

# ***FORT DRUM***



## ***Installation Strategic Plan*** ***Fiscal Years 2011-2035***

***FORT DRUM - THE ARMY 's BEST KEPT SECRET***

***Updated and Approved by Fort Drum Garrison and Senior Commanders 01 March 2011***

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Obsolete documents shall not be retained.

# **FORT DRUM HISTORY**

The post's history dates back to 1907, when the NY National Guard established an encampment known as Camp Hughes on 800 acres of land on the Black River opposite Felts Mills.

In 1908, Brigadier General Frederick Dent Grant, son of General Ulysses S. Grant, arrived to train with 10,000 Soldiers on land leased from the Watertown Chamber of Commerce. He found the Pine Plains to be an ideal place to train troops, and the War Department purchased the land the following year. Pine Camp was established as a permanent National Guard training facility.

In 1935, the camp was in the national spotlight, as the largest peacetime maneuvers in our nation's history to that point were conducted here by the First U.S. Army. For almost two days, over 36,500 Soldiers from throughout the Northeast conducted tactical exercises judged to be so successful that the War Department purchased another 9,000 acres of land.

With the outbreak of World War II, Pine Camp was selected for a major expansion. An additional 75,000 acres of land was purchased. With the land purchase, 525 Families were displaced and five entire villages were eliminated. In a period of 10 months, between 1941 and 1942, and at a cost of \$20 million, an entire complex of barracks, mess halls, storehouses, quarters, headquarters and recreational buildings, guardhouses and a hospital were constructed.

The 4th Armored Division was activated at Pine Camp in 1941 and joined the 45th Infantry Division, 5th Armored Division, and seven separate battalions training on the expanded Army post. During World War II, the post served as a prisoner of war camp. Of those prisoners who died while here, one Italian and six Germans remain buried in the Sheepfold Cemetery.

In 1951, Pine Camp was redesignated Camp Drum, in memory of Lieutenant General Hugh A. Drum, a commander of the First U.S. Army in the early days of World War II. The installation continued to host Reserve Component summer training and short-term Regular Army unit training, including mass tactical parachute drops by the 11th, 82nd, and 101st Airborne divisions. The 278th Regimental Combat team, a federalized Tennessee National Guard unit, was posted here from 1951 to 1953.

In 1974, the Army redesignated the installation "Fort" Drum, to reflect the post's year-round training mission, and a permanent garrison staff was assigned. The post was a summer training site for approximately 50,000 Active and Reserve Component Soldiers and an additional 20,000 on weekends throughout the year.

In 1984, the Army announced Fort Drum would be the new home of the 10th Light Infantry Division. The unit was activated in February 1985 and the unit was renamed the 10th Mountain Division (Light Infantry).

By 1990, the installation was home to approximately 10,000 Soldiers and 15,000 Family members. The construction of 130 new buildings, 35 miles of roads, and 4,272 units of Family housing was completed at a cost of \$1.3 billion, making Fort Drum one of the most modern and attractive military installations in the world. Wheeler-Sack Army Airfield was later expanded to include a 10,000-foot main runway capable of supporting the largest military and civilian aircraft and a rapid deployment facility for efficient processing of passengers and cargo. The training range complex continues to evolve, providing a combination of virtual training facilities, outdoor and live-fire ranges.

Since 1990, the 10th Mountain Division (Light Infantry) has deployed units to combat and peacekeeping operations in Somalia, Haiti, Bosnia, Kosovo, the Horn of Africa, Afghanistan and Iraq. Fort Drum has also been the mobilization and deployment site for almost 27,000 Soldiers in 985 Reserve Component units from throughout the U.S. in support of the Global War on Terror.

Today, Fort Drum is capable of rapidly deploying forces anywhere in the world. As the Army grows and transforms to address current and future requirements, the installation remains an exceptional training and living environment.





# ***THE FORT DRUM INSTALLATION STRATEGIC PLAN***



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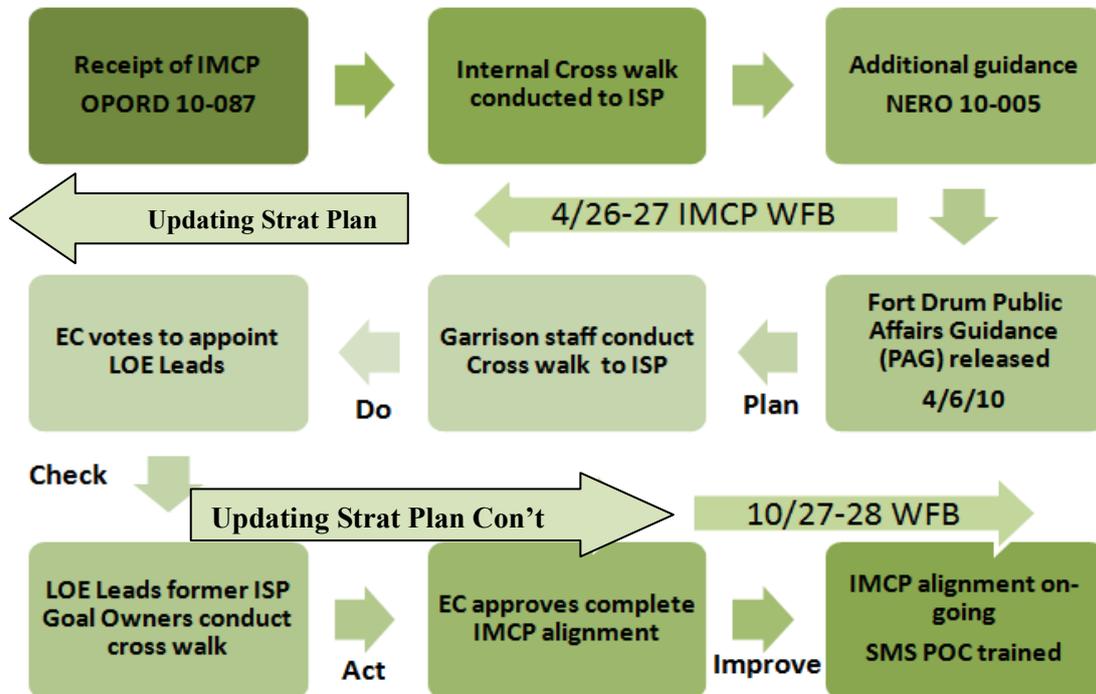
# INTRODUCTION



*This edition of The Fort Drum Installation Strategic Plan symbolizes our continuing quest to be “The Army’s Best Kept Secret.” The plan is a strategic roadmap, a guide for Fort Drum members at every level to continuously improve operations and establish Fort Drum as the premier world-class sustainable installation. Initially developed in 1996, the plan is reviewed and updated annually by the Garrison Executive Council (EC). This update to the plan has been prepared to set Fort Drum solidly as a leader of Army installations and a world-class Power Projection Platform.*

*In March 2010, the Commander of the Installation Management Command (IMCOM) re-released version 1 of the IMCOM Campaign Plan (IMCP), followed by version 2 in October 2010. The Fort Drum EC reviewed and refined this Strategic Plan and developed a coordinated and unified approach in identifying links to the IMCP, and determining the steps necessary to align with the IMCP. To ensure a coordinated approach, the EC designed the update of our Installation Strategic Plan in concert with the IMCP Vision, Mission, and Goals, as well as the Army Sustainability Campaign Plan (ASCP), the four Army Strategic Imperatives, ARFORGEN, and the Army Family Covenant.*

### Fort Drum IMCP Process





# INTRODUCTION

Continued

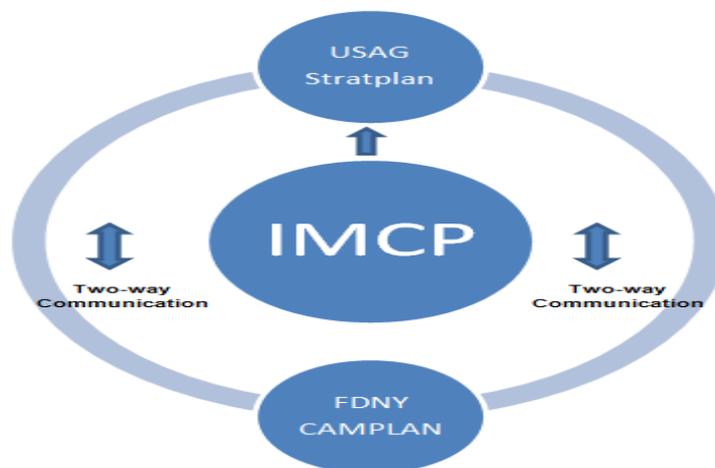


*This Strategic Plan sets forth our collective installation path for the future. Using sound and prudent business practices, we established long-term goals and measures for the entire installation. With the solid direction stated in the Installation Strategic Plan we can best provide outstanding service to customers, as well as be fully prepared to meet challenges in the future.*

*The most recognized means to accomplish this end is through the Army Performance Improvement Criteria (APIC). APIC, which is modeled after the Malcolm Baldrige business model, provides specific guidance on how we need to lead, proceed, plan, and measure our business performance to ensure our customers are satisfied now and into the future.*

*Planning, executing, and evaluating are critical in achieving our mission and providing excellence in installation management in a climate of continual change. Each of the Sustainable Strategic Goals has subordinate objectives and action plans for which various directorates are ultimately responsible. Additionally, we will have Supporting Strategic Objectives and Actions (SSO & SSAs), which are Objectives or Actions not specifically addressed in the IMCP alignment, that the EC decided need to be continued from our previous Action Plan Annex. It is the successful completion of these subordinate tasks that enable us to make our vision a reality. Armed with the vision, goals, and objectives outlined in this plan, we are committed to delivering quality services to Soldiers, Civilians, and Family members. Included with our Strategic Plan is a diagram of our Leadership System. The Leadership System is a model that depicts the Army's, Fort Drum's, and Army Community of Excellence (ACOE) characteristics of leadership.*

*Through our emphasis on leadership, continuous improvement, public responsibility, empowerment, flexibility, and agility, we are poised to meet the challenges of today and tomorrow.*





*We Are The Army's Home*

**INSTALLATION MANAGEMENT COMMAND**



*We Are The Army's Home*

*We are*  
**THE ARMY'S HOME**

Installation Management Campaign Plan

**Purpose and Scope**

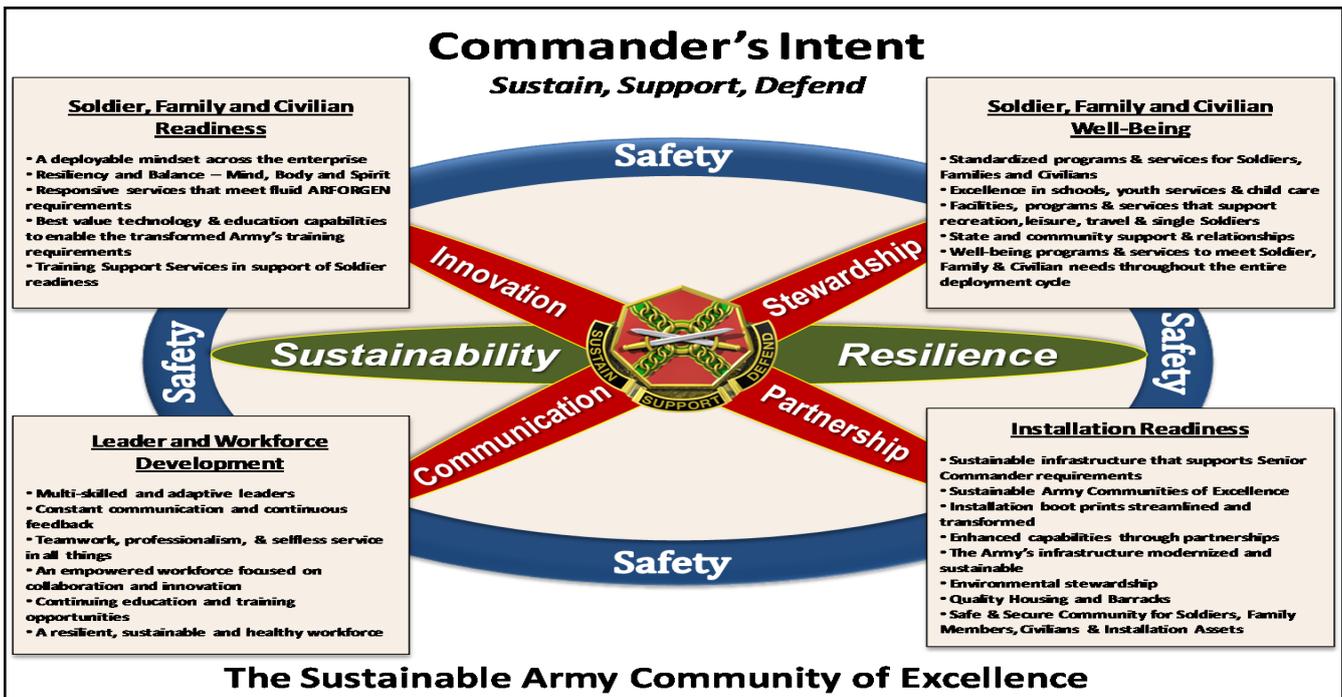
This document describes the vision of the Installation Management Community to bring effective and efficient services, programs and infrastructure to bear on the challenges faced by Commanders, Soldiers, Civilians and Families in a fluid operating environment, and my Campaign Plan for achieving that vision. It lays out our strategy, through Lines of Effort and Keys to Success, and metrics by which we will track progress. This plan will be updated semiannually as we make adjustments along the way. LTG Lynch

**Mission**

Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service.

**Vision**

Army installations are the DoD standard for infrastructure quality and are the provider of consistent, quality services that are a force multiplier in supported organizations' mission accomplishment, and materially enhance Soldier and Family well-being and readiness.



# Installation Management Campaign Plan (IMCP) Lines of Effort (LOE)

LOE 1

Soldier, Family and Civilian Readiness



## Objective



Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN process through proper training, responsive services, and communities of excellence.

LOE 2

Soldier, Family and Civilian Well Being



## Objective



Ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.

LOE 3

Leader and Workforce Development



## Objective



Sustain a multi-skilled Installation Management workforce with the knowledge, capabilities, skills and opportunities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians around the world.

LOE 4

Installation Readiness



## Objective



Installations are platforms of readiness supporting Senior Commanders' current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and enable the provision of effective services to Soldiers, Families and Civilians.

LOE 5

Safety



## Objective



Commanders and leaders will lead the way in changing behavior to prevent accidents, and will empower Soldiers, Families and Civilians at all levels to speak up when they see someone ignoring safety rules or doing something risky. Safety is everyone's business and it is our responsibility to ensure safe performance in all we do. Everyone will be held accountable for accident prevention.

LOE 6

Energy and Water Efficiency and Security



## Objective



Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide Senior Commanders an increased level of energy and water security leading to sustainable and resilient infrastructure and mission assurance.

# *FORT DRUM GARRISON*

## *Garrison Mission*

USAG Fort Drum provides Best in Army services and infrastructure for our Soldiers, Families and Civilians who support our Nation during a time of persistent conflict.

## *Garrison Vision Statement*

A Garrison Team, as a learning organization, that provides Best in Army services to our primary stakeholders; **Soldiers, Families and Civilians**, while fostering an environment where all are treated with respect and are committed to sustaining Fort Drum as the premiere installation in the United States Army.



## *OUR MOTTO*



*Fort Drum—The Army's Best Kept Secret*



# VALUES

We honor and respect the Army Values. The Army Values are accepted and adopted as the Garrison's Values. Central to the development of the strategic plan are our values:



**LOYALTY: BEAR TRUE FAITH AND ALLEGIANCE TO THE ARMY, ITS LEADERSHIP, AND FORT DRUM, AND ULTIMATELY TO THE SOLDIERS, FAMILY MEMBERS AND THE CIVILIAN WORKFORCE THAT WE SERVE**

**DUTY: FULFILL OUR OBLIGATIONS**



**RESPECT: TREAT OUR CUSTOMERS, FELLOW WORKERS AND SUPERVISORS WITH DIGNITY AND VALUE; JUST AS WE EXPECT TO BE TREATED**



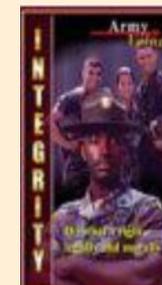
**SELFLESS SERVICE: PUT THE WELFARE OF CUSTOMERS, PARTNERS AND SUBORDINATES BEFORE OUR OWN**



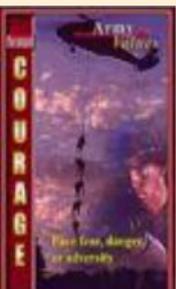
**HONOR: PERFORM TO THE FULL EXTENT OF OUR ABILITIES**



**INTEGRITY: DO WHAT'S RIGHT, LEGALLY AND MORALLY**



**PERSONAL COURAGE: FACE THE CHALLENGE OR ADVERSITY (PHYSICAL OR MORAL), AND ACCOMPLISH THE "HARD RIGHT" WITHOUT COMPROMISE**



## **KEY AND SUPPORT PROCESSES**

The Garrison's Key Processes link closely to our mission. These are the processes we are obligated to do well to be successful for our customers while fulfilling higher headquarters' missions. Support Processes guarantee accomplishing and sustaining our Key Processes.

### **KEY PROCESSES**

- Train the Force
- Mobilize the Force
- Deploy the Force
- Promote Well Being
- Provide a Safe and Secure Environment

### **SUPPORT PROCESSES**

- Infrastructure
- Logistics
- Information Technology
- Resource Management
- Safety
- Security
- Acquisition
- HR Management
- Community Relations & Environment

## **KEY RELATIONSHIPS**

**STAKEHOLDERS:** Our stakeholders are all groups that are or might be affected by our actions and success. Stakeholders also include representatives from the other Services (Air Force, Navy, and Marine Corps) since they use Fort Drum training facilities in support of their missions.

### **Primary Stakeholders**

- Department of Defense & Major Commands
- Installation Management Command
- Commanders/Tenants
- Surrounding Communities
- Environmental Organizations

### **Primary Customers**

- Units (Active, Reserve & National Guard)
- Individual Soldiers
- Military Family Members
- Civilian Workforce (Appropriated Fund, Non-Appropriated Fund & Contract Employees)

### **Other Customers**

- Retirees
- Coalition Partners

**CUSTOMERS:** Our customers are the reason we exist. It is important that we understand their needs and requirements. We always work to partner with them to maintain cooperative relationships. Customers depend on our information, services, and products.

## **KEY SUPPLIER GROUPS**

### **Services**

- Facilities Support
- Logistics Support
- Education
- Communications
- Emergency Medical Services
- Human Resources

### **Products**

- Information Technology
- Utilities (Water, Electric, & Sewage)
- Facilities
- All Classes of Supply
- Equipment

**SUPPLIERS:** Suppliers are defined as those groups that provide a service or product in exchange for payment. Suppliers most frequently work on or under contracts via credit cards and may be replaced if the work or relationship is not satisfactory.

## **KEY PARTNER GROUPS**

### **Environmental**

- New York State Dept of Environmental Conservation (NYSDEC)
- Ducks Unlimited
- Environmental Protection Agency
- U.S. Fish and Wildlife

### **Medical Services**

- Tri-Care Providers
- MEDDAC & DENTAC
- FDRHPO Partners

### **Governmental**

- Defense Commissary Agency
- Army Air Force Exchange Service (AAFES)
- General Service Administration
- Defense Finance and Accounting Service
- Civilian Human Resource Agency
- Corps of Engineers
- Army Contracting Agency
- Army Material Command
- Network Enterprise Center
- Criminal Investigation Command
- Defense Logistics Agency
- OSHA

### **Other**

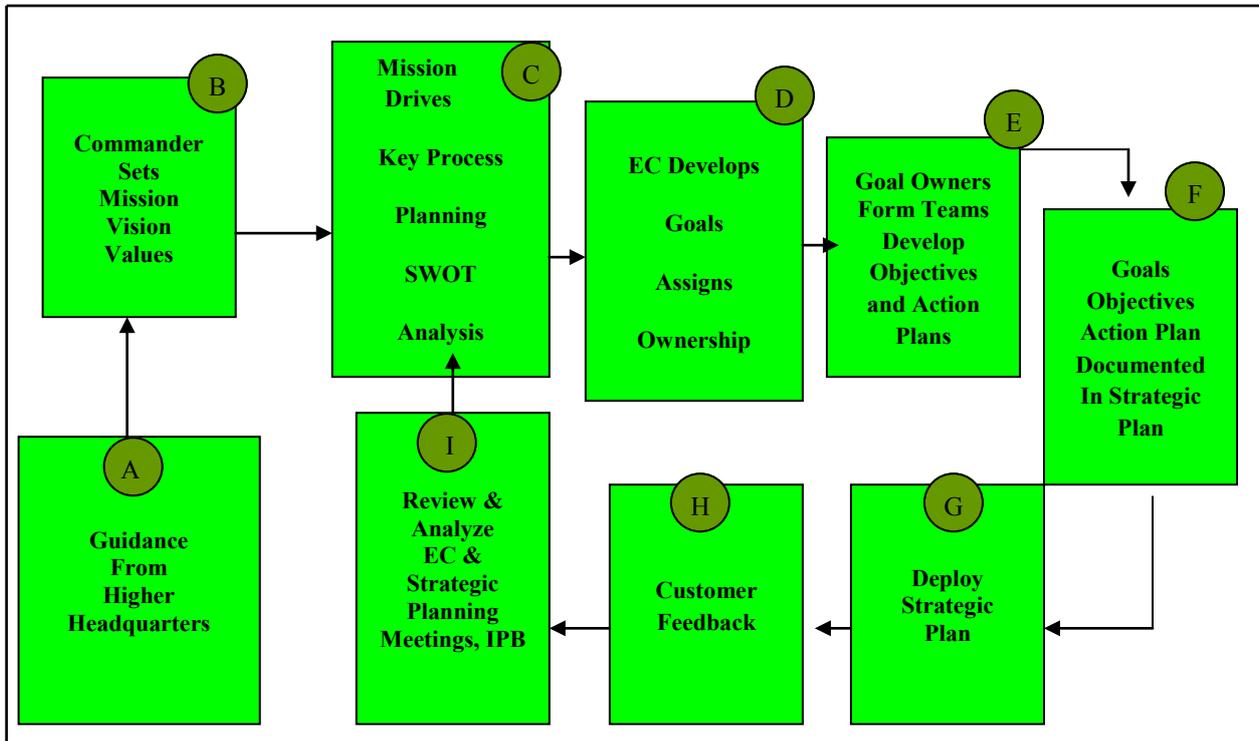
- Civilian Aide to the Secretary of the Army
- Federal, State and Local Agencies
- Fort Drum Mountain Community Homes
- Fort Drum Regional Liaison Organization
- Institutions of Higher Learning
- FDLC
- CSX Rail

# PLANNING ASSUMPTIONS

Planning assumptions refer to those “facts of life” that we often cannot control or impact yet influence the way we conduct day-to-day business. We operate in a climate of continual change, and we must be prepared to meet a multitude of challenges. Planning assumptions are reviewed annually. The EC conducted its last review in December 2010. Our planning must take into account the following: customer expectations will continue to exceed our resources, the customer base will remain constant or increase, increased security will continue, the costs of goods will be more expensive today than yesterday and cheaper than they will be tomorrow, limited funding will continue impacting already deteriorating infrastructure, and there will be changes in operations and/or funding due to external constraints on service delivery, cost management and force protection guidance.

# STRATEGIC PLANNING PROCESS

The strategic planning process is a cyclical systematic process involving the command group, primary staff, goal champions, and goal leaders. The diagram below illustrates the strategic planning process used to build and update this plan. The process starts with guidance received from headquarters which is translated by the commander into mission, vision statements, and emphasis of enduring values. The mission helps establish key process planning and triggers SWOT analysis by the EC. Goals are developed and ownership assigned by the EC. Goal champions form teams and create objectives and actions necessary to accomplish the goals. Goals and objectives are put before the EC for concurrence and then to the Garrison Commander (GC) for approval. Once approved, the goals and objectives are documented in the Strategic Plan and deployed for action. The action plans are created at the team level and reported to the EC as required. Customer feedback provides input which helps set the stage for measuring performance against the plan and adjusting the way ahead.



# SWOT ANALYSIS

An important element of our strategic planning process is our Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. After our Vision, Mission, and Planning assumptions are developed or are identified, a SWOT analysis is conducted by key garrison staff, subject matter experts, and appointed action officers. SWOT analysis is a situational or environmental scan of our organization. It is an in-depth study of our current internal strengths and weaknesses, as well as external opportunities and threats. Generally, a SWOT analysis is an annual review, but is also conducted after major changes such as Changes of Command. Once our Mission, Vision, Planning assumptions are identified, the completed SWOT Analysis provides a clear starting point to build or revise our Strategic Plan.

	STRENGTHS (internal)	WEAKNESSES (internal)	OPPORTUNITIES (external)	THREATS (external)
Stakeholder / Customer And Mission	<ul style="list-style-type: none"> <li>-Capable of deploying forces by air, land &amp; sea</li> <li>-Taking Care of Soldiers &amp; Families</li> <li>-Fully integrated into the north country community</li> <li>-Unit Movements</li> <li>-Quality Customer Service</li> <li>-Army Covenants</li> <li>-Anti-terrorism/Force Protection</li> <li>-Quality of Life</li> <li>-Interaction with Tenant Units</li> </ul>	<ul style="list-style-type: none"> <li>-Aging workforce</li> <li>-Log Support / Services Facilities to support a transformed force</li> <li>-Manpower Shortages</li> <li>-Lack of sufficient quality housing in communities surrounding Fort Drum</li> </ul>	<ul style="list-style-type: none"> <li>-Partner with local agencies to optimize use of community</li> <li>-Fort Drum Mountain Community Homes</li> <li>-Partnership with AMC/NETCOM</li> <li>- ACUB</li> <li>-Growth and Stationing</li> <li>-Smart Growth</li> <li>-School Board Elections</li> <li>-Installation Management Command Community Campaign Plan (IMCP)</li> <li>-Strong Strategic Communications</li> </ul>	<ul style="list-style-type: none"> <li>-Security threats to force protection and cyber terrorism</li> <li>-Fear of the North Country Climate</li> <li>-Encroachment</li> <li>-Impact of Frequent Deployments to Combat</li> <li>-Continued Stove-Piping of Garrison Support Functions (MICC, NEC, AMC)</li> <li>-Diminishing Capabilities &amp; Services for Mutual Aid/EMS</li> </ul>
Internal Processes	<ul style="list-style-type: none"> <li>-Strong master planning and subsequent ability to grow and expand</li> <li>-Deployment and Redeployment processes are finely tuned, well honed</li> <li>-Environmental Awareness</li> <li>-Safety/Security</li> <li>-Cultural Resource Program</li> <li>-Inter-Directorate Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>-Access Control Capacity</li> <li>-Current Training Level of 1<sup>st</sup> Line Supervisors</li> <li>-Lack of Automated Staffing Capability</li> <li>-Tendency to abbreviate our own processes</li> </ul>	<ul style="list-style-type: none"> <li>-IMCP-EA / ACOE</li> <li>-Lean Six Sigma</li> <li>-Sustainability</li> <li>-Enterprise Performance Management Availability</li> <li>-FDNY CAMPLAN</li> <li>-GFEBs</li> </ul>	<ul style="list-style-type: none"> <li>-Dependency on limited number of highly skilled employees</li> <li>-Cyber terrorism</li> <li>-Lack of Integrated Data for Performance Management</li> <li>-Fluid ARFORGEN Requirements</li> </ul>
Learning Adaptive and Growth	<ul style="list-style-type: none"> <li>-Conserving and maintaining the environment</li> <li>-Quality and experienced workforce</li> <li>-Ability to Adapt to changing customer needs</li> <li>-Award Winning Programs</li> </ul>	<ul style="list-style-type: none"> <li>-Organizational Self-Awareness</li> <li>-Internal Communications</li> </ul>	<ul style="list-style-type: none"> <li>-Collaborative Community Partnerships</li> <li>-Capitalize on Army transformation initiatives</li> <li>-Lessons Learned from other Sustainable Installations</li> <li>-Civilian Education System</li> <li>-Mandatory Training – Online</li> <li>-Internal Communications</li> </ul>	<ul style="list-style-type: none"> <li>-Institutional Army is not transformed to support the operational Army transformation</li> </ul>
Resources	<ul style="list-style-type: none"> <li>-Strong congressional and state support</li> <li>-Dedicated Workforce</li> <li>-Many, varied, strong Community relationships</li> <li>-Leverage Other People's Money (OPM)</li> </ul>	<ul style="list-style-type: none"> <li>-Increased security requirements place additional burdens on mission accomplishments</li> <li>- Work force instability caused by hiring of Term and Temps</li> <li>- Lack of organic Level Health Care (Level I Trauma)</li> <li>-Training &amp; Range Complex Acreage</li> <li>-Inadequate Energy Conservation Controls</li> </ul>	<ul style="list-style-type: none"> <li>-Optimize use of resources and technology to improve readiness and well-being</li> <li>-Newly elected federal and state officials</li> <li>- Partnerships</li> <li>-Growth</li> <li>-Northeast Region Joint Training Center of Excellence</li> </ul>	<ul style="list-style-type: none"> <li>-Increased energy consumption and cost</li> <li>-Monthly allocation/just in time funding; funding shortfalls</li> <li>-Decreasing budgets</li> <li>-Lack of TDA Requirements / Authorizations</li> <li>-Unfunded Mandates</li> <li>-Manpower/Hiring Restrictions</li> <li>-Food Services</li> <li>-Lack of Enterprise Level Solutions to Automation Systems</li> </ul>

## **STRATEGIC MANAGEMENT PROCESS**

The management process consists of two strategic layers (goals & objectives) and a tactical (key actions/action plan) layer. The GC and EC members develop the strategic goals and review them annually or as required pending mission changes. It is understood that strategic goals are most generally long range (sustainable) in nature, providing a clear direction, and rarely needing change at that level. Goal Owners, appointed for each goal by the GC, develop core teams and start the work of developing supporting objectives. Objectives are developed at the core team level and must be approved by the GC & EC before appointing team members to work objectives. The objectives are developed as required and reviewed, formally, at least annually. EC meetings, Performance Management Reviews (PMR), and In Progress Reviews are allowable venues to review objectives. Once objectives are approved, goal leaders put together teams to work those objectives by establishing action teams. Action plans with measures are developed, tracked, and reported as required. Actions are at the tactical level. Those actions required to support an objective need only be approved by the goal leader and goal champion. It is common to have multiple action teams working toward the same objective. Strategic goals and objectives are documented in the Fort Drum Installation Strategic Plan. The actions supporting those goals and objectives will be documented and updated in an annex to the plan. The Fort Drum Plans, Analysis & Integration Office (PAIO) has oversight responsibility for Strategic Planning and the associated documents. PAIO will support teams with analysis, facilitation, collating changes, managing final documents, and coordinating reporting.

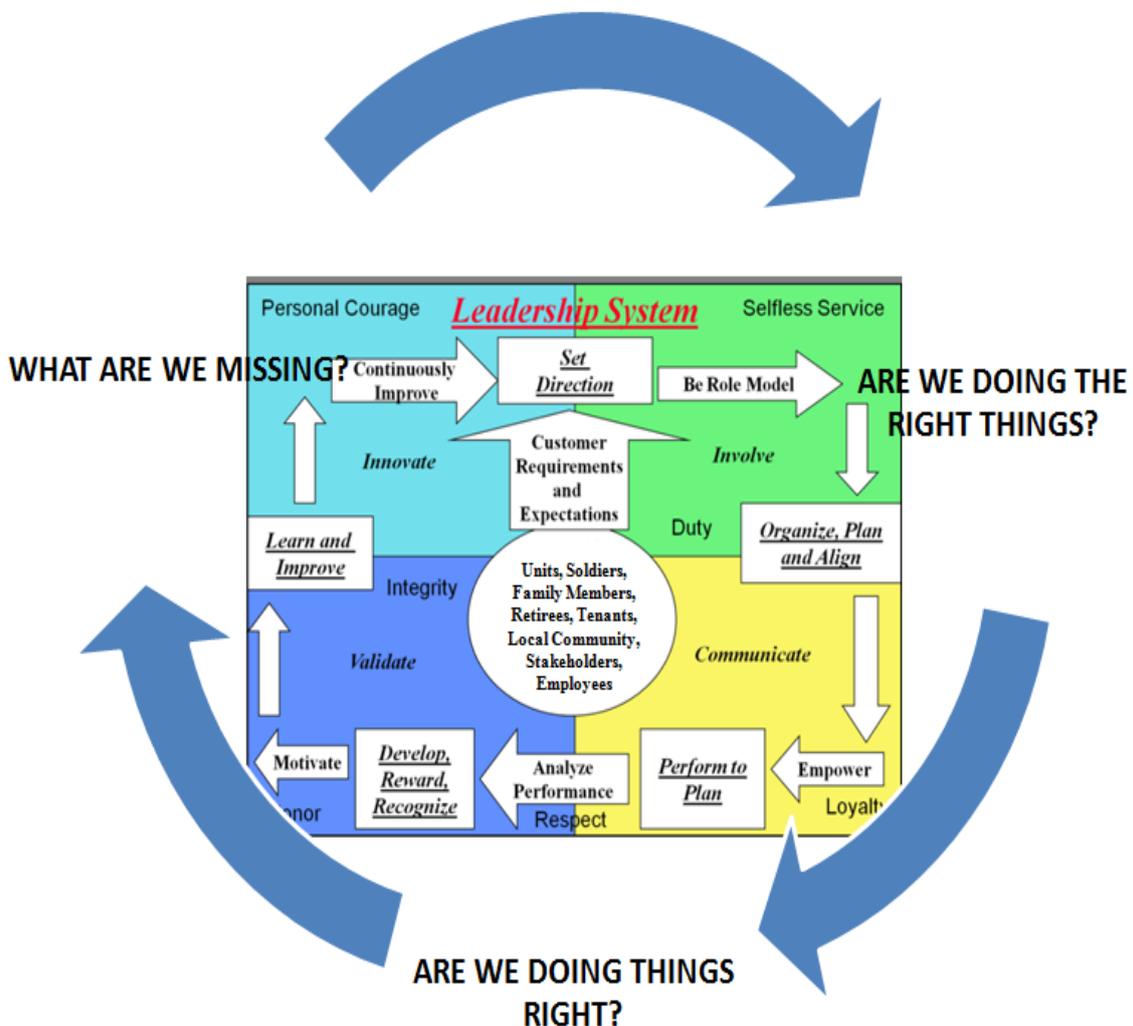
## **DISSEMINATION OF THE STRATEGIC PLAN**

The Strategic Plan is communicated and distributed to the entire installation and other interested parties through: (1) publication of the same, (2) posting of the document on the garrison's website, and (3) further distributed by the chain of command. The Fort Drum 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. The local community has participated in the events leading up to the creation of this strategic plan. It is Fort Drum's intent to keep the community informed and engaged in our strategic initiatives. Every means possible will be taken to accomplish that end.



## **GARRISON LEADERSHIP SYSTEM**

The Fort Drum EC has graphically presented what they do every day – LEAD! By depicting our Leadership System in this manner, we encapsulate the complexities of leadership yet accurately portray our system of leadership in one picture. This graph shows the steps leaders at all levels take to provide for our customers, take care of our employees, and continuously improve our processes. It is based on the plan, do, check, act phases of leadership and is based on four common characteristics of successful leaders: the ability to INVOLVE people in the process of accomplishing goals, the ability to COMMUNICATE those goals, the ability to VALIDATE our work, whether successful or not, through meaningful measurements, and the ability to INNOVATE or look for new and unique ways to get the job done.



# **GARRISON LEADERSHIP SYSTEM**

## **Continued**

*The elements of the Leadership System are:*



**Involve.** The act of involving others requires active participation with employees, Family members, and community. Our leaders actively participate with those around them, demonstrating the Army Values in their work and their lives. Our leaders also involve our employees and community by empowering them to make important decisions.



**Communicate.** Fort Drum leadership promotes employee well being by sharing information with employees and stakeholders. Listening and learning are an integral part of day-to-day operations. Leadership monitors employee satisfaction through our informal and formal survey methods. Both internal and external customers give feedback through the Interactive Customer Evaluation (ICE), which provides critical comments to assess both workforce and customer well being. Our listening and learning approaches foster two-way communication at all levels. We use community-wide forums such as the Fort Drum Information Town Hall Meeting (FDITHM) and Community Leader Information Forum (CLIF) to communicate on-post activities to Family members and community members, and broadcast the meetings locally to ensure maximum exposure and availability to the information. Fort Drum supports fair and equitable treatment of all employees and operates in an open and trusting work environment.



**Validate.** Our leaders are using performance measurement and improvement tools such as Performance Management Reviews (PMR), Army Performance Improvement Criteria (APIC), IMCP Employee Assessment (IMCP-EA), and the Installation Status Report (ISR) to capture and assess our performance data. With these tools, our leaders stress accuracy and the ability to prove performance. Everyone has a vested interest in assuring accurate reports, peak productivity and efficiency. After all, our integrity and dedication to service is on the line! It is this high level of personal integrity demonstrated by our leaders and employees, that has inspired our workforce to always “go the extra mile” whether it be deploying the troops in record time or preparing an annual budget. This dedication to duty coupled with integrity is ingrained in our work culture. Personal integrity of the workforce, when coupled with loyalty, builds mutual respect.



**Innovate.** Our leaders are continuously looking for ways to improve the organization. They are never satisfied with the status quo. They are open to any and all ideas. Tools such as Lean Six Sigma, Customer Management Service (CMS), ICE, and the Army Suggestion Program empower our community to present better ideas to our leadership. Our leaders, therefore, are adept at taking an idea and implementing it. It is one thing to think of an idea, but implementation takes leadership and buy in from all parties involved. It takes personal courage and “people skills” to move an organization forward. Our leaders serve as the change catalyst to improve the organization.

## **Units, Soldiers, Family Members, Retirees. . .**

Our customers and stakeholders are at the center of all that we do. Our customers include units (active and reserve component), individual Soldiers, Family members, retirees, employees and tenant activities. Stakeholders also depend on our service and support. Leaders strive to build strong and positive bonds with all customers and stakeholders and are continually looking to meet or exceed customer expectations by fully understanding customer needs and requirements.

## **Customer Requirements and Expectations**

Our leaders take great pride in being personally involved with our customers and stakeholders. They encourage two-way communications through a variety of mechanisms. They document and follow up on evolving customer needs - constantly looking for innovative approaches to improve customer service. Stressing the ongoing process of continuous improvement, we look at both short and long term goals. Automated systems such as ICE, IMCP-EA, and CMS allow our leaders to identify new opportunities in customer requirements and expectations acting on customer influence.

## **Set Direction**

Upon the assumption of command, our GC sets our direction using his vision and philosophy considering the IMCOM and current Strategic Plan/garrison vision. If the current vision needs updating, it is accomplished as soon as possible through our established EC meeting process and shared with all as we recognize that the foundation of any organization is a shared vision. Our leaders know and communicate our vision to all employees and stakeholders. Simply put, our vision is to help Fort Drum be recognized as the Army's premier installation. This vision is shared between all levels at Fort Drum and is included as action items in employee performance standards, indicating and ensuring personal buy-in and success.

## **Organize, Plan and Align**

Leaders provide the energy and the impetus to assist the workforce in achieving the vision. Leaders develop plans, both long-term and short-term, to serve as a road map for success and continuous improvement. Plans allow leaders to align resources toward mission accomplishment, while allowing for flexibility within an ever changing environment. Leaders encourage innovation through empowering employees and directing organizational energy into efficient and effective goal and mission accomplishment.

## **Perform to Plan**

Leaders communicate plans throughout the organization and transform plans into action. Actions are the physical outcome of well-developed and prepared plans and enable the group to move toward mission accomplishment and the leader to manage operations in an environment rife with change. Our Strategic Plan is ingrained in the organization by including performance measures, in the performance standards of our employees. Leaders at all levels take ownership of their piece of the Strategic Plan and enable their employees to meet the goals of the plan through empowerment and teamwork at all levels.

## **Develop, Reward, Recognize**

We recognize and reward success at all levels in the organization. Leaders celebrate victories, both large and small, and recognize those that move the organization closer to the overall goal through their achievements. Leaders mentor their employees to help them achieve personal improvement in their work and to develop new leaders for the future.

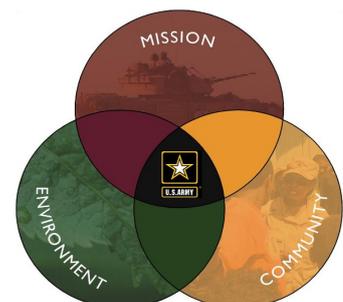
## **Learn and Improve**

We know that when individuals improve, the organization improves. Leaders view challenges as opportunities and learn from various sources. Leaders provide training opportunities to employees and challenge to use new skills. Leaders know that they can learn from those around them and share knowledge with all to improve the organization.

## **SUSTAINABILITY**

In May 2010, the Army Sustainability Campaign Plan (ASCP) was published. IMCOM guidance will focus on efforts at the “Enterprise” level. No additional requirements will be placed upon the installations. We will strive to ensure our Strategic Plan continues to support the efforts of the ASCP.

The Fort Drum Installation Strategic Plan is one that evolved with a focus on the Army’s “Triple Bottom Line” (Mission, Community, Environment) + Economy. The principles of sustainability emphasize a long-term, strategic perspective and underscore the fact that Army installations are not independent islands, but a part of a larger regional environmental, economic, and social system. The concept of sustainability is the interdependence between the Army mission, community, and environment. The Army defines a sustainable Army as one that simultaneously meets current and future mission requirements worldwide, safeguards human health, improves quality of life, and enhances the natural environment. This plan attempts to meet that intent and reach beyond the fence line of the installation to look at regional issues and trends that could impact our installation’s ability to accomplish future missions. The principles of sustainability are the guiding compass for existing management programs and the vision to move beyond a reactive posture. Sustainability is the “end” toward which we are headed, but the “ways” and “means” must come from individual and collaborative efforts associated with this plan and supportive plans both on the installation and off.



**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 1**

**Soldier, Family, and Civilian Readiness - Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN process through proper training, responsive services, and communities of excellence.**

**Lead-DPTMS**

<b>Objective</b>	<b>1.1 - A Deployable Mindset Across the Enterprise</b> - Improve our ability to prepare and sustain Soldiers, Families, and Civilians across all components to meet the demands of an expeditionary force at war. Develop and sustain programs, services and capabilities that meet the needs of Commanders to enable them to develop trained and ready forces; informed and ready Families; and a dedicated, competent, and capable Civilian workforce. Provide support, via Soldier and Family Assistance Centers, to the rapid recovery of medically non-deployable Soldiers. Instill faith and confidence in our Senior Commanders as we support their readiness requirements and ensure we can win the current fight, while remaining prepared for the next.
<b>Objective</b>	<b>1.2 - Resiliency and Balance - Mind, Body, and Spirit</b> - Improve our ability to support and strengthen the resilience and balance of Soldiers, Families, and Civilians through programs and services to sustain physical, emotional, social, family, and spiritual needs.
<b>Objective</b>	<b>1.3 - Responsive Services that Meet Fluid ARFORGEN Requirements</b> - Provide flexible, scalable and responsive services synchronized to support Active Component and Reserve Component Soldiers, Families, and Civilians throughout the ARFORGEN process.
<b>Objective</b>	<b>1.4 - Incorporate Best Value Technology and Educational Capabilities to Enable the Transformed Army's Individual Readiness Requirements</b> - Provide lifelong learning opportunities to meet the needs of a transforming Army, and improve Soldier job performance, skill qualifications and career growth. Leverage best value technologies to enhance education and training.
<b>Objective</b>	<b>1.5 - Training Support Services in Support of Soldier Readiness</b> - Provide a consistent level of training support services to enable the execution of full spectrum operations training throughout ARFORGEN. Implement a standard training support structure consistent with the training capacity demand for range operations, Integrated Training Area Management (ITAM), Battle Command Training Center (BCTC), Training Support Center (TSC), training ammunition management, and institutional training.

**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 2**

**Soldier, Family and Civilian Well-Being - Ensure Soldiers, Families and Civilian employees are being cared for, and our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.**

**Lead - FMWR**

<b>Objective</b>	<b>2.1 - Standardize Programs and Services for Soldiers, Families and Civilians</b> - Provide high quality and consistent programs and services across the installation to maintain uniform delivery of programs and to mitigate the stress of military life on Soldiers, Families and Civilians. Ensure integrated programs and services support the diverse needs of Soldiers, Families and Civilians.
<b>Objective</b>	<b>2.2 - Excellence in Schools, Youth Services and Child Care</b> - Ensure we support the readiness and well-being of Families by reducing the conflict between unit mission requirements and parental responsibilities. Ensure our Army Families have access to child care and youth programs at a level commensurate with the society which they defend.
<b>Objective</b>	<b>2.3 - Facilities, Programs, and Services that Support Recreation, Leisure, Travel, and Single Soldiers</b> - Deliver a baseline of services and programs to Soldiers, Families and Civilian employees to standard. Ensure these programs continue to meet the needs of the Army as well as Soldiers, Family members and Civilian employees.
<b>Objective</b>	<b>2.4 - State and Community Support and Relationships</b> - Utilize the Community Covenant Program as the platform to communicate Soldier and Family needs and inspire continued support from the communities surrounding our installations. Develop and maintain consistent relationships and communication between the installation and the community in order to sustain enduring partnerships and support, especially during deployments.
<b>Objective</b>	<b>2.5 - Well-Being Programs and Services to Meet Soldier, Family and Civilian Needs Throughout the Entire Deployment Cycle</b> - Provide services and programs targeted specifically to Soldiers, Families and Civilian employees engaged in the deployment cycle. Recognize the commitment and sacrifice Families make every day maintaining the “home front” while their spouse or parent is away.
<b>Supporting Strategic Objective</b>	<b>SSO 2.6—Quality of Life Enhancement</b> - Develop new and expand existing programs and facilities enhancing quality of life services that support Soldiers, Families, and Civilians.

**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 3**

**Leader and Workforce Development - Sustain a multi-skilled Installation Management workforce with the knowledge, capabilities, skills and opportunities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians around the world.**

**Lead-DHR**

**Objective 3.1 - Multi-Skilled and Adaptive Leaders** - Develop leaders who possess strong intellect, professional competence, high moral character, and are outstanding role models for junior staff. Develop leaders who are able and willing to act decisively, and in the best interest of the organization. Develop leaders through planned sequential and progressive levels of education, training, and assignments resulting in competent multi-skilled leaders who support the Armed Forces and our Nation.

**Objective 3.2 - Constant Communication and Continuous Feedback** - Instill superior communication practices for results-driven, competent leadership to effectively supervise, rate, counsel, coach, and mentor individuals. Encourage an environment where others feel free to contribute openly and candidly in order to create a unit that is poised to recognize and adapt to change. Foster a culture of Equal Employment Opportunity and fair treatment for all employees. Develop leaders who are approachable, show respect for others' opinions, and who welcome contrary viewpoints or unconventional ideas.

**Objective 3.3 - Teamwork, Professionalism, Selfless Service in All Things-** Prepare competent leaders who display confidence through their attitudes, actions, and words. Instill an ethic of teamwork and mutual trust based on professional commitment to the group. Develop individuals who recognize and overcome obstacles to team effectiveness and lead by example, constantly reinforcing the importance of the group over individual self-interest. Inspire selfless service as a requirement for effective teamwork to realize our common Army Values and task and mission objectives. Encourage others to work together, while promoting group pride in accomplishments.

**Objective 3.4 - An Empowered Workforce Focused on Collaboration & Innovation** - Foster an innovative environment where the workforce is empowered to exploit new ideas and provide an opportunity for the Installation Management Community to create new business value in service delivery while adapting to external changes. Leaders will encourage subordinates to think creatively, innovate, and learn from mistakes. Reward innovation that furthers the goals of the organization and provides solutions that improve products and services. Promote use of local honorary awards and nominate deserving individuals for higher level awards that warrant recognition by Army and DoD.



**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 3—Continued**

**Leader and Workforce Development - Sustain a multi-skilled Installation Management workforce with the knowledge, capabilities, skills and opportunities to successfully and innovatively deliver our products and services to Soldiers, Families and Civilians around the world.**

**Lead-DHR**

**Objective 3.5 - Continuing Education and Training Opportunities** - Establish an organizational environment that values and encourages life-long learning. Ensure all personnel have Individual Development Plans, an annual training plan is developed, and funding is protected to provide a workforce that is equipped with job-essential skills, accreditations and credentials. Inspire a personal commitment to self-development in the workforce. Promote deliberate, continuous and sequential training to facilitate career growth and use of off-duty educational opportunities to broaden perspectives and critical thinking. Fully utilize Army career program plans, published “road maps” and capabilities of the Army Career Tracker (ACT) to plan continuing education, training opportunities and progression.

**Objective 3.6 - A Resilient, Sustainable and Healthy Workforce-** Create a culture of wellness which fosters and encourages all to participate in and promote healthy living as a priority. Physical fitness and resiliency is a foundation of health, decreases likelihood of workplace injuries, enhances workforce performance, and increases spiritual and mental well-being for all personnel.

**Supporting Strategic Objective SS0 3.7 - A diverse and high performing Appropriated and Non-appropriated Fund workforce.**

**Supporting Strategic Objective SS0 3.8 - People choose to work at Fort Drum and to dedicate themselves to our success.**



**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 4**

**Installation Readiness - Installations are platforms of readiness supporting Senior Commanders' current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and enable the provision of effective services to Soldiers, Families and Civilians.**

**LEAD-DPW**

<b>Objective</b>	<b>4.1 - Sustainable Infrastructure that Supports Senior Commander Requirements</b> - Design, construct, sustain, restore, and modernize our infrastructure to support current and future Senior Commander requirements. Develop sustainable infrastructure that is resource and energy efficient, provides a safe, productive working and living environment that is fully incorporated into enterprise and installation level management and decision support tools. Ensure our installation infrastructure meets the training and deployment needs to ensure all assigned units meet ARFORGEN requirements.
<b>Objective</b>	<b>4.2 - Sustainable Army Communities of Excellence</b> - Have a management framework that provides a "communities of excellence" culture where IMCP programs and processes are collectively executed, assessed, measured, and continually improved. Region Directors, Service Owners and LOE Leads collaborate to ensure business practices will help deliver common services and products based on the customer's voice and to support evolving ARFORGEN current and future requirements. This will help to optimize our balanced portfolio for continual process improvement.
<b>Objective</b>	<b>4.3 - Installation Boot prints Streamlined and Transformed-</b> Repurpose or remove excess facilities and recycle materials to support new construction or the modernization and rehabilitation of other facilities. Re-use, recycle or responsibly dispose of excess goods and materials before they become a threat to the safety and health of Soldiers, Families or Civilians. Plan and program to eliminate shortfalls and functionally-inadequate facilities to address our most urgent needs.
<b>Objective</b>	<b>4.4 - Enhanced Capabilities Through Partnerships-</b> Enable partnerships to access unique capabilities without having to support the function over the long term. Develop partnerships with local communities, universities, other governmental and non-governmental organizations to address issues of mutual concern and to enable the Army to both address an issue of importance and develop the relationships that help it to address those issues in the future. Reach out to stakeholders and educate them about the Army and its mission. Leverage the private sector to procure/acquire goods and services for cost and performance benefits.



**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 4 — Continued**

**Installation Readiness - Installations are platforms of readiness supporting Senior Commanders' current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and enable the provision of effective services to Soldiers, Families and Civilians. LEAD-DPW**

**Objective**      **4.5 - The Army's Infrastructure Modernized and Sustainable** - Execute an Installation Management Community holistic facilities investment strategy. Maintain situational awareness of infrastructure condition and life-cycle material resource consumption. Plan at the enterprise and installation level to modernize facilities with Sustainment, Restoration, and Modernization (SRM) and MILCON funds. Upgrade the infrastructure to improve their energy efficiency, water efficiency, resource use, and the overall capability to support the current and future requirements of Senior Commanders. Use current technology to support sound business decisions and provide new ways to deliver quality services effectively.

**Objective**      **4.6 - Environmental Stewardship-** Preserve, protect, conserve, sustain and, where appropriate, restore the natural environment, and comply with statutory and other environmental requirements. Integrate program guidance and goals across the installation to lead and execute environmental programs. Transform business practices, enhance current management procedures, and develop innovative technologies and approaches. Leverage across the Army enterprise to improve operational capabilities while achieving greater efficiencies and reduced liabilities. Proactively address environmental matters to ensure Soldier, Family and Civilian readiness.

**Objective**      **4.7 - Quality Housing and Barracks-** Provide quality housing that contributes to the retention and recruitment of Soldiers and Families. Ensure that condition and availability of housing is commensurate with private sector off-post opportunities. Balance facility deficits and surpluses before new construction is approved and minimize use of maintenance dollars and expenditure of military construction (MILCON) funds.

**Objective**      **4.8 - A Safe and Secure Community for Soldiers, Family Members, Civilians and Installation Assets-** Provide an effective protection capability at Army installations by providing supported units with the requisite, full-spectrum protection measures that enable conduct of Total Force operations. Ensure installation public safety, security and emergency management through preparedness, response, recovery and mitigation programs based upon the Risk Management Process. Prevent and minimize damage to Soldiers, Families and Civilians along with facilities, information and equipment at all Army installations.

**Supporting Strategic Objective**      **SS0 4.9 - Effective use of Continuous Process Improvement (CPI) to improve business practices**

**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 5**

**Safety - Commanders and leaders will lead the way in changing behavior to prevent accidents, and will empower Soldiers, Families and Civilians at all levels to speak up when they see someone ignoring safety rules or doing something risky. Safety is everyone's business and it is our responsibility to ensure safe performance in all we do. Everyone will be held accountable for accident prevention.**

**LEAD-ISO**

**Objective 5.1 - Effective Privately Owned Vehicles (POV- Motorcycle and Auto) Safety Programs in Place** - Provide privately owned vehicle (POV) safety training for Soldiers and Army Civilian employees through the Army Traffic Safety Training Program to instill/reinforce a positive attitude toward driving safely and improve motorcycle operating skills. The Army Traffic Safety Training Program provides a standardized, mandatory curriculum to educate and train Army personnel on safe privately owned vehicle (automobiles and motorcycles) operation.

**Objective 5.2 - Heightened Safety Awareness Across the Installation** - Safety requires a collaborative effort, involving all Command levels. It hinges critically on good safety communication with employees on the importance of maintaining a safe and healthy environment on and off duty. Motivate the workforce and increase awareness of safety issues, and in turn you will prevent accidents and injuries. Safety campaigns and stand-downs are effective safety promotion methods. Other alternative methods of communication should include safety checklists, bulletins, newsletters, posters and notices, newspapers, and talks and discussions with the workforce. More effective communication can be achieved if a combination of these is used rather than adopting one method in isolation. Using technology such as Facebook, Twitter, Flickr and other public communication outlets will ensure quick and wide dissemination of safety messages to individuals in the bowels of the organization and can act on the information. Information.

**Objective 5.3 - Employ hazard control measures to foster a safe working and living environment** - As a condition of employment, commanders and leaders will ensure every military and civilian employee is familiar with safety standards applicable to their work. Supervisors will use the results from the job hazard analysis to eliminate hazards in workplaces. The analysis is a valuable tool for training new employees in the steps required to perform their jobs safely, and can be used to establish standards for performance evaluations. Use Composite Risk Management (CRM) to enhance personnel understanding of safe practices and instill a greater awareness of hazard identification and accident avoidance.

**Objective 5.4 - Require and promote safety in professional and personal activities** - Commanders and leaders have the responsibility to ensure Soldiers and Civilian employees identify and assess risks, determine processes to eliminate losses, and carry out daily assignments without injuring personnel or destroying vital equipment. Leaders will be safety alert in every aspect and will hold everyone accountable for accident prevention. Evaluation reports and counseling sessions will address specific safety responsibilities and goals. Leaders will recognize individuals and units at all levels for their safety performance, accident prevention efforts and accomplishments.

**Objective 5.5 - Support Senior Commanders' safety and occupational health programs**- Ensure all personnel on the installation understand how the Garrison safety programs and responsibilities apply to them. Ensure this information is available to all military and civilian employees, residents, and visitors on the installation.

**Fort Drum Installation Strategic Plan**  
**Goals & Objectives**

**Goal 6**

**Energy and Water Efficiency, and Security - Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide Senior Commanders an increased level of energy and water security leading to sustainable and resilient infrastructure and mission assurance. LEAD-DPW**

<b>Objective</b>	<b>6.1 - Reduce Energy and Water Consumption</b> - Eliminate wasteful practices, reduce consumption, and change behavior regarding energy and water use. Establish energy and water management accountability throughout the chain of command. Impart knowledge, training, and implement operational practices to achieve long term reduction in energy and water consumption and to strengthen the ability of the Army to fulfill its missions now and in the future.
<b>Objective</b>	<b>6.2 - Increase Energy and Water Efficiency and Modernize Infrastructure</b> - Construct new facilities and renovate existing facilities to meet the highest performance standards for energy and water conservation. Provide safe, healthy, sustainable and productive living and working environments that reduce environmental impact while greatly reducing total ownership and life cycle costs.
<b>Objective</b>	<b>6.3 - Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies</b> - Improve the security and reliability of our energy and water sources in order to provide dependable utility service and increase the resilience of our facilities. Increase renewable and alternate energy resources to meet energy requirements.
<b>Objective</b>	<b>6.4 - Improved Development of Renewable and Alternative Energy for Vehicle Fleet</b> - Installations achieve a continuous increase in the usage of alternative/renewable fuels based on goals established by Executive Order 13514 by right sizing the nontactical vehicle fleet; increasing the percent of vehicles capable of using alternative/renewable fuels, and increasing the availability of alternative/renewable fuel sources on or within close proximity to the installation. The Installation Management Community will partner with General Services Administration (GSA), Defense Logistics Agency, Energy (DLA,E) (formerly Defense Energy Support Center), Army Petroleum Center (APC), and the local community for advancing alternative fuel vehicles, infrastructure, and local transit projects strategies.
<b>Objective</b>	<b>6.5 - Reduced Carbon Footprint on the Environment</b> - Reduce Scope 1 and 2 greenhouse gases (GHG) emissions by 34% by 2020 from the baseline year 2008. GHG are defined as carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydro fluorocarbons (HFCs), per fluorocarbons (PFCs), and sulfur hexafluoride (SF6). Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Federal agency. Scope 2 emissions are direct GHG emissions resulting from the generation of electricity, heat, or steam purchased by a Federal agency.

## **SUMMARY**

The Fort Drum Installation Strategic Plan, as a living document, requires continuous assessment and revision to meet changing mission and customer requirements. Our Strategic Plan articulates the goals and objectives of the organization, forms the basis for action plans, and benefits all Fort Drum Soldiers, Civilians, and Family members. Our Strategic Plan is an integral part of the Fort Drum performance management system. This system includes the subordinate objectives and action plans of the Goal Champions from the garrison directorates and key staff.

The execution of the Strategic Plan, however, is much more important than its publication or revision, because its success depends on leadership commitment. The Fort Drum Leadership System demonstrates this commitment by incorporating Army Values, along with the principles of the Army Family and Community Covenants, in everything we do. Our leaders at all levels communicate what is expected, empower all to achieve personal and organizational success, document results, and report results using relevant measurements. Ultimately, leaders must be daring to change.

Finally, though readiness and power projection are our bottom line, ultimate success also depends on highly trained and motivated Soldiers and Civilians. This requirement demands that we care for all our people and create an environment that provides them with the best possible quality of life and opportunity for personal growth. Implementation of this plan will enhance our effectiveness and efficiency, while improving operational readiness and quality of life. Nothing short of a total commitment to this effort by the entire Fort Drum team is required.

In adopting sustainability as a goal and value, Fort Drum hopes to affect positive change in the North Country and beyond. Both by example and through collaboration with interested stakeholders, we wish to inspire others to adopt the principles of sustainability and establish environmentally, socially, and economically sustainable communities that offer their citizens a high quality of well being. Such widespread action is needed if sustainability is to be truly achieved in our socially and ecologically interconnected world, therefore accomplishing the Triple Bottom Line+.



***Fort Drum – The Army’s  
Best Kept Secret***





***FORT DRUM  
THE ARMY 's BEST KEPT SECRET***

