



414th Base Support Battalion

STRATEGIC PLAN

Fiscal Year 2004

Approved 2 October 2003

“Our Community...Our Home”

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1.0 MISSION STATEMENT:

414th Base Support Battalion Soldiers, Civilians and Contractors conduct sustaining base and area support operations, ensure readiness, and promote well-being for our community members.

The Army is transforming installation management. Over the years of downsizing and seeking efficiencies, garrison/base support battalion commanders have become integral to tactical commander needs and responsibilities for the full range of mission support. The 414th Base Support Battalion does not just provide housing and community services; we protect, move, equip, help train and deploy the force.

1.1 VISION STATEMENT:

The 414th Base Support Battalion is an organization where people are filled with passion, committed to high standards, and open to new ideas. They energize themselves and the people around them making the Hanau Military Community not just a great place to live and work, but one of life's great experiences.

1.2 VALUES:

We support and strive to live the Army Values in all of our organizational actions:
LDRSHP (Loyalty, Duty, Respect, Selfless Service, Honesty, Integrity and Personal Courage)

The 414th Base Support Battalion embraces the following organizational business core values and concepts:

- visionary leadership
- customer-driven excellence
- organizational and personal learning
- valuing employees and partners
- agility
- focus on the future
- managing for innovation
- management by fact
- public responsibility and citizenship
- focus on results and creating value
- systems perspective

The 414th Base Support Battalion embraces the following additional values for the personnel in our communities:

Professionalism – know your job, do it well

Respect – treat everyone the way you want to be treated

Integrity – Doing what's right, especially when no one is looking

Dedication – whatever it takes to accomplish the mission

Enthusiasm – excited about our work and community

2.0 RESPONSIBILITIES AND ACCOUNTABILITY:

All soldiers, civilian employees and contractors of the 414th Base Support Battalion have the responsibility to be familiar with, support and follow this plan. Designated Directors, Staff/Special Staff and key personnel have been assigned as responsible proponents for each of the 414th BSB-level Mission Essential Tasks. The proponent for each BSB METL item is responsible for the development and coordination of all subordinate goals, objectives and corresponding actions plans. Each proponent will monitor progress and report measurable results on a quarterly basis.

Directorates and Staff/Special Staff will develop goals, objectives and action plans for all major areas of responsibility in support of the 414th BSB Strategic Plan.

Performance related to the Strategic Plan is evaluated as part of each key employee's performance appraisal (OER, NCOER, TAPES). The entire employee population will have accountability incorporated into their performance appraisals and/or efficiency reports. This will be fully implemented by the close of FY04.

3.0 STRATEGIC PLANNING TEAM PROCESS

The 414th Base Support Battalion Strategic Plan is derived from guidance obtained from higher headquarters and the general guidance provided by the Battalion Commander. The Commander assigns select members of the 414th BSB to the Strategic Planning Team (SPT) and empowers them to develop and deploy the plan. The military/civilian members of the SPT are responsible and accountable for the deployment and execution of the strategic plan. The customer/supplier members provide the SPT with input and feedback to the strategic planning process.

The SPT conducts a complete review of the strategic plan on a cyclical basis (see Figure 5.2 "414th Strategic Planning Cycle") in formal semi-annual & annual review workshops. This ensures that the organization's analysis of the current and changing strategic environment remains linked to the organization's strategies and measurements critical to success. The Commander is the final review and approval authority for publication of the plan.

3.1 DIRECTORATE/STAFF/SPECIAL STAFF GOALS, OBJECTIVES AND ACTION PLANS:

The Directorates/Staff/Special Staffs have developed goals and objectives which directly support the BSB level goals and objectives. Directorate/Staff/Special Staff objectives also have action plans. These actions plans; while directly supporting the Directorate/Staff/Special Staff objectives, also serve to assist in the attainment of the BSB level goals.

4.0 DISSEMINATION OF THE STRATEGIC PLAN:

The Strategic Plan is communicated and distributed to the entire 414th community and other interested parties through; (1) publication of the same, (2) posting of the document on the 414th's Website, and, (3) further distributed by the chain of command. The 414th community is thereby informed regarding our mission, vision and values. This enhances their understanding of their respective role(s) in achieving organizational goals and objectives. Measurable results used to track the progress of goal attainment are posted throughout the command.

5.0 STRATEGIC PLANNING:

Our strategic planning process can be seen in the flowchart below (Figure 5.1). At the 104th ASG Off-Site, our Commander, Deputy Commander and Total Quality Manager are involved in the strategic planning process for our higher headquarters. Here the groundwork is laid for our strategic plan.

Figure 5.2 represents the annual planning cycle deployed by the 414th BSB. It is designed to ensure that strategic planning is embedded in the daily operations throughout the command. A formal mid-year review and annual update is conducted to account for any significant strategic environmental/situational changes that may impact on the plan. This allows for the re-direction or re-allocation of assets and resources as appropriate.

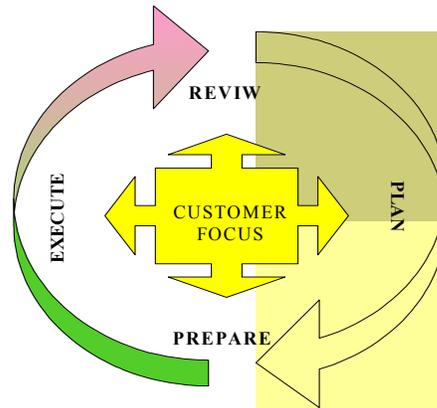


Figure 5.1 The graphic display (above) illustrates the “strategic planning process” and is deployed by the 414th BSB.



Figure 5.2 The graphic display (above) illustrates the “annual cycle” beginning each July and continuing thru the succeeding year’s September time frame. This is the Strategic Planning Cycle developed and deployed by the 414th Base Support Battalion.

Directorates/Staff/Special Staff monitor key measurements monthly or as required. A formal quarterly BSB level command information update ensures the strategic planning process is embedded in the organization’s operational process and keeps members of the command focused on goal attainment.

5.1 The 414th BSB Strategic Plan Review Process

Monthly:

- Review of action plans
- Review of key results
- Collect customer input/feedback

Quarterly

- Strategic Planning Team reviews progress toward goal accomplishment with BSB Commander using key measurements identified for each goal.
- Review and Analysis (R&A)

Semi-annually:

- The Strategic Planning Team reviews input to strategic plan (goals, objectives and measures)
- Draft update(s) to the strategic plan will be submitted to the Commander
- Commander reviews and approves updated plan
- The Total Quality Manager publishes the updated plan.

Annually:

- Strategic Planning Team conducts strategic plan update
 - i. Review vision, mission, purpose and values
 - ii. Review customer and market knowledge
 - iii. Review customer satisfaction criteria
 - iv. Review key business drivers
 - v. Review organizational focus
 - vi. Review trends and current strategic environment
 - vii. Commander reviews and approves the updated plan
 - viii. Publish an updated plan.

6.0 KEY BUSINESS DRIVERS:

Key Business Drivers (KBDs) are those functions/areas that an organization must focus on in order to be successful in completing the organization's goals and objectives. The 414th has selected the following as their KBDs as a result of the input of both the command element and the SPT. These specific "414th" KBDs are unique to the organization and are supplemental to the 104th's identified KBDs. Figure 6.1 shows the linkage and integration of the KBDs as cross-functional elements of all our Mission Essential Tasks.

- Process Management
- Leadership/Planning/Assessment
- Readiness (Personnel, Training, Equipment, Infrastructure)
- Communications/Knowledge Management
- Resource Management

Strategic Planning Process Matrix

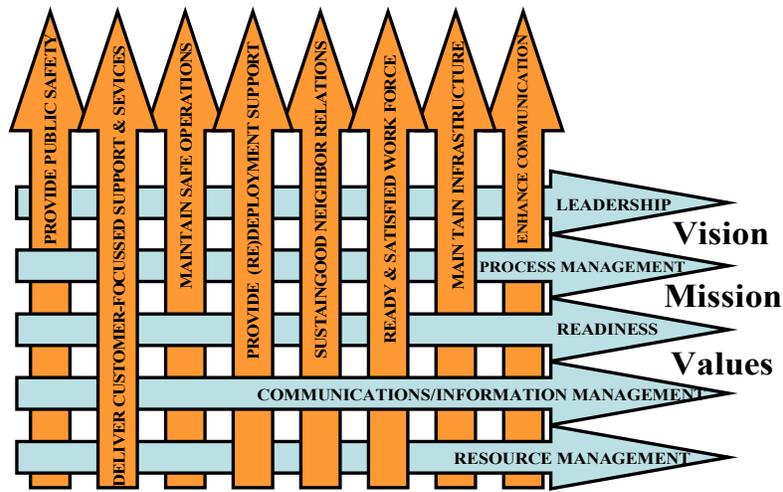


Figure 6-1 (Strategic Planning Process Matrix)

The horizontal arrows in this figure are the 414th's KBDs. The vertical arrows are the BSB level METL Tasks. This matrix illustrates the linkage between the KBDs and METL.

7.0 CUSTOMERS: Table 7.1 below identifies customer segments and their key requirements and expectations.

Customer	Representative	Key Requirements	Expectations
I. Local	Tenant Units Soldiers Employees Spouses/Parents Youths Contractors Retirees Former Employees Visitors	Protect the force Provide support services Provide deployment support Sustainment Well-Being Comply with laws & codes Establish policies Training Maintain infrastructure	Safe environment Supplies & services readily and easily available; provided by knowledgeable employees in a quality fashion Well maintained, modern facilities & equipment Consistent application of laws, codes and policies Customer service oriented
II. Regional	104 th Area Support Group Elements of V Corps IMA Euro USAREUR EUCOM US Federal agencies	Contingency Support Provide support services, augmentation, infrastructure	Provide timely response in quality manner Provide a modern, well equipped facility and equipment
III. Host Nation and International	Host Nation Agencies Task Forces NATO Forces Host Nation Neighbors Transient Units	Conduct local support activities; Maintain adequate infrastructure/ equipment IAW SOFA and other agreements Knowledge Management	Provide high quality services in a timely fashion when and where needed. Provide a modern, well equipped facility and equipment

Table 7-1

8.0 TRENDS & CURRENT STRATEGIC ENVIRONMENT:

Trends in the following major areas were reviewed and utilized in developing the 414th Base Support Battalion Strategic Plan:

- Missions
- Resources (People, Money, Equipment)
- Demographics
- Political Environment
- Threats/Force Protection
- Infrastructure
- Environmental Concerns
- Technology
- Economics

In some cases, assumptions are necessary. The following assumptions are considered to be relevant by the Strategic Planning Team in the current organizational strategic climate:

1. Deployment/Family Support will drive the mission for the near future
2. Force Protection will remain dominant
3. Planning & Improvement will be essential to Mission, Goal and Objective Accomplishment
4. Budgets will be constrained
5. Resources will be allocated based upon proven effectiveness
6. Cross-training will be vital to organizational success
7. Competition by other organizations/entities for BSB-delivered goods & services will be intense

8.1 SWOT ANALYSIS:

The Strategic Planning Team and conducted a formal Strengths, Weaknesses, Opportunities and Threats Analysis in conjunction with the Mid-Year Strategic Plan Review. The results are as follows:

<u>Organizational Strengths</u>
<ul style="list-style-type: none">• Rapid Response and Cycle Time• Motivated Workforce• Experienced Workforce• Good Host Nation Relations (in both coordination and cooperation)• Good Relations with the Media• New Automated Systems• Infrastructure Funding/Planning• Work Force Diversity• Flexibility/Agility• Excellent Leadership• Co-location with the 104th Army Support Group• Training Availability• Systematic Approach to Strategic Planning• Improved communications (ICE, AFN Radio talk show, PAO)

<u>Organizational Weaknesses</u>
<ul style="list-style-type: none">• Reduced Resourcing (Manpower & Funding)• Stressed Environment• Large Geographical Footprint/Number of Kasernes Supported• Diversity of Units Supported/Tenants• Uncertainty of the Future• Gaps in Internal Tracking & Measurements• Decrease in service requirements to parts of the organization due to deployment of supported units• Minimal Training Time and staffing• Personnel Rotations (turbulence)• Aging workforce

External Opportunities
<ul style="list-style-type: none"> • Opportunity to Change Community Dynamics During Deployment • Capture Business Processes related to families, redeployment and public safety • Sustainment of relationship with the German Army & German Agencies • Validation of previous process improvements and benchmarking • Training Opportunities • Technology Improvements • Plan for impact of future responsibilities brought on by IMA-E mission

External Threats
<ul style="list-style-type: none"> • Force Realignments/BRAC • Terrorism • Loss of Personnel (workforce) Experience • Difficulty in Recruitment into the Workforce (across the board) • Redeployment and the resultant Impacts • Increased Demand for some Services • Diminished Customer Base • Outsourcing • Information Technology Security Threats (OPSEC concerns and Computer Viruses) • Inadequate Levels of Funding • Mission Creep (Flood) • Casualties • Dollar Conversion Rate (world economic issues impact)

9.0 GOALS, SHORT TERM AND LONG TERM OBJECTIVES:

For each METL Task, the 414th Base Support Battalion formulates goals and objectives that function as future-oriented bases for decision-making to achieve success. Key Business Drivers influence each of these cross-functional goals and help maintain focus. For each objective, the Strategic Planning Team identifies Measures that quantify performance and measures progress toward goal achievement. Alignment with ASG Goals results in the numbering system used.

METL	KEY BUSINESS DRIVER(S)	GOAL(S)	SHORT/LONG TERM OBJECTIVE
1A. MANAGE PROGRAMS EFFICIENTLY AND EFFECTIVELY (Quality Program Manager)	Well-Being Leadership Planning Readiness Communication Resource Mgmt	1. Implement Activity Based Costing training for all managers. 2. Establish and develop Process improvement Review system. 3. Become familiar with Strategic Readiness System	1a. Conduct Activity Based Costing training for all employees; implement ABC by end of FY 04 (DCA, DPW, DOL) 2a. Conduct R&A and PIR to measure progress of improvements 2b. Develop process management tools and deploy through the BSB 3a. Train employees on SRS; Implement by FY 04
1B. SUSTAIN GOOD NEIGHBOR RELATIONS WITH HOST NATION (PAO)	Leadership Planning Assessment Readiness Communication	1. Sustain awareness & acceptance of military activities 2. Sustain relations with host nation	1a. Increase 'tailored' information requirements meeting the local population needs, awareness & acceptance of military activities (deployment, etc.) 2a. Track scheduling and attendance of host nation counterparts at all invited activities.

METL	KEY BUSINESS DRIVER(S)	GOAL(S)	SHORT/LONG TERM OBJECTIVE
1C. ENHANCE AND EXPAND COMMUNICATIONS (IMO)	Well-Being Leadership Planning Assessment Readiness Communication Resource Mgmt	<ol style="list-style-type: none"> 1. Establish command information channel 2. Establish standardized software package 3. Identify and recommend new methods and technology to enhance programs and services. 	<ol style="list-style-type: none"> 1a. Increase the volume and distribution of command information 2a. Deploy standardized software package throughout the organization. 3a. Replace automation systems IAW life-cycle plan. 3b. Continue to identify and deploy new methods and technology 3d. Establish web-based training/info 3e. Establish Directorate web pages
2A. DELIVER CUSTOMER FOCUSED SUPPORT AND SERVICES (Customer Service Team)	Well-Being Leadership Planning Assessment Communication Resource Mgmt	<ol style="list-style-type: none"> 1. Improve response methods to customer input/feedback 2. Improve customer feedback opportunities & mechanisms 3. Improve community awareness of programs & services 4. Increase customer service training opportunities for the workforce 5. Develop/fully-implement standards for measuring Quality & Satisfaction 	<ol style="list-style-type: none"> 1a. Adjust programs, policies, and services to meet the needs/desires of our customers. 2a. Deploy quality satisfaction feedback instruments (surveys, focus groups, ICE, etc) to continue improvement of support services to customers 2b. Increase ICE participation while maintaining 90% satisfaction rate 3a. Increase the number of 'awareness' targeted command information products by 10% each year 4a. Establish an accurate tracking system to capture employee training completion 5a. Meet/exceed Army Quality of Life standards for all programs and services 5b. Participate in the IMA standard development process
2B. MAINTAIN AND REVITALIZE INFRASTRUCTURE (DPW)	Well-Being Leadership Planning Assessment Readiness Resource Mgmt	<ol style="list-style-type: none"> 1. Remediate environmental deficiencies 2. Improve Refuse program 3. Improve planning and programming of routine work 	<ol style="list-style-type: none"> 1a. Correct 75% of identified environmental deficiencies/weaknesses 2a. Educate/inform customers of the refuse/recycle laws, program, procedures and benefits/savings 2b. Provide individual recycle containers in housing 2c. Increase the recycle rate to 20% this FY 3a. Obtain funding for 20% of our top 20 major projects; Identify alternative resources required 3b. Systematically clean up and improve appearance of all kasernes 3c. Reduce SOs as a Percentage of Total Work Requests thru Improved Planning
3A. MANAGE RESOURCES EFFICIENTLY & EFFECTIVELY (ALL)		<ol style="list-style-type: none"> 1. Reduce Processing Time and Man-hours for Reports of Survey (DOL) 2. Improve Offering Control (CHAP) 3. Reduce Interest Penalties and Late Charges (RM) 	<ol style="list-style-type: none"> 1a. Reduce ROS peak processing time to 90 days or less (FY 04) 2a. Reduce discrepancies in Offering Control Sheets by 15% FY 04 3a. Develop and provide training, rewards, and special help as required to accomplish a savings of 40% from the previous fiscal year

METL	KEY BUSINESS DRIVER(S)	GOAL(S)	SHORT/LONG TERM OBJECTIVE
4A. PROVIDE PUBLIC SAFETY, PROTECTION AND SECURITY (PMO)	Well-Being Leadership Planning Readiness Communication	1. Sustain antiterrorism force protection knowledge & awareness (ATFP) and self protection measures. 2. Sustain entry control point measures at all locations. 3. Sustain local national and host nation police, Fuerwehr and Bundeswehr relationships.	1a. Conduct all required AT/FP training 1b. Conduct required MEVA inspections 2a. Continue 'Click-it or Ticket' campaign quarterly 2b. 5% increase in RAM checks at ECPs 2c. Formalize the ECP checks/feedback 2d. Standardize measure enforcement 3a. Sustain law enforcement, public safety, AT/FP programs within the 414 th BSB footprint ICW host nation forces.
4B. PROVIDE DEPLOYMENT AND REDEPLOYMENT SUPPORT (S3)	Leadership Planning Assessment Readiness Communication Resource Mgmt	1. Establish a deployment and redployment support planning process. 2. Conduct pre/post-deployment operations 3. Conduct reunion/reintegration operations 4. Maintain property accountability	1a. Review/update the plan annually, pre-deployment and post deployment 2a. Assist units in meeting all deployment timelines while maintaining perfect safety record for ISAs and Rail operations 2b. Estimate requirements for a PDP site 3a. Train workforce and families on reunion lessons learned. 3b. Conduct welcome home ceremonies for all returning units. 4a. Locate/recover BB&T and establish 100% accountability of installation property and update hand receipt within 30 days of unit return.
4C. MAINTAIN SAFE OPERATIONS (SAFETY)	Well-Being Leadership Planning Assessment Readiness Communication Resource Mgmt	1. Conduct safety assessments 2. Conduct safety and risk management training 3. Reduce non tactical vehicle accidents 4. Implement motorcycle training	1a. Conduct all required safety assessments 2a. Train all employees, arriving personnel and deploying soldiers on safety and risk management 3a. Educate and reinforce driving safety with all drivers; reduce accidents by 10% 4a. Initiate a motorcycle safety program by the 3d quarter
5A. CONTINUE TO BUILD A READY AND SATISFIED WORK FORCE (TQM/ADMIN)	Well-Being Leadership Planning Assessment Readiness Communication Resource Mgmt	1. Develop the Right Force(TDA) 2. Develop unit level training plan for all employees 3. Acknowledge, recognize employees and improve service to employees 4. Develop a Human Resource Team page on the organizational website 5. Reduce workplace disputes and EEO Complaints	1a. Adapt and adjust the work force to emerging/future requirements 2a. All employees have an updated IDP and counseling form in place by end of first quarter FY 04 2b. Identify all BSB training requirements end of 2d quarter and submit requests/advertise course availability. 2c. Develop BSB level training plan 2d. Increase LEAD certified midlevel managers by 15 % 3a. Quarterly recognition ceremony to reward/reinforce positive performance. 4a. HRT review and update the HR plan by 2d quarter FY 04 4b. Establish/develop home page link for employees (web-based training, Q&A and feedback to the HRT) 5a. Reduce disputes (education/ADR)

GLOSSARY OF TERMS

Actions: Specific activities used to achieve the strategic goals and implement the strategic plans. They are specific and measurable activities that keep the organization moving toward fulfilling its strategic themes and achieving its desired future. *(Source: Strategic Planning; Glossary)*

Architecture: The structure of components, their interrelationships, and the principles and guidelines governing their design and evolution over time. *(Source: AR 25-1)*

Continuous Improvement: The improvement of products, services, and processes through incremental and breakthrough innovation that is focused on meeting and exceeding customer needs. *(Source: AR 5-1)*

Customer: Anyone for whom an organization or individual provides goods or services or a person or group who uses the output of a process. External customers reside outside the producing organization. Internal customers reside inside the producing organization. *(Source: AR 5-1)*

Data: Set of discrete, objective facts about events. Data transformed into information by adding value through context, categorization, calculations, corrections, and condensation. Data is facts and figures, without context and interpretation. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

End-State: Set of required conditions that define achievement of the commander's objectives. *(Source: DOD Dictionary of Military and Associated Terms)*

Expectation:— The degree of satisfaction of the requirement (service or product) that the customer anticipates.

Goal: A specific end toward by which resources and effort are expended. *(Source: AR 5-1)*

Human Capital: Tacit knowledge which includes the skills, experience, insight, intuition, and judgment shaped by the past and present. Human capital accounts for the majority of the Army's intellectual capital, or the tacit knowledge that is resident within the mind of each employee, as well as the future capacity and potential for learning that we each have. An equally important asset is our potential. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Information: A message, usually in the form of a document or an audible or visible communication meant to change the way the receiver perceives something that has an impact on the receiver's judgment and behavior. Information is data that makes a difference as well as patterns in the data. A collection of facts or data: statistical information. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Information Grid: The networks that result from open systems architectures are called information grids. They allow the warrior users to gain access, process, and transport information in near real time to anyone else on the network. Information grids refer to computer controlled networks that provide virtual connectivity on the demand of the networks that provide virtual connectivity on the demand of the warrior; they support local and area network operations. They are also the basic components of larger grid networks that, when interconnected, support regional, theater, and ultimately a global grid that is also referred to as the infosphere. *(Source: The Joint Doctrine Encyclopedia)*

Information Sharing: The sharing of information is an interaction that can take place between two or more entities in the information domain. These could be between humans, databases, or programs. The ability to share information is key to being able to develop a state of shared awareness as well as being able to collaborate and/or synchronize. *(Source: Understanding Information Age Warfare)*

Information Technology: (A) Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, or such equipment in the performance of a service or the furnishing of a product. (Source: *Department of Defense Information Management (IM) Strategic Plan*)

KBD/KRA/CSF: An area of organizational activity in which the organization must excel to meet customer needs, exceed the efforts of the competition, and meet customer expectations.

Knowledge: A fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information for decision-making. (Source: *Army Knowledge Management: A Strategic Plan for An Agile Force*)

Knowledge Assets: Business data, information, and knowledge. (Source: *Army Knowledge Management: A Strategic Plan for An Agile Force*)

Knowledge Management (KM): An integrated approach to identify, manage, and share all of an organization's information assets, including management information systems (databases, documents, policies, and procedures), learning processes, and personnel expertise, to fulfill organizational objectives. (Source: *AR 5-1*)

Management: The process of acquiring, organizing, and controlling resources (people, money, materiel, facilities, information, time, etc.) to effectively and efficiently accomplish the mission. Management is linked to leadership, just as doctrine, systems, processes,

facilities, and equipment are connected to the people who use them. (Source: *AR 5-1*)

Measure of Success: A quantitative or qualitative characterization of performance. (Source: *AR 25-1*)

Mission: 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. The dispatching of one or more aircraft to accomplish one particular task. (Army) – The commander's expression of what the unit must accomplish and for what purpose. (Source: *FM 101-5-1*)

Mission Essential Task List (METL): A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s). (Source: *FM 101-5-1*)

Objective: A statement of the desired result to be achieved within a specified amount of time. (Source: *The Performance Management Handbook; Volume One*)

Performance: The output results that are obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations. (Source: *AR 5-1*)

Performance Management: The use of performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on the success in meeting those goals. (Source: *AR 25-1*)

Process: A systematic series of actions directed toward the achievement of a goal. Is the combination of people, machines, equipment, raw materials, methods, and environment that produces a given product or service. (Source: *AR 5-1*)

Resources: The people, equipment, tools, raw materials, funds, and information a manager requires, enabling the production of a product or service or the achievement of a set goal. *(Source: AR 5-1)*

Requirement: What the organization must provide to its customers.

SMART Acronym: The components of a sufficient measurement/data collection process

S – Specific

M – Measurable

A – Attainable

R – Realistic

T – Timely

Storage Area Networks (SAN): The heart of the consolidated server facility that provides highly reliable, scalable, and efficient storage of data and an alternate source of critical data. *(Source: Transformation Effort – Dragon Impact Exercises – And Server Consolidation; ECHO Magazine; 5th Signal Command; Fall/Winter Edition 2001-2002)*

Strategic Plan: The document produced by the process by which an organization envisions its future and develops special management strategies and action or implementation plans to achieve that future. *(Source: AR 5-1)*

Strategic Planning: A continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured. *(AR 25-1)*

SWOT Analysis – An organization’s process of determining internal “strengths and weaknesses” and external “opportunities and threats”.

Tacit Knowledge: Personal knowledge that resides within an individual that relies on experiences, ideas, insights, values, and judgments. Knowledge that is resident within the mind, behavior, and perceptions of individuals. Knowledge developed and internalized by an individual over a long period of time incorporating so much accrued and embedded learning that its rules may be impossible to separate from how an individual acts. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Task: A well-defined unit of work having an identifiable beginning and end that is a measurable component of the duties and responsibilities of a specific job. *(Source: The Performance Management Handbook; Volume One)*

Vision: A description of the future; the most abstract description of the desired end-state of an organization or activity at an unspecified point in the future. *(Source: AR 25-1)*

Annex A – Action Plan: Manage Programs Efficiently and Effectively (TQM)

Annex B – Action Plan: Sustain Good Neighbor Relations with Host Nation (PAO)

Annex C – Action Plan: Enhance and Expand Communications (IMO)

Annex D – Action Plan: Deliver Customer-Focused Support and Services (DCA)

Annex E – Action Plan: Maintain and Revitalize Infrastructure (DPW)

Annex F – Action Plan: Manage Resources Efficiently and Effectively (RM)

Annex G – Action Plan: Provide Public Safety, Protection and Security (PMO)

Annex H – Action Plan: Provide Deployment and Re-Deployment Support (S2/3)

Annex I - Action Plan: Maintain Safe Operations (SAFETY)

Annex J - Action Plan: Continue to Build a Ready and Satisfied Work Force (ADMIN)