



SERVING AMERICA'S ARMY



United States Army Garrison, Japan  
Directorate of Community Activities

# Strategic Business Plan 2003

## PREFACE

I am pleased to present the 2003 United States Army Garrison, Japan (USAG-J), Morale, Welfare and Recreation Strategic Business Plan. This plan represents the commitment of key MWR leadership and management staff from Honshu and Okinawa.

During the 2nd week of December 2002, thirty members of the US Army Garrison, Japan “Corporate Leadership Team” participated in a Strategic Planning Workshop to determine our way forward into the 21st Century.

The results of our efforts is the USAG-J 2003 MWR Strategic Business Plan. It is the roadmap we will follow to shape our Vision.

### **“TO BE 1ST CHOICE FOR AMERICA’S ARMY COMMUNITIES IN JAPAN”**

Our Strategic direction leads to a Community that is fully capable of supporting our Army’s 21st Century diverse mission.

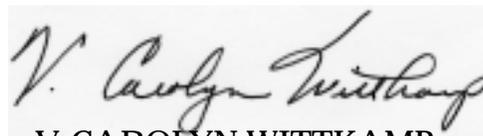
Outcome based performance measures will be used to assess our progress. These measures will be the basis for fine-tuning our plan to ensure we remain on course. To this end, the plan includes both non-appropriated fund and appropriated fund requirements.

The challenges and opportunities that face our Army and our community as we move into the 21st Century demand the type of innovation and forward thinking embodied in our plan.

### **“He Who Does Not Go Forward, Goes Backward” — Johann Wolfgang von Goethe**

I congratulate those who have developed the plan and ask each of you for your commitment to its successful implementation.

We have a narrow window of opportunity to accomplish our mission. We have the right people, at the right time, with the right temperament to be successful.



V. CAROLYN WITTKAMP  
Director of Community  
Activities

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# SECTION I

**(BACKGROUND, INTRODUCTION, FORMULATING THE BUSINESS PLAN, FOUR PART PROCESS, SCOPE, MISSION, VISION, ARMY VALUES, GUIDING PRINCIPLES, PLANNING ASSUMPTIONS, SWOT's, ORGANIZATIONAL STRUCTURE, THE FUTURE)**

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## BACKGROUND

During the week of 9 - 13 December 2002, the Directorate of Community Activities (DCA) Management Team conducted its Garrison Strategic Business Planning session. The DCA Team currently consist of the Director, MWR Director (Okinawa), 8 Division Chiefs, and 14 Branch Chiefs. Additional attendees from the Directorate of Public Works (DPW) and Directorate of Resource Management (DRM) also provided valuable input into the plan. This Team developed the FY 03 United States Army Garrison-Japan (USAG-J) DCA Strategic Business Plan (SBP). This plan encompasses the Morale, Welfare and Recreation (MWR) mission and vision statements along with goals and objectives to achieve the mission. DCA will update the SBP using each front door activities Five Year Business Plan and Marketing Plan input and then meet with principal / key management DCA staff to review and update the plan accordingly. DCA has input into the USAG-J and United States Army Japan (USARJ) and 9th Theater Support Command Strategic Plans. The USARJ Strategic Plan was updated November 2002.

Our Strategic Business Plan builds on the considerable progress already made and provides direction for our collective future efforts in an environment of constrained resources. As our plan unfolds, we will use outcome based performance measures to assess our progress. These measures will be the basis for fine-tuning our plan to ensure we remain on course.

Camp Zama will be an enduring and forward-looking installation committed to supporting the objectives of the U.S. in Japan and the greater Asia-Pacific region. As Headquarters for the Army service component of USFJ, Camp Zama will continue to provide critical forward presence and regional logistical support, enhancing the defense of Japan and strengthening the already well-established bilateral working relationship with the Japan Ground Self Defense Force (JGSDF). The facilities and people of Camp Zama will reflect its readiness and determination to meet the challenges of any future operations in support of our national strategy.

Therefore, MWR programs are geographically dispersed throughout 7 separate locations on Mainland Japan and Okinawa. MWR operates as One Garrison with the Headquarters being located on Camp Zama.



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## INTRODUCTION

This plan represents the commitment of key leaders of the USAGJ-MWR Management Team. It is the results of an intensive planning conference that included personnel from each Division, Okinawa, Garrison Directorates, USARJ Headquarters and the Community. Trained facilitators Ms. Beverley Robertson from CFSC MWR Headquarters and Mr. Van Stokes from Ft. Campbell, Kentucky MWR were instrumental in the development of the plan.

This plan lays the groundwork for our focus over the next year as we strive towards meeting the needs of our customers here in Japan. This plan is the foundation for our future. It is the USAG-J MWR Board of Directors road map to ensure equity and predictability of MWR programs while maintaining the self-sufficiency of the Garrison Single Fund. As a living working document, this plan will change every year as we move forward. It sets the stage to ready USAG-J MWR for operational and logistical transformation as well as effectively allocating resources both human and financial.

The following list of MWR Professionals participated in the planning conference and contributed significantly to the development of the 2003 Strategic Plan.

Ms. Carolyn Wittkamp	DCA (Honshu)
Ms. Beverly Robertson	CFSC
Mr. Van Stokes	Ft. Campbell, KY
Mr. Damian Centeno	Chief, Services Division
Mr. John Zivic	Chief, Marketing and Advertising (Okinawa)
Mr. Joe Kumzak	Acting, Sport Director
Ms. Cathy Spence	Chief, Outdoor Recreation
Ms. Joy Manrique	Private Organization Coordinator
Mr. Yoji Miyazaki	Strategic Business Office
Mr. Ed Thomas	DCA (Okinawa)
Mr. Craig Arms	Chief, Community Recreation
Mr. Harold Hunter	Chief, Lodging
Mr. Dale Jorgenson	Director, Camp Zama Golf Course
Ms. Paula Harding	School Liaison Officer
Mr. Ron Knowles	Chief, Strategic Business Office
Mr. Mardy Clark	Chief, Child and Youth Services
Mr. Jesse Bascos	Chief, Financial Management and Fund Manager
Mr. Dick Haun	Chief, Marketing and Advertising (Honshu)
Mr. Steve Lamontagne	ACS, Financial Readiness
Mr. Teddy Kamai	Chief, Automation
Ms. Maria Heins	Chief, NAF Contracting
Mr. Yu Yoshida	Strategic Business Office
Mr. Rich Weigel	Master Planner, DPW
Mr. Mike Collins	Sports Director (Okinawa)
Mr. Rich Vaughn	Chief, Community Operations
SFC Sharon Nickson	BOSS representative
Ms. Laura Vigari	Garrison Budget Officer, DCSR
Mr. Howson Lau	Strategic Business Office
Mr. Masao Naito	Strategic Business Office
Ms. Akemi Murakawa	Strategic Business Office



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## FORMULATING THE BUSINESS PLAN

The 2003 Strategic Plan institutionalizes an organizational framework to effectively guide the necessary changes in order to achieve the vision. The Strategic Planning approach begins with 5 overarching strategic goals that are broad statements, each with its own focus, describing how to achieve the USAG-J MWR vision. They are followed by complimentary objectives that outline specific actions. These actions are both short term and long term plans that will ensure accountability and relevancy to the MWR mission.

Assigned goalkeepers will report out regularly to DCA on the status of the action plans; followed with bi-annual reviews to the Garrison Commander and Board of Directors of USAG-J. Periodic briefs will be conducted with the Commanding General, USARJ, USARPAC and the PARO.

The following 4-part process is the model used during the conference to develop the SBP as well as allow for future continued updates and reviews as needed.

### FOUR PART PROCESS

<i>Analysis</i>	<i>End State</i>	<i>Execution</i>	<i>Review</i>
Strengths/Weaknesses	Goals		
Opportunities/Threats	Mission Statement	Objectives	Periodic Review
Assumptions		Action Plans	
Priorities			

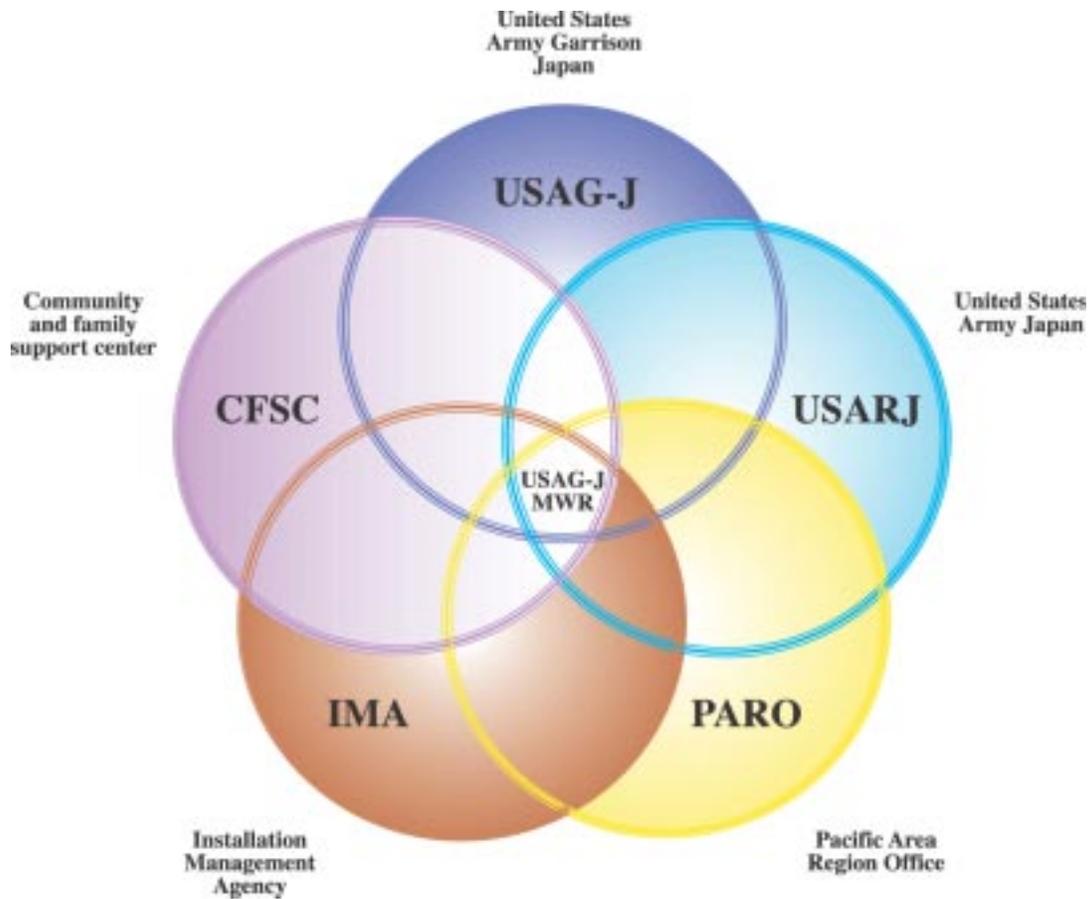


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## SCOPE

The 2003 Strategic Plan represents a systematic approach to improved decision making and efficient and effective use of resources. It outlines the mission, vision, strength and weaknesses along with strategic goals and objectives that are short term, long term and actionable. This SBP addresses unique command priorities in the area of transformation, infrastructure, regional cooperation, and installation management. Additionally, it links USARJ goals and objectives with the Pacific Region, IMA HQs and CFSC.

The 2003 Plan is divided into sections: Section I (Background, Introduction, Formulating the Planning Process, Four Part Process, Scope, Mission, Vision, Values, Guiding Principles, Planning Assumptions, Future, SWOT, and Organizational Structure), Section II (Models), Section III (Goals, Objectives, Actions), and Section IV (Links).



*The model represents the relationships between all the agencies linked to the USAG-J MWR Strategic Business Plan.*

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## MISSION AND VISION

The DCA mission and vision statements were reviewed and updated and minor changes made from the U.S. Army Japan FY 01 SBP. The mission and vision of the USAG-J parallels that of the main Headquarters for MWR. The DCA mission statement was revised to address three basic elements: Be an enduring statement of purpose that describes what our organization does, who we do it for, and why we do it so that it is easily understood and can be easily remembered by all who pass through our area of operations.

### USAG-J MISSION STATEMENT

*Create and deliver customer driven programs and services enhancing the readiness and well-being of the U.S. Army communities in Japan.*

### USAG-J VISION STATEMENT

*To be "First Choice" for America's Army Communities in Japan*



*The USAG-J MWR SBP core essence resides with the Army Values.*

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## GUIDING PRINCIPLES

1. MWR supports readiness, retention and recruiting.
2. The MWR program customer is the total military community.
3. The MWR program is customer driven.
4. MWR programs will be resourced and managed IAW Congressional/DoD/DA/PARO intent and mandates sound business principles.
5. Non-appropriated funds will be returned to customers through provisions of market-driven services, activities and capital improvements.
6. The MWR workforce, our most valuable resource, will be trained, knowledgeable, capable, competent and motivated.
7. MWR Management provides good stewardship of APF/NAF resources.
8. MWR supports deploying forces.
9. A corporate body will guide and oversee MWR programs and funding.
10. Resource allocations must be commensurate with MWR mandates and program sustainment.

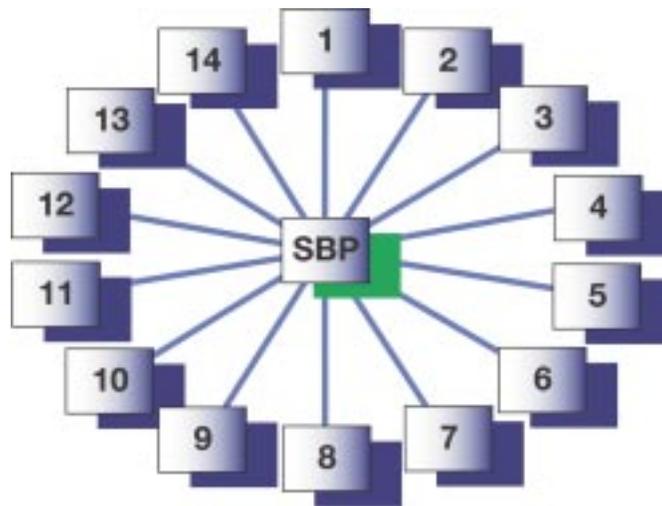


*The model represents how each guiding principle builds on one another to support the overall Strategic Business Plan.*

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## PLANNING ASSUMPTIONS

1. AAFES Dividends will remain constant or decrease.
2. ARMP Income will decline.
3. NAF Labor cost will continue to increase.
4. Increase in APF funds for Family programs.
5. Increase in APF funds for ACS programs.
6. Decrease in APF support for Recreation programs.
7. Less support from the GOJ will increase operating cost and facility improvements.
8. MWR patron usage to remain constant.
9. Customer cost increases.
10. MWR infrastructure will be reengineered/reconfigured at all levels.
11. Third Wave initiatives will impact employee security and result in high turnover.
12. Recruitment and training cost will increase.
13. NIBD standard will be increasingly difficult to achieve.
14. MWR support for major deployments and peacekeeping missions will increase.



*The model represents that all planning assumptions were considered in developing the overall Strategic Business Plan.*

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## INTEGRATED ENVIRONMENTAL ANALYSIS (SWOT)

	<b>STRENGTHS (S)</b>	<b>WEAKNESSES (W)</b>
<b><i>INTERNAL FACTORS</i></b>	<ul style="list-style-type: none"> <li>- GOJ Funded Support</li> <li>- Command Support</li> <li>- Excellent Support Service (DPW, DOL, DPTMS, 78th Signal)</li> <li>- Strong Sense of Community</li> <li>- Committed Workforce</li> <li>- Wide Range of Programs</li> <li>- Good Facilities</li> <li>- Benchmark Programs (CDC, SAS, Golf)</li> <li>- Cross Programming (RDS)</li> </ul>	<ul style="list-style-type: none"> <li>- Personnel / Recruiting / High Turnover Rate</li> <li>- Geographically Dispersed Communities</li> <li>- Staff Maxed Out</li> <li>- Emerging Issues (Well-being, ISR, SBC, ABC)</li> <li>- Activities are sometimes One Deep</li> <li>- Competition with the Navy and Air Force</li> <li>- Lack of Measurement (How Well We do Business)</li> <li>- Lack of Training</li> <li>- Labor Pool Weak</li> <li>- Facilities</li> <li>- Dwindling GOJ Facility Support to MWR</li> </ul>
<b><i>EXTERNAL FACTORS</i></b>		
<b>OPPORTUNITIES (O)</b>	<b>SO ACTIONS</b>	<b>WO ACTIONS</b>
<ul style="list-style-type: none"> <li>- Partnerships</li> <li>- Updated Technology</li> <li>- Training</li> <li>- GOJ Labor and Utilities</li> <li>- UFM</li> <li>- Internet Website</li> <li>- Accreditation</li> <li>- Cultural Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Explore More Partnerships and Joint Ventures</li> <li>- Maintain and Maximize Technology Opportunities</li> <li>- Opportunity for Multi-Cultural Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Develop Training Programs (in house)</li> <li>- Conduct Survey's, Focus Groups, Bench Mark to Provide Customer Driven Programs</li> <li>- Partner with Sister Services on Local Community</li> </ul>
<b>THREATS(T)</b>	<b>ST ACTIONS</b>	<b>WT ACTIONS</b>
<ul style="list-style-type: none"> <li>- Deteriorating Facilities</li> <li>- Force Protection</li> <li>- Mission Turf Wars (IMA)</li> <li>- Third Wave</li> <li>- UFM</li> <li>- Recruiting</li> <li>- 5-Year Rotation Policy</li> <li>- Pressure to Make Bottom Line</li> <li>- Regulations</li> <li>- Lack of APF Support</li> </ul>	<ul style="list-style-type: none"> <li>- Work Access (Installation Policy)</li> <li>- Develop "One Team" Culture</li> <li>- Ensure CPAC/CPOC and Command are Lobbied for Support</li> <li>- Support Customer Base Due to Force Protection Measures</li> </ul>	<ul style="list-style-type: none"> <li>- Establish Strategic Planning Office</li> <li>- Institutionalize the SBP Process</li> <li>- Conduct Efficiency Studies</li> <li>- Develop NAFMC Facilities Improvement Plans</li> </ul>

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## ORGANIZATIONAL STRUCTURE

The DCA Organizational structure made some dramatic changes in the past 7 months due to the recent DA directed TIM initiative. DCA exercises directorate authority, responsibility and accountability over MWR community activities that includes geographically dispersed sub-installations located in Okinawa, Kure, Sagamihara Housing Area, Sagami General Depot and Camp Zama, Japan proper.

The Garrison DCA organizational structure supports the Installation Model concept. Management is working to consolidate Okinawa and Zama programs under one Program Manager. The Directorate consists of the following Divisions: Army Community Services, Community Recreation, Business Operations, Child and Youth, Lodging, Financial Management and a Services Division. Okinawa remains in its basic organizational structure. However, PARO reporting and overall management is now administered by the Garrison DCA Zama. Based on the recent Pacific Region Office MWR Assessment conducted in November 2002, all position descriptions need reviewing and updating to reflect the latest organization changes.

**The U.S. Army Garrison, Japan  
MWR Activities - Organizational chart**



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## THE FUTURE

The DCA SBP outlines its strategic position for the future of the Directorate. As World and Command priorities, programs and events change, the SBP will be the road to the future and modified to reflect the changes that occur. Input from customer surveys and focus groups are considered. The Interactive Customer Evaluation (ICE) program is being incorporated into MWR activities by the Garrisons Strategic Business Office so as to provide real time feedback to the MWR Manager.

On May 14, 2003, the United States Army Garrison-Japan was activated based on the new Transformation of Installation Management (TIM) initiative, which will implement the Installation Management Agency (IMA). With these new changes and realignments, the USAGJ will have direct responsibility for all MWR programs within its area of operations. With that change in mind, the DCA Team has synchronized its SBP with that of the United States Army Garrison-Japan and United States Army Japan, Headquarters Strategic Plans. All three plans provide a systematic planning process of developing and implementing realistic and achievable goals based on the geographic location within the Pacific. The overarching goal for each of the strategic plans is to make the Well Being for Soldiers and their families the best it can be while serving in a Host Nation country half way around the world.

The DCA is fully engaged into the Installation Master Plan for future building and space requirements. In the past, MWR was fortunate to obtain facilities funded through the Government of Japan (GOJ). The GOJ has notified USARJ Command that there will be no future MWR facilities built with GOJ funds if the facility is utilized to generate income. Thus, MWR must plan for its future facilities requirements through the NAF Major Construction (NAFMC) Process.

Additionally, all key MWR staff members worked extremely diligently and submitted its Program Objective Memorandum (POM) requirements for the FY 05-09 POM cycle identifying all financial resource requirements needed into order to come into compliance with the MWR Baseline Standards set forth by the MWR Board of Directors. Additionally, emerging issues were also identified along with Un-Resourced Requirements (URRs).

The CFSC directed Leisure Needs Survey is reviewed by the DCA and Division Chiefs and customer and workforce feedback is incorporate with changes into the 5-Year Business Plan and Yearly Marketing Plans for each activity so as to ensure that MWR remains a "customer driven" organization based on our Mission Statement. A review of the 2000 Leisure Needs survey indicates that customer satisfaction is very high. Community involvement is strong, participation levels are up and most facilities are in excellent shape.

DCA established a set of Well-Being Standards in FY 2000 that are updated and maintained on a quarterly basis in concert with the Strategic Business Office (SBO). As Well-Being becomes a primary focus for the Chief of Staff of the Army, Garrison Well-Being standards will be maintained and adjusted accordingly.

## THE FUTURE (cont.)

The Five Year Rotation policy is now being strictly enforced within the USARJ Command and will have a major impact initially on the well being of the workforce. Filling vacancies within Japan is a definite challenge to all managers and Division Chiefs. There is traditionally a 30% vacancy rate within the Child and Youth and Recreation Division's, which impact programming and services.

Implementation of the Region One Fund has been a major change for consideration. The potential for a Universal IMA One Fund will also direct changes within the operational control of Garrison MWR Directors and Division Chiefs. The new initiative of standard levels of service throughout all of MWR Worldwide is a terrific initiative and embraced by the DCA Team.

Uniform Funding and Management (UMF) initiatives are on the forefront and are an emerging issue with the MWR workforce. UMF is the Army wide initiative that compliments structural changes of IMA implementation. By merging APF and NAF resources for the purpose of providing MWR services under the NAF sets a whole new set of rules and procedures for the future.

The potential elimination of Operational Self-Sufficiency Exemption and Capital Reinvestment Assessment Programs in its current configuration will again necessitate changes within the operation of MWR.

The initiative known as the "Third Wave" is being conducted to enable Army Leaders to focus on the Army's core missions and support the Presidents Management Agenda so as to free up resources for the Global War on Terrorism.

As the Army continues to change and streamline basic work processes by implementing sound business practices so will the need for MWR to changes and streamline. Thus, the true reasoning for Strategic Planning!!

Transformation\_



Readiness\_



People\_



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# SECTION II

## (MODELS)

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## **STRATEGIC BUSINESS PLAN MODELS**

The USAG-J, Directorate of Community Activities has designed two Strategic Business Plan Models to assist users in understanding the entire Strategic Business Planning process and how our Strategic Business Plan integrates with the US Army, IMA, CFSC, PARO, USARJ, and USAG-J. The models also show how each section of our MWR Strategic Business Plan is carefully woven into today's transforming and emerging Army.

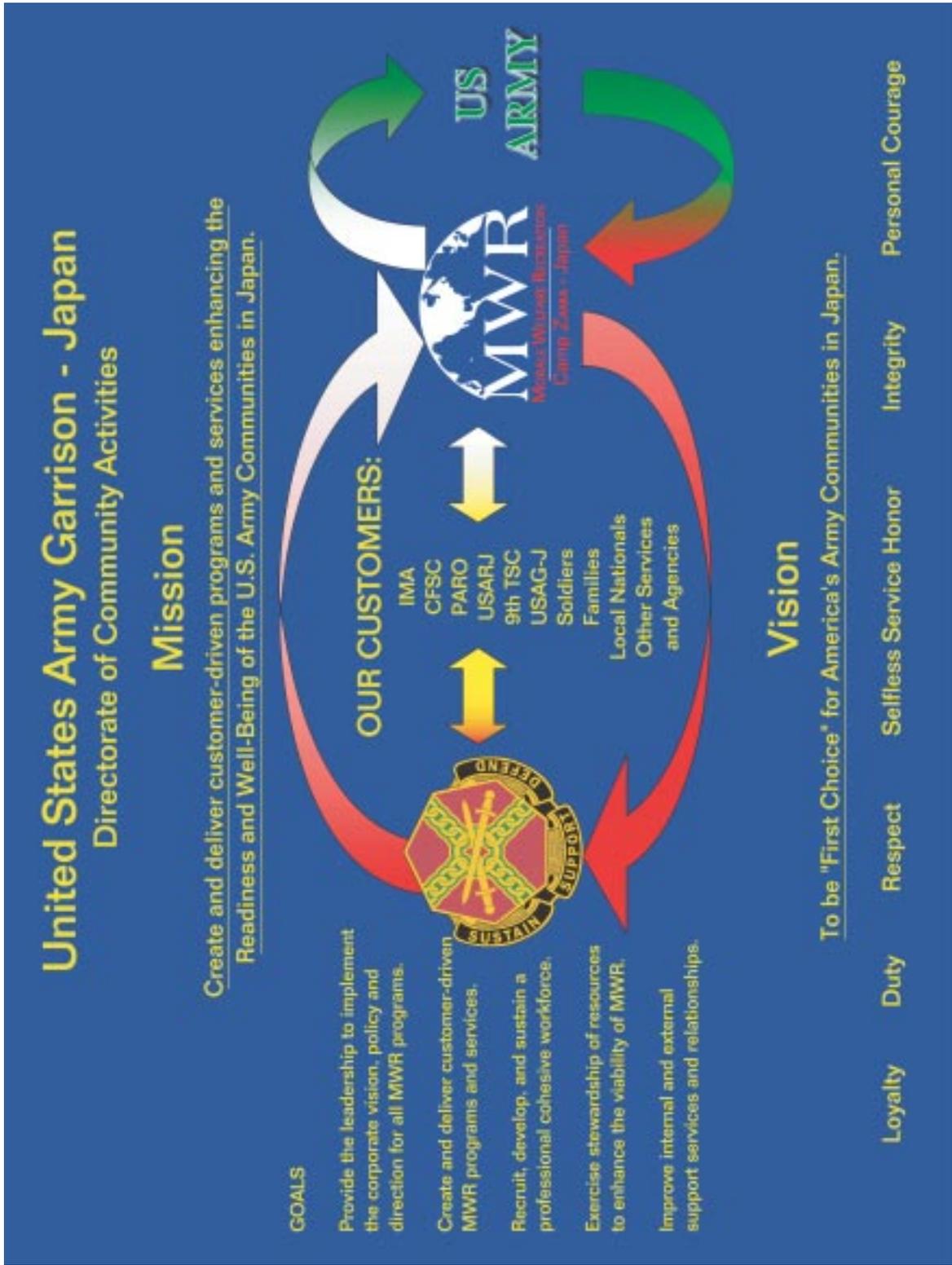
### **STRATEGIC BUSINESS PLAN OVERALL MODEL**

This model represents the pure relationship between our customers and how our Mission and Vision are intricately tied to them. The continual flow from IMA to our customers to MWR and to the Army shows the fluid movement of all the processes and requirements identified in our strategic plan. Our goals and Values reinforce the model, which represents the foundation for the strategic business plan. The models colors are carefully chosen to ensure proper representation -- blue for water as in fluidness, and yellow gold to emphasize IMA.

### **STRATEGIC BUSINESS PLAN LINKAGE MODEL**

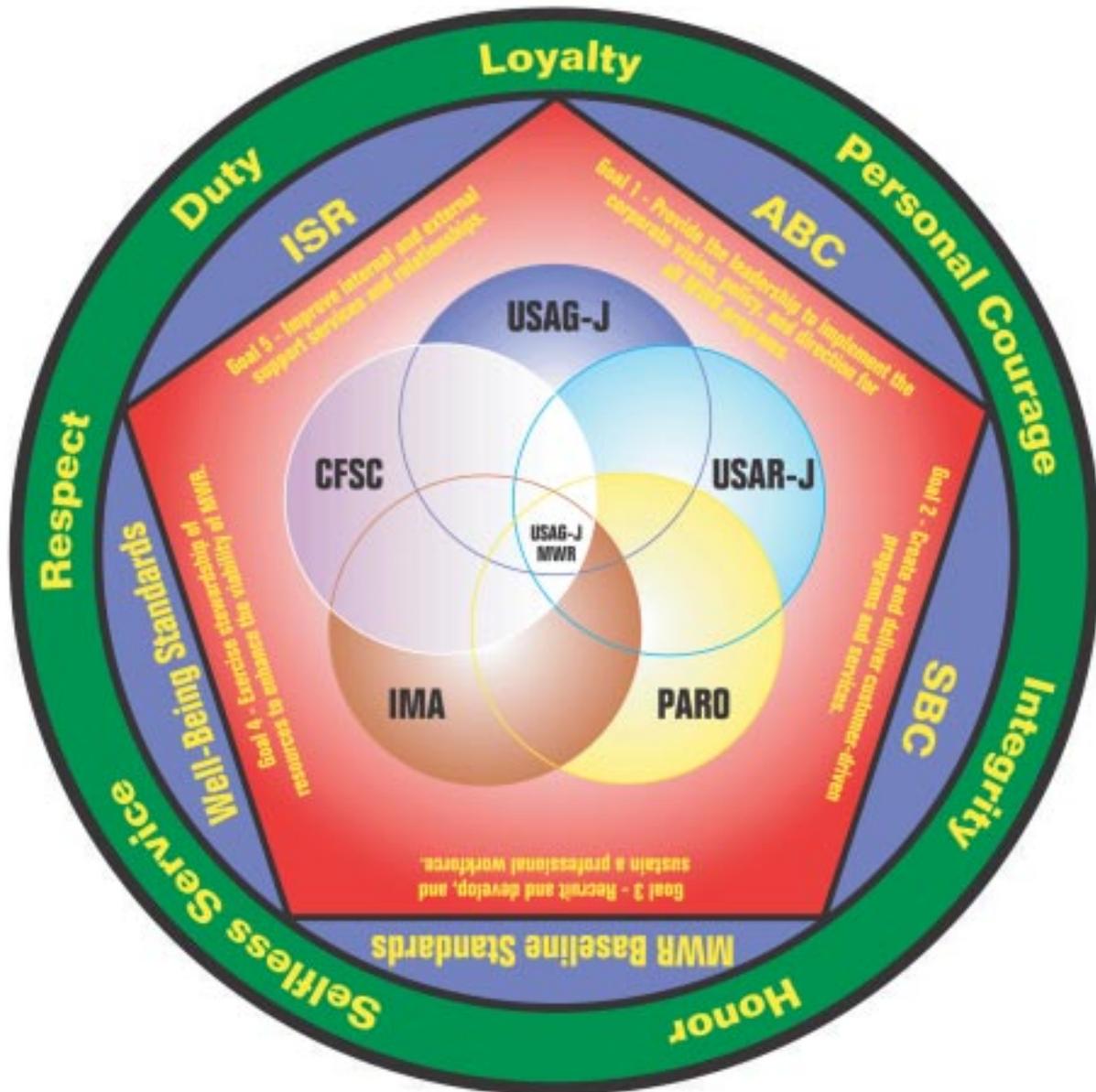
This model was intricately designed to represent the entire USAG-J DCA Strategic Business Plan. The model links all the elements and requirements together by carefully chosen lines and information. Starting from the center out -- the USAG-J MWR is at the heart of the model and everything surrounding this nucleus enforces our Strategic Business Plan. The overlapping spheres show the integration of all elements of the Chain of Command for Installation Management. Scarlet is the color traditionally used by Support units, with which the Installation Management Agency is associated. The Goals are positioned in a pentagon shape representing the strength and structure of which our Armed Forces reside and decisions are made. Blue represents fluid motion. Within this fluid motion is our reporting requirements that are constantly changing to ensure the highest funding levels are achieved. Surrounding our complete model are the 7 Army values. These values strengthen and support the overall model making it an impenetrable force when all the elements are combined. Finally, the yellow gold emphasizes IMA.

## STRATEGIC BUSINESS PLAN OVERALL MODEL



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## STRATEGIC BUSINESS PLAN LINKAGE MODEL



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# SECTION III

*(GOALS, OBJECTIVES AND ACTIONS)*

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## **GOAL 1**

**Provide the leadership to implement the corporate vision, policy, and direction for all MWR programs.**

### ***OBJECTIVE 1.1***

***Deploy the MWR Strategic planning process.***

#### **ACTION**

- 1.1.1 Obtain, executive board approval for MWR strategic business plan.**
- 1.1.2 Publish and distribute.**
- 1.1.3 Educate/involve MWR staff.**
- 1.1.4 Determine progress through IPR's.**
- 1.1.5 Synchronize SBP, PARO, USARJ and Garrison supporting plans annually and link updates to budget cycle.**
- 1.1.6 Review and update the SBP.**

### ***OBJECTIVE 1.2***

***Re-establish, convene, and manage the process for the corporate board of directors.***

#### **ACTION**

- 1.2.1 Establish the Board of Directors.**
- 1.2.2 Schedule/conduct the BOD meetings.**
- 1.2.3 Report results.**

### ***OBJECTIVE 1.3***

***Advocate for additional APF to meet current mission requirements, emerging standards, and certification shortfalls.***

#### **ACTION**

- 1.3.1 Identify current requirements.**
- 1.3.2 Identify emerging standards.**
- 1.3.3 Forecast future requirements.**

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- 1.3.4 Identify shortfalls.**
- 1.3.5 Educate senior leadership and selected staff.**
- 1.3.6 Collect and compile data to support unresourced requirements(URR's).**
- 1.3.7 Submit POM requirements.**
- 1.3.8 Actively lobby for requirements.**

#### **OBJECTIVE 1.4**

*Educate the leadership on the DA Policy for MWR USA funding practice.*

#### **ACTION**

- 1.4.1 Brief and educate the leadership.**
- 1.4.2 Obtain Command Support of USA MWR Funding practices.**

#### **OBJECTIVE 1.5**

*Communicate MWR vision, policy and direction to entire staff.*

#### **ACTION**

- 1.5.1 Evaluate and understand information.**
- 1.5.2 Disseminate information via appropriate means.**
- 1.5.3 Provide guidance for interpretation and application.**
- 1.5.4 Validate implementation.**

#### **OBJECTIVE 1.6**

*Effectively empower all levels of management.*

#### **ACTION**

- 1.6.1 Identify action or task level authority and responsibility.**
- 1.6.2 Determine appropriate levels of authority and responsibility.**
- 1.6.3 Develop accountability policy.**
- 1.6.4 Implement the policy.**
- 1.6.5 Empower to the lowest level.**

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### **OBJECTIVE 1.7**

*Champion and advocate the well-being initiative (physical, social, and mental).*

#### **ACTION**

- 1.7.1 Understand and educate the well-being initiative.**
- 1.7.2 Develop well-being initiative deployment plan.**
- 1.7.3 Link Well-being to SBP.**

### **OBJECTIVE 1.8**

*Create more efficiencies within MWR.*

#### **ACTION**

- 1.8.1 Identify efficiency areas.**
- 1.8.2 Draft work statements/map business processes.**

### **GOAL 2**

**Create and deliver customer-driven MWR programs and services.**

### **OBJECTIVE 2.1**

*Develop and implement programs that are targeted to attract and retain customers.*

#### **ACTION**

- 2.1.1 Identify repeat customers and their needs (RecTrac, GolfTrac, Surveys, Focus Groups, Community Mayors Program).**
- 2.1.2 Analyze Data.**
- 2.1.3 Select and prioritize programs and services.**
- 2.1.4 Develop new and/or modify the present programs and services.**
- 2.1.5 Implement/deliver the programs and services.**
- 2.1.6 Survey customers (requirements and satisfaction).**
- 2.1.7 Review and analyze data.**
- 2.1.8 Offer only programs and services that are customer driven.**
- 2.1.9 Create partnerships to enhance MWR.**
- 2.1.10 Achieve accreditation and certification.**

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## **OBJECTIVE 2.2**

*Continue and improve the process to ensure programs and services neither conflict nor are duplicated.*

### **ACTION**

- 2.2.1 Require managers to place all significant events on the DCA calendar 12 months prior.**
- 2.2.2 Review scheduled programs.**
- 2.2.3 Identify programs and services that conflict and/or duplicate same target audience.**
- 2.2.4 Reprogram and/or modify the conflicts/duplications.**

## **OBJECTIVE 2.3**

*Effectively market programs and services to customers.*

### **ACTION**

- 2.3.1 Identify target markets.**
- 2.3.2 Identify current available marketing tools.**
- 2.3.3 Identify effective marketing tool(s).**
- 2.3.4 Effectively strategize and utilize the marketing tool(s).**

## **GOAL 3**

**Recruit, develop, and sustain a professional cohesive workforce.**

## **OBJECTIVE 3.1**

*Develop strategies to improve recruiting staff.*

### **ACTION**

- 3.1.1 Develop a Marketing Employment Plan (Video, Website, Job Fair; Professional Organizations, Conference Attendance)**
- 3.1.2 Develop local NAF incentive plan policy.**
- 3.1.3 Develop NAF entry level pay for performance plan.**
- 3.1.4 Develop an IHA/MLC Incentive Plan (rewrite job descriptions, training plans, promotion potential)**

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### **OBJECTIVE 3.2**

*Develop and implement an employee improvement plan.*

#### **ACTION**

- 3.2.1 Identify training requirements.**
- 3.2.2 Develop IDP's.**
- 3.2.3 Develop a list of people to use as training subject matter experts.**
- 3.2.4 Budget for IDP requirements.**

### **OBJECTIVE 3.3**

*Develop strategies that will help retain employees.*

#### **ACTION**

- 3.3.1 Develop incentives to retain employees.**
- 3.3.2 Develop and implement recognition program.**
- 3.3.3 Promote UFM conversions.**

### **OBJECTIVE 3.4**

*Improve communication at all levels.*

#### **ACTION**

- 3.4.1 Emphasize open door policy.**
- 3.4.2 Improve communication channels (utilize website, publish staff notes).**
- 3.4.3 Quarterly DCA Townhall.**

## **GOAL 4**

**Exercise stewardship of resources to enhance the viability of MWR.**

### **OBJECTIVE 4.1**

*Maximize utilization of MWR USA Funds.*

#### **ACTION**

- 4.1.1 Identify APF authorized requirements.**
- 4.1.2 Identify shortfalls.**

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- 4.1.3 Prepare and submit MWR USA MOA.**
- 4.1.4 Utilize MWR USA funds through GL Budget.**
- 4.1.5 Execute quarterly MWR USA Funds.**

#### **OBJECTIVE 4.2**

***Budget and execute to meet standards includes but not limited to DA Mission Box standards, ISR, Standard Levels of Service and Activity Based Costing.***

#### **ACTION**

- 4.2.1 Integrate MWR baseline standards into budget cycle.**
- 4.2.2 Integrate DA Mission Box standards into budget cycle.**
- 4.2.3 Integrate ISR requirements into budget cycle.**
- 4.2.4 Integrate SLOS/ABC requirements into the budget cycle.**
- 4.2.5 Execute APF and NAF budgets within DA Standards.**

#### **OBJECTIVE 4.3**

***Develop a strategy to maintain and upgrade existing facilities and acquire new facilities and equipment.***

#### **ACTION**

- 4.3.1 Determine current deficiencies of facilities.**
- 4.3.2 Identify future and current requirements (NAFMC, MCA, CPMC, APF Equipment).**
- 4.3.3 Identify funding source.**
- 4.3.4 Develop a strategy to meet requirements (NAFMC, MCA, Installation Master Plan, JFIP)**
- 4.3.5 Implement strategies.**

#### **GOAL 5**

**Improve internal and external support services and relationships.**

#### **OBJECTIVE 5.1**

***Improve procedures that expedite processing time for purchase requests.***

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## **ACTION**

- 5.1.1 Train personnel.**
- 5.1.2 Automate process using DA Standard software.**

### ***OBJECTIVE 5.2***

***Improve procedures that expedite processing time of hiring actions for all positions.***

## **ACTION**

- 5.2.1 Identify current process.**
- 5.2.2 Identify required process.**
- 5.2.3 Streamline process for IHA/MLC.**
- 5.2.4 Streamline process for NAF/APF.**
- 5.2.5 Train personnel on new processes.**

### ***OBJECTIVE 5.3***

***Improve procedures that expedite processing of awards and pay increases.***

## **ACTION**

- 5.3.1 Identify current process.**
- 5.3.2 Identify required process.**
- 5.3.3 Streamline process.**
- 5.3.4 Publish new Command Policy.**

### ***OBJECTIVE 5.4***

***Improve automation services and processes.***

## **ACTION**

- 5.4.1 Identify current MIS requirements.**
- 5.4.2 Identify future MIS requirements.**
- 5.4.3 Develop strategies to meet MIS requirements.**
- 5.4.4 Implement strategy.**
- 5.4.5 Validate strategy.**

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## **OBJECTIVE 5.5**

*Enhance internal and external customer/supplier relationships.*

### **ACTION**

- 5.5.1 Identify key relationships.**
- 5.5.2 Determine current status.**
- 5.5.3 Develop strategies to enhance relationships.**
- 5.5.4 Implement strategies.**
- 5.5.5 Review effectiveness.**

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# SECTION IV

**(LINKS)**

*Soldiers are entitled to the same quality of life as the society they are pledged to defend.*

### USAG-J MWR GOALS

1. Provide the leadership to implement the corporate vision, policy and direction for all MWR programs.
2. Create and deliver customer-driven MWR programs and services.
3. Recruit, develop, and sustain a professional cohesive workforce.
4. Exercise stewardship of resources to enhance the viability of MWR.
5. Improve internal and external support services and relationships.

### USARJ GOALS

1. Transform the US Army Japan for the future.
2. Promote regional stability through Theater Security Cooperation with Japan.
3. Improve Force Readiness.
4. Maximize base support to soldiers and civilians, force readiness and Army Transformation.

### USAG-J MWR GOALS

1	2	3	4	5
X			X	
				X
X	X			X
X	X	X	X	



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**INSTALLATION MANAGEMENT AGENCY (IMA) GOALS**

**USAG-J MWR GOALS**

1. Manage installations equitably, effectively and efficiently.
2. Ensure the well-being of the Army's People.
3. Provide sound stewardship of resources.
4. Deliver superior mission support to all organizations.
5. Develop and sustain an innovative, team spirited, highly capable, service oriented workforce -- a vital component of the Army Team.

	1	2	3	4	5
1. Manage installations equitably, effectively and efficiently.	X			X	X
2. Ensure the well-being of the Army's People.	X	X		X	
3. Provide sound stewardship of resources.	X	X		X	
4. Deliver superior mission support to all organizations.	X	X		X	X
5. Develop and sustain an innovative, team spirited, highly capable, service oriented workforce -- a vital component of the Army Team.	X	X	X		

**COMMUNITY AND FAMILY SUPPORT CENTER (CFSC) GOALS**

1. **Command and Control** - Provide structure, guidance, and strategic leadership to execute CFSC operations.
2. **Program Delivery** - Provide guidance and direct support which enables efficient and effective implementation of MWR programs. Develop, deliver, support, evaluate and advocate for quality customer-driven MWR programs.
3. **Employee Support** - Attract, train, develop and retain a professional workforce to enhance MWR programs.
4. **Resource Management** - Develop fiscal structure and support processes to effectively and efficiently execute CFSC's APF and NAF in support of the Army MWR financial plan.
5. **Strategic Communication** - Articulate CFSC's role and the value of MWR in improving Well-Being and Quality of Life to senior leaders, Congress, The Army, and to the American people.

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***“MWR is for all of your life”***

***“MWR services and standards will provide soldiers opportunities for self-reliance, peace of mind, community, renewal and growth commensurate with those afforded to the citizens they are pledged to defend.”***



<http://www.usarj.army.mil/information/mwr/index.htm>