



**US Army Corps
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Center for the Advancement of Sustainability Innovations (CASI)

Initial Integrated Strategic Sustainability Plan for Fort Leonard Wood

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and Susan J. Bevelheimer

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Sustainability Plan"

Abstract

The US Army recognizes its obligation to ensure that Soldiers have the land, water, and air resources needed to train; a healthy environment; adaptable facilities; and the support of local communities, government officials, and the American people. An Integrated Strategic Sustainability Plan (ISSP) was developed to ensure that US Army Garrison Fort Leonard Wood (FLW) can preserve these resources in order to continue meeting mission requirements in the future. This document represents the initial ISSP developed for FLW, a complex installation that fulfills multiple training requirements for the Army and other military commands. Developing a viable long-range ISSP requires significant participation by Garrison and Maneuver Support Center of Excellence personnel. Their contributions were facilitated through collaboration with contractors, the US Army Corps of Engineers, and Installation Management Command. The result was a working plan encompassing six strategic sustainability goals that align with FLW's six core business areas. The plan also includes related factors, such as action plans to guide and indicators to track FLW progress in meeting its goals. This ISSP will evolve as various objectives, action plans, and measures are refined. Team members will utilize online resources to facilitate development of the plan over its expected 25-year life cycle.

The information and data presented in this document were current as of the end of FY11 (September 2011).

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Preface

This study was conducted for the Plans, Analysis, and Integration Office (PAIO) at US Army Garrison Fort Leonard Wood (FLW) under FLWCTO Task No. PAIO-11-108-261, “Fort Leonard Wood Integrated Strategic Sustainability Plan.” The FLW technical monitor was Mr. Mark Premont, Chief of PAIO.

The work was performed by the Business Processes Branch (CN-B) of the Installations Division (CN), US Army Engineer Research and Development Center – Construction Engineering Research Laboratory (ERDC-CERL). The ERDC-CERL Principal Investigator was Ms. Susan Bevelheimer, CEERD-CN-B. Ms. Michelle Hanson was Chief, CEERD-CN-B; Mr. L. Michael Golish was Acting Chief, CEERD-CN; and Mr. William D. Goran was the Technical Director for Sustainable Programs and Director of the Center for Advancement of Sustainability Innovations (CASI). The Deputy Director of ERDC-CERL was Dr. Kirankumar Topudurti and the Director was Dr. Ilker Adiguzel.

This work would not have been possible without the direct contributions of the military and civilian personnel at FLW and the Maneuver Support Center of Excellence. Their input is the basis for this report, and the named authors who have recorded that input are deeply indebted to their dedicated efforts. The authors also recognize the valuable input and time given to help this plan by members of the community and other agencies who participated in the planning and development process.

COL Kevin J. Wilson is the Commander and Executive Director of ERDC, and Dr. Jeffery P. Holland is the Director.

Letter from Garrison Commander

US Army Garrison Fort Leonard Wood is dedicated to providing the highest standards of support and services to the Military, Families, and Civilians who live and work on the Installation.

This plan is the initial roadmap that lays out strategy and metrics to track progress as part of a 25-year plan. It is a living tool to provide continuity and focus through mission and priority changes, and it builds in flexibility so that actions remain relevant. The ongoing economic environment makes it imperative that Army Installations operate in a cost environment, where every functional area is analyzed to ensure that it supports the mission and is not wasting resources.



The Garrison embraces the mission of the Installation Management Command (IMCOM) and supports the Maneuver Support Center of Excellence (MSCoE) vision.

IMCOM's Mission:

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

MSCoE's Vision:

Maneuver Support Center of Excellence, Fort Leonard Wood is the premier Army Center of Excellence where teams work innovatively to provide our Army integrated capabilities, professional warrior Soldiers, leaders, and forces who excel in the current operational environment and set conditions for success in future conflicts.

Efforts to provide effective and efficient services, programs, and infrastructure are even more important to the well-being and readiness of the

Force due to the persistent conflicts, and the training and deployment tempo that place tremendous stress on the Force and Family members. In partnership with the MSCoE, our surrounding communities, academia, and industry, the US Army Garrison Fort Leonard Wood will continue to provide superior support to our Soldiers, Airmen, Marines, Navy, National Guard, Reservists, and their Families now and in the future.

CHARLES A. WILLIAMS
Colonel, US Army
Garrison Commander
US Army Garrison Fort Leonard Wood

Unit Conversion Factors

Multiply	By	To Obtain
Acres	4,046.873	square meters
British thermal units (International Table)	1,055.056	Joules
Feet	0.3048	Meters
gallons (U.S. liquid)	3.785412 E-03	cubic meters
miles (U.S. statute)	1,609.347	Meters
square feet	0.09290304	square meters
square inches	6.4516 E-04	square meters

1 Introduction

1.1 Background

The US Army recognizes its obligation to ensure that its Soldiers “have the land, water, and air resources needed to train; a healthy environment in which to live; and the support of local communities, government officials, and the American people.”¹ To accomplish the level of sustainability required, the Army has developed multiple documents for Army installations to develop an Integrated Strategic Sustainability Plan (ISSP). In addition, Executive Order (EO) 13514 sets sustainability goals for Federal agencies to focus on improvements in environmental, energy, and economic performance.

US Army Garrison Fort Leonard Wood (FLW) is a highly complex installation that executes multiple training requirements for the Army and other military commands (see Chapter 2).

1.2 Objective

The objective of this work was to develop the initial version of a 25-year ISSP incorporating FLW’s mission and vision with its energy, environmental, infrastructure, and resource planning into a long-term strategy to support the sustainability goals of the Army, the Department of Defense (DoD), and the Nation.

1.3 Approach

In November 2009, a presentation was made to FLW Senior Leadership. Next, through September 2011, a series of workshops focused on long-term FLW challenges and strategic goals; the objectives serving as intermediate end states and targets to attain the goals; action plans outlining the tasks and resources needed to achieve the objectives; and development of metrics for assessing progress toward each objective. More workshops were conducted later, and more will be scheduled as needed. Chapter 3 provides details about the integrated planning process.

¹ From the 2008 Army Posture Statement, Army Sustainability, as reproduced in the Army Sustainability Report 2009. Available for download at www.aepi.army.mil.

1.4 Scope

This work reports the initial results of a two-year effort by multiple stakeholders at FLW to develop the Installation's strategic sustainability goals, with action plans to achieve each goal's objectives.

This document reports the initial input provided at facilitated meetings with subject matter experts and stakeholders across FLW. This report documents the initial stages of the plan, presenting a snapshot of information that was current as of the end of FY11 (September 2011). However, integrated strategic planning is an ongoing and evolving process. Updates to the plan are maintained on the FLW Garrison Planning virtual team site of the Engineering Knowledge Online (EKO®) portal, hosted by the US Army Engineer Research and Development Center–Construction Engineering Research Laboratory (ERDC-CERL).

2 About Fort Leonard Wood

Fort Leonard Wood is a major Army training base for DoD and a growing power-support platform. The Installation annually trains more than 80,000 military, and provides support for 7,000 military permanent party, 17,000 active duty family members, 9,000 civilians, and 55,000 retirees and family members. It also provides mobilization and demobilization capabilities and other support to its military units, the Army Reserve, and the Army National Guard. FLW is the home of the Maneuver Support Center of Excellence (MSCoE), which includes the US Army Chemical, Biological, Radiological, and Nuclear (CBRN) School, US Army Engineer School (USAES), and US Army Military Police School (USAMPS). FLW is also home to three gender-integrated Training Brigades, one of the five Reception Stations in the Army for newly accessed soldiers, and houses the largest Non-Commissioned Officers Academy (NCOA) in the Army.

The Installation also supports the military's largest interservice detachments from the Marine Corps, Navy, and Air Force. For serving these many functions well, the Installation prides itself as "The Station of Choice for Soldiers, Families, and Civilians."

2.1 History of Fort Leonard Wood

FLW history¹ began just before World War II. With war engulfing Europe and much of Asia, the US government was increasing the size of the Armed Forces, procuring modern equipment, and merging the two into an effective fighting force. A major challenge was finding suitable training areas for the expanding Army. In 1940, the War Department decided to establish a major training facility in the Seventh Corps area. On 3 December 1940, military and state officials broke ground for what was known then as the Seventh Corps Area Training Center.

In early January 1941, the War Department officially named the Installation in honor of Major General Leonard Wood, who served his country for 40 years. General Wood began his career as a contract surgeon during the

¹ The authors are indebted to the work of Dr. Larry Roberts, historian at Fort Leonard Wood, for much of the material in this section. His work was published in the Summer 2008 edition of *Maneuver Support*. <http://www.wood.army.mil/engrmag/Maneuver%20Support%20Magazine/PDFs%20for%20Summer%202008/Roberts.pdf>

Apache Indian Wars in the 1880s, commanded the 1st US Volunteer Cavalry, popularly known as the Rough Riders, served as the Army Chief of Staff from 1910 to 1914, and was Governor General of the Philippine Islands after the Spanish-American War until his death in 1927.

Building FLW in the rugged terrain of Missouri's Ozark Mountains was a formidable challenge due to the absence of direct rail service, lack of housing for thousands of construction workers, and a schedule calling for the first troops to arrive only weeks after the initial groundbreaking. Despite inclement weather, construction was completed by June 1941, with nearly 1,600 buildings (over 5 million square feet of floor space) built in 6 months at a cost of \$37 million.

FLW originally was to be the home of the 6th Infantry Division; however, in time, four other infantry divisions—the 8th, the 70th, the 75th, and the 97th—also trained at the Installation along with a number of nondivisional units. During World War II, more than 300,000 Soldiers were trained at FLW. The initial mission as an infantry division training area also was quickly expanded to include engineer training. Immediately after World War II, however, training drastically declined at FLW and ceased completely in the spring of 1946. Much of the military reservation was leased to an Oklahoma rancher who used the area for grazing cattle.

FLW was reactivated in 1950 in response to the Korean conflict and has continued to train Soldiers for a variety of deployments, as outlined below.

- **Korea.** The Army reopened FLW on 1 August 1950 to provide basic and engineer training for Soldiers destined for Korea. The Army reactivated the 6th Armored Division and gave the division the training mission as the cadre unit.
- **Cold War.** Demands and aggressive efforts by local community leaders led the establishment of FLW as a permanent Installation. In 1956, the Installation was designated the US Army Training Center – Engineer. Substantial funds were expended to replace the temporary wooden World War II-era buildings with permanent brick structures, positioning the post to handle the significant increase in training requirements arising from the war in Vietnam.
- **Vietnam.** In 1967, FLW provided 120,000 Soldiers with their basic, engineer, or skill (e.g., clerks, cooks, bakers, wiremen, mechanics, motor vehicle operators) training. Following the Vietnam War, the overall

number of Soldiers training at the post declined. By the mid-1970s, the Air Force and Marine Corps began training their construction equipment operators at FLW. The post also began providing engineer training to other nations. By 1982, the 4th Training Brigade was training engineers from 15 foreign countries. In 1988, the Installation picked up the mission for all Army motor transportation training.

- **Engineer School.** In 1985, USAES began its move to FLW. This move was completed in 1989, with the school occupying a new \$60 million state-of-the-art training and education facility. For the first time in almost 50 years, all engineer training—including officers, warrant officers, noncommissioned officers, and enlisted personnel—would take place at the same location. This expansion required even more construction, including new commissary, fitness, and training facilities.
- **Post-Cold War.** FLW units were deployed to Southwest Asia for Operations Desert Shield (1990) and Desert Storm (1991). The Installation also processed over 4,000 Reserve Component Soldiers who were mobilized in response to the decision to invade Iraq, including 16 US Army Reserve and 9 Army National Guard units. FLW also provided personnel and technical expertise to contingency and humanitarian operations in Somalia, Haiti, and Bosnia, as well as instruction in engineer construction techniques for Navy, Air Force, and Marine Corps personnel.
- **Military Police and Chemical Schools** were relocated to FLW as a result of the 1995 Base Realignment and Closure (BRAC) decision to close Fort McClellan, Alabama. A three-story general instruction facility was added to the existing Engineer School building to house USAMPS and the renamed Chemical, Biological, Radiological, and Nuclear (CBRN) School at FLW. This new facility included state-of-the-art technology, support facilities, and administrative offices for both schools, as well as an addition to the existing Engineer Museum and specialized training facilities. In 1999, USAMPS and CBRN joined the Engineer School to form the MSCoE.
- **War on Terrorism.** FLW response to the 11 September 2001 attacks on the United States included revising doctrine and tactics to address asymmetric threats and also building or improving equipment to support forces from both the Active Army and Reserve Components.

2.2 Installation growth and change

As described above, FLW has flexed and reinvented itself many times in response to the Nation's changing military needs. At this time, there is a significant interservice, international, and interagency presence at FLW. Such groups include the largest Marine detachment not located on a Marine Base, the largest Air Force detachment not on an Air Force Base, and trainees from all over the world (Figure 1). In October 2009, the FLW Maneuver Support Center was recognized as an integral part of the Army and was renamed the Maneuver Support Center of Excellence (Figure 2).



Figure 1. Fort Leonard Wood provides all military services with training and support.

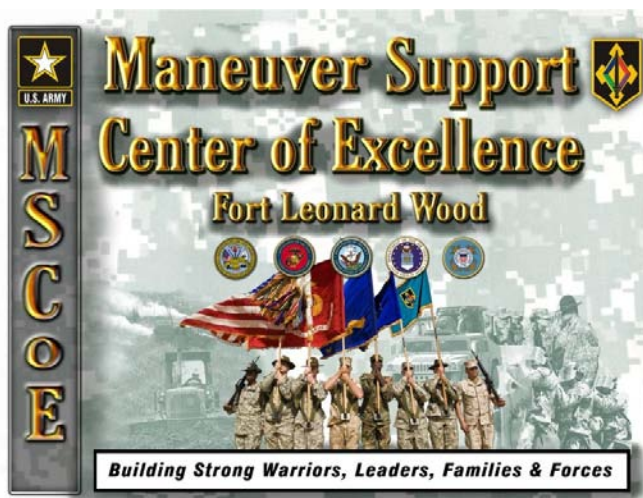


Figure 2. The Maneuver Support Center of Excellence at Fort Leonard Wood is an integral part of the US Army.

Facility construction continues at FLW, with over \$1 billion in projects approved or planned for the next 5 years. Other key actions taken to represent growth and change at FLW include the following:

- Prime Power School moved to FLW in 2010; building is certified LEED¹ Gold
- Warrior Transition Unit (WTU); ~ 83 Members WTU, 14 wounded in combat
- New Townhouse Single-Soldier Homes
- Residential Communities initiative
- General Leonard Wood Army Community Hospital Expansion and Access to Care initiative

¹ LEED: Leadership in Energy and Environmental Design.

- Truman Education Center (sixth largest degree-awarding program in Missouri)
- Army Family and Community Covenant Programs (with Lebanon, Pulaski County, Rolla, Sedalia, St. James, Cabool, Warrensburg, Columbia, St. Joseph, Savannah, Waynesville, Mountain Grove, Springfield, St. Louis, Branson, and the State of Missouri)
- Strategically Planning for Sustainability and Our Future initiative
- A technology park licensed to the University of Missouri for technical and industrial development
- Supporting expeditionary forces with 3 miles of four-lane highway to Interstate 44, a rail system consisting of 27.84 miles of track, and the Waynesville Regional Airport at Forney Field (a Class A airport on the southwest perimeter of the cantonment area).

2.3 Mission and vision statements

2.3.1 Maneuver Support Center of Excellence

Mission Statement

The Maneuver Support Center of Excellence develops Leaders and Warriors; advances Engineer, Military Police, Chemical, Biological, Radiological, and Nuclear (CBRN) and Maneuver Support capabilities to ensure success in the current and future operational environments; sets conditions for training, readiness, deployment, reconstitution, and sustainment of all tenant forces. On order, deploys the 4th Maneuver Enhancement Brigade to conduct CBRN Consequence Management operations in support of ARNORTH's JTF Civil Support.

Vision

The Maneuver Support Center of Excellence, Fort Leonard Wood is the premier Army Center of Excellence where teams work innovatively to provide our Army integrated capabilities, professional warrior Soldiers, leaders, and forces who excel in the current operational environment and set conditions for success in future conflicts.

2.3.2 Installation Management Command

Mission Statement

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 Department of Defense 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.

2.3.3 US Army Garrison Fort Leonard Wood

Mission Statement

A values-based organization that provides quality Base Operation Services, Facilities, and Infrastructure to enable all units to accomplish their mission; to enhance the well-being of our Fort Leonard Wood community.

Vision

The Station of Choice for Soldiers, Families and Civilians.

3 Integrated Strategic Planning Process

This ISSP will serve as a roadmap as FLW continually adapts and improves its support systems to meet future demands (Figure 3). The plan establishes concepts and methodologies that will improve Installation capabilities, infrastructure, and technologies to accomplish current and future missions. Support services at FLW must be robust enough to adapt to the operational tempo (OPTEMPO) of the various units and commands without losing focus on the well-being of Soldiers, Families, and all members of the FLW community.



Figure 3. Installation Strategic Sustainability Plan logo for Fort Leonard Wood.

3.1 Sustainability considerations

The Department of the Army (DA) defines sustainability as “meeting current and future mission requirements worldwide while safeguarding human health, improving quality of life, and enhancing the natural environment.”¹

The concept of sustainability as it applies to IMCOM operations and Installation readiness takes on an additional meaning when described from a generational perspective. Simply put, sustainability means managing all resources—workforce, infrastructure, funds, information, natural resources, energy, and systems—to be available as needed for supporting current and future mission requirements.

¹ “The Army Strategy for the Environment: Sustain the Mission, Secure the Future,” p 4. Available for download at: <http://www.sustainability.army.mil/overview/ArmyEnvStrategy.pdf>.

Creating a sustainable Installation will require changes in planning, investment, and Installation operations. It means identifying approaches, technologies, and systems that will best support the mission, improve the quality of life in military communities, protect resources, and reduce operational costs.

The process of integrating the Army's Triple Bottom Line-Plus (Figure 4) into the Garrison's strategic plan will accomplish the following objectives.

- Create ownership of the strategic plan, goals, and action plans among Installation staff by engaging a broader group of stakeholders throughout the development process.
- Develop 25-year goals that will support development of an enduring Installation through sustainable development and operation.
- Engage with community stakeholders throughout the process to better understand community needs and to illuminate Installation needs from the community. This interaction should strengthen existing relationships with and support from community partners.
- Build a roadmap for long-term changes that will optimize current and future missions, promote development of a sustainable community inside and outside the fenceline, and protect resources to ensure their availability for current and future missions.



Figure 4. The Army Triple Bottom Line-Plus.

The principles of sustainability emphasize a long-term strategic perspective and underscore the fact that an Installation is not an “island,” but is part of a regional environmental, economic, and social system. This plan

meets that intent by reaching beyond the fenceline to look at regional issues and trends that could impact future missions. The principles of sustainability provide a compass for existing management programs and the vision to move beyond a reactive posture. Sustainability is the “end,” but the “ways” and “means” to accomplish sustainability will come from individual and collaborative efforts associated with this plan and other supportive plans, both on and off the Installation.

3.2 Overview of process

The ISSP process at FLW began in 2009 to provide an updated strategic plan that would reflect the Army’s push toward sustainable Installations. It began with the presentation to the Senior Leadership in November 2009, and proceeded through September 2011 to develop a realistic plan for implementation.

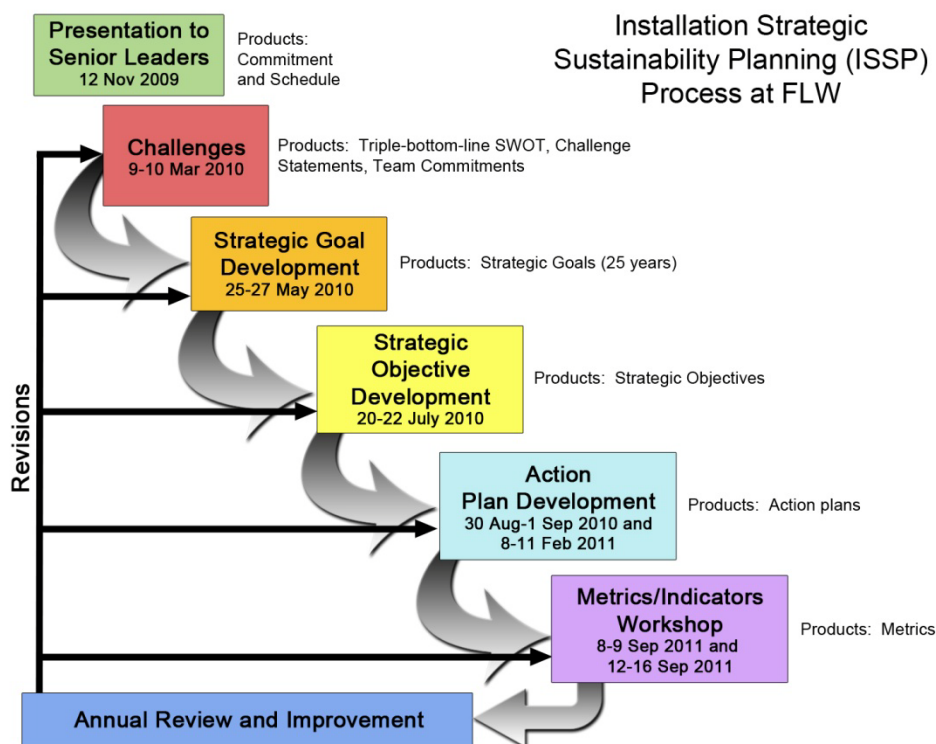


Figure 5. Fort Leonard Wood ISSP process and initial timeline.

The following methods were used to gather input for each part of this plan:

- (1) The presentation to Senior Leadership provided FLW leaders and managers an overview of the ISSP process. This served to build understanding and support for the process from the Senior Commander,

Garrison Commander, School Commandants, and all leaders in the Garrison and tenant organizations.

- (2) The *Challenges Workshop* was held to identify core business activities critical to supporting the mission; to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; and to use the SWOT analysis to develop long-term challenge statements. A team leader and team members were established for each of the six core business areas during this workshop.
- (3) The *Goal-Setting Workshop* developed long-term goals that addressed the issues described by the Challenge Statements written in the previous session.
- (4) The *Objectives Workshop* provided the opportunity for leaders, program managers, and subject matter experts (SME) to define intermediate end states and targets that would move the Installation toward accomplishing the strategic goals.
- (5) The *Action Planning Workshop* identified actions and resource requirements to begin accomplishing objectives previously identified. A later workshop to further refine the Action Plan was conducted in February 2011.
- (6) The *Metrics/Indicators Workshop* focused on the development of metrics for assessing the progress toward each objective.

The results of these workshops are summarized in this report. In addition, Appendix A provides SWOT analyses for the Core Business Areas and Appendix B provides the detailed action plans developed by each team.

3.3 Core business areas

There are Six Core Business areas are aligned to the Garrison's mission. These represent the processes at which the Garrison must be successful to satisfy customers and fulfill its missions for higher headquarters. They are:

- Caring for Military, Civilians and Families
- Community Engagement
- Infrastructure (and Energy)
- Mission Services

- Training Lands, Ranges, and Facilities
- Workforce Development.

3.4 SWOT analysis

The SWOT analysis is an important element of the ISSP process. Analysis was conducted by key Garrison staff, key customer group representatives, program managers, SMEs, and appointed action officers. The various analyses provided a situational or environmental scan of the Installation with an in-depth study of current internal strengths and weaknesses as well as external opportunities and threats. As part of the methodology of integrating sustainability with the Army's Triple Bottom Line-Plus, a SWOT analysis was conducted for each of the six Core Business Areas. The completed SWOT analyses (see Appendix A) served as a clear starting point to identify strategic challenges and build the ISSP.

3.5 Strategic challenge statements

Analysis of information in the SWOT matrices yielded recurring themes. These themes validated strategic challenges for the organization and targeted areas for action plan development. The strategic challenges for FLW are presented below.

3.5.1 Caring for Military, Civilians and Families Challenge Statement

Given that population is expanding, infrastructure is aging, new construction is encroaching on the environment, impacting quality of life (QOL) and Soldier/Family readiness,

How will FLW continue to provide world-class training, programs, services, and facilities that make FLW the "Installation of Choice" and build strong Leaders, Soldiers, and Families?

3.5.2 Community Engagement Challenge Statement #1

Given that there is no systematic Strategic Communication (STRATCOM) effort at FLW, specified priorities and messages are not approved, there is no method to push those messages forward, opportunity is lost to gain support for FLW, issues are lost with the change of command, communities are not supported consistently, and FLW's image is not properly represented,

How will FLW develop a systematic STRATCOM effort that provides the command and the community the opportunity to advocate their position and issues to all markets and stakeholders in a way that improves FLW's relative to other installations?

3.5.3 Community Engagement Challenge Statement #2

Given that FLW is remote from major communication outlets and is difficult to get to from places where there are major outlets, major communication vendors cannot easily access FLW, FLW is not easily able to draw outsiders to the area, and thus the FLW story is not getting out,

How will FLW connect to major communication outlets by either making FLW easier to get to or by starting a major TV network within 40 miles of the Installation?

3.5.4 Infrastructure Challenge Statement #1

Given that FLW has historically utilized nonrenewable, relatively inexpensive, and abundant but vulnerable energy sources to support its mission, and further recognizing that the utilities and natural resources are constrained and increasingly costly,

How will FLW secure energy resources for future mission—expecting growth—in such a way as to limit availability and vulnerability risks, enhance environmental stewardship, and recognize relationships with privatized utilities and community partnerships?

3.5.5 Infrastructure Challenge Statement #2

Given that FLW has limited land for operations, development of nearby private land constrains the Installation's land use, and environmental constraints limit usable land,

How will FLW not only secure future mission requirements, but also secure them in a way that will achieve maximum efficiency, enhance environmental quality, and optimize community relations?

3.5.6 Mission Services Challenge Statement

Given the ever-changing demand for services, and with the current trend of reducing resources,

How will FLW achieve and maintain acceptable level of logistical, emergency, and human resources services for current and future support missions?

3.5.7 Training Challenge Statement

Given the limitations of an 86,000-acre training land shortfall, limited specialized manpower resources, limited funding for manpower and technology, and increasing range residue due to limited land utilization/access,

How will FLW provide a premier training environment that supports current training objectives and incorporates advancing technology; and how can FLW adapt to continual changes in operational environments to make the training capabilities located on FLW the best in the world?

3.5.8 Workforce Challenge Statement

Given there are workforce concerns related to potential hidden small-scale aging, family member employment, specialized skill recruiting (e.g., medical/dental professionals and regimental-based professionals) and technical training,

How will FLW become a station of choice for military and civilian workers if the post's quality of life, jobs for family members, skills development, upward mobility, and professional challenges are not the best in the Nation?

3.6 Strategic management process

Performance reporting and updates to this plan will be made through an online automated system that is being developed. Installation governance will be integrated within the MSCoE Campaign Plan and within the Garrison's quarterly Performance Management Reviews and semiannual Installation Planning Boards.

Annual azimuth checks will be conducted to ensure linkage and support for IMCOM, US Army Training and Doctrine Command (TRADOC), Department of the Army, and DoD initiatives.

4 Strategic Goals

From the strategic planning process, FLW has developed six long-term strategic goals by building on the SWOT analyses and challenge statements for each of the six Core Business Areas. These goals target the significant issues that challenge the long-term viability of the Garrison to provide Military, Civilian, and Family members with the infrastructure, services, and programs necessary for mission accomplishment and QOL. Table 1 provides an overview of the strategic goals and related objectives.

Table 1. Overview of six strategic goals.

Strategic Goals	Goal Objectives
Goal 1: Sustainable development and redevelopment at FLW.	Objective 1.1: Buildings in Campus setting that employ high-performance and adaptable systems to progressively reduce the use of nonrenewable resources.
	Objective 1.2: Efficient use and management of energy and water that is provided from cost-competitive, secure, and renewable sources.
	Objective 1.3: By 2035, develop new and modernize existing facilities to perform at net-zero with respect to energy, water, and waste while also providing a high quality of life and adaptable work environment.
Goal 2: Organize and construct FLW with adequate manning, equipment, technology, and facilities to sustain mission services in support of the training and deployment missions.	Objective 2.1: Reduced footprint and optimized food service support.
	Objective 2.2: Efficiency through establishing an enterprise facility for logistical support.
	Objective 2.3: Upgraded deployment support services and infrastructure (rail heads, rail, staging areas, airfields, etc.).
	Objective 2.4: Efficiency through establishing an enterprise system for service members' in- and out-processing.
	Objective 2.5: A Non-Tactical Vehicle fleet that provides optimum mission and customer support at minimum cost, while taking full advantage of emerging technologies to minimize negative impacts on the environment.
Goal 3: Full and effective community engagement.	Objective 3.1: Actively participate in the planning and execution of regional, community, and economic development programs that enhance the QOL for the greater FLW community.
	Objective 3.2: Leverage enduring partnerships with academia, industry, and government to solve defense-related science and technology challenges; establish FLW as a thriving national security center; and promote regional, sustainable economic development.
	Objective 3.3: Facilitate consistent, positive national media coverage that promotes FLW commands, missions, and expertise.
	Objective 3.4: Establish a regional partnership forum that promotes outreach to local communities, inspiring community support.
	Objective 3.5: Ozark Regional Sustainability Initiative.

Strategic Goals	Goal Objectives
Goal 4: Service Members, Families, and Civilians: resilient in mind, body, and spirit.	Objective 4.1: Develop an Installation Resiliency ¹ Campus.
	Objective 4.2: Provide access to state-of-the-art, after-hours-accessible classrooms and laboratories to improve all approved degree programs and educational opportunities.
	Objective 4.3: Construct diverse, interconnected trail system
	Objective 4.4: Develop, maintain, and sustain facilities and capabilities on the Installation that support Soldier fitness and Family wellness.
Goal 5: A culture of pride and trust throughout the FLW workforce.	Objective 5.1: FLW community fully utilizes employment services.
	Objective 5.2: Provide opportunities and encouragement for technical knowledge certification, degrees, ongoing training, and licensing for the workforce (through posted training events, partnerships, and tenants, etc.) to sustain a professional, skilled workforce best positioned to support the mission.
	Objective 5.3: Develop a workforce with strong leaders, continuity, and cross-functional support that builds unstoppable momentum for safe and sustainable use of land, energy (fuel and electricity), and materials.
	Objective 5.4: Become an enlightened employer of choice that sustains a workforce that is adaptable, dynamic, collaborative, motivated, and functions sustainably in meeting current and future mission needs.
Goal 6: Modern, adaptable and high performance training facilities, ranges and land.	Objective 6.1: Accurate, timely, and complete identification of training facilities, ranges, and land requirements.
	Objective 6.2: Develop a plan and implement an acquisition strategy to provide modern, adaptable, sustainable high-performance training facilities on FLW for all training requirements.
	Objective 6.3: Operate, modernize, and sustain training land, ranges, and facilities to meet mission requirements (SR4-2).
	Objective 6.4: Protect and preserve training lands for current and future missions.

Each goal is discussed below, with additional detail on objectives provided in table form. Action plans for each goal and its supporting objectives are provided in Appendix B. Note that the indicators were established during the ISSP process, but they will be continuously refined because they are crucial to measuring progress toward the 25-year goals.

4.1 Goal 1: Sustainable development and redevelopment at Fort Leonard Wood

4.1.1 Description

In the next 25 years, transform into an Installation with an efficient network of high-performance, sustainable, and resilient infrastructure systems, enabling mission assurance and mission expansion.

¹ Resiliency is defined as the ability to bounce back from difficulty.

4.1.2 Indicators

- Annual vehicular miles traveled on-post per person
- Percentage of buildings meeting net-zero standard (energy, water, waste)
- Reduced energy intensity
- Reduced water use intensity
- Fossil fuel use per person.

4.1.3 Proponent

Directorate of Public Works (DPW Master Plans, Energy Manager)

4.1.4 Objectives

Objectives for Goal 1 are shown in Table 2 – Table 4.

Table 2. Objective 1.1 – Building system standards.

Objective 1.1: Buildings in Campus setting that employ high-performance and adaptable systems to progressively reduce the use of nonrenewable resources.	
Description: A community of smartly placed buildings in a campus setting that best supports the mission, which will occur while the following takes place: • Minimizing on-post vehicle use • Reducing the loss of training land to cantonment area development • Taking advantage of on-post renewable power generation • Using distributed energy micro-grids • Maximizing accessibility to services and creating a pedestrian-friendly FLW community	
Lead Organization: DPW	Requirements: IR1-4, EN2-1, EN2-2, EN2-3, EO 13514 §2(g)(i), EO 13514 §2(g)(vii), EISA §438, EO 13514 [§2(g)(iv)], EO13514, §2(g)(v), IR3-1, IR3-2, IR3-3, IR3-4, IR5-1, EO 13514 § 2(g)(vi).
Leading Measure(s): • Community density rating (LEED-like community score)	Lagging Measure(s): • Density of buildings/acre of cantonment (sq ft of building/area of space zoned for development) • Number of non-tactical vehicle miles traveled
Next Step(s): • Revise installation Master Plan. Step will be initiated in January 2012 and completed by 2013.	
Target(s): • Update Master Plan by 4Q FY13 • Complete Master Plan Programmatic Environmental Assessment • Beginning in 2012 all major new facilities will be constructed within approved development zones • Survey and plan for eliminating old, underutilized facilities	

Objective 1.1: Buildings in Campus setting that employ high-performance and adaptable systems to progressively reduce the use of nonrenewable resources.

FTEs Required:

- 1.2 FTE to support sustainable development and transportation FY12–36

Funding Required:

- \$300k in FY12 to develop sustainable master plan (visioning)
- \$550K in FY12 Capital Improvement Strategy (Facilities Baseline), and storm water plan
- \$250K in FY13 for transportation plan
- \$250k/yr in FY13 and FY14 for Environmental Assessment.

Table 3. Objective 1.2 – Energy management.

Objective 1.2: Efficient use and management of energy and water that is provided from cost-competitive, secure, and renewable sources.

Description: Institutionalize energy and water savings by using conservation procedures and technologies throughout FLW. FLW heats primarily with natural gas which is a nonrenewable source. There are also cost and security issues to consider with this energy source. FLW will develop an energy production and management portfolio that will:

- Provide a mix of purchased and self-produced, conventional and renewable energy sources
- Explore and pursue on-site power production that will support development of sustainable power generation and use patterns
- Be integrated into designed facilities that can use recovered heat from energy production
- Exploit renewable on-post power sources like bio-mass, solar, waste-to-heat, and co-generation
- Integrate micro-grids into future development as well as improved and efficient transmission technologies
- Support the evolution of Fort Leonard Wood to a net-zero Installation
- Reaching the goal of efficient use of energy (and water) must include education/outreach to all Soldiers, Families, civilians, and contractors

Lead Organization: DPW Energy Manager

Requirements: EN3-2, EN3-3, EPAAct 2005 §103, EPAAct 2005 §203, EISA §431, EO13514§2(a)(i), EO 13514§2(f)(iv), EN1-3, EN3-1, EO 13514§2(f)(iv)

Leading Measure(s):

- Number of facilities/year audited for energy and water conservation opportunities

Lagging Measure(s):

- Percentage of renewable power purchased/used
- Percentage reduction in energy consumption (density –MBtu per square foot, EN-1)
- Percentage reduction in water consumption (density gallons per square foot, EN-1)

Next Step(s):

- Arrange to collect energy monitoring data collected through metering to compile baseline
- Continue to install meters
- Include water meters for all new construction and renovations

Leading Target(s):

- All facilities metered for water and energy use by 2020
- All facilities audited for energy and water use reduction options by 2015
- Facilities then monitored on a schedule once every 4 years.

Lagging Target(s):

In compliance with EPAAct 2005 §203, increase renewables by:

- 3% in FY2007–2009
- 5% in FY 2010–2012
- 7.5% in FY 2013

Objective 1.2: Efficient use and management of energy and water that is provided from cost-competitive, secure, and renewable sources.

FTEs Required: 0.7 FTE in 3Q FY11, approximately 3.0 FTE in 4Q FY11-3Q FY12, approximately 1.0 FTE in 4Q FY12-4Q FY15, 2.7 FTE in FY16, 0.5 FTE in FY17-19, and 2.7 FTE in FY20-36.

Funding Required: \$350k in FY11, \$790k in FY12, \$200k/yr in FY13-16, and \$100k/yr in FY17-36.

Table 4. Objective 1.3 – Net-zero facilities.

Objective 1.3: By 2030, develop new and modernize existing facilities to perform at net-zero with respect to energy, water, and waste while providing a high quality of life and adaptable work environment.	
Description: Change the way we build and renovate buildings to insure that all future infrastructures are sustainable to the greatest extent technologically feasible, cost effective to maintain and operate, and eventually meet Army net-zero waste, energy, and water goals.	
Lead Organization: DPW	Requirements: IR1-4, EN2-1, EN2-2, EN2-3, EO 13514 §2(g)(i), EO 13514 §2(g)(vii), EISA §438, EO 13514 [§2(g)(iv)], EO13514, §2(g)(v), IR3-1, IR3-2, IR3-3, IR3-4, IR5-1, EO 13514 § 2(g)(vi).
Leading Measure(s): - Percent of buildings that have been surveyed for conformance with the High Performance Sustainable Building (HPSB) guiding principles - Number of FLW staff (with responsibilities in construction) who are accredited in LEED (AP) - Percentage of square feet meeting Net Zero Ready (future measure)	Lagging Measure(s): - Reduction in energy use intensity, water use intensity - Runoff - Reduction in waste disposal from source reduction, reuse, use of natural/degradable products, and increased recycling
Next Step(s): - Identify staff and begin training to become LEED accredited - Work with CERL to initiate HPSB surveys - Baseline water, energy, and waste data	
Leading Target(s): - Design a high-performance building for one OMA-funded building in 2011 – continue to do a different type of OMA-funded construction each year through 2020 - Meet EISA requirements; incorporate Low-Impact Development - Advanced, centrally monitored, utility metering on 90% of all facilities by 2020 (10% per year) - All new buildings will be LEED Gold by 2020 - Net Zero energy designed into all buildings for construction or modernization starting in FY 2030 as per EO 13514 §2(g)(i)	Lagging Target(s): - Net Zero Waste by 2030 - Net Zero Water by 2030 - Net Zero Energy by 2030 - EISA targets for runoff
FTEs Required: 2 FTEs starting in 4Q FY11-FY36 for a sustainability engineer (LEED-accredited) and a sustainability coordinator (PAIO) Funding Required: \$315K FY12 \$95K FY13 \$25K/YR starting in FY12 for annual update conference - Actions will identify additional investments to upgrade infrastructure - these will be integrated into subsequent POM budgets.	

4.1.5 Implementation

The current schedule for implementation of this goal is provided in Appendix B. The timeline includes a list of actions to support accomplishment of the objectives listed above. Appendix B also identifies the estimated resources (beyond those currently available) that are needed to implement each objective in support of the strategic goal.

The planning team developed initial resource estimates for the actions. These estimates are not complete, so they will continue to be developed and refined as the plan is implemented. The following general guidelines were used in preparing resource estimates.

- Estimates are being provided for new efforts or significant workload increases.
- If the teams thought that the action can be accomplished within existing resources, no new requirements are identified.
- If the team thought that the action could not be completed with existing personnel, a staff hours/FTE estimate is provided.
- If the team thought that the action would be contracted or purchased, a dollar estimate is provided.

4.1.6 Stakeholders

Fort Leonard Wood Stakeholders	
Directorate of Public Works (DPW) - Master Plans	DPW Environmental
DPW Engineering	Directorate of Resource Management (DRM)
DPW Energy	Real Property Planning Board
MSCoE G-8	MSCoE Capability Development and Integration Directorate (CDID)
Off-Post Stakeholders	
US Army Corps of Engineers, Kansas City District	US Army Corps of Engineers, Headquarters: Zero Energy Design Demonstration

4.1.7 Approach

Two energy managers, a transportation planner, and LEED accredited engineer would spearhead the transformation of FLW into a sustainable community. Campus development, design, and construction of net-zero facilities will require the actions listed below:

- Training of engineering staff to reach LEED accreditation
- Development of a multifaceted master plan that includes water resources, transportation, zoning, micro-grids, and a facilities utilization
- Changing the Installation approach toward design and construction of new buildings as well as renovation of existing facilities.

In order to develop secure and renewable energy, FLW will meter and monitor buildings energy and water usage, develop an Installation-wide system of facility control, conduct auditing of all facilities, and develop a portfolio of on- and off-post renewable and traditional power supplies.

4.1.8 Governance

The strategic sustainability plan is integrated into Line of Effort (LOE) 5 of the Senior Commander's Campaign Plan. As such, the goal proponent will be responsible for coordinating activity, providing periodic information as part the performance review of the Senior Commander's Campaign Plan, informing the Garrison Commander of progress, and providing progress data and information for the annual sustainability report (managed by the PAIO).

Additional oversight of the planning and development aspects of this goal will be provided through the Real Property Planning Board and the Installation Planning Board. Input to specific projects will be provided through design charrettes as well as future Master Plan revisions and updates.

4.1.9 Reporting

Progress briefings to the Senior Commander and the senior leaders on LOE 5 of the MSCoE campaign plan, which includes ISSP as Objective 5.2, are scheduled at the Senior Commander's Executive Sessions.

4.1.10 Review

FLW plans to eventually conduct annual reviews. However, in the short term, quarterly meetings will be conducted.

4.2 Goal 2: Organize and construct FLW with adequate manning, equipment, technology, and facilities to sustain mission services in support of the training and deployment missions.

4.2.1 Description

Improve mission services through strengthened communication, collaboration, and coordination both internally and externally (tenants, other service providers, surrounding communities). Enhance capabilities to rapidly adapt to emerging technologies and changing force structure and doctrine to ensure sustainability. Reduce logistics footprint through facility and operational efficiencies.

4.2.2 Indicators

- A “Mission Services Support Footprint” which combines:
 - o cost of providing services per soldier-day supported
 - o space:
 - * square feet of facilities needed to accomplish services per soldier-day
 - * acres of real estate needed to accomplish services per soldier-day
 - * labor hours needed to provide services per soldier-day
 - * transportation equipment hours per soldier-mile
- Mission Services Quality indicator that may use surveys in addition to existing sources (e.g., ICE, CDR’s Facebook page and CG’s website comments; CG’s Brigade Commanders Luncheon; Semiannual Training Brief [SATB]).

4.2.3 Proponent

Directorate of Logistics (DOL)

4.2.4 Objectives

Objectives for Goal 2 are shown in Table 5 – Table 9.

Table 5. Objective 2.1 – Food services.

Objective 2.1: Reduced footprint and optimized food service support.	
Description: An integrated, Installation-wide initiative to determine and implement an optimal food service support system for FLW that reduces operating costs and wastes, while providing efficient and high-quality food services.	
Lead Organization: DOL	Requirements: Installation Management Campaign Plan (IMCP) IR3, EN1
Leading Measure(s): - Number of separate dining facilities in operation (Feb 2011 baseline = 13) Additional Measures: - Number of Dining Facilities (DFACs) identified as underutilized - Meals per day served vs. capacity	Lagging Measure(s): - Annual operating costs (per soldier; 2010 or 2011 baseline TBD) - Satisfaction survey results
Next Step(s): Define and document long-term needs as part of Master Plan Visioning process	
Target(s): 9 DFACs by 2015 7 DFACs by 2018	Target(s): TBD
Resources Required: no additional requirements (Lean Six Sigma Study team)	

Table 6. Objective 2.2 – Logistical support facility.

Objective 2.2: Efficiency through establishing an enterprise facility for logistical support.	
Description: Create and establish a “state of the art” facility to better provide cost- and energy-efficient services to the customers and also provide more timely services without the need for unnecessary movement or delay. Create a “one stop” logistics facility which takes in all concerns of the FORSCOM/TRADOC/AMC/IMCOM commanders. SR2-2: Develop programs that help synchronize resources and requirements across the key ARFORGEN processes – Man, Equip, Train with a focus on installation support.	
Lead Organization: DOL	Requirements: IMCP SR 3,
Leading Measure(s): 1391 in place for facility	Lagging Measure(s): Reduced footprint of logistical support facilities/operations (space, energy, operating costs)
Target(s): Deployment center by 2021 and Logistics Support Center by 2026	Target(s): TBD
Next Step(s): - Engage with other installations to better understand approaches, technologies, design of logistical support facilities – Forts Bragg, Benning. - Explore Fort Future design for METL/deployment features	
FTEs Required: 1200 hours total (approx. 0.7 FTE) spread across FY11-FY19	
Funding Required: TBD (design and construction costs)	

Table 7. Objective 2.3 – Deployment support.

Objective 2.3: Upgraded deployment support services and infrastructure (rail heads, rail, staging areas, airfields, etc.).	
Description: Expand and upgrade the existing (or non-existent) air and rail facilities to provide cost-efficient and timely rapid deployment service support. Priorities include identifying locations for various tasks, equipment needed to complete the tasks and identifying funding resources to complete the requirement. Support IMCOM IR1-2: Strategic Mobility Infrastructure (SMI) that fully enables ARFORGEN deployment/redeployment cycles.	
Lead Organization: DOL	Requirements: IMCP SR 3, IR 1
Leading Measure(s): • Rail capacity/reliability (trains per week; cars per day) • Airfield capacity (types of aircraft, lifts) • Capacity of staging areas	Lagging Measure(s): • Personnel throughput capacity • Equipment throughput capacity
Target(s): • First milestone- completion of deployment plan by 2012 • Additional targets TBD based on plan	Target(s): TBD based on deployment plan
Next Step(s): • Baseline current capacity • Evaluate deployment scenarios to create deployment plan/identify infrastructure needs to optimize deployment capacity/capability.	
Resources Required: TBD (based on deployment plan)	

Table 8. Objective 2.4 – Service member processing.

Objective 2.4. Efficiency through establishing an enterprise system for service members' in- and out-processing.	
Description: Create and establish an automated enterprise system to provide a centralized in- and out-processing service to the customers and also provide a more timely service without the need for unnecessary movement or delay.	
Lead Organization: Directorate of Human Resources (DHR)	Requirements: IMCP SR3
Leading Measure(s): • Ratio of virtual vs. face-to-face in/out processing steps	Lagging Measure(s): • Number of days to in-/out-process
Next Step(s): • Identify Soldier Readiness Process (SRP) to define targets from FY12 and beyond • Review/Develop process flow diagram	
Target(s): See action plan (Appendix B)	Target(s): TBD after baseline information developed FY2012
Resources Required: TBD (may require new FTEs)	

Table 9. Objective 2.5 – Non-tactical vehicle fleet.

Objective 2.5. A Non-Tactical Vehicle fleet that provides optimum mission and customer support at minimum cost, while taking full advantage of emerging technologies to minimize negative impacts on the environment.	
<i>NOTE: Objective 2.5 will be incorporated/evaluated in a Cost-Culture Study by the Garrison Commander. Actions and projects will be developed based on results of that study.</i> Description: Includes GSA fleet, MWR, commercial material handling equipment, and any non-deployable Army owned or leased self-propelled equipment.	
Lead Organization: DOL	Requirements: EN4-1, EN4-2, EN4-3
Leading Measure(s): Reduced fleet size, increased miles/vehicle/yr	Lagging Measure(s): Dollars spent to have/operate non-tactical fleet
Next Step(s): Identify current non-tactical transportation	
Target(s): 400 vehicles (46%) by 2012	Target(s): TBD
Resources Required: TBD	

4.2.5 Implementation

The current schedule for implementation of Goal 2 is provided in Appendix B. The timeline includes a list of actions to support accomplishment of the objectives listed above. Appendix B also identifies the estimated resources (beyond those currently available) needed to implement each objective in support of the strategic goal. The planning team developed initial resource estimates for the actions. These estimates are not complete, so they will continue to be developed and refined as the plan is implemented. The following general guidelines were used:

- Estimates are being provided for new efforts or significant workload increases.
- If the teams thought that the action can be accomplished within existing resources, no new requirements are identified.
- If the team thought that the action could not be completed with existing personnel, a staff hours/FTE estimate is provided.
- If the team thought that the action would be contracted or purchased, a dollar estimate is provided.

4.2.6 Stakeholders

Fort Leonard Wood Stakeholders	
DOL/Lean Six Sigma Team	G8
Director Plans, Training and Mobilization (DPTM)	Family and Morale, Welfare and Recreation (DFMWR)
Directorate of Public Works	LGFS
Directorate of Human Resources	PAIO
G1	4 th Maneuver Enhancement Brigade (MEB) FLW
Directorate of Resource Management	All mission services, organizations, and directorates.
Network Enterprise Center (NEC)	All organizations that conduct in/out processing.
Inter Service Review Organization	
Off-Post Stakeholders	
US Army Corps of Engineers (USACE)	FORSCOM HQ
General Services Administration (GSA)	

4.2.7 Approach

The approach for this goal has yet to be determined.

4.2.8 Governance

The strategic sustainability plan is integrated into LOE 5 of the Senior Commander's Campaign Plan. As such, the goal proponent will be responsible for coordinating activity, providing periodic information as part the performance review of the Senior Commander's Campaign Plan, informing the Garrison Commander of progress, and providing progress data and information for the annual sustainability report (managed by the PAIO).

Additional needs for integration with other Installation and Garrison functions, standing committees and boards, and external meetings have not been identified at this time. Integration opportunities will be identified and documented as implementation proceeds.

4.2.9 Reporting

Progress briefings to the Senior Commander and the senior leaders on LOE 5 of the MSCoE campaign plan, which includes ISSP as Objective 5.2, are scheduled at the Senior Commander's Executive Sessions.

4.2.10 Review

FLW plans to eventually conduct annual reviews. However, in the short term, quarterly meetings will be conducted.

4.3 Goal 3: Full and effective community engagement

4.3.1 Description

An effective and enduring strategic communications program that empowers and engages the Installation with the greater community and stakeholders to support mutual missions and efforts, and enhance jobs to make FLW the “station of choice.”

4.3.2 Indicator

The process to develop this indicator includes identifying where partnerships between community stakeholders and FLW are critical, selecting a scoring for each issue, and creating a weighted indicator for the FLW goal based upon a composite score that represents progress (or lack of progress) in addressing these issues. The team identified the following topics as areas where partnerships are critical.

- Regional education
- Community safety
- Utilities
- Jobs
- Medical/health services
- Regional transportation
- Recreation
- Services – retail
- Housing
- Economic development
- Research and technology development
- Recreation.

4.3.3 Proponent

Plans, Analysis, and Integration Office (PAIO)

4.3.4 Objectives

Objectives for Goal 3 are shown in Table 10 – Table 14.

Table 10. Objective 3.1 – FLW quality of life.

Objective 3.1: Actively participate in the planning and execution of regional, community, and economic development programs that enhance the QOL for the greater FLW community.	
Description: Coordinated regional activities that define community direction, establishing regional development patterns, identifying and pursuing economic development that will improve quality of life in the region, and establishing forums where community stakeholders, including FLW, can work together to accomplish beneficial goals and objectives including: • Economics • Education • Health Care and Social Services • Housing • Land Use • Public Safety • Transportation	
Lead Organization: PAIO, State of Missouri DED, and Communities	Requirements: EO13514§2(f)(i)
Leading Measure(s): • Number of relevant memberships in regional planning organizations.	Lagging Measure(s): • CG approves FLW Goal-team to work on economic development issues.
Next Step(s): • Explore cooperation with regional planning organizations to develop a regional plan focused on Quality of Life. • Explore combination of this objective with the Sustainable Ozarks Objective.	
Target(s): Complete by Oct 2014	Resources Required: No additional resources needed beyond those currently available

Table 11. Objective 3.2 – Partnerships.

Objective 3.2: Leverage enduring partnerships with academia, industry, and government to solve defense-related science and technology challenges; establish FLW as a thriving national security center; and promote regional, sustainable economic development.	
Description: Use partnerships effectively through policy and actions to enhance mission, support regional economic development, and support mission requirements that pose unique challenges to the Installation. Solidify partnerships with: • The University of Missouri Technical Park • The Leonard Wood Institute • Missouri University of Science and Technology (Missouri S&T) • Park Service	
Lead Organization: • MSCoE, JIIM-IA	Requirements: IR4, SW4
Leading Measure(s): • Number of partnering agreements • Number of enabling processes	Lagging Measure(s): • Presence in Tech Park of more academia, R&D, and other government agencies • Amount of funding
Next Step(s): • Document current partnerships and their function	
Target(s): Completed FY20.	Resources Required: • 0.5 FTE in STRATCOM in 3Q FY11-20. • \$300k/yr in FY11-20

Table 12. Objective 3.3 – National media coverage.

Objective 3.3 FLW has consistent, positive, national media coverage that promotes FLW commands, missions, and expertise.	
Description: Active communication that illustrates the importance of FLW to the Army, the State of Missouri, regional partners, and the local community.	
Lead Organization: PAO	Requirements: SW4, SR3
Leading Measure(s): Funding and staff allocated to support	Lagging Measure(s): Number of successful storylines picked up and covered by national news outlets
Next Step(s): - Complete STRATCOM - Develop a list of targets and messages	
Target(s): - One news story per quarter to the Installation website about military life; highlight programs and services to assist Soldiers, Families and Civilians (SW4-5) - Completed FY20.	Resources Required: 1.0 FTE in STRATCOM in 3Q FY11- 1Q FY12 and 1.0 FTE in PAO in 1Q FY12–14 - Funding Required: - If the 2.0 FTEs not obtained, then \$150k/yr in FY11–12 for STRATCOM and another \$150k/yr in FY12–14 for PAO for contracted services.

Table 13. Objective 3.4 – Community Engagement.

Objective 3.4 A regional partnership forum that promotes outreach to local communities, inspiring community support. Community partnerships support the FLW mission and enhance stakeholder interaction (including Installation visits).	
Description: Senior leadership participates in making presentations to additional regional partnerships and activities as a means for strengthening ties with the surrounding community.	
Lead Organization: PAO	Requirements: SW2-4, SW4-1, SW4-2, SW4-3, SW4-4, SW4-5
Leading Measure(s): Number of partnership activities	Lagging Measure(s): Results of community support survey
Next Step(s): - Coordinate with CG's community outreach to insure message is spread consistently and widely to stakeholder communities - Identify and customize survey mechanism for following up with community stakeholders who receive a leadership briefing - Develop sustainable Fort Leonard Wood leadership message slide set	
Target(s): - Establish by CY2012 - One civic meeting per quarter for each community support organization on a rotating basis to provide information on Installation issues or initiatives (SW4-3) - Four civilian community briefings per year to provide an opportunity for Army leadership to share military quality of life issues with their communities (SW4-5)	Resources Required: No additional resources needed beyond those currently available.

Table 14. Objective 3.5 – Regional sustainability initiative.

Objective 3.5: Ozark Regional Sustainability Initiative.	
Description: Establish an initiative to encourage and support sustainable development to the benefit of all within the region.	
Lead Organization: PAIO	Requirements: IR4, IR6
Leading Measure(s): Amount of funding for regional sustainability effort	Lagging Measure(s): Local organization takes leadership role (will define lagging measures for success with stakeholders)
Next Step(s): Establish effort to initiate and launch Sustainable Ozarks effort	
Target(s): Regional goals and charter established by the end of 2012	Resources Required: 0.2 FTE in 4Q FY11 - 2Q FY12 (Sustainability Coordinator - PAIO) \$100K per year from 1Q FY12– 4Q FY14

4.3.5 Implementation

The current schedule for implementation of Goal 3 is shown in Appendix B. The timeline includes a list of actions to support accomplishment of the objectives listed above. Appendix B also identifies the estimated resources (beyond those currently available) needed to implement each objective in support of the strategic goal.

The planning team developed initial resource estimates for the actions. These estimates are not complete, so they will continue to be developed and refined as the plan is implemented. The following general guidelines were used:

- Estimates are provided for new efforts or significant workload increases.
- If the teams thought that the action can be accomplished within existing resources, no new requirements are identified.
- If the team thought that the action cannot be completed with existing personnel, a staff hours/FTE estimate is provided.
- If the team thought that the action would be contracted or purchased, a dollar estimate is provided.

4.3.6 Stakeholders

Fort Leonard Wood Stakeholders	
MSCoE STRATCOM Office	Joint, Interagency, Intergovernmental, Multinational, Industry, Academia (JIIM-IA)
G6	Capability Development and Integration Directorate (CDID)
Public Affairs Office (PAO)	Secretary of the General Staff (SGS)
PAIO	DPW Master Plans
Directorate of Public Works (DPW)	Directorate Plans, Training and Mobilization (DPTM)
Medical Command (MEDCOM)	DPW Environmental
University of Missouri Liaison	
Off-Post Stakeholders	
State of Missouri DED	Chamber Director
Communities	Meramec Regional Planning Commission
Leonard Wood Institute	

4.3.7 Approach

A FLW sustainability coordinator (in PAIO) would support this activity and coordinate initial participation with community stakeholders. The proponents for specific objectives will provide PAIO with information on scheduled activities, progress in accomplishing activities and meeting targets, and documentation of activities/meetings. As partnerships evolve, especially the regional sustainability partnership, leadership will transition to an external organization that will lead the effort with FLW participating as a regional stakeholder.

4.3.8 Governance

The strategic sustainability plan is integrated into Line of Effort 5 of the Senior Commander's Campaign Plan. As such, the goal proponent will be responsible for coordinating activity, providing periodic information as part the performance review of the Senior Commander's Campaign Plan, informing the Garrison Commander of progress, and providing progress data and information for the annual sustainability report (managed by the PAIO).

Additional needs for integration with other Installation and Garrison functions, standing committees and boards, and external meetings have not been identified at this time. Integration opportunities will be identified and documented as implementation proceeds.

4.3.9 Reporting

Progress briefing to the Senior Commander and senior leaders on LOE 5 of the MSCoE campaign plan, which includes ISSP as Objective 5.2, are scheduled at the Senior Commander's Executive Sessions.

4.3.10 Review

FLW plans to eventually conduct annual reviews. However, in the short term, quarterly meetings will be conducted.

4.4 Goal 4: Service Members, Families, and Civilians resilient in mind, body, and spirit

4.4.1 Description

Provide Service Members, Families, and Civilians opportunities, programs, and facilities that enable them to become resilient¹ in mind, body, and spirit. Provide holistic, consolidated, and multi-functional (educational, physical fitness, recreational/leisure, and religious) services. Ensure that all services are based on an ongoing needs assessment.

4.4.2 Indicators

- The amount of training and services (or “contact opportunities”) for FLW community related to resiliency; roll up into a percentage of population contacted within a year and/or hours per person of resiliency support
- An aggregate of negative-behavior indicators (e.g., crime statistics, alcoholism, suicide rates, domestic violence).

4.4.3 Proponent

Directorate Family Morale, Welfare, and Recreation (DFMWR)

¹ Resiliency is defined as the ability to bounce back from difficulty.

4.4.4 Objectives

Objectives for Goal 4 are listed in Table 15 – Table 18.

Table 15. Objective 4.1 – Installation Resiliency Campus.

Objective 4.1: Develop an Installation Resiliency Campus.	
Description: A health and wellness resiliency campus for comprehensive Soldier and family wellness (e.g., Chaplain, ACS, Behavioral Health, ASAP, and Suicide Prevention resources).	
Lead Organization: DFMWR and the Community Health Promotion Council	Requirements: SR2-2
Leading Measure(s): Actions as milestones in development – targets are completion of actions on schedule	Lagging Measure(s): Utilization rates of campus activities compared to pre-campus baseline (increase desired)
Target(s): See action items in Appendix B	Target(s): 15% increase in utilization rates first full year after opening, then maintain new level annually
Next Step(s): - Develop a list of all functions that should be eventually located in the campus – define the desired end-state - Develop materials to market the Campus and locations of functions	
FTEs Required: 60 hours total in 2Q–4Q FY11 and 0.1 FTE in 4Q FY12–13 for support planning; additional FTE to support Campus is TBD Funding Required: TBD	

Table 16. Objective 4.2 – Educational opportunities.

Objective 4.2: Provide access to state-of-the-art, after-hours-accessible classrooms and laboratories to improve all approved degree programs and educational opportunities.	
Description: Improve continuing education, civilian degree programs, and all other off-duty training and education through upgrading and/or improved access to state-of-art classrooms and labs. May include facility development through partnerships with educational organizations (schools, universities).	
Lead Organization: DHR-ESO	Requirements: SR4-1
Leading Measure(s): Square footage of classrooms available	Lagging Measure(s): Usage/occupancy rates of available space used for education
Target(s): TBD	Target(s): TBD
Next Step(s): - Evaluate demand for classroom space and document current allocation process. Identify which facilities are available at what times. - Meet with interested education stakeholders to better understand their needs for expanding educational opportunities using FLW classrooms - Using this information, determine if a new education facility is warranted	
FTE Required: 0.5 FTE in 3Q FY11–1Q FY12 Funding Required: TBD	

Table 17. Objective 4.3 – Interconnected trail system.

Objective 4.3: Construct diverse, interconnected trail system.	
Description: Linked to Mark Twain National Forest and local municipalities. Includes bicycle, pedestrian, and PARCOURS trails/use with various physical fitness, recreation, and leisure stations. Will also support distance training for service members.	
Lead Organization: DFMWR	Requirements:
Leading Measure(s): (Milestones): • Get funding	Lagging Measure(s): • Miles of trails interconnected with FLW
Target(s): TBD once baseline is established	Target(s): TBD once baseline is established
Next Step(s): • Identify any plans local municipalities have with recreational/leisure growth programs.	
FTE Required: 40 hours total in 3Q FY11–1Q FY12 + additional FTE is TBD.	
Funding Required: TBD	

Table 18. Objective 4.4 – Fitness and wellness.

Objective 4.4 Develop, maintain, and sustain facilities and capabilities on the Installation that support Soldier fitness and Family wellness.	
Description: Construct indoor physical fitness, recreation, and leisure centers to accommodate growing population. Design and siting considerations should include access/availability of child care services. Includes support to all eligible users (ID card holders – service members, family members, retirees, eligible civilians). Develop and implement a strategy to approve and program additional indoor fitness recreation and leisure center space without being limited by BDE Fitness Centers counting against the Installation's authorized space. May include re-designation of BDE Gyms from Fitness Centers to Multi-use or other type of space since they are used for more than fitness training. Supports IMCOM SR1-3: Develop, maintain, and sustain facilities and capabilities on the installations that support Soldier fitness and a warrior ethos.	
Lead Organization: DFMWR	Requirements: SR1-3
Leading Measure(s): • Percent of fitness centers compared to R-plan	Lagging Measure(s): • Percentage of fitness centers operating at ISR Services Green level to support Soldiers and Families
Target(s): 100% to R-plan	Target(s): 100% (currently at 100%)
Next Step(s) • Baseline status of facilities and usage	
FTE Required: 24 hours total in 2Q–3Q FY11 + additional FTE is TBD	
Funding Required: \$500k in 1Q FY13 for design charrettes, approximately \$16 million for MCA fitness center in FY14, and funding for the other activities TBD	

4.4.5 Implementation

The current schedule for implementation of Goal 4 is shown in Appendix B. The timeline includes a list of actions to support accomplishment of the objectives listed above. Appendix B also identifies the estimated resources

(beyond those currently available) that will be needed to implement each objective in support of the strategic goal. The planning team developed initial resource estimates for the actions. These estimates are not complete, so they will continue to be developed and refined as the plan is implemented. The following general guidelines were used:

- Estimates are provided for new efforts or significant workload increases.
- If the teams thought that the action can be accomplished within existing resources, no new requirements are identified.
- If the team thought that the action cannot be completed with existing personnel, a staff hours/FTE estimate is provided.
- If the team thought that the action would be contracted or purchased, a dollar estimate is provided.

4.4.6 Stakeholders

Fort Leonard Wood Stakeholders	
Community Health Promotion Council	Public Affairs Office
Directorate of Public Works	Family and Morale, Welfare and Recreation
Directorate of Human Resources-ESO	MSCoE
Medical Command (MEDCOM)	NEC
Chaplain	
Off-Post Stakeholders	
Regional Schools/Universities	

4.4.7 Approach

The approach for this goal is yet to be determined.

4.4.8 Governance

The strategic sustainability plan is integrated into LOE 5 of the Senior Commander's Campaign Plan. As such, the goal proponent will be responsible for coordinating activity, providing periodic information as part the performance review of the Senior Commander's Campaign Plan, informing the Garrison Commander of progress, and providing progress data and information for the annual sustainability report (managed by the PAIO).

Additional needs for integration with other Installation and Garrison functions, standing committees and boards, and external meetings have not been identified at this time. Integration opportunities will be identified and documented as implementation proceeds.

4.4.9 Reporting

Progress briefing to the Senior Commander and the senior leaders on LOE 5 of the MSCoE campaign plan which includes ISSP as Objective 5.2 is scheduled at the Senior Commander's Executive Sessions.

4.4.10 Review

FLW plans to eventually conduct annual reviews. However, in the short term, quarterly meetings will be conducted.

4.5 Goal 5: A culture of pride and trust throughout the Fort Leonard Wood workforce

4.5.1 Description

A sustainable workforce that utilizes employment services and educational opportunities so that it:

- Meets rapidly changing mission requirements
- Has a high level of total fitness and well-being (mental, spiritual, emotional, physical health)
- Is demographically blended (mix of military, retiree, spouses and local and external talent, ages, races, gender)
- Transitions institutional knowledge within the workforce from experienced to new workers
- Has technical knowledge, certification, degrees, ongoing training, licenses
- Is motivated through incentives, rewards, recognition
- Feels they are stakeholders in mission accomplishment
- Has physical facilities and an organizational working environment that support high performance
- Operates within positive people dynamics
- Believes individual and career growth is institutionally and socially encouraged, rewarded, supported, and balanced with organizational missions and community goals.

4.5.2 Indicator

Components of a sustainable workforce indicator include:

- Retention rate—normalized for deployment and retirement
- Average worker age compared to industry
- Positions filled
- Time to fill open positions
- Coursework military enrollment rates
- Civilian education/enrollment rates—percentage of staff enrolled in classes.

4.5.3 Proponent

Directorate of Human Resources (DHR)

4.5.4 Objectives

Objectives related to Goal 5 are shown in Table 19 – Table 22.

Table 19. Objective 5.1 – Community use of all employment services.

Objective 5.1: Fort Leonard Wood community fully utilizes employment services.	
Description: Workforce organizations work to ensure that the Fort Leonard Wood community is aware of, has access to, and can properly utilize all available employment services, both Federal and local.	
Lead Organization: • DHR	Requirements: • TBD
Measure(s): • Number of applicants/open job compared to expected number (based upon industry standards)	
Target(s): All eligible community members seeking employment know of and have access to the Missouri Career Center by 2015	Resources Required: • 0.25 FTE in 3Q FY11–36 and 1.0 FTE in 1Q FY12–36 Funding Required: • \$50k/yr FY12–27
Next Step(s) • Baseline usage data	

Table 20. Objective 5.2 – Provide skilled education to workforce.

Objective 5.2: Fort Leonard Wood provides opportunities and encouragement for technical knowledge, certification, degrees, ongoing training, and licenses for the workforce (through posted training events, partnerships, and tenants, etc.) to build a professional, skilled workforce best positioned to support the mission.	
Description: Create an environment where the FLW community is motivated to identify, receive, and document value-added training to insure that training and education needs are identified and appropriate courses are provided to meet those needs. Training is easily accessible, convenient, and timely.	
Lead Organization: DHR	Requirements: LW1-3, LW2-1, LW4-2, LW5-1, LW5-2, LW6-1, SF2-1, SF2-2, SF4-1
Leading Measure(s): Percent workforce that has completed required leadership development education for their position (as per KTS 3.1.1)	Lagging Measure(s): - Percentage of staff with IDPs (as per KTS 3.5.1) - Workforce satisfaction rating in ACAS (KTS 3.5.2) - Percentage of staff meeting IDPs (future)
Leading Target(s):	Lagging Target(s): - Baseline percentage of staff meeting IDPs by 2015 (future) - All standard new government employees will have an IDP within 6 months of starting employment
Next Step(s) - Document IDP development process - Describe IDP use	
Resources Required: 1.0 FTE G37 in 3Q FY11-20 to implement Army Learning Plan (2015-2020) 0.1 FTE DHR, 0.1 FTE CPAC, and 0.1 FTE G37 in 4Q FY11–13 0.5 FTE CPAC and 0.5 FTE G37 in 1Q FY12–35 Funding Required: \$300k/yr to implement Army Learning Plan (2015–2020)	

Table 21. Objective 5.3 – Workforce sustainability training.

Objective 5.3: Develop a workforce with strong leaders, continuity, and cross-functional support that builds unstoppable momentum for safe and sustainable use of land, energy (fuel and electricity), and materials.	
Description: Integrate sustainability into the culture of the Fort Leonard Wood workforce and leadership. All work should be accomplished with sustainability (as well as safety and occupational health) integrated into all activities and decision-making.	
Lead Organization: DHR	Requirements: IR6-4, EN1-4, EO 13514 §2(e)(vi), EO13514 §2(d)(i) and §2(d)(iii), EO13514 §2(e)(i), §2(e)(viii), and §2(e)(ix), EO13514 §2(j).
Measure(s): - Percent of workforce provided sustainability awareness training - Number of sustainability events and activities	
Target(s): Training efforts initiated by 4Q 2012, 25% trained per year through 2015	

Objective 5.3: Develop a workforce with strong leaders, continuity, and cross-functional support that builds unstoppable momentum for safe and sustainable use of land, energy (fuel and electricity), and materials.
Next Step(s): - Form a sustainability workgroup and forum that people can join to participate in sustainability activities. Provide teachable moments/events on sustainability. - Coordinate with installation organizations to sponsor events.
Resources Required: - None, since the DHR Workforce Development Specialist and the PAIO Sustainability Coordinator are accounted for elsewhere in the action plan. Funding Required: \$306k in FY12 \$150k/yr FY13–20

Table 22. Objective 5.4 – Employer of choice.

Objective 5.4: Become an enlightened employer of choice that sustains a workforce that is adaptable, dynamic, collaborative, motivated, and functions sustainably in meeting current and future mission needs.	
Description: FLW will meet rapidly changing mission requirements, transition institutional knowledge and address lack of specialized personnel (that will be compounded by future silver tsunami), through the development of a strong workforce through such mechanisms as internships, retention bonuses, internal training, and educational programs/development. FLW enhances its reputation by promoting its outstanding benefits including sustainable workplace options, health care, time for fitness and well-being, and opportunities for advancement as incentives to attract skilled professionals. Mission-accomplishment capabilities are enhanced by developing a workforce with creative ideas. FLW workforce of supervisors and staff learn and advance in accordance with a staff succession plan as per IMCOM CP LW1-2. Develop and maintain a requirements-driven system of leader development that builds breadth and depth in targeted leader competencies and meets Army and Installation Management needs as per IMCOM CP LW1-1.	
Lead Organization: DHR	Requirements: LW1-1, LW1-2
Leading Measure(s): Percent workforce that has completed required leadership development education for their position (as per KTS 3.1.1)	Lagging Measure(s): - Combined score of % of workforce who respond positively on the Command climate survey for the following topics: - Employee climate - Trust climate - Empowerment climate
Target(s): Establish targets for # of respondents and scores for the three specified Command climate survey areas	FTEs Required: - Approx. 1.1 FTE for 4Q FY11–2025 Funding Required: \$225k in FY11, \$325k in FY12, \$135k in FY13, \$225k in FY14, \$135k in FY15–36 plus an additional \$40k in the years FY15, FY20, FY25, FY30, and FY35.
Next Steps: - Identify an installation that has a strong workforce development process that has a working succession plan in place - Engage with that installation and summarize their lessons learned	

4.5.5 Implementation

The current schedule for implementation of Goal 5 is shown in Appendix B. The timeline includes a list of actions to support accomplishment of the objectives listed above. Appendix B also identifies the estimated resources (beyond those currently available) needed to implement each objective in support of the strategic goal. The planning team developed initial resource estimates for the actions. These estimates are not complete, so they will continue to be developed and refined as the plan is implemented. The following general guidelines were used:

- Estimates are provided for new efforts or significant workload increases.
- If the teams thought that the action can be accomplished within existing resources, no new requirements are identified.
- If the team thought that the action cannot be completed with existing personnel, a staff hours/FTE estimate is provided.
- If the team thought that the action would be contracted or purchased, a dollar estimate is provided.

4.5.6 Stakeholders

Fort Leonard Wood Stakeholders	
CPAC	Safety Office
PAIO	Occupational Health Office
Army Career and Alumni Program (ACAP)	DPW
MSCoE STRATCOM	DPW – Master Plans
MEDCOM	MSCoE G-3/5/7
ACS Employment Readiness Office	
Off-Post Stakeholders	
Regional Commerce and Growth Association (RCGA)	

4.5.7 Approach

A FLW workforce development specialist (hired into DHR) would support this activity in conjunction with CPAC¹ and G-3/5/7 staff. The DHR lead would work with functional areas and the sustainability lead to identify

¹ CPAC: Civilian Personnel Advisory Center.

and obtain or develop sustainability training materials to be integrated into existing training courses. The DHR lead would also conduct training as appropriate and in conjunction with subject matter experts. The DHR lead, CPAC, and G-3/5/7 representatives would work together on the succession plan as well as the process for improving the use and accountability of the Individual Development Plan (IDP). DHR, CPAC, and G-3/5/7 would also work together to evaluate and where appropriate develop policies with respect to alternate workplace options.

4.5.8 Governance

The strategic sustainability plan is integrated with LOE 5 of the Senior Commander's Campaign Plan. As such, the goal proponent will be responsible for coordinating activity, providing periodic information as part the performance review of the Senior Commander's Campaign Plan, informing the Garrison Commander of progress, and providing progress data and information for the annual sustainability report (managed by the PAIO).

Additional needs for integration with other Installation and Garrison functions, standing committees and boards, and external meetings have not been identified at this time. Integration opportunities will be identified and documented as implementation proceeds.

4.5.9 Reporting

Progress briefing given to the Senior Commander and the senior leaders on LOE 5 of the MSCoE campaign plan, which includes ISSP as Objective 5.2, are scheduled at the Senior Commander's Executive Sessions.

4.5.10 Review

FLW plans to eventually conduct annual reviews. However, in the short term, quarterly meetings will be conducted.

4.6 Goal 6: Modern, adaptable and high-performance training facilities, ranges, and land

4.6.1 Description

Identify, provide, operate, sustain, and protect the training areas, ranges, and facilities needed to support the current and future missions conducted at FLW.

4.6.2 Indicators

- Ratio of land needed versus land available for maneuver areas and ranges (acres/acres).
- Ratio of instructional facilities needed versus available for institutional training (square feet/square feet) (includes FAC 1711 General Instructional Facilities, FAC 1712 Applied Instructional Facilities).

4.6.3 Proponent

Director of Plans, Training, and Mobilization (DPTM)

4.6.4 Objectives

Objectives for Goal 6 are shown in Table 23 – Table 26.

Table 23. Objective 6.1 – Training lands requirements.

Objective 6.1: Accurate, timely, and complete identification of training facilities, ranges, and land requirements.	
Description: Improve how training assets requirements are identified, collected, and conveyed to the Garrison from the supported units/organizations. Streamline process for identifying requirements. Training units land and range requirements are input into the Army Range Requirements Model (ARRM) when commandant-approved POIs are sent to TRADOC Training Operations Management Activity (TOMA). Therefore, School Commandants/G3 must ensure that POI developers have identified all training area, land, facility, and road requirements, and that they are correctly annotated in the POIs before they are sent to TOMA for validation. There is a constant backlog on POI development. Schools are forced to adjust training based on emerging lessons learned and best practices vs. current POIs to ensure training stays current and relevant. This creates a lag in identifying the changes to include increased utilization or new facility requirements training. Requirements for FLW-supported Operational Units and other tenant organizations, as identified in the Army Stationing and Installation Plan, primarily come from Combined Arms Training Strategies (CATS) and Standards in Training Commission (STRAC) guidance. Similar to POIs, CATS, and STRAC generally lag in capturing Commander's training requirements. A streamlined process needs to link G3 to CATS and STRAC proponents, as well as force design and modernization activities to be able to adequately forecast requirement changes. Process must include tracking of changes while under development through approval, capturing the MSCoE Sustainable Range Program doctrinal analysis, then verification of requirements in the ARRM.	
Lead Organization: G3	Requirements: • TBD
Measure(s): • Percentage of courses in ATRRS that will train on FLW that were evaluated in the doctrinal analysis • Percentage of units in ASIP that will train on FLW that were evaluated in the doctrinal analysis • Number of range training days not executable due to requirements not being identified in the doctrinal analysis • Number of Km2 days not executable due to requirements not being identified in the doctrinal analysis • Percentage of Commandant-approved POIs that have range or training land requirement errors • Percentage of POIs that are current (less than 2 years old)	
Target(s): • TBD based upon baselines	

Objective 6.1: Accurate, timely, and complete identification of training facilities, ranges, and land requirements.
Next Step(s): • Develop and maintain a list of the courses delivered (by school) through 2016 to include estimated throughput • Develop list that documents institutional, operational, and Reserve Component training activities • Continue developing a policy and procedure that ensures staffing of requirement documents through G-3 and MSCoE resource managers before approval and submission to TRADOC
FTE Required: • 0.9 FTE in FY11 • 1.1 FTE in FY12 • 1.0 FTE in FY13-36 Funding Required: \$0

Table 24. Objective 6.2 – Facility and land acquisition conservation strategies.

Objective 6.2: Develop plan and implement an acquisition strategy to provide modern, adaptable, sustainable, and high-performance training facilities on FLW for all training requirements.	
Description: Develop sufficient capabilities so that units can accomplish all required training on FLW in accordance with the doctrinal analysis. Develop multi-purpose ranges and facilities as much as possible. May be implemented through various funding and management methods (i.e., Range Development Plan (RDP), Range Complex Master Plan (RCMP)). Includes taking advantage of existing/available mission encroachment planning tools to help optimize the location and development of new ranges/training areas and eliminate or reduce any potential limitations/constraints.	
Lead Organization: DPTMS/DPW Master Planner	Requirements: • TBD
Measure(s): • Number of range training days captured in doctrinal analysis that are not executable due to not being addressed in the RDP/RDMP • Number of Km2 days captured in doctrinal analysis that are not executable due to not being addressed in the RDP/RDMP • Percentage of range training days by tope deficit or not fulfilled by alternate means IAW RCMP • Percentage of Km2 days maneuver land by type deficit or not fulfilled by alternate means IAW RCMP	
Target(s): • Determine after baseline is developed	
Next Step(s): • Define desired buffers for training land (during Master Plan update?) • Determine current land and status (owned by Army, USFS or private interest) serving as buffer • Explore buffer development tools like conservation easements	
FTEs Required: • 0.5 FTE in 3Q FY11–13 Funding Required: • \$250K in 3Q FY11	

Table 25. Objective 6.3 – Training lands and facilities for missions.

Objective 6.3: Operate, modernize, and sustain training land, ranges, and facilities to meet mission requirements. (SR4-2)	
Description: Operate includes receiving requests, scheduling, prioritizing, and operational support. Sustainment includes SRM and target maintenance. Implement includes updated technology, equipment, targetry, and support facilities to modernize ranges and enhance capabilities. Ties into DPTM Range Development Plan and Integrated Training Area Management program. Supports SR1-4: Develop more effective and efficient practices to deliver training support to units throughout the ARFORGEN cycles; and SR3-1: Utilize and adapt existing training capabilities and facilities to a transformed Army.	
Lead Organization: DPTM	Requirements: SR1-4, SR3-1, and SR4-2
Leading Measure(s): Percentage of SCINI requirements supported by projects in WAM (approximately 70% FY2008-2011)	Lagging Measure(s): Percentage of training requirements (unit and institutional, excludes MTT instruction) met by FLW facilities
Target(s): Determine using current baselines	
Next Step(s) Continue to improve communication among DPTM, G37, S3's, and end users to develop better understanding of capabilities and limitations (manage expectations).	
FTE Required: 0.5 FTE in 3Q FY11–2025 Funding Required: TBD (project specific)	

Table 26. Objective 6.4 – Protect training lands.

Objective 6.4. Protect and preserve training lands for current and future missions.	
Description: Use all available and emerging tools/mechanisms/programs and partnerships to buffer and protect training areas from internal and external encroachment. Effective regional sustainable land-use management will also enhance the ability to have watershed and ecosystem-based programs in partnerships between FLW and the surrounding communities to protect drinking water supplies, manage stormwater, manage critical habitats, and provide expanded recreational opportunities.	
Lead Organization: DPW	Requirements: TBD
Leading Measure(s): - Percentage of training areas protected from encroachment (external) - Percentage of mission-scape requirements supported by projects in WAM	Lagging Measure(s): - Square feet of facilities that are incompatible zoning areas - Percent of buffer in place
Target(s): TBD	Target(s): TBD
Next Step(s): Develop and installation-wide real property master plan that defines compatible development zones for all areas within FLW	
FTE Required: 0.5 FTE in 3Q FY11–13 Funding Required: \$250k in 3Q FY11	

4.6.5 Implementation

The current schedule for implementation of Goal 6 is shown in Appendix B. The timeline includes a list of actions to support accomplishment of the objectives listed above. Appendix B also identifies the estimated resources (beyond those currently available) needed to implement each objective in support of the strategic goal.

The planning team developed initial resource estimates for the actions. These estimates are not complete, so they will continue to be developed and refined as the plan is implemented. The following general guidelines were used.

- Estimates are provided for new efforts or significant workload increases.
- If the teams thought that the action can be accomplished within existing resources, no new requirements are identified.
- If the team thought that the action cannot be completed with existing personnel, a staff hours/FTE estimate is provided.
- If the team thought that the action would be contracted or purchased, a dollar estimate is provided.

4.6.6 Stakeholders

Fort Leonard Wood Stakeholders	
MSCoE G3	MSCoE G37
DPTM	DPW
DPW Master Planner	DPW Real Property
DPTM Range Master Planner	DPW Environmental
DPTM Range Planner	DPTM Range Division
Off-Post Stakeholders	
IMCOM HQ and NE Region	Surrounding communities

4.6.7 Approach

Ongoing identification of training requirements is correctly input into the POIs, generating accurate range requirements. Coordinate with G37 to ensure the updated POIs are set to Training Operations Management Activity (TOMA) and uploaded into Army Range Requirements Model (ARRM). Updated ARRM requirements are imported into the Range Complex Mas-

ter Plan (RCMP) tool to support land acquisition. Specific projects to be developed from acquisition strategy, based on requirements.

4.6.8 Governance

The strategic sustainability plan is integrated into LOE 5 of the Senior Commander's Campaign Plan. As such, the goal proponent will be responsible for coordinating activity, providing periodic information as part the performance review of the Senior Commander's Campaign Plan, informing the Garrison Commander of progress, and providing progress data and information for the annual sustainability report (managed by the PAIO).

Additional needs for integration with other Installation and Garrison functions, standing committees and boards, and external meetings has not been identified at this time. Integration opportunities will be identified and documented as implementation proceeds.

4.6.9 Reporting

Progress briefings to the Senior Commander and the senior leaders on LOE 5 of the MSCoE campaign plan, which includes ISSP as Objective 5.2 are scheduled at the Senior Commander's Executive Sessions.

4.6.10 Review

FLW plans to eventually conduct annual reviews. However, in the short term, quarterly meetings will be conducted.

Glossary

Term	Definition	Reference
Action	Organized activity (specific tasks or steps) to accomplish an objective.	
Action Plans	Documents that describe the specific method or process for achieving the results called for by one or more objectives of the strategic plan.	Army Regulation 5-1
Army's Triple Bottom Line-Plus (TBL+)	Mission, Community, Environment, and Economic Benefits. A shorthand tool to assist with integration of sustainability in planning and decision making.	
Challenge Statement	A brief statement that assimilates multiple issues of concern for a given planning team or core business area and is intended to focus subsequent planning steps on the key (or most significant) issues.	Challenge Statement
Goal	A specific end toward which resources and effort are expended.	Army Regulation 5-1
Governance	The system of management and controls exercised in the stewardship of an organization.	Baldrige National Quality Program 2009-2010 Criteria for Performance Excellence
Indicators	See "Measure"	
Integrated Strategic And Sustainability Planning (ISSP)	The primary goal of the ongoing ISSP process is the expansion of garrison planning to include the principles of sustainability. When garrison planning is already mature, ISSP serves to enhance integration of the principles of sustainability with other planning efforts and to encourage innovation. When garrison planning is less mature, the ISSP helps planners through a process (backcasting) that results in an initial long- and short-range plan while providing training and tools necessary for measurable progress and continual improvement.	IMCOM HQ OPORD 11-480 and IMCOM Policy Memorandum 11-32-1
Measure	How progress for a particular Objective will be assessed; a fact or statistic reflecting a particular aspect of performance.	
Objective	Specific, measurable, achievable, relevant, and time-sensitive, an objective is an intermediate end-state that accomplishes one or more of the goals in part or in whole.	
Principles of Sustainability	Mission Excellence, Community Collaboration, Environmental Stewardship, Economic Impact, and Systems Thinking	IMCOM HQ OPORD 11-480 and IMCOM Policy Memorandum 11-32-1
Stakeholders	All groups that might be affected by an organization's actions and success. Examples of key stakeholders include leaders, customers, employees, partners, and local or professional communities.	Army Regulation 5-1

Term	Definition	Reference
Strategic Challenges	Pressures that exert a decisive influence on an organization's likelihood of future success.	Baldrige National Quality Program 2009–2010 Criteria for Performance Excellence
Strategic Plan	The document produced by the process in which an organization envisions its future and develops special management strategies and action or implementation plans to achieve that future.	Army Regulation 5–1
Strategic Planning	The process by which managers at higher levels envision their organization's future and develop the necessary procedures and operations to achieve that vision. It is a continuous and systematic effort to determine and meet the future needs of customers.	Army Regulation 5–1
Sustainability	Managing resources so they are available when needed to accomplish the mission. Resources include: Human Capital (including knowledge), Natural Resources, Infrastructure (fixed and mobile), Information Technology, Financial, and Energy.	IMCOM HQ OPORD 11-480 and IMCOM Policy Memorandum 11-32-1
	Meeting current as well as future mission requirements worldwide while safeguarding human health, improving quality of life, and enhancing our natural environment.	Army Sustainability Campaign Plan (Draft)
	To create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future generations.	Executive Order 13514
	An organization's ability to address current business needs and to have the agility and strategic management to prepare successfully for the future business, market, and operating environments.	Baldrige National Quality Program 2009–2010 Criteria for Performance Excellence
Target	A single-year intermediate end-state to measure progress toward an objective in terms of the applicable measures.	

Abbreviations

Term	Meaning
AAFES	Army, Air Force Exchange Service
AC	air conditioning
ACAP	Army Career and Alumni Program
ACS	Army Community Services
ACUB	Army Compatible Use Buffer Program
AF	appropriated funds
AFORGEN	Army Force Generation
AMC	Army Materiel Command, US Army
AP	airport
APA	aircraft parking area
ARFORGEN	Army Force Generation Process
ARL	Army Research Laboratory
ARRM	Army Range Requirements Model
ASAP	Army Substance Abuse Program
ASST	assistance
BDE	Brigade
BEM	Best Energy Management
BRAC	Base Realignment And Closure
C&D	construction and demolition
CAC	Common Access Card or Combined Arms Center
CATS	Combined Arms Training Strategies
CBRN	chemical, biological, radiological, and nuclear
CDID	Capability Development and Integration Directorate
CERL	Construction Engineering Research Laboratory
CES	Civilian Education System
CLS	common level of services
CPAC	Civilian Personnel Advisory Center
CRADA	Cooperative Research and Development Agreement
CY	calendar year
DA	Department of the Army
DED	Department of Economic Development
DEERS	Defense Enrollment Eligibility Reporting System
DEP	deployment
DFAC	dining facility
DFMWR	Directorate of Family and Morale, Welfare, and Recreation

Term	Meaning
DHR	Directorate of Human Resources
DHR-ESO	Directorate of Human Resources – Education Services Office
DOD	Department of Defense
DOJ	Department of Justice
DOL	Directorate of Logistics
DOM	Directorate of Maintenance
DOS	Department of State
DOSS	Directorate of Support Services
DPTM	Directorate of Plans, Training, and Mobilization
DPW	Directorate of Public Works
DPW ED	DPW Engineering Division
DPW Env	DPW Environmental
DPW MP	DPW Master Planning
DPW Ops	DPW Operations
DRM	Directorate of Resource Management
DUSDA-I&E	Deputy Under Secretary of Defense – Installations and Environment
ED	Economic Development
EISA	Energy Independence and Security Act
EN	Energy Efficiency and Security (IMCOM Campaign Plan LOE 6)
EO	Equal Opportunity (employment); also, Executive Order
EPA	US Environmental Protection Agency
EPAct	Energy Policy Act
ERDC	Engineer Research and Development Center
ESCO	Energy Service Company
ESOH	Environment, Safety and Occupational Health
ESPC	Energy Savings Performance Contract
FAA	Federal Aviation Administration
FAC	facility analysis category
FAQ	frequently asked question
FCI	Facility Condition Index
FLO	Family Liaison Office (Department of State)
FMWR	Family and Morale, Welfare and Recreation
FORSCOM	Forces Command
FTE	full-time equivalent
FY	fiscal year
GC	Garrison Commander
G1	Deputy Chief of Staff for Personnel (General Officer level organization)
G3	Deputy Chief of Staff for Operations (General Officer level organization)
G-3/5/7	Army Staff designation for Operations, Plans, and Policy

Term	Meaning
G37	Deputy Chief of Staff for Operations and Training
G6	Deputy Chief of Staff for Information
GS-13	General Schedule Pay Grade 13
GSA	General Services Administration
HAZMAT	hazardous material
HVAC	heating, ventilating, and air conditioning
IAW	in accordance with
ICE	Interactive Customer Evaluation
ID	identification
IDG	Installation Design Guide
IDP	Individual Development Plan
IED	improvised explosive device
IEDD	Improvised Explosive Device Defeat
IMCOM	U.S. Army Installation Management Command
IMCOM CP	U.S. Army Installation Management Command Campaign Plan
IMCP	Installation Management Campaign Plan
IR	Installation Readiness (from IMCOM Campaign Plan LOE 4)
ISO	International Organization for Standardization
ISR	Installation Status Report
ISR-I	Installation Status Report - Infrastructure
ISR-NI	Installation Status Report -Natural Infrastructure
ISR-S	Installation Status Report - Services
ISSP	Integrated Strategic Sustainability Plan
ISV	initial site visit
ITRO	Interservice Training Review Organization
JIIM-IA	Joint, Interagency, Intergovernmental, and Multinational – Industry, Academia
JLUS	Joint Land Use Study
LEED	Leadership in Energy and Environmental Design
LGFS	Local Government Finance System
LOE	Line of Effort
LTD	long-term delay
LW	Leader and Workforce Development (from IMCOM Campaign Plan, LOE 3)
LWI	Leonard Wood Institute
MCA	Military Construction, Army
MEB	Maneuver Enhancement Brigade
MEDCOM	US Army Medical Command
MILCON	Military Construction
MO	Missouri

Term	Meaning
MOA	memorandum of agreement
MOB	mobilization
MOU	memorandum of understanding
MP	Master Plan; Military Police
MRPC	Meramec Regional Planning Commission
MSCoE	Maneuver Support Center of Excellence
MTT	Mobile Training Teams
MWR	morale, welfare, and recreation
N/A	not applicable
NAF	non-appropriated funds
NATO	North Atlantic Treaty Organization
NCO	Non-Commissioned Officer
NE	northeast
NEC	Network Enterprise Center
NOV	Notice of Violation
O&M	operation and maintenance
OASS	One Army School System
Obj	objective
OEA	Office of Economic Adjustment
OMA	Operations and Maintenance, Army
OPA	Other Procurement, Army
OPM	Office of Personnel Management
OPTEMPO	operational tempo
OTC	Ozark Technical Community College
P2	pollution prevention
PAIO	Plans, Analysis, and Integration Office
PAO	Public Affairs Office
PARCOURS	A fitness trail consisting of a path or course equipped with obstacles or stations distributed along its length
PCGA	Pulaski County Growth Alliance
PCS	Permanent Change of Station
POC	point of contact
POI	Program of Instruction
POM	Program Objective Memorandum
PR	public relations
Q	quarter (i.e., quarter of a fiscal year)
QA	quality assurance
QAE	quality assurance elements
QOL	quality of life

Term	Meaning
R&D	research and development
RCGA	Regional Commerce and Growth Association
RCI	Residential Communities Initiative
RCMP	Range Complex Master Plan
RDP	Range Development Plan
RIF	reduction in force
RM	resource management
ROI	return on investment
RPC	Regional Planning Commission
RPMP	Real Property Master Plan
S&T	science and technology
S3	Brigade or Battalion Operations and Training Officer
SASC	Senate Armed Services Committee
SATB	Semiannual Training Briefing
SC	Senior Commander
SCINI	Senior Commander's Installation Needs and Issues
SF	safety (from IMCOM Campaign Plan LOE 5)
SGS	Secretary to the General Staff
SME	subject matter expert
SOP	standing operating procedure
SR	IMCOM Campaign Plan LOE 1: Soldier, Family and Civilian Readiness
SRM	sustainment, restoration, and modernization
SRP	Soldier Readiness Processing
STEP/SCEP	Student Temporary Employment Program / Student Career Experience Program
STRAC	Standards in Training Commission
STRATCOM	Strategic Communications
Sust	sustainability
SW	Soldier, Family and Civilian Well-being (from IMCOM Campaign Plan LOE 2)
SWOT	strengths, weaknesses, opportunities, and threats
TA	training area
TAPES	Total Army Performance Evaluation System
TBD	to be determined
TDY	temporary duty
TNG	training
TOMA	Training Operations Management Activity
TRADOC	US Army Training and Doctrine Command
TRAP	Training Resource Arbitration Panel
TSSE	training support systems and equipment

Term	Meaning
ULEV	ultra-low emissions vehicles
UM	University of Missouri
UMCS	Utility Management Control System
USACE	US Army Corps of Engineers
VA	Veterans Administration
WAM	work plan analysis model
WMD-CST	Weapons of Mass Destruction Civil Support Teams
WTU	Warrior Transition Unit

Appendix A: SWOT Analyses

The six FLW Core Business Areas were subdivided into major activities purposes of a more detailed SWOT analyses. These are listed below.

1. Caring for Soldiers and Families
 - o Physical fitness and recreation
 - o Support programs, services, and training
 - o Spiritual and relational support
2. Community Engagement
 - o Support economic development
 - o Communication
 - o Stakeholder engagement
 - o Marketing FLW to regional and national partners
3. Infrastructure
 - o Design/build
 - o Operate/renovate/recycle
4. Mission Services
 - o Force protection/safety
 - o Maintenance
 - o DOL/DOSS/DOM Transportation
5. Training
 - o Plan
 - o Resources
 - o Execute
 - o Assess
6. Workforce
 - o Training and Development (EO)
 - o Management
 - o Information/Communication
 - o Benefits

Reproductions of actual SWOT matrices are given as Figure 6–Figure 25.

Caring for Soldiers/Families: Physical Fitness/Recreation				
	Mission	Community	Environment	Cost
Strengths	• Hi-profile physical fitness. • Variety of services • Comprehensive • Quality • Communication	• Local partnerships • Growing population • Location • Strong Congressional support	• Climate • Natural resources	• Minimal cost to participants
Weakness	• Need for additional physical fitness space		• Lack of physical space (green space) • Lack of parking • Bicycle trail (Polla Rd)	• Unfunded • Funding restrictions
Threats	• Aging infrastructure • Deployments • OPTEMPO	• Local competition • Remote location • Expanding population • Public perception • Lack of outside (community) private/public physical fitness opportunities	• Political change • Public perception • Economy	• Funding uncertainty • Hi-cost maintenance
Opportunities	• Family oriented programs • Comprehensive soldier fitness	• Expanding population • Remote uniqueness • Location • FLW local focal point • Census	• Natural resources	• Increase local recreational partnerships • Army Family Covenant funds • Recycling funds

Figure 6. SWOT analysis for Physical Fitness/Recreation.

Caring for Soldiers/Families: Support Services				
	Mission	Community	Environment	Cost
Strengths	• Quality of services • Communication • Local university partnership	• Partnership – industry, academia • Strong Congressional support	• Recycling center	• Army Covenant
Weaknesses	• Access to specialty care • Lack of physical fitness space • Lack of parking	• Employee turnover	• Lack of physical space	• Contract providers
Threats	• Aging infrastructure • OP tempo • Deployments	• Growth • Public perception	• Weather	• Economy • Funding uncertainty
Opportunities	• Consolidation of support services	• Growth • Census 2010 • FLW a focal point in SC MO	• Natural resources	• Increase local recreational partnerships

Figure 7. SWOT analysis for Support Services.

 Caring for Soldiers/Families: Spiritual/Relational Support 				
	Mission	Community	Environment	Cost
Strengths	•New IET chapel •Youth ministry •Positive impact on society •PWOC •Counseling services (hospital) •CH strong bond training retreats	•Retiree population	•Low maintenance	•NAF contributions •Low cost to participants (strong bond)
Weakness	•Limited denominations •Family Life counseling – marriage	•Transient population •Local support weak •Religious services in more than 1 language	•Education space for permanent party •Physical space	•Declining AF •Mandated free training
Threats	•Lack of services detracts from mission readiness •Deployment	•Digital church •Anti-religious movement •Peer pressure	•Weather	•Funding uncertainty (NS) •Contracts
Opportunities	•Population expansion •Missionary services •Deployment	•Population growth •Religious variety •Development of new community groups	•Population growth •Diversity	•Increase local partnership

Figure 8. SWOT analysis for Spiritual/Relational Support.

 Community Engagement: Supporting Economic Development 				
	Mission	Community	Environment	Cost
Strengths	•Provide opportunity •Provide job fairs	•Encouragement of development •Local contracting •Missouri Job Service is available •Highly trained workforce	•Contract recycling	
Weaknesses	•Fairness between cities •Friendship can be a negative for development •No promises	•The only game in town for employees	•Topographic challenges - no flat areas to build	
Threats	•Closure of FLW	•Multi-community interest •Lack technology	Regulation changes in laws/policies	•Lack of funding
Opportunities	•Additional missions •R&D •More direct funding	•Growth to bring in other business/industrial •Plenty of land	•Undeveloped land	•Direct funding •More military retirees •Cost of living •Many contractors

Figure 9. SWOT analysis for Economic Development.

Community Engagement: Communication				
	Mission	Community	Environment	Cost
Strengths	•Dedicated org outlets •Trained professionals •Proactive and transparent CMD involvement	•Interest in the community supportive •Tech park		•Low ad rates •Local interest in FLW activities
Weaknesses	•Too many communicators •Mixed messages •Inadequate/immature STRATCOM	•FLW TV is not seen off post		•Lack of funds •Technology upgrades
Threats	•Lack of understanding of what happens on FLW	•Fear of the unknown •Lack of interest	Remote from mass comm (TV radio) (big city)	
Opportunities	•Tech park growth	•Tech park •LWI	•Tech expansion	

Figure 10. SWOT analysis for Communication.

Community Engagement: Stakeholder Engagement				
	Mission	Community	Environment	Cost
Strengths	•3 CASA(s) •Multiple stakeholders •CMD interest •Liaisons w/ major institutions •LWI	•Excellent spt and mutual interaction •Chairman SASC •Most comm. Covenants	•Our ENV branch has positive relationships w/ state and regional counterparts	•Cost sharing w/ stakeholders (very frequent)
Weakness	•CMD relationship w/ stakeholders fluctuates •Stakeholders interests can conflict w/ ours	•Multiple communities level of engagement varies by proximity and other factors		
Threats	•Potential reduction of stakeholder influence	•Stakeholder specific interests •Lack of cooperation between supported stakeholders		
Opportunities	•Very high stakeholder interest •Tech park growth •LWI •Univ MO system	•Tech park growth •LWI •Univ MO system		

Figure 11. SWOT analysis for Stakeholder Engagement.

 Community Engagement: Marketing FLW to Regional/National Partners 				
	Mission	Community	Environment	Cost
Strengths	• Current understanding of necessity to market command intent	• Local communities support & understand value of FLW & potential • Tourism Board	• Outdoor recreation activities	• Unique partnerships as enablers, leveraging technology • No-cost partnerships • Not 4 profits
Weakness	• STRATCOM needs continued emphasis • Not mature	• Local communities have limited ability to help market outside • Rural communities	• Isolation • MO laws requiring env. considerations	• Difficult to get here (travel)
Threats	• Change in leadership can change perspective on STRATCOM	• Perceptions of community about industry being on- vs. off-post (tech park) business enterprise	• Impact of increase in population	• Cost of technology increase
Opportunities	• Bringing industry & academia to FLW to enhance soldier readiness/ training/ survivability capabilities thru tech (tech park)	• Help communities improve general quality of life thru growth, etc. • Increase partnerships • Political leadership is under stakeholder engagement	• Quality of life (outdoor recreation)	• Multiple Army/Joint activities reduce marketing costs • Low TAX rates

Figure 12. SWOT analysis for Marketing FLW.

Infrastructure: Design/Build				
	Mission	Community	Environment	Cost
Strengths	Installation Design Guide			•Lots of new construction – reduce util. costs
Weaknesses	•Std designs don'tfit all	... RFP Paragraph 6.....		•Privatization of Cap. improvement
			... Recycle demolition materials.... ... Stockpile and reuse soil/trees...	
Threats	...Funding levels..... ...Workforce staffing levels.....			
Opportunities	... LEED 101..... ... Improve communications with Corps*			

Figure 13. SWOT analysis for Design/Build.

Infrastructure: Operations/Renovate/Recycle				
	Mission	Community	Environment	Cost
Strengths	Sufficient access (numerous gates)	Strong work ethic and availability of laborers to maintain infrastructure	- Effective mgt program for endangered species – threats have been dealt with effectively - ISO 14001 compliance (commitment made) - Effective restoration program (& waste)	- Energy savings performance contracts, OPM and guaranteed savings, contract is in place - Energy monitoring and control systems contract in place, lowers operational cost for facilities
Weaknesses	- Transp network (roads, air, rail) supports mission, but may not meet future needs - Workforce retires and knowledge is not transferred - Lack of workforce/knowledge to manage varying & increasingly complex building systems (HVAC, etc)	- Lack of adequate public transportation - Rural setting makes public transportation unrealistic (no demand) - Increased workforce pinches parking	- Insufficient recycling collection areas to meet demand - Water/wastewater collection and distribution systems are currently inadequate	No unit responsibility for costs
Threats	- Availability of energy, insufficient funding and anticipated budget cuts will lead to inability to accomplish mission - Vulnerability of utilities to attack or natural disaster - Not enough people to accomplish sustainability goals (energy program has 2 people)	Dependency on fossil fuel based transportation system and infrastructure	- Ability to treat enough water to meet future demands - Increasingly stringent env. and energy regs - Residue on ranges	- Electricity cost - Increasingly stringent regs - Residue on ranges, cleanup costs - Increased population will continue to strain treatment plants
Opportunities	- Privatize water and sewer systems and gain stability in maintenance funding - Wind power if elec. cost rises	Lack of public transportation opens options	Work with MO for waste mgmt, alternative fuels, many options	

Figure 14. SWOT analysis for Operations/Renovate/Recycle.

Mission Services: Force Protection/Safety				
	Mission	Community	Environment	Cost
Strengths	- Preparedness - WMD-CST	Protection – a sense of safety/security	- Wildland fire response - Hazmat response	- Availability of Borrowed Mil Manpower - Assets are secure - MOA's
Weaknesses	Access control (timeliness) due to congestion	Limited or restricted access to hospital and other services	Fuel use	- Budget constraints, hiring freeze, police/fire/guards - Reduced services IAW common levels of support
Threats	- Terrorist groups - General criminal	- Terrorist groups - General criminal	- Quality of life - Weather, tornadoes	Loss/reduced funding
Opportunities	- MOA with off-post agencies - Relationships with off-post leadership	Training – use of facilities, instructors	- Employment - Individual preparedness - Mutual aid	Interagency cooperation, 911 thru MOA

Figure 15. SWOT analysis for Force Protection/Safety.

Mission Services: Maintenance				
	Mission	Community	Environment	Cost
Strengths	•Availability of equipment	•Employment opportunities	•Less waste	•Less expensive to repair than to replace
Weaknesses	•Budget restrictions •Aging equipment •Skilled workforce	Lack of skilled workforce	•Hazardous waste (that cannot be recycled)	•Budget restrictions
Threats	•Resource restrictions beyond our control (i.e., parts)	•Lack of skilled/qualified workforce	•Hazardous waste byproducts	•Budget restrictions
Opportunities	•Training ops to FORSCOM	•Service contracts	•Use of biodegradable products	•AFORGEN programs \$ for Reset

Figure 16. SWOT analysis for Maintenance.

Mission Services: DOL/DOSS/DOM etc Transportation				
	Mission	Community	Environment	Cost
Strengths	•Unit movement	•Support to Agencies	•Going Green – Electric	•Going Green
Weaknesses	•TRAP increases (trainee increase/decrease)	Installation congestion	•Combustion engines	•Expensive
Threats	•Installation congestion (TAs)	•Road degradation	•Combustion engines	•Fuel prices •Budget constraints
Opportunities	•Training	•Off-post employment, GSA outsourcing	•Alternate energy sources	•Alternate energy

Figure 17. SWOT analysis for Transportation.

Training: Plan				
	Mission	Community	Environment	Cost
Strengths	• Doct. – baseline est • Quality writers/knowledge • TNG guidance	• Community support	• Technology • Risk management tools	• Contracting SME's, continuity
Weaknesses	• Manning – internal reds. • Time sensitive • Time limitations • Concurrent demands		• Limitations of areas	• Contracting is not equal to soldier proficiency • Stagnant workforce
Threats	• Resource limitations (higher HQ/pol) • Manning levels • Program guidance – future implications is not equal to legacy systems and sustainable future		• PR • Inclement weather • Increasing env. reg.	• Contracting \$ decline
Opportunities	• Multi-service FLO/NATO	• Academic partnerships	• Technology	

Figure 18. SWOT analysis for Training: Plan.

Training: Resources				
	Mission	Community	Environment	Cost
Strengths	• Joint integration • Instructor/SME enhancing hazmat • Intern Prog – future resource	• Pride, involvement • International students • DoD/DOS/DOJ training programs	• Integrated training area management (ITAM)	• Multi-use simulations • Cost of electric, power, fuel low (infrastructure)
Weaknesses	• Joint – increased pressure on limited capabilities • ARFORGEN Req – force proj platform competition • Limited contact (manning) and instructors		• Sensitive site restrictions (caves, historical sites)	• MOB/DEP/TNG – FORSCOM • Cost of doing business in a remote location
Threats	• Current/future budget manning, instructors, ranges	• Remote geographically, limited labor pool • BRAC	• Competition for ranges, buildings, appropriate TNG facilities • Air space limitations, planning, zoning	• Reduced political/DoD funding • Increase fuel/power costs with growing population
Opportunities	• Education centers - better utilize resources, enhance the fight (S&T- IED mitigation)	• Covenant signing • BRAC - resources, force pool, etc.	• Outsourcing educational opportunities, less impact on TNG on FLW	• Cost of living, local community, reduced competition

Figure 19. SWOT analysis for Training: Resources.

Training: Execute				
	Mission	Community	Environment	Cost
Strengths	•Land, decreasing encroachment •Technology •OASS •ITRO/Joint	•FLW Training external capacity	•Land management	•Technology
Weaknesses	•Infrastructure MOB/DEP FORSCOM •LTD in executing TNG ranges/land •Updating POI's •Technology antiquated in some circumstances •Inclement weather/scheduling	•PR		
Threats	•Lack of manning •OASS proponency	•PR	•Ltd land resources •Range residue affecting ground water •Local APA (i.e., dust mitigation)	•Funding not available to fully execute TNG
Opportunities	•FORSCOM increasing TNG \$'s/events •OASS – alt. sites to conduct TNG	•Retired highly trained cap.		

Figure 20. SWOT analysis for Training: Execution.

Training: Assess				
	Mission	Community	Environment	Cost
Strengths	•Established QAE staff (internal & external)	•Reinforced positive relations w/ community that we are enforcing	•Range control ensures procedural compliance w/ environmental regs	•Minimizes fines •Preserves resources
Weaknesses	•Lack of manning & skillsets for inspectors •Inspected org perceives as a training distractor			
Threats	•QA has not been inspected in some years			•Lessons learned labor not funded by CAC •Funding
Opportunities	•Shared "best practices" w/ Cdrs – unit improvement	•PAO ensures positive assessments perceives local media coverage		

Figure 21. SWOT analysis for Training: Assessment.

 Workforce: Training & Development (EO) 				
	Mission	Community	Environment	Cost
Strengths	• Student loan repayment program • Mandatory training • CES	• 8 colleges and universities • Public school	• Instructor/ teacher pool	• Organization pays for student loans • TDY
Weaknesses	• No incentive for training certification • Workforce development, manager coordinator	• Truman Ed Center, facilities, tuition, ASST -> GoArmyEd, limited staffing, science labs	• Closed to other providers • Supervisors not mentoring, counseling	• Individual development plan
Threats	• Loss of \$		• Employees leaving for promotions • Mobility stagnation (upward mobility)	• Use developmental positions • Mobility agreements move to other locations
Opportunities	• Training certification • Professional state licenses • Lecture series • Sharing facilities	• Civ Ed Ctr • Waynesville Carver Center/ OTC • Shared facilities	• Advanced degrees • Army War College (1-way trip for advancement)	• Incentives for certification • Deals with universities

Figure 22. SWOT analysis for Workforce: Training and Development.

 Workforce: Management 				
	Mission	Community	Environment	Cost
Strengths	• Discipline process • Filling positions • AF • NAF • ACAP • Awards • Current average fill time – 45 days, Army Standard – 55 days	• Job Fairs • MO Career Center • STEP/SCEP Appointments	• Veteran placement	• Need more CPAC staff
Weakness	• Ratings (timely) • Fill time (perception)	• Diversity Pool		• Updating faster
Threats	• Lack of qualified applicants	• STEP/SCEP affects morale of current employees	• Minority recruiting	• Medical profession recruiting
Opportunities		• Headhunter service • Temp labor business	• Advancement of veterans	

Figure 23. SWOT analysis for Workforce: Management.

 Workforce: Information/Communication 				
	Mission	Community	Environment	Cost
Strengths	•Websites •Vacancy Announcements sent out •Information is there	•Constant fresh talent pool		
Weakness	•Website is confusing			
Threats			•Security stability of internet	
Opportunities		•Internship programs		

Figure 24. SWOT analysis for Workforce: Information/Communication.

 Workforce: Benefits 				
	Mission	Community	Environment	Cost
Strengths	•Very good benefits package •Choice of health carrier •Strong pension plan	•Medical service in Rolla and Lebanon •Low cost of living •Child care	•Low stress •Low traffic •Recreational	•Transportation costs •Workman comp
Weakness	•Temp positions – no benefits	•Spotty medical services in Waynesville/St Robert	•Traffic at the gates	
Threats	•How long will retirement fund last? •RIF	•No alt employer •Tricare payments and reimbursements drive away providers	•Affordability of long term care and health care	•Term employees lost if not made permanent
Opportunities		•Educational benefits •ACS (mil) Good Samaritan	•Medicare supplements	

Figure 25. SWOT analysis for Workforce: Benefits.

Appendix B: Action Plans

The following action plans identify estimated actions, timelines, and resource requirements (i.e., FTEs and/or dollar amounts) needed to achieve the respective objectives. It is anticipated these action plans may be revised in an effort to achieve the objectives, and ultimately, the strategic sustainability goals of FLW (Table 27 – Table 38).

Table 27. Objective 1.1 Action Plan.

Goal 1 Description: Fort Leonard Wood will, in the next 25 years, transform into an installation with an efficient network of high performance, sustainable, and resilient infrastructure systems enabling mission assurance and mission expansion.

Total FTE Required for Goal 1: 1.6 FTE in FY11, approx. 5.0 FTE in FY12, approx. 4.0 FTE/yr in FY13-15, 4.7 FTE/yr in FY16, 3.5 FTE/yr in FY17-19, and 5.7 FTE/yr in FY20-36.

Total Funding Required for Goal 1: \$550k in FY11, approx. \$1.97M in FY12, \$725k in FY13, \$475k in FY14, \$225/yr in FY15-16, and \$125k/yr in FY17-36.

Objective 1.1: Buildings in Campus setting that employ high-performance and adaptable systems to progressively reduce the use of nonrenewable resources.

Description: A community of smartly placed buildings in a campus setting that best supports the mission, which will occur while the following takes place:

- Minimizing on-post vehicle use;
- Reducing the loss of training land to cantonment area development;
- Taking advantage of on-post renewable power generation;
- Using distributed energy micro-grids; and
- Maximizing accessibility to services and creating a pedestrian-friendly FLW community.

Lead/Proponent: DPW

FTE Required for Obj.1.1: 0.2 FTE in 1Q FY12 - 2Q FY13 to support installation master planning for storm water; 1.0 FTE in 4Q FY12 - 2036 to support sustainable development and transportation.

Funding Required for Obj. 1.1: \$300k in FY12 to develop sustainable master plan (visioning); \$550k in FY12 for Capital Improvement Strategy (Facilities Baseline), storm water plan, and revised IDG; and \$250k in FY13 for transportation plan and \$250k/yr in FY13 and FY14 for Environmental Assessment.

Actions for Objective 1.1	Lead/ Proponent	Funding Required	Add'l FTE Required	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Update Master Plan for Sustainable Development and Net Zero design. Identify future cantonment area for growth as part of the Campus-driven Master Plan.	DPW MP	\$800k (in place)	Sust. Design Eng. (see Obj. 1.3)	2Q	2Q											
Define Zoning as part of Master Plan Development	DPW MP	None		2Q	2Q											
Insert Resiliency Campus into Master Plan	DPW MP	None		2Q	2Q											

Actions for Objective 1.1	Lead/ Proponent	Funding Required	Add'l FTE Required	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Complete Master Plan Programmatic Environmental Assessment.	DPW MP	\$250k/yr in FY13 and FY14			2Q	4Q										
Integrate recommendations of the water and waste water study into the Master Plan. [Ongoing effort.]	DPW Env & MP	(Already funded)		4Q	3Q											
Develop and integrate Installation Storm water Mgmt Plan into Installation MP: 1) Calculate pre-development hydrology baseline per EPA guidance; 2) Develop strategies and approaches FLW will use to meet standard; 3) Integrate into IDG and contracts -- identify pilot projects for FLW; 4) Develop SOP to test emerging technologies; 5) Integrate results into DD Form 1391s.	DPW Env & MP	\$300k	.2 to monitor imp.	1Q	2Q											
Develop baseline of inadequate facilities to demolish (unneeded / sub-standard facilities per IMCOM CMP IR3-1 and EO 13514). To do this: develop a triple-bottom-line protocol for assessing facilities performance with respect to mission, workforce well-being, resource consumption, location, cost to maintain, and general utility; compile data to support evaluation; and evaluate buildings.	DPW MP	\$250k	Sust. Design Eng. (see Obj. 1.3)	1Q	3Q											
Develop plan / process for repurposing / reusing existing facilities to best suit mission requirements and reduce need for new construction. Identify alternatives to renovation to reduce existing assets deferred-maintenance costs, as per EO 13514.	DPW MP		Sust. Design Eng. (see Obj. 1.3)	2Q												
Revise Master Plan to ensure planning for new facilities/leases considers pedestrian-friendly sites near existing employment centers and accessible to public:	DPW MP	\$250k FY13	1.0 (Transportation Planner)	4Q		Transportation Planner continues to support installation after plan is completed.										
— Develop a comprehensive transportation plan that supports a campus development strategy. Integrate into revised Master Plan.	DPW MP			4Q												
— Include regional mass transportation development into transportation master plan. Coordinate with Regional Cooperation (Goal 3) team to coordinate with community efforts. Use plan and development patterns to create incentives to use mass transit options.	DPW MP				1Q											

Actions for Objective 1.1	Lead/ Proponent	Funding Required	Add'l FTE Required	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
— Redevelop transportation system as part of the sustainable development effort to improve traffic flow to relieve congestion and reduce trip time.	DPW MP			4Q												
— Integrate bike, troop, and pedestrian network into MP development pattern and transportation system.	DPW MP			4Q												
— Develop transportation network to better connect training sites to barracks.	DPW MP			4Q												
Coordinate with DOL to identify alternative fuel system infrastructure needs and integrate into the Master Plan as needed.	DPW MP & DOL															
Identify and integrate into the Master Plan areas to support sustainable community activities (e.g., community gardens, open space, and habitat protection.	DPW MP & DPW ENV			4Q												

Table 28. Objective 1.2 Action Plan.

Goal 1 Description: Fort Leonard Wood will, in the next 25 years, transform into an installation with an efficient network of high-performance, sustainable, and resilient infrastructure systems enabling mission assurance and mission expansion.

Objective 1.2: Efficient use and management of energy and water that is provided from cost-competitive, secure, and renewable sources.

Description: Institutionalize energy and water savings by using conservation procedures and technologies throughout FLW. FLW heats primarily with natural gas which is a nonrenewable source. There are also cost and security issues to consider with this energy source. FLW will develop an energy production and management portfolio that will:

- Provide a mix of purchased and self-produced, conventional and renewable energy sources;
- Explore and pursue on-site power production that will support development of sustainable power generation and use patterns;
- Be integrated into designed facilities that can use recovered heat from energy production
- Exploit renewable on-post power sources like bio-mass, solar, waste-to-heat, and co-generation;
- Integrate micro-grids into future development as well as improved and efficient transmission technologies; and
- Support the evolution of Fort Leonard Wood to a net-zero Installation.
- Reaching the goal of efficient use of energy (and water) must include education/outreach to all Soldiers, Families, civilians, and contractors.

Lead/Proponent: DPW Energy Manager

FTE Required for Obj. 1.2: 0.7 FTE in 3Q FY11, approximately 3.0 FTE in 4Q FY11-3Q FY12, approximately 1.0 FTE in 4Q FY12-4Q FY15, 2.7 FTE in FY16, 0.5 FTE in FY17-19, and 2.7 FTE in FY20-36.

Funding Required for Obj. 1.2: \$350k in FY11, \$790k in FY12, \$200k/yr in FY13-16, and \$100k/yr in FY17-36.

Actions for Objective 1.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Meter representative number of types of buildings, under 29,000 sq. ft., to compare / baseline performance for new small constructions (OMA-funded). (ON-GOING)	DPW Energy & Env	OMA Funding	0.1	3Q		4Q											
Install energy meters by 1 October 2012 IAW EPAAct 2005. [Phase I is ongoing; Phase II starts 4Q12.]	DPW Energy	\$400k Phase II	0.1 for oversight		1Q												
Install water meters	DPW					1Q		4Q									
Work with CERL to streamline data assessment and monitoring	DPW				2Q												

Actions for Objective 1.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
protocols to identify means to tie occupant behavior to energy consumption.																	
Incorporate government and ESCO monitoring systems to provide a single Utility Mgmt Control System (UMCS) that controls and reduces energy and water use. One report for all energy and water.	ESCO	ESCO to provide cost	0.1 for oversight		3Q	1Q											
Integrate energy and water management accountability into the job performance objectives of key individuals at the installation.	DGC/CPAC				3Q	1Q											
Develop comprehensive energy security plan to develop on-site power generation portfolio that defines impacts associated with energy use, identifies optimal renewable power options and emerging (viable) technologies. Integrate into the installation Master Plan. Energy portfolio plan should:	DPW Energy & MP	\$150k FY 12 to develop plan	0		1Q		4Q										
— Document viable sources, options: biomass, geo-thermal, gas-fired (nonrenewable), waste to energy, solar. (COMPLETED)	USACE study		0														
— Conduct cost comparison and cost effectiveness. [Start 1Q11 and ongoing.]	USACE study		0														
— Define technical feasibility and risk for viable sources. [Start 1Q11 and ongoing.]	USACE study		0		2Q												
— Create a timeline. (ON-GOING)	DPW Energy & MP		0		2Q												
— Develop recommendations for development and execution.	DPW Energy & MP		0		1Q-3Q												
— Conduct in-depth evaluation of approaches to power generation: on-site vs. off-site percentages, use of viable new technologies (fuel cells, micro grids, etc.), strategy for the next 20 years.	DPW Energy & MP		0		4Q												
— Investigate load factor penalty and how to minimize cost. Develop and implement load shedding and peak reduction strategies.	DPW Energy		0.1		1Q												

Actions for Objective 1.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
— Evaluate purchase options from market to minimize cost and maximize use of renewably generated power. Hire contract expert support (PNEL, private). [Start 3Q11 and complete 2Q12.]	DPW Energy	\$50k	0.3 for contract oversight		2Q												
Establish contract to purchase power to be phased out as power generation capability develops. Must have PPA in place by June 2012	DPW Energy				3Q												
By 1 October 2012, monitor data provided at least daily and electricity consumption measured hourly IAW EPAAct 2005.	DPW	\$40k	0.3		4Q												
Develop program of command accountability for energy and water use (i.e., individual / unit usage comparison or bill payment).	G3 & DPW		0.1		2Q												
Incorporate energy savings into performance appraisals of managers and staff who use installation facilities.	Garrison Cmdr.				1Q	3Q											
Begin energy inspections and audits, 25% annually. Incorporate into OIP. [Start 4Q11 and execute on a rotational basis to audit entire installation every 4 years.]		\$200k	0.1		4Q												
Identify and prioritize energy and water improvements executed in near term with limited impact to operations.	DPW				3Q												
Program for recommendations of annual operations and maintenance cycle / improvement.	DPW				4Q	2Q											
Develop and roll out an installation energy usage policy and Best Energy Management (BEM) program to include those actions below:	DPW Energy	\$100k	2.0		4Q												
— Eliminate incandescent lights, inefficient appliances, personal heaters and refrigerators, old pumps and motors.					1Q												
— Establish uniform thermostat temperature set points within Army guidelines.					1Q												
— Disable systems with 24 / 7 circulating pumps (e.g., hot water), consider timing controls (when hot water is not required immediately) with high usage times.		\$100k/yr in FY 12-16			1Q												
— Eliminate non-energy star appliances or replace oldest units.					1Q												

Actions for Objective 1.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
— Remove non-compliant appliances.					1Q												
— Develop incentives to motivate non-reimbursable facilities (e.g., MWR) and tenants to conserve energy.					1Q												
— Determine how to impact brigade and battalion commanders: appraisals, competitions, weekly briefings, etc.					1Q												
— Start new competition among facilities (per capita).					1Q-4Q												
— Investigate other installations for potential incentive programs. (ON-GOING)					4Q												
— Integrate best peak-shaving practices identified in Obj. 1.2 into policy and BEM program to improve demand-side management.					1Q												
— Conduct energy and water consumption assessments once every 4 years for each facility.					1Q												
— Use operation scheduling of generation vs. power procurement to reduce cost.						1Q											
— Develop training materials (in-person and on-line) for outreach and conduct training (e.g., safety days, institute energy days). Conduct refresher training. Develop and provide quarterly reports / newsletter.		\$100k/yr in support			1Q												
— Properly scheduled programmable thermostats for all unoccupied time.	DPW Energy & Ops/ESPC	\$0	0			3Q											
— Improve reset schedules and economizer settings to reduce re-heat requirements of outside air.	DPW Energy & Ops/ESPC	\$0	0			3Q											
— Improve controls of chilled water set points and room supply air temperature for AC energy use.	DPW	TBD	0			3Q											
— Assign responsibility for commissioning and decommissioning equipment to facility energy managers.	Garrison Cmdr.	TBD	TBD			3Q											
— Facility energy managers responsible for establishing O&M plans for measuring, verifying, and reporting energy and water savings, per EISA 432.	DPW	TBD	TBD			3Q											
— Perform reimbursable evaluation (MWR, laundry, etc.).	DPW Energy/ Utilities	\$0	0.1			3Q											

Actions for Objective 1.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Conduct baseline assessments of water usage to identify facilities that need retrofits.	DPW				1Q	1Q											
Develop comprehensive potable water and sanitary sewer improvement programs. Update existing infrastructure to reduce water losses and ensure water to support current and future missions and development. [1Q11 and ongoing.]	DPW	Need CLS funds for sewer & water systems	Fund yearly per study - maint. upgrades		2Q												
Sewer, reduce in-flow (document benefits) and ensure capacity.	DPW				2Q	2Q											
Comprehensive water / sewer study. [Awarding contract FY10, expected completion in FY12.]	DPW				3Q												
Sewer, reduce in-flow (document benefits) and ensure capacity. [Ongoing through 3Q12.]	DPW				3Q												
Comprehensive water / sewer study [awarding contract FY10, expected completion in FY12.]	DPW				3Q												
Program for recommendations of annual operations and maintenance cycle / improvement.	DPW				4Q	2Q											

Table 29. Objective 1.3 Action Plan.

Goal 1 Description: Fort Leonard Wood will, in the next 25 years, transform into an installation with an efficient network of high-performance, sustainable, and resilient infrastructure systems enabling mission assurance and mission expansion.

Objective 1.3: By 2030, develop new and modernize existing facilities to perform at net-zero with respect to energy, water, and waste, while providing a high quality of life and adaptable work environment.

Description: Change the way we build and renovate buildings to ensure that all future infrastructures are sustainable to the greatest extent technologically feasible, cost effective to maintain and operate, and eventually meet Army net-zero waste, energy, and water goals.

Lead/Proponent: DPW

FTE Required for Obj. 1.3: 2.0 FTEs in 4Q FY11-FY36

Funding Required for Obj. 1.3: \$200k in FY11, \$331k in FY12 and \$25k/yr in FY13-36. Annual update conference begins in FY12, actions will identify additional investments to upgrade infrastructure. These additional investments will be integrated into subsequent POM budgets.

Actions for Objective 1.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Establish a sustainability coordinator in PAIO to track progress, provide support, and promote sustainability throughout the installation. In addition, hire and designate a sustainable design engineer to work with the sustainability coordinator with respect to sustainable development. Engineer will support actions identified under objectives 1.1 and 1.3. (ON-GOING)	PAIO & DPW	\$0	2.0		2Q												
Revise IDG and develop Sustainable Design Strategy to guide all future construction and renovation to meet sustainability goals. Start with USACE Zero-footprint Design Study started 2Q11. Use IDG to integrate sustainability into infrastructure usage and development decision-making.	DPW Eng. & MP	\$200k	Sust. Design Engineer		2Q	2Q											
Mandate that all local new construction, restoration, and modernization projects (SRM and OMA) meet IDG direction to integrate sustainable design into all infrastructure by 2030.	DPW/GC	\$0			3Q												

Actions for Objective 1.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
In support of the IDG revision, participate in a net-zero design demonstration including selecting and training staff in building re-commissioning techniques and approaches and evidence-based design. Use webinars and live training. [Start 2Q11 USACE Net Zero Design Project.] (COMPLETED)	DPW	\$0		2Q-4Q													
Using the results of inventory of inadequate buildings and repurposing evaluation (Objective 1.1), develop roadmap to high-performance sustainable development and construction.	DPW ED	IMCOM/ Corps Support	Sust. Design Engineer		3Q												
Train DPW Engineering/Design/Master Planning Staff:	DPW				1Q - 2Q												
— LEED orientation for all FLW PDC staff. Support those seeking to become LEED Green Associates.	DPW/USACE ERDC-CERL	\$20k			1Q Start & End												
— For interested/appropriate staff, provide LEED Advanced training. Support their efforts to become LEED Accredited Professionals.	DPW/USACE ERDC-CERL	\$1k Engineer			1Q												
— Provide LEED Prospect Class for the application of LEED in military construction.	DPW/USACE ERDC-CERL	\$10k			3Q												
— Integrate LEED into IDPs of the appropriate staff (see Goal 5 on workforce development).	DPW				1Q												
Develop standards and policy to ensure major replacement of installed equipment, renovation or expansion of existing space using the most energy-efficient designs, systems, equipment and control effective lifecycle cost per EISA, para 434.	DPW		Sust. Design Engineer		3Q												
Hire interns to support technical evaluations to ensure preferential selection of energy-efficient materials, systems, and designs when available and cost neutral or beneficial (for major systems). [First interns in place - initial work supports development of the installation standard 3Q11.]	DPW	\$150k	Sust. Design Engineer		2Q												

Actions for Objective 1.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Conduct quarterly sustainability functional champions. Reassess periodically after two years. Sustainability coordinator will support quarterly meetings to provide the Command Group (CG, DCG, GC and DGC) with progress reports from team leaders. (ON-GOING – contracted support in place by Nov 2011)	PAIO	\$0	Sust. Coord. PAIO		2Q	2Q											
Based upon the results of the facilities evaluation to identify inadequate infrastructure (under Obj 1.1), develop and execute a capital investment strategy for the systematic improvement of existing buildings that will not be demolished.	DPW	\$125k to develop plan. Execution programmed into future budgets.	0		3Q												
By 2030, require all contractors to increase their diversion rate of construction/demolition waste from landfilling from 50% (current) to 100% through salvage, resell, reuse, and recycling. To do this, identify local partners who might support construction contractors (especially with deconstruction). Provide examples of successes from other installations.	DPW/DOC	\$0	0			1Q											
Internal annual sustainability conference, plan review, and sustainability report card on FLW progress.	PAIO	\$25k/yr in FY12-36	Sust. Coord. PAIO		4Q												

Table 30. Objective 2.1 Action Plan.

Goal 2 Description: Improve mission services by communication, collaboration and coordination internally and externally (tenants, other service providers, surrounding communities). Enhance capabilities to rapidly adapt to emerging technologies and changing force structure and doctrine to ensure sustainability. Reduced logistics footprint through facility and operational efficiencies.

Total FTE Required for Goal 2: 1200 hours total (approx. 0.7 FTE) spread across FY11-FY19. Some objectives for FTEs are "TBD."

Total Funding Required for Goal 2: TBD

Objective 2.1: Reduced footprint and optimized food service support.

Description: An integrated, Installation-wide initiative to determine and implement an optimal food service support system for FLW that reduces operating costs and wastes, while providing efficient and high-quality food services.

Lead/Proponent: DOL

FTE Required for Obj.2.1: 0

Funding Required for Obj. 2.1: \$0

Actions for Objective 2.1	Lead/ Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Recycle products from subsistence packaging.	DOL/LGFS	\$0			1Q												
Identify location/opportunities to reduce waste.	DOL/LGFS	N/A			2Q												
Verify requirements.		N/A			2Q												
Identify community team members. [Started and completed 2Q11.]	DOL/LGFS			End 2Q													
Study current manning levels with workload. (COMPLETED)	DHR, with DRM.			1Q - 4Q													
Change DFAC current designs projected for construction to better facilitate current and future needs. (COMPLETED) Opened two-story DFAC to increase capacity while reducing number of separate lines – closed two older DFACs	USACE, with DPW, DOL.			1Q	4Q												
Change style of food service in some facilities to a carry-out facility and/or Central Field Feed Kitchen.	DOL/LGFS				3Q												

Table 31. Objective 2.2 Action Plan.

Goal 2 Description: Improve mission services by communication, collaboration and coordination internally and externally (tenants, other service providers, surrounding communities). Enhance capabilities to rapidly adapt to emerging technologies and changing force structure and doctrine to ensure sustainability. Reduced logistics footprint through facility and operational efficiencies.

Objective 2.2: Efficiency through establishing an enterprise facility for logistical support.

Description: Create and establish a “state of the art” facility to better provide cost- and energy-efficient services to the customers and also provide more timely services without the need for unnecessary movement or delay. Create a “one stop” logistics facility which takes in all concerns of the FORSCOM/TRADOC/AMC/IMCOM commanders. SR2-2: Develop programs that help synchronize resources and requirements across the key ARFORGEN processes – Man, Equip, Train with a focus on installation support.

Lead/Proponent: DOL

FTE Required for Obj. 2.2: 1200 hours total (approx. 0.7 FTE) spread across FY11-FY19.

Funding Required for Obj. 2.2: TBD

Actions for Objective 2.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Visit or coordinate with similar installations to capture benchmark and best practices. Evaluate Fort Future design considerations/lesson learned.	DOL, coord with RM	TDY cost (TBD)	400 hrs		2Q												
Identify <u>all</u> of the logistical Requirement/Square footage/Resources. Evaluate existing facilities. [Started 1Q11.]	DOL, coord with DPTM, DPW	\$0	800 hrs		3Q												
Engage with Master Planning Process to begin scoping new training center as part of long-term development plan.					2Q	2Q											
Identify outside stakeholders (AMC/DLA, Community, etc.) and coordinate with all stakeholders on their input to logistical requirements. [Started 1Q11.]	DOL	\$0			2Q	2Q											
Develop Concept Plan for approval.	DOL, coord with PAIO					1Q - 4Q											
Design & locate facilities.	DOL with DPW	Design costs				2Q											
Deployment of cost centers against IMCOM/AMC standards.	DOL with DRM																

Actions for Objective 2.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Develop metrics/measures to capture efficiencies and monitor. [Ongoing; no completion date provided.]	DOL with PAIO	Hidden cost possible			4Q												
Logistics Center established.	DOL													2026			

Table 32. Objective 2.3 Action Plan.

Goal 2 Description: Improve mission services by communication, collaboration and coordination internally and externally (tenants, other service providers, surrounding communities). Enhance capabilities to rapidly adapt to emerging technologies and changing force structure and doctrine to ensure sustainability. Reduced logistics footprint through facility and operational efficiencies.

Objective 2.3: Upgraded deployment support services and infrastructure (rail heads, rail, staging areas, airfields, etc.).

Description: Expand and upgrade the existing (or non-existent) air and rail facilities to provide cost-efficient and timely rapid deployment service support. Priorities include identifying locations for various tasks, equipment needed to complete the tasks and identifying funding resources to complete the requirement. Support IMCOM IR1-2: Strategic Mobility Infrastructure (SMI) that fully enables ARFORGEN deployment/redeployment cycles.

Lead/Proponent: DOL

FTE Required for Obj.2.3: TBD

Funding Required for Obj. 2.3: TBD

Actions for Objective 2.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Evaluate deployment scenarios to create deployment plan/identify infrastructure needs to optimize deployment capacity/capability.					4Q												
Identify what the requirement is and then evaluate it (e.g., facilities, equip, location). (COMPLETED)	DOL, with 4th MEB FLW																
Coordinate with community stakeholders. [Started 2Q11.]	DOL, with 4th MEB FLW			2Q	2Q												
Develop a concept plan for future requirements. Initiated 4QFY11	DOL, with 4th MEB FLW		TBD by evaluating requirements	4Q	4Q												
HOLD THIS ACTION FOR DEVELOPMENT IN NEXT UPDATE. SR3-1: Develop the ability to quantify and communicate installation requirements in order to synchronize IAW with the ARFORGEN Cycle. [Started 1Q11 and ongoing.]	DOL, with FORSCOM HQ																

Table 33. Objective 2.4 Action Plan.

Goal 2 Description: Improve mission services by communication, collaboration and coordination internally and externally (tenants, other service providers, surrounding communities). Enhance capabilities to rapidly adapt to emerging technologies and changing force structure and doctrine to ensure sustainability. Reduced logistics footprint through facility and operational efficiencies.

Objective 2.4: Efficiency through establishing an enterprise system for service members' in- and out-processing.

Description: Create and establish an automated enterprise system to provide a centralized in- and out-processing service to the customers and also provide a more timely service without the need for unnecessary movement or delay.

Lead/Proponent: DHR

FTE Required for Obj.2.4: TBD

Funding Required for Obj. 2.4: TBD

Actions for Objective 2.4	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Determine current levels/effectiveness of automation (ON-GOING as part of Lean Six Sigma)	DHR, support by G1, ITRO, NEC	\$0	0		2Q-3Q												
Develop baseline information for in / out processing requirements and procedures for all types/categories of service members (PCS, TDY, Foreign Students, initial entry, etc.). (COMPLETED)	DHR with all mission services/orgs/ directorates	\$0	0		1Q	1Q											
Develop / implement methods to improve in / out processing through an automated enterprise system. May include sharing best practices, improving/expanding automation and/or new facilities as needed. Will develop specific projects/actions after plan developed / approved. Should include evaluating use of CAC card programming capabilities. (ON-GOING)	DHR with NEC, all orgs conducting in/out processing		May require new FTEs to staff (TBD)			2Q											
Develop system / procedures for one-stop accurate information on real-time supported population (permanent party and training / students, to include all services, reserve, guard, OS units). (ON-GOING)	DHR supported by NEC		May require new FTEs to staff (TBD)		1Q-4Q												
Evaluate and document comparison of current SRP practices to Standard (supports SR1-1: Standardize and enforce Soldier Readiness Program (SRP) processes across the Army). Current methods / facilities meet standards. Need to check Campaign Plan metric(s).	DHR	TBD			1Q-2Q												

Table 34. Objective 2.5 Action Plan.

Goal 2 Description: Improve mission services by communication, collaboration and coordination internally and externally (tenants, other service providers, surrounding communities). Enhance capabilities to rapidly adapt to emerging technologies and changing force structure and doctrine to ensure sustainability. Reduced logistics footprint through facility and operational efficiencies.

Objective 2.5: A Non-Tactical Vehicle fleet that provides optimum mission and customer support at minimum cost, while taking full advantage of emerging technologies to minimize negative impacts on the environment.

NOTE: Objective 2.5 will be incorporated/evaluated in a Cost-Culture Study by the Garrison Commander. Actions and projects will be developed based on results of that study.

Description: Includes GSA fleet, MWR, commercial material handling equipment, and any non-deployable Army owned or leased self-propelled equipment.

Lead/Proponent: DOL

FTE Required for Obj.2.5: TBD

Funding Required for Obj. 2.5: TBD

Actions for Objective 2.5	Lead / Proponent	Funding Required	Add'l FTE Required	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Reduce fleet size by 46% by end of FY12				4Q												
Increase the level of alternative/renewable fuel vehicles and equipment.																
Increase alternative fuel consumption.																
Decrease petroleum fuel consumption. Troops transport system (mass transit)																

Table 35. Objective 3.1 Action Plan.

Goal 3 Description: FLW has an effective and enduring strategic communications program that empowers and engages the installation with the greater community and stakeholders to support mutual missions and efforts, and enhance jobs to make FLW the station of choice.

Objective 3.1: Actively participate in the planning and execution of regional, community, and economic development programs that enhance the QOL for the greater FLW community.

Description: Coordinated regional activities that define community direction, establishing regional development patterns, identifying and pursuing economic development that will improve quality of life in the region, and establishing forums where community stakeholders, including FLW, can work together to accomplish beneficial goals and objectives including:

- Economics
- Education
- Health Care and Social Services
- Housing
- Land Use
- Public Safety
- Transportation

Lead/Proponent: PAIO, State of Missouri DED, and Communities.

FTE Required for Obj.3.1: 0 FTE

Funding Required for Obj. 3.1: \$0

Actions for Objective 3.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Actively participate in regional initiatives to establish full-service medical facilities for soldiers and the local population (including expanding VA services, cancer treatment, and dialysis centers) through the following activities:																	
In conjunction with SJA, establish enduring policies that define permissible roles/activities for participating in this forum.	PAIO	\$0	0	3Q	2Q												
Hospital Commander engages local community on regional health services and needs. (INITIATED)	Hospital Cmdr.	\$0	0														
Evaluate community incentives (e.g., state, regional).	PAIO	\$0	0		2Q	2Q											

Actions for Objective 3.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Precipitate/establish a community medical forum/committee (i.e., Gen (ret) Dewitt, Cox, Phelps, Mercy, Pulaski Public Health Board, committee under ministerial alliance, planning commissions, PCGA). Document the problem; develop/describe path forward; document FLW "point of view"; and develop path forward.	PAIO	\$0	0			2Q											
Evaluate approaches/best practices at similarly positioned installations in the Army system.	PAIO	\$0	0			2Q											
Support and participate in efforts to increase use, size, and scope of regional airport to improve accessibility through the following activities:																	
Explore/create local travel policies to endorse the use of the airport.	PAIO	\$0			1Q - 3Q												
Engage with government travel (waiting for the numbers back on whether or not it might be profitable to fly into another hub and then direct to FLW).	PAIO	\$0	.1 Sustainability Coordinator		3Q	1Q											
Compile data set for AP use (commercial, commuter, and business).	PAIO	\$0				1Q - 4Q											
Coordinate for AAFES services at AP (food court).	PAIO	\$0			3Q	1Q											
Explore charter aviation support through travel policies.	PAIO	\$0			3Q	3Q											
Get buy-in from Tech Park tenants and contractors' use of AP.	UM Liaison	\$0			4Q												
Participate in the off-post airport development team.	PAIO	\$0			4Q												
Develop a strategic regional land-use plan through the following activities																	
Initiate JLUS Evaluation (INITIATED)	Meramec RPC	OEA funds for JLUS	0														
Identify FLW proponents for JLUS.(COMPLETED)	PAIO	\$0	0														
Develop JLUS initial communication plan (timelines).	STRATCOM	\$0	0	4Q	3Q												
Hold town hall meetings to present FLW usage/needs.	PAIO	\$0	0		2Q	3Q											
Update and implement strategic communication plan.	STRATCOM	\$0	0		1Q	3Q											
Complete JLUS.	Meramec RPC	\$0	0			2Q -											

Actions for Objective 3.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
						4Q											
Additional Activities:																	
Finding/approval by the CG that FLW can participate in planning for economic development: Cases (Forts Carson, Bragg, and Hood) from others; Opinion from higher-level SJA; Opinion from SJA.	PAIO	\$0	0		2Q - 4Q												
Appoint team to work on economic development (individuals who will participate).	PAIO	\$0	0	4Q	1Q												
Engage with State of Missouri DED to conduct economic development forum on FLW.	PAIO	\$0	0	4Q	1Q												
Participate in regional transportation planning and recognize existing community transportation infrastructure as per EO13514§2(f)(i)--Membership on Meramec Regional Planning Commission (Trans. Advisory Committee).	PAIO, DPW	\$0	0	3Q	1Q												

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Actions for Objective 3.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
— Identify national research partners and develop a national marketing message.				3Q													
— Leverage FLW support with community marketing for regional economic development.				3Q													
— Conduct Regional Science and Technology Forums.				3Q													

Table 37. Objective 3.3 Action Plan.

Goal 3 Description: FLW has an effective and enduring strategic communications program that empowers and engages the installation with the greater community and stakeholders to support mutual missions and efforts, and enhance jobs to make FLW the station of choice.

Objective 3.3: FLW has consistent, positive, national media coverage that promotes FLW commands, missions, and expertise.

Description: Active communication that illustrates the importance of FLW to the Army, the State of Missouri, regional partners, and the local community.

Lead/Proponent: PAO. Completed FY20.

FTE Required for Obj.3.3: 1.0 FTE in STRATCOM in 3Q FY11 - 1Q FY12 and 1.0 FTE in PAO in 1Q FY12-14.

Funding Required for Obj. 3.3: If the 2.0 FTEs not obtained, then \$150k/yr in FY11-12 for STRATCOM and another \$150k/yr in FY12-14 for PAO for contracted services.

Actions for Objective 3.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Develop an accessible Strategic Communications Plan that supports MSCoE, IMCOM, and TRADOC strategic plans. (COMPLETED)																	
Determine how the plan will be made available, possibly through the Regional Commerce Growth Association (RCGA) website.	STRATCOM, G6	\$0	0		4Q												
Develop a process to define the content (what's in and out?). Content will be timely and include internal messages and public messages. The plan will determine positions and policies on such topics as: Medical support, Housing, Access to installation and Energy.	STRATCOM, PAO	\$0	0.5 in addition to STRATCOM		4Q												
Establish information distribution mechanisms (e.g., websites, forums, etc.) as per IMCOM CP LW2-1.	STRATCOM, G6	\$0	Staff time to maintain info		4Q												
Establish a systems approach for determining what information goes out, obtaining approval through the Sr. Commander and frequency/approach to distribution. (COMPLETED)	STRATCOM	\$0	0														
Continually identify the information communities want considered for distribution.	PAO	\$0	0		2Q												
Identify routine information that should be made available automatically (e.g., population, construction projects). Periodically review and update this information.	STRATCOM, PAO	\$0	0		4Q												

Actions for Objective 3.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Periodically assess delivery method effectiveness.	PAO, STRATCOM	\$0	0		4Q	4Q											
Staff a broadcast person (specialist to produce videos) or contract for service / student hires.	PAO	\$150k annually	1.0		1Q												
Develop a director capable of using alternate media (YouTube, Core) to get the message out. Staff or contract out.	STRATCOM	\$150k annually	1.0		2Q	2Q											
Develop 20 story lines per year.	STRATCOM & PAO	Part of funds or staff identified above			1Q - 4Q												
Market storylines done by producer.	PAO	Part of funds or staff identified above					1Q										
Engage Sr. Army PAO leaders with our senior leaders to market successes (need materials produced by first four steps to market).	PAO	Part of funds or staff identified above			2Q												
Use technology to support collaboration and communication (use materials produced under step 2).	PAO	Part of funds or staff identified above			2Q												

Table 38. Objective 3.4 Action Plan.

Goal 3 Description: FLW has an effective and enduring strategic communications program that empowers and engages the installation with the greater community and stakeholders to support mutual missions and efforts, and enhance jobs to make FLW the station of choice.

Objective 3.4: A regional partnership forum that promotes outreach to local communities, inspiring community support. Community partnerships support the FLW mission and enhance stakeholder interaction (including Installation visits).

Description: Senior leadership participates in making presentations to additional regional partnerships and activities as a means for strengthening ties with the surrounding community.

Lead/Proponent: PAO. Establish by FY12.

FTE Required for Obj.3.4: 0 FTE

Funding Required for Obj. 3.4: \$0

Actions for Objective 3.4	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Establish a schedule for open forum discussion to promote FLW and key topics (Speaker's Bureau) as per SW4-3.	Chamber Director	\$0	0		4Q												
Engage with: Lake – Support the Fort; Rolla – Phelps for the Fort; Lebanon – Friends of the Fort; Waynesville-St. Robert - Committee of 50.	PAO	\$0	0		4Q												
Approval by Command Group for quarterly presentation.	PAO	\$0	0		4Q												
Coordinate calendar with SGS for first event.	SGS, PAO	\$0	0		4Q												

Table 39. Objective 3.5 Action Plan.

Goal 3 Description: FLW has an effective and enduring strategic communications program that empowers and engages the installation with the greater community and stakeholders to support mutual missions and efforts, and enhance jobs to make FLW the station of choice.

Objective 3.5: Ozark Regional Sustainability Initiative.

Description: Establish an initiative to encourage and support sustainable development to the benefit of all within the region.

Lead/Proponent: PAIO. Completed FY14.

FTE Required for Obj.3.5: 0.2 FTE in 4Q FY11 - 2Q FY12 (Sustainability Coordinator - PAIO)

Funding Required for Obj. 3.5: \$100k/yr for FY12 and FY13

Actions for Objective 3.5	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Staff a sustainability person at FLW.(COMPLETED)	PAIO	\$0	0.2		2Q												
Coordinate with communities to identify a non-profit that will take a leadership role.(COMPLETED)	LWI	\$100k/yr for FY12 & FY13	0		1Q												
Develop a scope of activities and approach for the organization. (COMPLETED)	LWI	\$0	0		2Q												
Identify and pursue funding: State and Federal Grants (matching funds); DUSDA – I&E ESOH; OEA; EPA.	LWI	\$0	0		1Q												
Start the process: Convene meetings, create MOU, sign MOU. (INITIATED)	LWI	\$0	0		2Q												

Table 40. Objective 4.1 Action Plan.

Goal 4 Description: Service Members, Families, and Civilians are provided opportunities, programs and facilities enabling them to become resilient in mind, body, and spirit. Provide holistic, consolidated and multi-functional (educational, physical fitness, recreational/leisure and religious) services. Ensure all services are based on an ongoing needs assessment.

Total FTE Required for Goal 4: To initiate this goal, 0.3 FTE in FY11, 0.5 FTE in FY12, and 0.1 FTE in FY13, and FTEs required for other various actions is TBD.

Total Funding Required for Goal 4: \$11k in FY12, \$500k in FY13, and \$16M for new fitness facilities (schedule is MCA-dependent). The funding for other various actions is TBD.

Objective 4.1: Develop an Installation Resiliency Campus.

Description: A health and wellness resiliency campus for comprehensive Soldier and family wellness (e.g., Chaplain, ACS, Behavioral Health, ASAP, and Suicide Prevention resources).

Lead/Proponent: DFMWR and Community Health Promotion Council.

FTE Required for Obj.4.1: 60 hours total in 2Q-4Q FY11 and 0.1 FTE in 4Q FY12-13 for support planning, additional FTE to support Campus is TBD.

Funding Required for Obj. 4.1: TBD

Actions for Objective 4.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Determine which functions and programs will be part of the campus. (Initiated 2Q11.)	Community Health Promotion Council	\$0	60 hrs	2Q	3Q												
Proponents for selected functions and programs provide facility requirements to DPW.	Community Health Promotion Council	\$0			4Q												
Detailed analysis of space requirements by DPW to determine allowance for new facilities and/or re-allocation of existing space.	DPW	\$0			2Q - 4Q												
Integrate resiliency campus into Master Plan update. Develop project design package and DD Form 1391 (or appropriate documents if not through MCA).	DPW	\$0	0.1		4Q												
Program resources (equip, personnel, etc.) for new campus.	DRM	TBD	TBD		4Q												
Explore relocating the community library in the Resiliency Campus through the following activities:																	

Actions for Objective 4.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Compare/evaluate existing Community Library services and location to the proposed new facility for location, adequacy, and quality of support to all users.	DFMWR	DFMWR \$11k	240 hrs		2Q - 4Q												
Develop overall plan in conjunction with information obtained above.	DFMWR, DPW	0	120 hrs		4Q	3Q											
Develop detailed cost estimate.	DFMWR, DPW	TBD	TBD			3Q - 4Q											
Identify funding stream.	DFMWR	TBD	TBD			3Q - 4Q											

Table 41. Objective 4.2 Action Plan.

Goal 4 Description: Service Members, Families, and Civilians are provided opportunities, programs and facilities enabling them to become resilient in mind, body, and spirit. Provide holistic, consolidated and multi-functional (educational, physical fitness, recreational/leisure and religious) services. Ensure all services are based on an ongoing needs assessment.

Objective 4.2: Provide access to state-of-the-art, after-hours-accessible classrooms and laboratories to improve all approved degree programs and educational opportunities.

Description: Improve continuing education, civilian degree programs, and all other off-duty training and education through upgrading and/or improved access to state-of-art classrooms and labs. May include facility development through partnerships with educational organizations (schools, universities).

Lead/Proponent: DHR-ESO.

FTE Required for Obj.4.2: 0.5 FTE in 3Q FY11-1Q FY12

Funding Required for Obj. 4.2: TBD

Actions for Objective 4.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Gather a better understanding of how the relationships/partnerships work between FLW and the education providers.	DHR- ESO		0.5		4Q												
<i>NOTE: Remaining actions will be developed or modified after first action completed:</i>																	
Develop baseline inventory of classrooms and labs.																	
Determine what/how many facilities are not state-of-art.																	
Identify which facilities will be updated/upgraded/replaced by existing project(s).																	
Determine which education programs will/can be considered/supported by this objective.																	
Determine what can be accomplished through partnerships vs. what would require MCA.																	

Table 42. Objective 4.3 Action Plan.

Goal 4 Description: Service Members, Families, and Civilians are provided opportunities, programs and facilities enabling them to become resilient in mind, body, and spirit. Provide holistic, consolidated and multi-functional (educational, physical fitness, recreational/leisure and religious) services. Ensure all services are based on an ongoing needs assessment.

Objective 4.3: Construct diverse, interconnected trail system.

Description: Linked to Mark Twain National Forest and local municipalities. Includes bicycle, pedestrian and PARCOURS trails/use with various physical fitness, recreation, and leisure stations. Will also support distance training for service members.

Lead/Proponent: DFMWR

FTE Required for Obj.4.3: 40 hours total in 3Q FY11-1Q FY12 + additional FTE is TBD

Funding Required for Obj. 4.3: TBD

Actions for Objective 4.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Identify any plans local municipalities have with recreational/leisure growth programs.	DFMWR	\$0	40 hrs		4Q												
Develop overall plan in conjunction with information obtained above.	DFMWR, DPW	TBD	TBD		4Q	3Q											
Develop detailed cost estimate for planned trail system.	DFMWR, DPW	TBD	TBD		4Q	1Q											
Identify funding stream.	DFMWR	TBD	TBD			1Q - 3Q											
Execute plan.	DFMWR	TBD	TBD				1Q										

Table 43. Objective 4.4 Action Plan.

Goal 4 Description: Service Members, Families, and Civilians are provided opportunities, programs and facilities enabling them to become resilient in mind, body, and spirit. Provide holistic, consolidated and multi-functional (educational, physical fitness, recreational/leisure and religious) services. Ensure all services are based on an ongoing needs assessment.

Objective 4.4: Develop, maintain, and sustain facilities and capabilities on the Installation that support Soldier fitness and Family wellness.

Description: Construct indoor physical fitness, recreation, and leisure centers to accommodate growing population. Design and siting considerations should include access/availability of child care services. Includes support to all eligible users (ID card holders – service members, family members, retirees, eligible civilians). Develop and implement a strategy to approve and program additional indoor fitness recreation and leisure center space without being limited by BDE Fitness Centers counting against the Installation's authorized space. May include re-designation of BDE Gyms from Fitness Centers to Multi-use or other type of space since they are used for more than fitness training. Supports IMCOM SR1-3: Develop, maintain, and sustain facilities and capabilities on the installations that support Soldier fitness and a warrior ethos.

Lead/Proponent: DFMWR

FTE Required for Obj.4.4: 24 hours total in 2Q-3Q FY11 + additional FTE is TBD

Funding Required for Obj. 4.4: \$500k in 1Q FY13 for design charrettes, approximately \$16 million for MCA fitness center in FY14, and funding for the other activities is TBD

Actions for Objective 4.4	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Coordinate with DPW to ensure re-designation of BDE Gyms from Fitness centers to Multi-use or other type of space since they are used for more than fitness training. (Ongoing effort, completed in 2Q FY11.)	DFMWR	\$0	24 hrs		4Q												
Identify required space.	DFMWR	\$0	0		4Q												
Develop individual projects to meet requirements.	DFMWR	TBD	TBD		3Q												
Develop detailed estimate of each project.	DFMWR, DPW	TBD	TBD		1Q - 3Q												
Conduct design charrette for each project. Charrette should result in a sustainable design that is consistent with Army Net-Zero Directives and the revised Installation Design Guide (See Goal 1, Objective 1.3)	DPW, DFMWR	\$500k	0			1Q											
Identify funding stream for each project.	DFMWR, DPW	TBD	TBD			1Q - 2Q											
Design projects.	DFMWR, DPW	Approx \$16M	TBD				1Q										
Execute projects.	DFMWR, DPW	TBD	TBD					1Q									

Table 44. Objective 5.1 Action Plan.

Goal 5 Description: FLW has a sustainable workforce that utilizes employment services and educational opportunities so that it: 1) Meets rapidly changing mission requirements; 2) Has a high level of total fitness and well-being (mental, spiritual, emotional, physical health); 3) Is demographically blended (mix of military, retiree, spouses and local and external talent, ages, races, gender); 4) Transitions institutional knowledge within workforce from experienced to new workers; 5) Has technical knowledge, certification, degrees, ongoing training, licenses; 6) Is motivated through incentives, rewards, recognition; 7) Feels they are stakeholders in mission accomplishment; 8) Has physical facilities and an organizational working environment that support high performance; 9) Operates within positive people dynamics; and 10) Believes individual and career growth is institutionally and socially encouraged, rewarded, supported, and balanced with organizational missions and community goals.

Total FTE Required for Goal 5: Approx. 1.1 FTE in FY11, 4.6 FTE/yr in FY12-13, 4.3 FTE/yr in FY14-20, 3.3 FTE/yr in FY21-25, 2.25 FTE/yr in FY26-35, and 1.25 FTE in FY36.

Total Funding Required for Goal 5: \$575k in FY11, \$981k in FY12 (includes 15 new kiosks), \$635k in FY13, \$725k in FY14 (includes 15 new kiosks), \$675k in FY15, \$635k/yr in FY16-19, \$675k in FY20, \$185k/yr in FY21-24, \$225k in FY25, \$185k/yr in FY26-29, \$225k in FY30, \$185k/yr in FY31-34, \$225k in FY35, and \$185k in FY36.

Objective 5.1: FLW community fully utilizes employment services.

Description: Workforce organizations work to ensure that the FLW community is aware of, has access to, and can properly utilize all available employment services, both Federal and local.

Lead/Proponent: DHR.

FTE Required for Obj.5.1: 0.25 FTE in 3Q FY11-36 and 1.0 FTE in 1Q FY12-36

Funding Required for Obj. 5.1: \$50k/yr in FY11-36

Actions for Objective 5.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Fill existing workforce development specialist (GS-13) position to support Goal 5.	DHR		1		3Q												
Baseline usage of services for all military personnel who might use services – one organization to track for all organizations that provide services. Coordinate with Missouri Career Center to identify opportunities to improve services and promote greater use.	DHR				3Q												
Market the use of and encourage the community/state to maintain and streamline a centralized/single point of entry for all jobs in the region (ties back to the existing programs and systems) to provide employment assistance for military, civilians and their family members per IMCOM CP SW3-4. (Tie back to the FLW marketing under Goal 4). (Ongoing effort, completion date is blank.)	STRATCOM	\$50k/yr	0.25		3Q												

Actions for Objective 5.1	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Baseline number of military spouses who are unemployed and have tried but were unable to find jobs at FLW or in the local economy. Integrate data and track through ACAP/Missouri Career Center.	DHR/ DEERS				2Q												
Positions outside the gate (MO Career Center) – link to jobs site on post if not already linked. (COMPLETED)	CPAC			Initiated and completed 4Q FY10													
User-friendly support that helps spouses/students prepare for and conduct job searches, resume submission, and interviews.	ACS Employ- ment Readiness				3Q												

Table 45. Objective 5.2 Action Plan.

Goal 5 Description: FLW has a sustainable workforce that utilizes employment services and educational opportunities so that it: 1) Meets rapidly changing mission requirements; 2) Has a high level of total fitness and well-being (mental, spiritual, emotional, physical health); 3) Is demographically blended (mix of military, retiree, spouses and local and external talent, ages, races, gender); 4) Transitions institutional knowledge within workforce from experienced to new workers; 5) Has technical knowledge, certification, degrees, ongoing training, licenses; 6) Is motivated through incentives, rewards, recognition; 7) Feels they are stakeholders in mission accomplishment; 8) Has physical facilities and an organizational working environment that support high performance; 9) Operates within positive people dynamics; and 10) Believes individual and career growth is institutionally and socially encouraged, rewarded, supported and balanced with organizational missions and community goals.

Objective 5.2: FLW provides opportunities and encouragement for technical knowledge, certification, degrees, ongoing training, and licenses for the workforce (through posted training events, partnerships, and tenants, etc.) to build a professional, skilled workforce best positioned to support the mission.

Description: Create an environment where the FLW community is motivated to identify, receive, and document value-added training to ensure that training and education needs are identified and appropriate courses are provided to meet those needs. Training is easily accessible, convenient, and timely.

Lead/Proponent: DHR

FTE Required for Obj.5.2: 1.0 FTE G37 in 3Q FY11-20 to implement Army Learning Plan (2015-2020), 0.1 FTE DHR, 0.1 FTE CPAC, and 0.1 FTE G37 in 4Q FY11-13, and 0.5 FTE CPAC and 0.5 FTE G37 in 1Q FY12-35.

Funding Required for Obj. 5.2: \$300k/yr to implement Army Learning Plan (2015-2020)

[illegible]

Actions for Objective 5.2	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Establish ROI/benefit analysis that links individual performance objectives to unit mission performance. Stress the benefits of training your workforce in the supervisors HR course (modify course).	All managers report results to DHR Workforce Development Specialist		0.1 DHR + 0.1 CPAC + 0.1 G37		3Q												
Participation rates in education and training services: document course offered and participation rate (% of available slots used). Emphasize the Civilian Education System (CES).	CPAC/ G37				3Q												
Implement Army Learning Plan for 2015-2020.	G37	\$300k/yr	1.0		3Q												
Use existing and future partnerships to extend course equivalent credits to civilians (Enlisted, Warrant, and Officers) who have taken military courses previously to apply to degree programs (as per LW5-2):	DHR				3Q												
— Develop Civilian Military Police Bachelor's and Master's courses through educational system. Course would be optimal if provided on-line to allow students to continue studies regardless of station.	DHR				3Q												
— Develop Civilian CBRN Bachelor's and Master's degree programs with educational system. Course would be optimal if provided on-line to allow students to continue studies regardless of station.	DHR				3Q												
— Develop Civilian Engineers Bachelor's and Master's courses through educational system. Course would be optimal if provided on-line to allow students to continue studies regardless of station.	DHR				3Q												
Link MSCoE Campaign Plan to NCO Academy to expand/promote participation in these programs by NCOs and Warrant Officers.	JIIM-IA				3Q												

Table 46. Objective 5.3 Action Plan.

Goal 5 Description: FLW has a sustainable workforce that utilizes employment services and educational opportunities so that it: 1) Meets rapidly changing mission requirements; 2) Has a high level of total fitness and well-being (mental, spiritual, emotional, physical health); 3) Is demographically blended (mix of military, retiree, spouses and local and external talent, ages, races, gender); 4) Transitions institutional knowledge within workforce from experienced to new workers; 5) Has technical knowledge, certification, degrees, ongoing training, licenses; 6) Is motivated through incentives, rewards, recognition; 7) Feels they are stakeholders in mission accomplishment; 8) Has physical facilities and an organizational working environment that support high performance; 9) Operates within positive people dynamics; and 10) Believes individual and career growth is institutionally and socially encouraged, rewarded, supported and balanced with organizational missions and community goals.

Objective 5.3: Develop a workforce with strong leaders, continuity, and cross-functional support that builds unstoppable momentum for safe and sustainable use of land, energy (fuel and electricity), and materials.

Description: Integrate sustainability into the culture of the Fort Leonard Wood workforce and leadership. All work should be accomplished with sustainability (as well as safety and occupational health) integrated into all activities and decision-making.

Lead/Proponent: DHR

FTE Required for Obj.5.3: None, since the DHR Workforce Development Specialist and the PAIO Sustainability Coordinator are accounted for elsewhere in the action plan.

Funding Required for Obj. 5.3: \$306k in FY12 and \$150k/yr FY13-20

Actions for Objective 5.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Train/educate workers to be more aware of their usage of water, energy, materials to shift toward more conservative use of resources. Promote recycling website. (Initiated 1Q11 and ongoing).	DHR Workforce Development Specialist	\$150k/yr			3Q												
— Put sustainability message on MSCoE monitors					3Q												
— Integrate sustainability message into all social events					3Q												
— Media outreach spots					3Q												

Actions for Objective 5.3	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
— Partner with universities for interns to support sustainability program					3Q												
— Develop web materials on Daily Blast site and public website					3Q												
Develop a plan for and implement a comprehensive recycling program:	DPW ENV	\$150k			2Q - 4Q												
— Promote internal communications program					4Q												
— Locate recycle bins everywhere					4Q												
— Fix QRP to have funds to pay for recycling contracting					4Q												
— Promote recycling website					4Q												
— Track progress and develop ROI/benefits analysis					4Q												
Create incentives and provide information for alternative transportation: (Initiated 4Q10, completion date is blank.)	DPW				1Q												
— Market existing services					1Q												
— Bike lanes					1Q												
— Additional motorcycle parking					1Q												
— Car pool (set up and reimburse from Fed program)					1Q												
— Special parking for carpools and ULEVs					1Q												
Send GC and staffer to explore regional recycling cooperative (e.g., Yellowstone model). Participants should include:	RCGA	\$6k			4Q												
— Counties and cities					4Q												
— Balfour-Beatty RCI					4Q												
— Garrison and tenants					4Q												
Integrate sustainability message into seasonal safety campaigns.	Safety Office				4Q												
Identify functional area sustainability champions and integrate sustainability objectives into performance reviews. Provide time for working sustainability into their functional areas.	DHR Workforce Dev Spec & Org Mgrs					1Q											

Table 47. Objective 5.4 Action Plan.

Goal 5 Description: FLW has a sustainable workforce that utilizes employment services and educational opportunities so that it: 1) Meets rapidly changing mission requirements; 2) Has a high level of total fitness and well-being (mental, spiritual, emotional, physical health); 3) Is demographically blended (mix of military, retiree, spouses and local and external talent, ages, races, gender); 4) Transitions institutional knowledge within workforce from experienced to new workers; 5) Has technical knowledge, certification, degrees, ongoing training, licenses; 6) Is motivated through incentives, rewards, recognition; 7) Feels they are stakeholders in mission accomplishment; 8) Has physical facilities and an organizational working environment that support high performance; 9) Operates within positive people dynamics; and 10) Believes individual and career growth is institutionally and socially encouraged, rewarded, supported and balanced with organizational missions and community goals.

Objective 5.4: Become an enlightened employer of choice that sustains a workforce that is adaptable, dynamic, collaborative, motivated, and functions sustainably in meeting current and future mission needs.

Description: FLW will meet rapidly changing mission requirements, transition institutional knowledge and address lack of specialized personnel (that will be compounded by future silver tsunami), through the development of a strong workforce through such mechanisms as internships, retention bonuses, internal training, and educational programs/development. FLW enhances its reputation by promoting its outstanding benefits including sustainable workplace options, health care, time for fitness and well-being, and opportunities to advance as incentives to attract skilled professionals. FLW workforce of supervisors and staff learn and advance in accordance with a staff succession plan as per IMCOM CP LW1-2. Develop and maintain a requirements-driven system of leadership development that builds breadth and depth in targeted leader competencies and meets Army and Installation Management needs as per IMCOM CP LW1-1. Installation needs to develop a workforce with creative ideas to accomplish the mission.

Lead/Proponent: DHR

FTE Required for Obj.5.4: Approx. 1.1 FTE for 4Q FY11 - 2025.

Funding Required for Obj. 5.4: \$225k in FY11, \$325k in FY12, \$135k in FY13, \$225k in FY14, \$135k in FY15-36 plus an additional \$40k in the years FY15, FY20, FY25, FY30, and FY35.

Actions for Objective 5.4	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Develop a succession plan that enables installation management to anticipate and fill leadership position vacancies. A system where talented/motivated employees are trained and promoted to fill vacancies as per LW1-2.	DHR & CPAC in conjunction with managers	\$100k	0		3Q - 4Q												
Promote alternative hiring initiatives:	CPAC	\$0	0		3Q												
— Use Recent Graduation Program (RGP)	CPAC	\$0	0		3Q												
— STEP/SCEP	CPAC	\$0	0		3Q												

Actions for Objective 5.4	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Grow leaders who understand the value of satisfied customers and stakeholders by using feedback mechanisms (e.g., ICE) to evaluate performance and program effectiveness as per LW2-2: (Ongoing, completion date is blank.)	PAIO - established & working to promote greater use	\$125k/yr	0		3Q												
— Managers encouraged to consider ICE comments when evaluating performance	PAIO	\$0	0		3Q												
— GC requires ICE link added to all email signature blocks	PAIO	\$0	0		4Q												
— ICE summaries distributed to teams evaluated		\$0	0		4Q												
— Develop Facebook ICE Comment Collection		\$0	0		2Q	4Q											
—ICE kiosks for all appropriate locations (30+ areas)	PAIO	\$180k for new kiosks & \$10k/yr for maint	0		1Q, 4Q: 15 new kiosks		4Q: 15 new kiosks										
Establish mini-training sessions for employees on TAPES, IDPs, Staffing, Greening, etc. to support staff on their development (short periods of time, on-site, no cost):	CPAC, G37	\$0	1.0		3Q												
— Refresher on awards programs		\$0	0		3Q												
— Courses on career development skills (HR for supervisors, career development, technical skills, etc.)		\$0	0		3Q												
Re-establish an installation mentorship program with people who want to be mentors:	CPAC		0.1			1Q											
— Identify high-profile leaders to support mentor program						1Q											
— Develop a program that doesn't negatively impact the senior managers who participate						1Q											
Baseline and quantify the benefits of various sustainable workforce staffing tools (e.g., flex time, job sharing, telecommuting, etc.).	CPAC		0.1		3Q - 4Q												
Use sustainable workforce tools (e.g., telecommuting, job sharing, etc.) that best support mission and reduce impacts:	CPAC to coordinate policy & outreach. Mgrs decide.	Cost differential between desktops & laptops.			3Q	1Q											

Actions for Objective 5.4	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
— Address NEC issues					3Q	1Q											
— Purchase laptops in place of desk tops	NEC G6					1Q											
— Track telecommuting hours	CPAC					1Q											
— Calculate benefits - miles saved, green house gas reduction	DPW ENV					2Q											
Promote utilization of Army incentive awards programs - honorary and monetary (numbers presented annually): (Ongoing)	CPAC		0.1		4Q												
— Advertise "ideas program" and potential awards	CPAC				1Q												
— Community of Excellence Awards - make awards through this process	CPAC				1Q												
— Instructor of the Year program	G3				1Q												
— Soldier of the Quarter program	G3				1Q												
— Local awards/significant achievement	CPAC				1Q												
Educate managers on the use of all of these programs so they will utilize them.	CPAC				2Q	2Q											
Find a mechanism for managers to benchmark off each other.	CPAC					1Q - 2Q											
Establish evaluation process to determine ROI on how new/renovated buildings are impacting worker performance:	DPW	\$100k			3Q	2Q											
— Baseline current absenteeism																	
— Ergonomics																	
— Healthy space																	
— Lighting																	
— Indoor air quality and temperature control																	
Partners: Occupational health/partner with university/feed information back to DPW.																	
Evaluate whether or not infrastructure supports workforce productivity, happiness, and healthy workplaces.	DPW	\$40k each yr evaluated (every 5 yrs)						1Q - 4Q					1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q	

Table 48. Objective 6.1 Action Plan.

Goal 6 Description: Identify, provide, operate, sustain, and protect the training areas, ranges, and facilities needed to support current and future missions conducted at FLW.

Total FTE Required for Goal 6: Approx. 1.6 FTE in FY11, 2.6 FTE in FY12, 3.0 FTE in FY13, 2.5 FTE in FY14-25, and 1.5 FTE in FY26-36.
Total Funding Required for Goal 6: \$310k/yr in FY11-12, \$60k/yr for FY13-36 + funding for various tasks is TBD.

Objective 6.1: Accurate, timely, and complete identification of training facilities, ranges, and land requirements.

Description: Improve how training assets requirements are identified, collected, and conveyed to the Garrison from the supported units/organizations. Streamline process for identifying requirements. Training units land and range requirements are input into the Army Range Requirements Model (ARRM) when commandant-approved POIs are sent to TRADOC Training Operations Management Activity (TOMA). Therefore, School Commandants/G3 must ensure that POI developers have identified all training area, land, facility, and road requirements, and that they are correctly annotated in the POIs before they are sent to TOMA for validation. There is a constant backlog on POI development. Schools are forced to adjust training based on emerging lessons learned and best practices vs. current POIs to ensure training stays current and relevant. This creates a lag in identifying the changes to include increased utilization or new facility requirements training. Requirements for FLW-supported Operational Units and other tenant organizations, as identified in the Army Stationing and Installation Plan, primarily come from Combined Arms Training Strategies (CATS) and Standards in Training Commission (STRAC) guidance. Similar to POIs, CATS, and STRAC generally lag in capturing Commander's training requirements. A streamlined process needs to link G3 to CATS and STRAC proponents, as well as force design and modernization activities to be able to adequately forecast requirement changes. Process must include tracking of changes while under development through approval, capturing the MSCoE Sustainable Range Program doctrinal analysis, then verification of requirements in the ARRM.

Lead/Proponent: G3

FTE Required for Obj. 6.1: 0.9 FTE in FY11, 1.1 FTE in FY12, and 1.0 FTE in FY13-36.

Funding Required for Obj. 6.1: \$0

Actions for Objective 6.1	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Provide certified ASIP and station plans that are not contained in the ASIP for analysis to G-3.	PAIO	\$0	0	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q	4Q
Identify/define the current process(es) of how requirements are transmitted to garrison. (COMPLETED)	G3	\$0	0.2	3Q Start & End													
Identify if process(es) can be streamlined/improved to be more responsive. (COMPLETED; NEEDS FOR IMPROVEMENT IDENTIFIED)	G3	\$0	0.2	3Q - 4Q													
Develop projects/policies/programs/methods to improve/streamline process(es). (COMPLETED)	G3	\$0	0.2	3Q	4Q												

Actions for Objective 6.1	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
G-3 develops policy and procedure that ensures staffing of requirement documents through G-3 and MSCoE resource managers before approval and submission to TRADOC.	G3	\$0			4Q												
G3 engages TRADOC-level range proponent working group meetings in support of presenting new MSCoE proponent requirements so TC25-1 and 25-8 are updated. G3 will continue this engagement for all requirements. (PROCESS IMPLEMENTED) (COMPLETE)	G3	\$0	0.2	4Q	1Q												
Provide validated requirements to DPW and DPTM for RDP and RPMP for inclusion.	G3	\$0	1.0	3Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q	2Q

Table B-49. Objective 6.2 Action Plan.

Goal 6 Description: Identify, provide, operate, sustain, and protect the training areas, ranges, and facilities needed to support current and future missions conducted at FLW.

Objective 6.2: Develop plan and implement an acquisition strategy to provide modern, adaptable, sustainable, and high-performance training facilities on FLW for all training requirements.

Description: Develop sufficient capabilities so that units can accomplish all required training on FLW in accordance with the doctrinal analysis. Develop multi-purpose ranges and facilities as much as possible. May be implemented through various funding and management methods (i.e., Range Development Plan (RDP), Range Complex Master Plan (RCMP)). Includes taking advantage of existing/available mission encroachment planning tools to help optimize the location and development of new ranges/training areas and eliminate or reduce any potential limitations/constraints.

Lead/Proponent: DPW Master Planner

FTE Required for Obj. 6.2: 0.5 FTE in 3Q FY11-2036

Funding Required for Obj. 6.2: Approximately \$250k in FY12 and \$60k/yr for charrettes in FY11-2036.

Actions for Objective 6.2	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Develop process to review validated requirements from Obj. 6.1 and determine how they will be filled that is more transparent and equitable to end users than current methods. (COMPLETED)	DPTM Range Master Planner	\$0	0		4Q												
Plan for acquisition/development of new ranges, training areas, and facilities (including classrooms). [Completion date is indefinite.]	DPW	\$60k/yr for charrettes	0.5		2Q												
Partner with Army labs to identify and enable effective use of mission encroachment planning tools. (INITIATED)	DPW	Approx \$250k	0		1Q - 4Q												
Identify specific land access projects to implement strategy.	DPW	TBD--project specific	0.5			1Q											
Explore and pursue access to additional lands as described under the Joint Land Use Study (JLUS) under development.	DPW	TBD--project specific	0.5						1Q								
In conjunction with JLUS, research land access strategies like ACUB, including examples of successful outside fenceline land access within DoD.	DPW Master Planner	\$0	0	3Q													

Table 50. Objective 6.3 Action Plan.

Goal 6 Description: Identify, provide, operate, sustain, and protect the training areas, ranges, and facilities needed to support current and future missions conducted at FLW.

Objective 6.3: Operate, modernize, and sustain training land, ranges, and facilities to meet mission requirements. (SR4-2).

Description: Operate includes receiving requests, scheduling, prioritizing, and operational support. Sustainment includes SRM and target maintenance. Implement includes updated technology, equipment, targetry, and support facilities to modernize ranges and enhance capabilities. Ties into DPTM Range Development Plan and Integrated Training Area Management program. Supports SR1-4: Develop more effective and efficient practices to deliver training support to units throughout the ARFORGEN cycles; and SR3-1: Utilize and adapt existing training capabilities and facilities to a transformed Army.

Lead/Proponent: DPTM

FTE Required for Obj. 6.3: 0.5 FTE in 3Q FY11-2025.

Funding Required for Obj. 6.3: TBD--project specific.

Actions for Objective 6.3	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Improve communication among DPTM, G37, S3's, and end users to develop better understanding of capabilities and limitations (manage expectations).	DPTM	\$0	0	3Q	1Q												
Evaluate scheduling system for opportunities to improve.	DPTM	\$0	0		2Q	2Q											
Identify and maintain inventory, list of external meetings, forums, and sources of information on updated range operations, procedures, technologies, and equipment (i.e., TSSE). Identify priorities for attendance and participation of FLW personnel.	DPTM	\$0	0		1Q	2Q											
Ensure that the appropriate POCs attend and participate in Range Master Planning meetings. [Conducted bi-weekly.]	DPTM	\$0	0		2Q												
Develop range modernization and/or sustainability projects based on requirements identified under Obj. 6.1. [Start date is TBD, based on Obj. 6.1 results. No completion date provided.]	DPTM	TBD--project specific	0														
Evaluate and adopt best practices from other installations for operation, maintenance, and upgrades of training areas, facilities, targetry, and equipment.	DPTM	TBD--project specific	0		3Q												
Incorporate mandated low impact development and storm-water management strategies into range development and maintenance. [Ongoing with maintenance projects.]	DPTM	TBD--project specific	0.5		3Q												

Actions for Objective 6.3	Lead Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
(Place holder) Action plan to improve shortfalls in training support systems such as the Training Support Center and simulators/simulations.																	

Table 51. Objective 6.4 Action Plan.

Goal 6 Description: Identify, provide, operate, sustain, and protect the training areas, ranges, and facilities needed to support current and future missions conducted at FLW.

Objective 6.4: Protect and preserve training lands for current and future missions.

Description: Use all available and emerging tools/mechanisms/programs and partnerships to buffer and protect training areas from internal and external encroachment. Effective regional sustainable land-use management will also enhance the ability to have watershed and ecosystem-based programs in partnerships between FLW and the surrounding communities to protect drinking water supplies, manage stormwater, manage critical habitats, and provide expanded recreational opportunities.

Lead/Proponent: DPW

FTE Required for Obj. 6.4: 0.5 FTE in 3Q FY11-13.

Funding Required for Obj. 6.4: \$250k in 3Q FY11

Actions for Objective 6.4	Lead / Proponent	Funding Required	Add'l FTE Required	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 25	FY 30	FY 35	FY 36
Develop an installation-wide sustainable Real Property Master Plan (builds on the existing RPMP and RDP) and includes compatible development zones for all areas controlled by FLW.	DPW	Staff and funds to revise the RPMP are identified under Goal 1, Objective 1.1			4Q												
Request JLUS through command.	DPW	\$0	0														
Develop and implement a mutually beneficial ACUB plan and/or other mitigation strategies to correct encroachment identified by JLUS or other study (hold until JLUS completed).	DPW	\$250k	0.5		3Q												
Screen and correct facility category codes for ranges, training, and maneuver lands. (INITIATED)	DPTM	\$0	0		3Q												
Include ranges and training areas into installation-wide stormwater management plan and stormwater P2 plan (mandated). (INITIATED)	DPTM	\$0	0														
Develop programmatic approach with G37, DPTM, and DPW to reduce the environmental impacts of training activities and improve the natural infrastructure. (INITIATED)	DPTM	\$0	0		3Q												
Coordinate with community engagement team and/or PAO to include training events notice in Obj. 3.5 (look into models for range noise impacts -- RONIP?).	DPTM	\$0	0		3Q												

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14. ABSTRACT The US Army recognizes its obligation to ensure that Soldiers have the land, water, and air resources needed to train; a healthy environment; adaptable facilities; and the support of local communities, government officials, and the American people. An Integrated Strategic Sustainability Plan (ISSP) was developed to ensure that US Army Garrison Fort Leonard Wood (FLW) can preserve these resources, to continue meeting mission requirements in the future. This work represents the initial ISSP developed for FLW, a complex installation that meets multiple training needs for the Army and other military commands. To develop a viable long-range ISSP requires significant involvement by Garrison and Maneuver Support Center of Excellence personnel. Their important work was facilitated through collaboration with contractors, US Army Corps of Engineers, and Installation Management Command personnel. The result is a working plan containing six strategic sustainability goals that align with FLW's six core business areas. The work also includes related factors, such as action plans to guide and indicators to track FLW's progress in meeting its goals. This ISSP will evolve as various objectives, action plans, and measures may be refined. Team members will utilize online resources to facilitate development of the plan over its expected 25-year lifespan. The information and data presented in this document were current as of the end of FY11 (September 2011).					
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