Systematically decreases its dependence on:
 - Fossil fuels and mining
 - Toxic Substances
- Does not use resources faster than nature can regenerate them
- Operates within its “fair share” of earth’s resources



Progress So Far

Installation

ISP Implementation

Fort Bragg	2001
Fort Lewis	2002
Fort Carson	2002
Fort Hood	2002
Fort McPherson	2002
Fort Campbell	2003
Fort Eustis	2004



Fort Monroe Approach

Long-range strategic program and plan to ensure continued ability to operate our installation

- **Introduction to sustainability (DEC 03)**
- **EMS audit training to conduct assessment of existing EMS (JAN 04)**
- **Self- Assessment of environmental management system (by 30 March 04)**
- **Workshop to identify significant environmental impacts within the installation and local community (As part of EMS development – May 04)**
- **Develop baseline that quantifies significance of impacts (Jun 04)**
- **Workshop to establish 25 year strategic goals to guide strategic planning/EMS**
- **Develop 5-year plans linking resources to strategic goals**
- **Check and Correct with ISO 14001 Environmental Management System (EMS)**



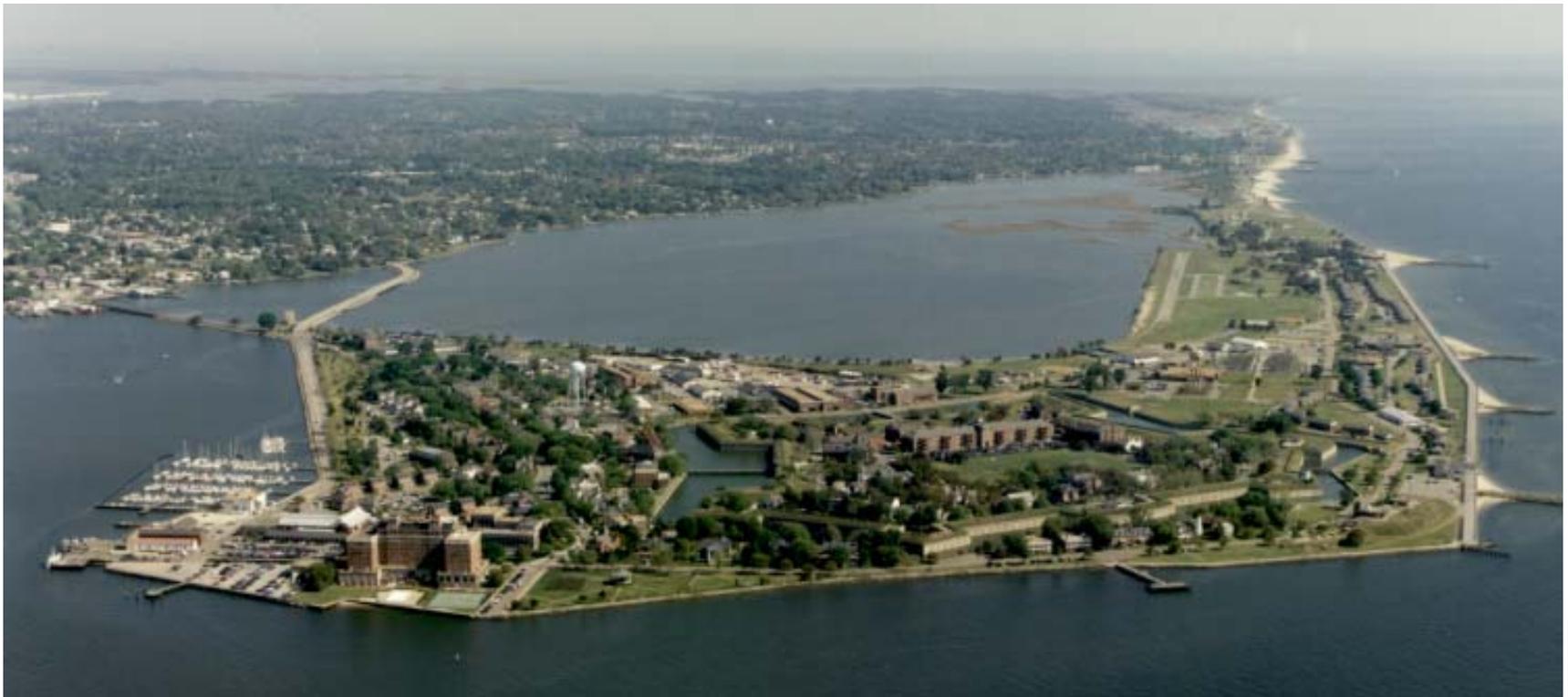
Getting Started

- Establish the Fort Monroe Environmental Management System focused on sustainability
 - Introduction to Sustainability for EMS development team
 - Conducting an EMS Audit
 - Conduct Self Assessment
- Integrate considerations that may impact mission into planning at Fort Monroe



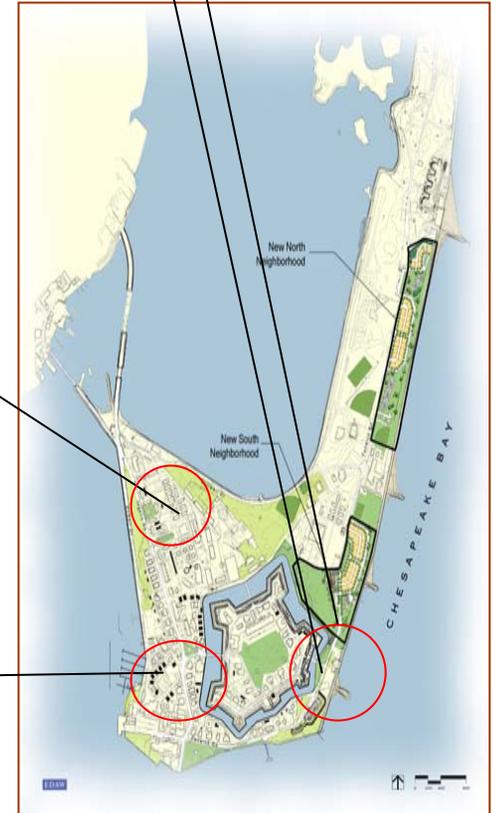
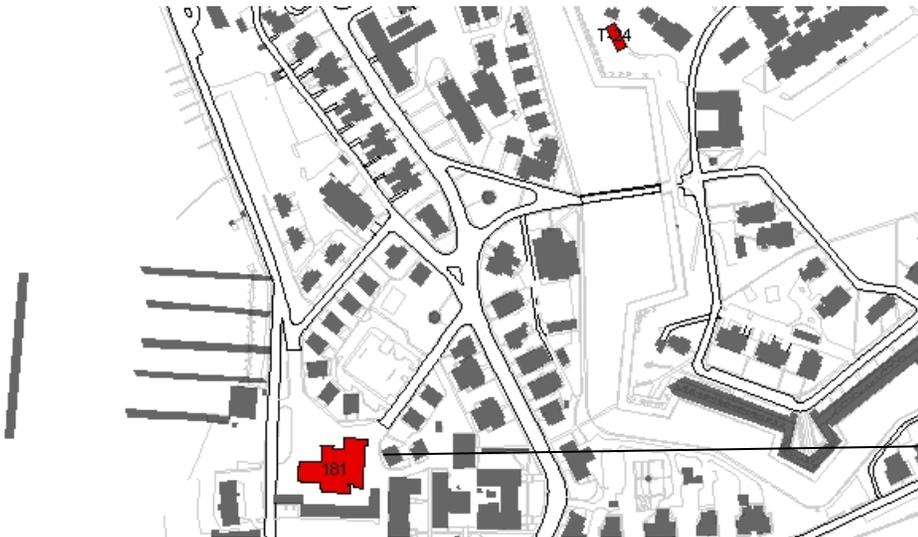
Questions

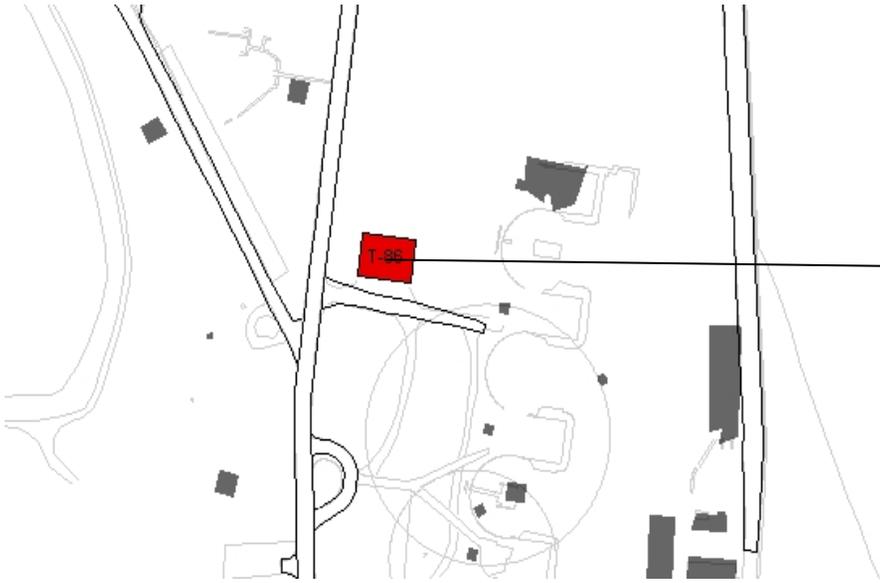
INSTALLATION DEMOLITION PLAN AT FORT MONROE





Future Demo





STORM DEMO

Bldg #	Type	Use	Area		Yr Built	Replacement Actions
36	P	COMMUNITY SERVICES	11395	SF	1934	Replace w/ new @ CAC; awarded to Centennial -\$750
95	P	CHILD DEV CTRS	4247	SF	1940	Replace w/ new @ CDC, appx 5000sf
98	P	COMMUNITY SERVICES	3406	SF	1940	Included in above
164	P	EXCH SPT FACS	3249	SF	1962	MCA Emergency Services Bldg on this site
165	P	SIMULATOR FACS	9542	SF	1939	Included in above
173	P	ADMIN FACS	2400	SF	1941	No replacement-parking lot access to Bldg 96, CTAS Bldg 57
174	P	ADMIN FACS	1658	SF	1941	No replacement-parking lot access to Bldg 96, TPAO Bldg 27
175	P	ADMIN FACS	1755	SF	1941	No replacement-parking lot access to Bldg 96
176	P	ADMIN FACS	3002	SF	1941	New JTF-CS Building near site, includes T258 replacement
181	P	COMMISSARY	20080	SF	1934	New VTC on this site
T0024	T	HQ BLDG, CO	2006	SF	1935	Replace on same site - Band Storage
T0086	T	ENCL STOR INST	6262	SF	1941	No replacement - New Self Storage on site ?
T0258	T	ADMIN FACS	4830	SF	1941	See P176
T0260	T	THRIFT SHOPS	4830	SF	1941	New GP Admin for Futures on site of T260 & T261
T0261	T	INST MWR SPT	2239	SF	1941	
			80901			

INSTALLATION DEMOLITION PLAN

FY03

Bldg #	Type	Use	Area		Yr Built	Replacement Actions
T0058	T	TRANSIENT QTRS	7,875	SF	1941	Demo as soon as temps move out
T0181	T	ADMIN GP	4,826	SF	1941	Demo as soon as temps move out Site for new Cadet Cmd
T0182	T	ADMIN GP	4,826	SF	1941	Demo as soon as temps move out Site for new Cadet Cmd
T0194	T	STORAGE GP	4,830	SF	1941	Demo as soon as temps move out Site for new Cadet Cmd
T0195	T	ADMIN GP	4,830	SF	1941	Demo as soon as temps move out Site for new Cadet Cmd
T0196	T	CO HQ BLDG	4,830	SF	1941	Demo as soon as temps move out Site for new Cadet Cmd
T0240	T	FLAMMAT STOR	120	SF	1951	Complete
T0247	T	ADMIN GEN PURP	4,800	SF	1941	Move JTF-CS to Modulars, then demo ASAP for new building
249	S	PHYSICAL FITNESS CTR	10,738	SF	1994	Complete

FY04

Bldg #	Type	Use	Area		Yr Built	Replacement Actions
88	P	STORAGE GP INST	12200	SF	1934	New builing in Engineer Yard - Complete
T0183	T	ADMIN GP	4,826	SF	1941	Demo when 1st Cad Cmd Bldg Complete site for 2nd
T0191	T	VET CLINIC	2,178	SF	1941	Relocate to Bldg 247
T0192	T	SKILL DEV CTR	2,960	SF	1941	No replacement
T0246	T	PVT/ORG CLUB	1,019	SF	1941	Relocate to Bldg 53
		Quenn Annes				No replacement/Parking for Fit Center

FY05						
Bldg #	Type	Use	Area		Yr Built	Replacement Actions
T0184	T	ADMIN GEN PURP	4825	SF	1941	Demo when 1st Cad Cmd Bldg Complete site for 2nd
FY06						
Bldg #	Type	Use	Area		Yr Built	Replacement Actions
248	P	STORAGE GP INST	2182	SF	1960	No replacement on site, possible new storage bldg