



SERVING AMERICA'S ARMY



United States Army Garrison, Japan
Directorate of Community Activities

Strategic Business Plan 2003

INTRODUCTION

I am pleased to present to you the 2003, U.S. Army Japan 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 U.S. 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, the USAG Japan 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"

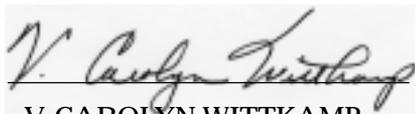
Our plan builds on the considerable progress already made and provides direction for our collective future efforts in our environment of constrained resources.

As our plan unfolds, we will use outcome based performance measures to assess our progress. These measures and your feedback will be the basis for fine-tuning our plan to ensure we remain on course. To this end, I encourage you to review this plan in detail and take "ownership" of the goals and objectives that apply in your area of responsibility.

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.

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

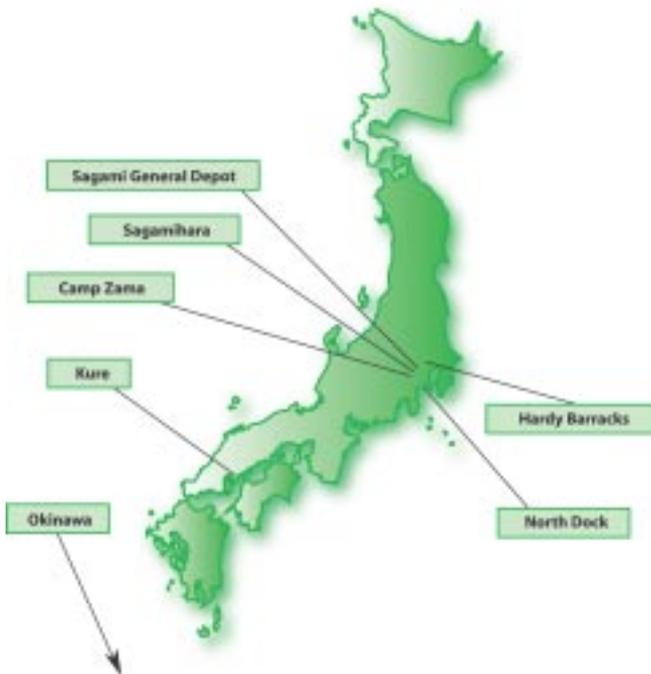
We have a narrow window of opportunity to accomplish our mission. We have the right people, at the right time, with the right temperament to be successful.



V. CAROLYN WITTKAMP
Director, Community Activities

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USAG-J MWR Mission

Create and deliver customer driven programs and services enhancing the Readiness and Well-Being of the U.S. Army communities in Japan

USAG-J MWR Vision

To be “First Choice” for America’s Army Communities in Japan.

USAG-J MWR Guiding Principles

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

Army Values

- Loyalty:** Willingly, consistently supporting the organization and its people. “Always faithful”
- Duty:** Acting through a personal sense of obligation to the organization, the Army and the Nation. “Doing what’s needed because you want to”
- Respect:** Treating people as they should be treated. “Treat others as you would like to be treated”

- Selfless Service:*** Putting needs of the organization above personal advantage and self-serving interests. “Mission first”
- Honor:*** Living up to the Army values. “Lead by example”
- Integrity:*** Living within the spirit as well as the word of the law; avoiding deception. “Word is bond”
- Personal Courage:*** Facing and accepting challenges. Standing up for what you believe is right. “Undaunted by personal fears”

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.

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.

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Army Garrison - Japan

Community Activities

Mission

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Vision

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Integrity

Personal Courage

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USARJ GOALS

1. Transform 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.

INSTALLATION MANAGEMENT AGENCY (IMA) GOALS

1. Manage installations equitably, effectively and efficiently.
2. Ensure the well-being of the Army's People.

USAG-J MWR GOALS

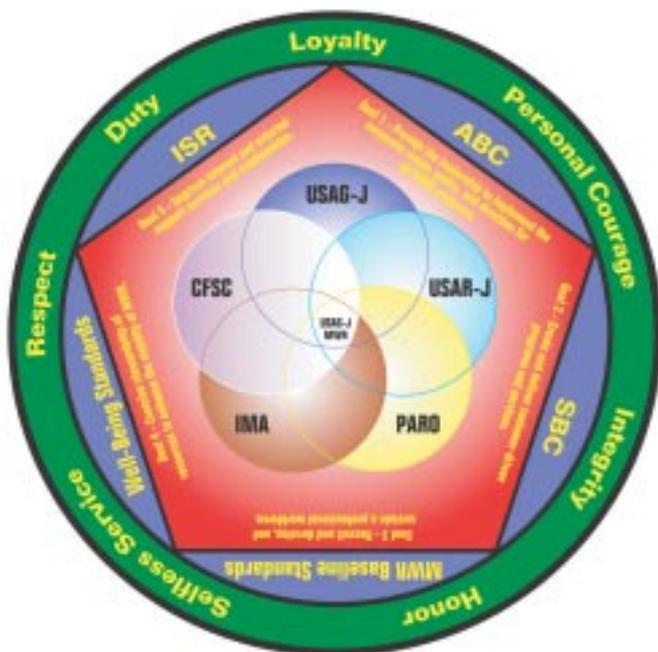
| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| 1. Transform US Army Japan for the future. | X | | | X | |
| 2. Promote regional stability through Theater Security Cooperation with Japan. | | | | | X |
| 3. Improve Force Readiness. | X | X | | | X |
| 4. Maximize base support to soldiers and civilians, force readiness and Army Transformation. | X | X | X | X | |
| 1. Manage installations equitably, effectively and efficiently. | X | | | X | X |
| 2. Ensure the well-being of the Army's People. | X | X | | X | |

USAG-J MWR GOALS

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 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. | X | | | | |
| 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. | | X | | | |
| 3. Employee Support - Attract, train, develop and retain a professional workforce to enhance MWR programs. | | | X | | |
| 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. | X | | | X | X |
| 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. | X | | | X | X |



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.

INFORMATION

The U.S. Army Garrison, Japan (USAG-J), Services Division, Marketing Branch, produces the Strategic Business Plan Brochure. The Marketing Branch is located in Bldg. 102, B100 (Northeast Corner) South Camp Zama, Japan



“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>