

FORT DRUM, NEW YORK GARRISON STRATEGIC PLAN



FORT DRUM – THE ARMY AND THE SOLDIER’S FIRST CHOICE

Reviewed and Updated: 3 November 2005

FORT DRUM HISTORY

Fort Drum history dates to the Camp Hughes-New York National Guard encampment established across the Black River, opposite Felts Mills in 1907. The first week of that September, nearly 2,500 Guardsmen trained on 800 acres of land 'on the pine plains.' In 1908, Brigadier General Frederick Dent Grant, son of General Ulysses S. Grant, arrived to train with 10,000 Soldiers. He found Pine Plains to be an ideal place to train troops. The purchase of additional land in 1909 established the Pine Camp as a permanent National Guard facility. Semi-permanent buildings were constructed in the early 1920's. The First US Army maneuvers of 1935, the largest peace-time maneuvers in our nation's history at that point, involved five regular Army and National Guard Divisions, in a 78-square-mile area adjacent to Pine Camp. The Pine Camp training area grew by 9,000 acres.

With the outbreak of World War II, Pine Camp (old post) was selected for a major expansion. An additional 75,000 acres of land was purchased and over 800 buildings were constructed. The 4th Armored Division was activated at Pine Camp in April 1941 and, along with the 45th Infantry Division, 5th Armored Division, and seven separate battalions, trained on the expanded Army post. The post also served as a prisoner of war camp during World War II.

Pine Camp was renamed Camp Drum in 1951, honoring Lieutenant General Hugh A. Drum, as World War II commander of the First US Army region. Camp Drum hosted the 278th Regimental Combat team, a federalized Tennessee National Guard unit, from 1951-53. From 1947 to 1984, Reserve Component summer training was the mission of the installation. However, the installation also hosted Regular Army unit training, including mass tactical parachute drops by three Airborne Divisions (11th, 82d and 101st). The installation also has a long tradition as a multi-service training location. Camp Drum was re-designated Fort Drum on September 30, 1974, reflecting its year-round training mission. Reserve Component divisions integral to the installation history since 1920 include 26th, 28th, 29th, 42d, 50th (Armored), 77th, and 98th.

In January 1984, the Department of the Army announced it was studying selected Army posts to house a new light infantry division. On September 11, 1984, the announcement was made that Fort Drum would be the new home of the 10th Light Infantry Division. The first division troops arrived at Fort Drum on December 3, 1984 and the unit was officially activated on February 13, 1985. The name was changed to the 10th Mountain Division (Light Infantry) at that time. The division reached full strength in 1989. Between 1986 and 1992, 130 new buildings, 35 miles of roads, and 4,272 sets of family housing units were built at a cost of \$1.3 billion. The 10th Mountain Division (Light Infantry) has been the most deployed division since the end of the Cold War, conducting operations in Somalia, Haiti, Bosnia, Kosovo, Iraq, Afghanistan, and the Horn of Africa.

Today, Fort Drum consists of 107,265 acres for training and support of its mission. Its mission includes command of Active Component units assigned to the installation, providing administrative and logistical support to tenant units, supporting Active and Reserve Component units from all services training at Fort Drum to include Canadian Forces, and planning and supporting the mobilization and training of almost 80,000 troops annually. The Aerial Port of Embarkation, Wheeler-Sack Army Airfield, is located on the installation. The airfield has a 10,000-foot main runway capable of supporting the largest aircraft in the world, as well as a 1,200-person capacity passenger terminal. Fort Drum is a Power Projection Platform capable of rapidly deploying the 10th Mountain Division (Light Infantry) and mobilized forces by air, sea or land anywhere in the world. The mission of the 10th Mountain Division (Light Infantry) is to be manned and trained to deploy rapidly by air, sea, and land anywhere in the world, prepared to fight and win. As the Army transforms into a modular capabilities based structure, Fort Drum stands ready to provide the new larger force with the same great quality of service that has made the installation what it is today.

THE FORT DRUM GARRISON STRATEGIC PLAN

TABLE OF CONTENTS

◆ <i>Introduction</i> -----	2
◆ <i>Installation Management Agency</i> -----	3
◆ <i>Fort Drum Garrison Mission, Vision, and Motto</i> -----	4
◆ <i>Garrison METL</i> -----	5
◆ <i>Garrison Values</i> -----	6
◆ <i>Key and Support Processes</i> -----	7
◆ <i>Key Relationships</i> -----	8 - 10
◆ <i>SWOT Analysis</i> -----	11 - 13
◆ <i>Planning Assumptions</i> -----	14
◆ <i>Strategic Planning Process</i> -----	15
◆ <i>Garrison Leadership System</i> -----	16 - 19
◆ <i>Continuing Goals</i> -----	20 - 22
◆ <i>Garrison Customer Service Standards</i> -----	23
◆ <i>Summary</i> -----	24
◆ <i>Appendix A: Fort Drum Action Plans</i> -----	25 - 57



INTRODUCTION

This edition of The Fort Drum Garrison Strategic Plan symbolizes our continuing quest to be “The Army and the Soldier’s First Choice.” 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 installation. Initially developed in 1996, the plan is reviewed and updated annually by the Garrison Executive Council. 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.

The Fort Drum Executive Council (EC) reviewed and refined the plan and developed a coordinated and unified approach in identifying threats and weaknesses, and determining the steps necessary to improve. To ensure a coordinated approach, the EC designed the Garrison Strategic Plan in concert with the Installation Management Agency (IMA) Vision, Mission, and Goals.

This Strategic Plan sets forth our collective garrison path for the future. Using sound and prudent business practices, we established long-term goals and measures for the entire garrison. With the solid direction stated in the Garrison Strategic Plan we can best provide outstanding service to customers, as well as be fully prepared to meet the 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 Continuing Strategic Goals has subordinate objectives and action plans for which various directorates are ultimately responsible. 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 Army and Fort Drum values and characteristics of leadership. Leaders at all levels use this model.

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

INSTALLATION MANAGEMENT AGENCY

One of the most important goals of the Installation Management Agency (IMA) is planning and executing the support for mobilization and deployments of forces. Under the guidance and assistance of Headquarters IMA and its seven regional offices, Garrison Commanders are charged with the mission of ensuring that deployable Soldiers, contractors, civilian employees, and families receive the support they require and deserve.

IMA MISSION

Provide equitable, efficient and effective management of Army installations worldwide to support readiness, mission execution, and transformation of an expeditionary force, enable the well-being of Soldiers, civilians, and family members, improve the infrastructure and preserve the environment.

IMA VISION

The preeminent agency in the Department of Defense that produces highly effective, state-of-the-art installations worldwide, maximizing support to People, Readiness, and Transformation of an expeditionary force.

IMA GOALS

- 1.0: DEVELOP A DYNAMIC CADRE OF IMA LEADERS TO ORCHESTRATE EXCELLENCE IN INSTALLATION**
- 2.0: MANAGE INSTALLATIONS EQUITABLY, EFFECTIVELY, AND EFFICIENTLY**
- 3.0: ENABLE THE WELL-BEING OF THE ARMY'S PEOPLE**
- 4.0: PRACTICE SOUND STEWARDSHIP AND IMPROVE RESOURCE PERFORMANCE**
- 5.0: DELIVER SUPERIOR MISSION SUPPORT TO ALL ORGANIZATIONS**
- 6.0: DEVELOP AND SUSTAIN AN INNOVATIVE, TEAM SPIRITED, HIGHLY CAPABLE, SERVICE ORIENTED WORKFORCE**

FORT DRUM GARRISON

GARRISON MISSION STATEMENT

Provide equitable, effective and efficient management of Fort Drum resources to support readiness and mission execution of combat-ready forces, while providing for the well-being and security of Soldiers, civilians and family members; improve the infrastructure and preserve the environment.

GARRISON VISION STATEMENT

Be the model place to live, work, and train in the Department of Defense.

OUR MOTTO

Fort Drum – the Army and the Soldier’s First Choice

GARRISON **MISSION ESSENTIAL TASK LIST** **(METL)**

Our METL is the backbone of our Strategic Plan. Our METL will ultimately utilize Common Levels of Support (CLS) to provide definitive guidance, performance standards, and performance measures for the uniform delivery of services at an affordable support level. Our METL is the all-encompassing document, which measures everything we do. These measures are reviewed on a regular basis through our Performance Management Review (PMR) process. Therefore, our METL is the source document from which to build our Strategic Plan.

- 1.0: EXERCISE COMMAND AND CONTROL**
- 2.0: PROVIDE FOR PUBLIC SAFETY AND SECURITY**
- 3.0: PROVIDE SOUND STEWARDSHIP OF INSTALLATION RESOURCES AND THE ENVIRONMENT**
- 4.0: PROVIDE SERVICES/PROGRAMS TO ENABLE READINESS**
- 5.0: EXECUTE COMMUNITY AND FAMILY SUPPORT SERVICES AND PROGRAMS**
- 6.0: MAINTAIN AND IMPROVE INSTALLATION INFRASTRUCTURE**

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**
- **IMPROVE WELL BEING**

KEY SUPPORT PROCESSES

- **INFRASTRUCTURE**
- **LOGISTICS**
- **INFORMATION TECHNOLOGY**
- **RESOURCE MANAGEMENT**
- **SAFETY/SECURITY**
- **ACQUISITION**
- **HUMAN RESOURCE MANAGEMENT**
- **COMMUNITY RELATIONS**
- **ENVIRONMENT**

KEY RELATIONSHIPS

PRIMARY STAKEHOLDERS

- DEPARTMENT OF DEFENSE
- MAJOR COMMANDS
- INSTALLATION MANAGEMENT AGENCY
- COMMANDERS/TENANTS
- SURROUNDING COMMUNITIES
- ENVIRONMENTAL ORGANIZATIONS

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 CUSTOMERS

- UNITS (ACTIVE, RESERVE, AND NATIONAL GUARD)
- INDIVIDUAL SOLDIERS
- MILITARY FAMILY MEMBERS
- CIVILIAN WORKFORCE (APPROPRIATED FUND, NON-APPROPRIATED FUND, AND CONTRACT EMPLOYEES)

OTHER CUSTOMERS

- RETIREES
- TENANT ACTIVITIES
- HIGHER HEADQUARTERS
- LOCAL COMMUNITY
- 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 RELATIONSHIPS

KEY SUPPLIER GROUPS

SERVICES

- FACILITIES SUPPORT
- LOGISTICS SUPPORT
- GROUNDS MAINTENANCE
- EDUCATION
- TRANSPORTATION
- COMMUNICATIONS

PRODUCTS

- INFORMATION TECHNOLOGY
- UTILITIES (WATER, ELECTRIC, SEWAGE)
- FACILITIES
- SUPPLIES AND EQUIPMENT
- PETROLEUM
- FOOD

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 RELATIONSHIPS

KEY PARTNER GROUPS

ENVIRONMENTAL

- ENVIRONMENTAL PROTECTION AGENCY
- NEW YORK STATE DEPARTMENT OF ENVIRONMENTAL CONSERVATION (NYSDEC)

MEDICAL SERVICES

- TRI-CARE PROVIDERS
- MEDDAC AND DENTAC

GOVERNMENTAL

- DEFENSE COMMISSARY AGENCY
- ARMY AIR FORCE EXCHANGE SERVICE
- GENERAL SERVICE ADMINISTRATION
- DEFENSE FINANCE AND ACCOUNTING SERVICE
- CIVILIAN HUMAN RESOURCES AGENCY
- CORPS OF ENGINEERS
- ARMY CONTRACTING AGENCY
- NETCOM

OTHER

- STATE AND LOCAL GOVERNMENTS
- FORT DRUM MOUNTAIN COMMUNITY HOMES

PARTNERS: Those you work in concert with so that you can provide the best services, information and products to customers.

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, 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, 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

- **CAPABLE OF DEPLOYING FORCES BY AIR, LAND, AND SEA**
- **MODERN MULTIPURPOSE RANGES AND VIRTUAL TRAINING DEVICES**
- **CONSERVING AND MAINTAINING THE ENVIRONMENT**
- **QUALITY AND EXPERIENCED WORKFORCE**
- **FULLY INTEGRATED INTO THE NORTH COUNTRY COMMUNITY (COMMUNITY RELATIONS)**
- **STRONG CONGRESSIONAL AND STATE SUPPORT**
- **STRONG MASTER PLANNING AND SUBSEQUENT ABILITY TO GROW AND EXPAND**

SWOT ANALYSIS

WEAKNESSES

- **LIMITED TRAINING LAND FOR MANUEVERS**
- **LACK OF LOCAL HOUSING FOR SOLDIERS AND FAMILY MEMBERS**
- **LACK OF RESOURCES TO SUPPORT CHANGES IN PROCESSES AND/OR IMPACT ON ORGANIZATIONAL EFFECTIVENESS**
- **NON-IMPLEMENTED COST MANAGEMENT MODEL: ACTIVITY BASED COSTING (ABC)/ACTIVITY BASED MANAGEMENT(ABM)/ACTIVITY BASED BUDGETING (ABB)**
- **LIMITED RESOURCES TO SUPPORT SUSTAINED DAILY OPERATIONS**

OPPORTUNITIES

- **IMPROVE FACILITIES AND INFRASTRUCTURE**
- **OPTIMIZE USE OF RESOURCES AND TECHNOLOGY TO IMPROVE READINESS AND WELL-BEING**
- **PARTNER WITH LOCAL AGENCIES TO OPTIMIZE USE OF COMMUNITY**
- **IMPROVE EFFECTIVENESS OF OPERATIONS THROUGH MARKET/COST ANALYSIS**
- **IMPLEMENT AND CAPITALIZE ON ARMY BASELINE SERVICES INITIATIVE**
- **CAPITALIZE ON ARMY TRANSFORMATION INTITIAIVES**
- **RESIDENTIAL COMMUNITY INITIATIVE (RCI)**

SWOT ANALYSIS

THREATS

- **ARMY COMMUNITY HOUSING LEASES EXPIRE**
- **SECURITY THREATS TO FORCE PROTECTION AND CYBER TERRORISM**
- **INCREASED ENERGY CONSUMPTION AND COSTS**
- **AGING WORKFORCE, EQUIPMENT, AND INFRASTRUCTURE**
- **DEPENDENCY ON LIMITED NUMBER OF HIGHLY SKILLED EMPLOYEES**
- **INADEQUATE AND FENCED FUNDING**

PLANNING ASSUMPTIONS

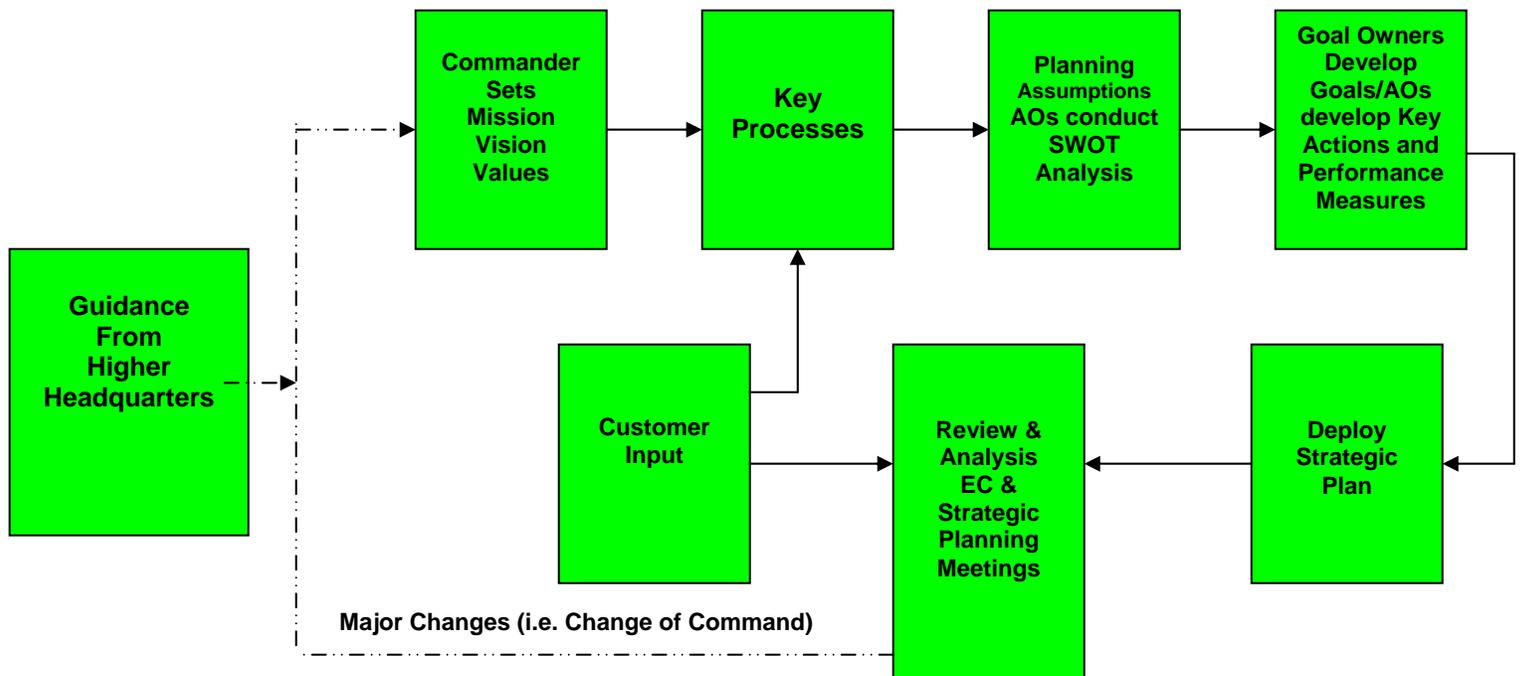
Planning assumptions refer to those “facts of life” that we often cannot control or impact yet influence the way we conduct day-to-day business. We operate in a climate of continual change, and we must be prepared to meet a multitude of challenges. Planning assumptions are reviewed annually. The EC conducted its last review in November 2005. Our planning must take into account the following:

PLANNING ASSUMPTIONS

- **CHANGE IS CONSTANT**
- **CUSTOMER EXPECTATIONS WILL CONTINUE TO EXCEED OUR RESOURCES**
- **THE CUSTOMER BASE WILL REMAIN CONSTANT OR INCREASE**
- **INCREASED SECURITY WILL CONTINUE**
- **THE COST OF GOODS WILL BE MORE EXPENSIVE TODAY THAN YESTERDAY AND CHEAPER THAN THEY WILL BE TOMORROW**
- **MINIMAL FUNDING WILL CONTINUE IMPACTING ALREADY DETERIORATING INFRASTRUCTURE**
- **THERE WILL BE CHANGES IN OPERATIONS AND/OR FUNDING DUE TO: COMMON LEVELS OF SUPPORT, COST MANAGEMENT (ABC/ABM/ABB), FORCE PROTECTION GUIDANCE**

STRATEGIC PLANNING PROCESS

The strategic planning process is a systematic, cyclical process involving the command group, primary staff, Goal Owners and primary Action Officers (AOs). The diagram below illustrates our systematic strategic planning process that we use to build and update the plan.



GARRISON LEADERSHIP SYSTEM

The Fort Drum EC decided to put into a picture what they do every day – LEAD! By depicting our Leadership System graphically, we encapsulate the complexities of leadership yet accurately portray our system of leadership in one picture. In the picture format, it shows the steps leaders at all levels take to provide for our customers, take care of our employees, and continuously improve our processes. Our system 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

The elements of the Leadership System are:



Involve. The act of involving others requires active participation with employees, family, 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. The Fort Drum leadership holds employee well being at a very high level by sharing information with those around them. Listening and learning are a big part of day-to-day operations. Leadership monitors employee perspectives through our annual workforce Climate Survey. This survey as well as customer input through the Interactive Customer Evaluation (ICE) provide the critical feedback systems to assess workforce and customer well being. Our many listening and learning approaches foster two-way communication at all levels. Additionally, Fort Drum supports equal and just treatment for all workers and operates in an open and trusting work environment. Our leaders earn the trust and loyalty of employees every day by being forthright, open, and honest.



Validate. Our leaders at all levels are using performance measurement and improvement tools such as Performance Management Reviews (PMR), Productivity Improvement Reviews (PIR), Activity Based Costing and Management (ABC/M), Army Performance Improvement Criteria (APIC), and the Installation Status Report (ISR) to validate our performance. With these tools, our leaders stress accuracy and the ability to prove performance. They have a vested interest in assuring accurate reports, peak productivity and efficiency. After all, their integrity and dedication to service is on the line! It is this high level of personal integrity demonstrated by our leaders 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. Over time, this dedication to duty coupled with integrity has become ingrained in our work culture. Personal integrity of the workforce, when coupled with loyalty builds mutual respect. Respect earned and respect given builds honor in the organization. All of this is very fragile and requires constant vigilance to assure success.



Innovate. Good leaders are continuously looking for ways to improve the organization. They are never happy with the status quo. They are open to any and all ideas. Tools such as 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. However, it is one thing to think up an idea, but it takes a leader to actually get the idea implemented. It takes personal courage and “people skills” to stand in the way of past history to move an organization forward. It is the leader’s responsibility to serve as the change catalyst to improve the organization.

GARRISON LEADERSHIP SYSTEM

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

At the center of all that we do are those we serve; our customers and stakeholders. Our customers include units (active and reserve component), individual Soldiers, family members, retirees, and tenant activities. Stakeholders are those companies, partners, higher headquarters, our local communities, and others that also depend on our service and support. Leaders strive to build strong and positive bonds with all customers and stakeholders. Leaders 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 and 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. Leaders aim to build sustaining relationships, rather than trying "to make a big splash with a small stone". Automated systems such as ICE, allow our leaders to identify new opportunities in customer requirements and expectations.

**Set
Direction**

Upon the assumption of command, our Garrison Commander sets our direction with his vision. This vision becomes the Vision Statement for our Strategic Plan, which is shared and published to the Fort Drum community. Therefore, the foundation of any organization is a shared vision. A shared vision provides the "azimuth" to set direction. Leaders at all levels of the organization know and communicate our vision to all employees and stakeholders. Our vision is a plan to help Fort Drum move closer to being the Army and the Soldiers' first choice. This vision is cascaded down to all levels at Fort Drum and is included appropriately as specific action items in employee performance standards, ensuring personal buy-in and success.

GARRISON LEADERSHIP SYSTEM

Organize, Plan and Align

Leaders provide the energy and the impetus to continuously move towards accomplishment of the vision. Leaders develop plans, both long-term initiatives and short-term action plans to aid in this accomplishment. These plans serve as the leader's road map for short-term success/continuous improvement. Plans enable leaders to align resources toward what is most important. Leaders encourage innovation through empowering employees and directing organizational energy into synergy.

Perform to Plan

Leaders communicate plans throughout the organization and transform plans into action. Actions are the physical outcome of well thought out plans and enable the group to move forward and the leader to manage operations as well as change. Our Strategic Plan is ingrained in the organization by including performance measures, which are outlined in the action plans, and in the performance standards of our employees. Leaders at all levels take ownership of their piece of the Strategic Plan and enable those around them to meet the goals of the plan by empowering employees to meet the challenge and thereby perform their part of the plan.

Develop, Reward, Recognize

Those that prove successful need to be recognized and rewarded. Leaders celebrate these victories, both large and small, and justly reward those that move the organization closer to the goal. Leaders look for consistent and long-term personal improvement in their workforce to develop new leaders for the future. That includes training opportunities, mentoring, and professional advancement.

Learn and Improve

When individuals improve, the organization improves. Leaders recognize challenges as opportunities and learn from the experience. Leaders provide training to employees and provide them the opportunities and challenges that will enable them to use new skills. Leaders learn from those around them and as a result improve the organization.

CONTINUING GOALS

GOAL 1: PROVIDE LEADERSHIP EXCELLENCE

OBJECTIVE:

- 1.1 The Executive Council and Goal Champions continually manage the strategic vision, goals, and performance measures of the organization
- 1.2 Maintain superior partnerships/relationships with the local communities
- 1.3 Strengthen partnerships with the State of New York and surrounding states
- 1.4 Protect the environment
- 1.5 Expand communications with regional entities

GOAL 2: MANAGE FORT DRUM EQUITABLY, EFFECTIVELY, AND EFFICIENTLY

OBJECTIVE:

- 2.1 Conduct comparisons/increase operational efficiency
- 2.2 Sustain and improve PIR process
- 2.3 Put into practice CLS
- 2.4 Implement an annual IR program that captures effectiveness of programs and efficiency of operations

CONTINUING GOALS

GOAL 3: *IMPROVE THE WELL-BEING OF FORT DRUM COMMUNITY*

OBJECTIVE:

- 3.1 Optimize the use of QOL facilities to meet customer needs
- 3.2 Improve QOL support services: MWR, AAFES, Commissary, MEDDAC, DENTAC, Chaplain
- 3.3 Improve QOL infrastructure to meet customer needs
- 3.4 Provide a safe and secure environment to work, live, and play

GOAL 4: *IMPROVE RESOURCE AND FINANCIAL PERFORMANCE*

OBJECTIVE:

- 4.1 Implement and maintain ABC
- 4.2 Achieve a 1% of fiscal year budget in cost avoidance and/or cost savings in the PIR process
- 4.3 Establish an environmental management strategy
- 4.4 Establish an energy management strategy
- 4.5 Develop a Program Budget Advisory Committee (PBAC) to monitor Garrison financial performance quarterly
- 4.6 Develop and execute a Manpower Management Strategy

CONTINUING GOALS

GOAL 5: DELIVER SUPERIOR MISSION SUPPORT

OBJECTIVE:

- 5.1 Improve Fort Drum's capability as a Power Projection Platform
- 5.2 Maintain and expand Fort Drum's IT capabilities
- 5.3. Improve Fort Drum's Force Protection/Physical Security posture

GOAL 6: SUSTAIN AN INNOVATIVE, HIGHLY CAPABLE AND SERVICE ORIENTED WORKFORCE

OBJECTIVE:

- 6.1 Improve employee well-being
- 6.2 Improve employee satisfaction with work and job design
- 6.3 Improve employee/management relationship in support of mission accomplishment
- 6.4 Continually develop and implement human resource (HR) strategies to attract, train, and develop quality employees now and in the future

GARRISON

CUSTOMER SERVICE STANDARDS

- **FAIR, COURTEOUS, AND PROFESSIONAL BEHAVIOR**
- **RELIABLE AND CONSTANT SERVICE AND PRODUCTS**
- **ACCURATE AND CURRENT INFORMATION**
- **TIMELY RESPONSE**
- **REASONABLE ACCESS TO APPROPRIATE STAFF**
- **TWO-WAY COMMUNICATION**
- **OPPORTUNITIES FOR COLLABORATION AND PARTNERSHIPS**
- **CONSIDERATION OF THEIR OPINIONS, SUGGESTIONS AND CONCERNS**
- **TECHNICAL ASSISTANCE, TRAINING AND GUIDANCE**
- **A WORKING RELATIONSHIP BASED ON GENUINE HONESTY AND INTEGRITY**

SUMMARY

The Fort Drum Garrison 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, employees, 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 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.



Fort Drum – the Army and the Soldier’s First Choice