

**United States Army  
Fort Drum  
Installation Strategic Plan  
2021 – 2026**



**Updated and approved by the Fort Drum Garrison Commander  
July 2021. Revision control of this document is maintained by  
the Plans, Analysis & Integration Office.**

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## **Introduction**

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

The execution of the Strategic Plan, however, is much more important than its publication or revision, because its success depends on leadership commitment. The Fort Drum Leadership demonstrates this commitment by incorporating the Army Values and a robust Service Culture Campaign (SCC) - maintaining a **People First** approach and culture. Our leaders at all levels communicate what is expected, empower all to achieve personal and organizational success, document results, and report results using relevant measurements.

Readiness and power projection are our bottom line; ultimate success depends on highly trained and motivated Soldiers and Civilians. Operation Excellence (OPEX), on-boarding, recognition and engagement create an environment that provides the best possible quality of life and opportunity for professional growth. Implementation of this plan will enhance our effectiveness and efficiency, while improving operational readiness and quality of life. Ultimately, our Soldiers, Civilians, and Leaders must know and understand this document in order to deliver on the commitments made.

**Context:** The Fort Drum Installation Strategic Plan 2021-2026 replaces previous versions. The ISP is a living document, reviewed at a minimum annually and updated and re-versioned as required.

**Scope:** The Fort Drum Installation Strategic Plan covers five rolling years and applies to all IMCOM activities assigned to Fort Drum. This publication is a summary of our Strategic Plan; detailed execution is managed through Senior Commander and Garrison Commander guidance.

**Strategic Plan Functionality:** The ISP consists of six LOEs. Each LOE is assigned a LOE Champion(s). Each LOE also has a Goal, Major Objectives and Supporting Objectives. Finally, Action Plans reinforce the supporting objectives by laying out the tasks that are needed to accomplish the goals. Dissemination of the ISP to all levels of the workforce through a comprehensive communication plan facilitates an all-inclusive, empowered and knowledgeable workforce.



We—Team Drum—are committed to sustaining outstanding support to Soldiers, Families, and Civilians while strategically preparing for tomorrow through the installation strategic planning process. We also take proactive measures that increase installation collaboration, transparency, efficiency, and mission effectiveness.

We—Team Drum—dedicate ourselves to:

- Providing trained and combat-ready Soldiers—our number one priority
- Continuing to provide the assets and capabilities that make Fort Drum the Premiere Power Projection Platform of the Northeastern United States
- Setting the stage for new and technologically advanced systems that will further enhance the capabilities of our Soldiers
- Continuing to care for our Wounded Warriors and their Families
- Providing services and programs in support of our Soldiers, Families, and Civilians
- Being responsible stewards of fiscal and environmental resources
- Building partnerships with local and state organizations
- Telling the Fort Drum Story: *Fort Drum—Home of America’s Light Infantry Division*
- Maintaining a world-class Army Installation and Community that is focused on training, readiness, rapid deployment, and taking care of Soldiers, Families, and Civilians

Fort Drum is a “Team of Teams” each supporting a specific function or mission but all in support of meeting our national security requirements. The Fort Drum Installation Strategic Plan provides a roadmap that ensures our Team of Teams is fully integrated and synchronized and that 100% of our installation resources and effort are smartly applied in support of actions that sustain today’s readiness, effectively manage future change, and move us toward our installation vision of being the Army’s installation and combat-ready force of choice.



## **Mission**

Team Drum generates, rapidly deploys and sustains ready forces to meet national security requirements while caring for Soldiers, Families and Civilians.

## **Vision**

Team Drum is the Army's installation and combat-ready force of choice for a resilient force standing watch over the nation's security, ready to deploy globally in order to prevent, shape, and win.

## **Motto**

Fort Drum – Home of America's Light Infantry Division

## **Values**

We honor and respect the Army Values. The Army Values are accepted and adopted as Garrison's Values.

Loyalty

Duty

Respect

Selfless Service

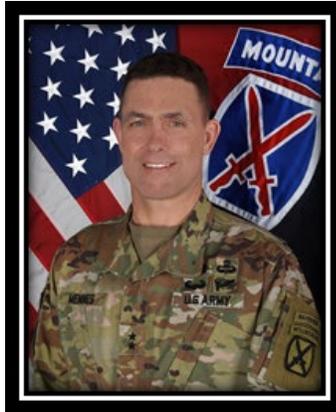
Honor

Integrity

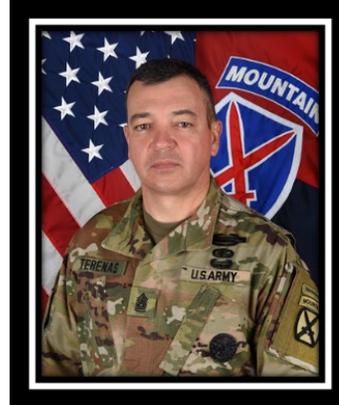
Personal Courage

***Climb to Glory!***

# 10th Mountain Division and Fort Drum Leadership



**MG Brian J. Mennes**  
Commanding General  
10th MTN DIV (LI)



**CSM Mario O. Terenas**  
Command Sergeant Major  
10th MTN DIV (LI)



**COL Jeffery P. Lucas**  
Garrison  
Commander



**Mr. Eric Wagenaar**  
Deputy Garrison  
Commander



**CSM Roberto Munoz**  
Garrison Command  
Sergeant Major

## Garrison “Big 5” Directorates



### Directorate of Public Works



**Mr. Kurt Hauk**

### Directorate of Family and Morale, Welfare and Recreation



**Ms. Sharon Addison**

### Directorate of Plans, Training, Mobilization & Security



**Mr. Andrew “Andy” Kennedy**

### Directorate of Human Resources



**Mr. Mark Hinchcliffe**

### Directorate of Emergency Services



**LTC Anthony Howell**

### ***Directorate of Public Works (DPW)***

Provides infrastructure, engineering resources, housing and facility management support and services incorporating sustainable development. It's DPW's mission to ensure the long-term viability of the installation's ability to support the military commanders and post community, advancing environmental stewardship, community relations and quality of life. PW is comprised of the following Divisions: Business and Operations Integration, Engineering, Plans and Services, Environmental, Housing, and Operations and Maintenance.

### ***Directorate of Family and Morale, Welfare and Recreation (DFMWR)***

Delivers programs and services to Soldiers, Family Members, retirees, and civilians, enabling readiness and resilience for a globally responsive Army. DFMWR consists of the following Divisions: Business Operations, Child and Youth Services, Community Recreation, and Support Services.



### ***Directorate of Plans, Training, Mobilization and Security (DPTMS)***

Provides operational support to all elements on the installation in the following areas: regional, personnel and information security; installation emergency response planning and execution; mobilization, demobilization, deployment, and redeployment; coordination and synchronization of training on the installation; individual schooling and training; aviation management and operations; (regional) training aids, devices, simulators and simulations (TADSS) support; live training management and safety oversight (virtual and constructive under SGO); specified areas including the installation museum and operations center. DPTMS is comprised of the following Divisions: Business Operations, Plans, Operations and Mobilization, Security and Intelligence, Training, and Wheeler-Sack Army Airfield.

### ***Directorate of Human Resources (DHR)***

Provides the installation community with essential support services to enhance the quality of life for those who work, live, and raise families on post and in the surrounding communities. DHR is comprised of the following Divisions: Admin Services, Army Continuing Education Services, Military Personnel, Soldier and Family Readiness, and Workforce Development.

### ***Directorate of Emergency Services (DES)***

Provides law enforcement, fire and emergency services and protection operations. Its main mission is to provide a safe and secure environment for the service members, civilians and families who work on, live on or visit our installation. DES is comprised of the following Divisions: Fire and Emergency Services, Law Enforcement, Physical Security.



# GARRISON AND PARTNER DIRECTORATES



## Resource Management Office



Mr. Mark Hawes

## Public Affairs



Mrs. Julie Halpin

## Plans, Analysis and Integration



Mrs. Sonja Draught

## Equal Employment Opportunity



Mr. Barry DuBois

## Religious Services



CH (COL) Eddie Kinley, Jr.

## Command Safety



Mr. Joseph Semones

## NE Regional Network Enterprise Center



Mr. David Davidson

## Civilian Personnel Advisory Center



Ms. Kathy Newman

## Defense Commissary Agency



Mrs. Patricia Mushtare

## Army and Air Force Exchange Service



Mrs. "Pat" Hastings

## MEDDAC



COL Robert Heath

## Garrison and Partner Directorates

**Directorate of Resource Management (DRM)** - Provides sound stewardship of financial and manpower resources to include professional analysis, advice and assistance to serviced customers.

**Public Affairs Office (PAO)** - Supports the garrison by communicating on behalf of the installation and its leadership - providing clear, accurate, timely information to internal and external audiences.

**Plans, Analysis and Integration Office (PAIO)** - The garrison commander's staff element for strategic and management planning for the installation. Conduct analytical reviews, monitor Army baseline standards, and performance measures. Through DRUM/INNOVATION, implement best business practices and process improvement.

**Equal Employment Opportunity (EEO)** - The primary goal of the EEO program is to manage workforce diversity and to maintain a discrimination-free workplace.

**Religious Services Office (RSO)** - Chaplains provide comprehensive and relevant religious support and spiritual fitness programs to develop, grow, and nurture spiritual health and resilience for Soldiers, Families and Civilians in the Fort Drum community.

**Command Safety Office (CSO)** - Safeguards and protects service members, their families, civilian employees and Army property as well as to create the safest workplace and living environment possible.

**Network Enterprise Center (NEC)** - Executes all policies, standards, architectures, programs, plans and budget for Command, Control, Communications, Computers and Information Management (C4IM) services.



**Civilian Personnel Advisory Center (CPAC)** - Recruits, retains and sustains a high quality workforce through innovative and effective enterprise solutions and ensures human resources readiness of the Total Army across the full spectrum of operations.

**Defense Commissary Agency (DeCA)** – An agency of the Department of Defense (DOD) that sell groceries and household goods to Soldiers, Families and Retirees at cost plus surcharge rate.



**Army & Air Force Exchange Service (AAFES)** - Provides tax-free retail support to the Soldiers, Families and Veterans on US Army and Air Force installations worldwide.



**Medical Department Activity (MEDDAC)** – The Fort Drum MEDDAC is a unique healthcare system that provides high quality healthcare and leadership to maximize readiness of the force and to improve, restore and sustain the health of our patients.



## **MAJOR ORGANIZATIONS**

In addition to the 10<sup>th</sup> Mountain Division, there are other assigned units, supporting units and service offices:

<b>SUPPORTED UNITS</b>	<b>SUPPORTING UNITS</b>	<b>SERVICE OFFICES</b>
10th Mountain Division	US Army Garrison	The Exchange (AAFES)
91st MP Bn	US Army MEDDAC	Defense Commissary Agency
642 <sup>nd</sup> Engineer Co	US Army DENTAC	Mountain Community Homes
USAF 20 <sup>th</sup> Air Support Operations Squadron	US Army VETCOM	InterContinental Hotels
USAF 174 <sup>th</sup> Fighter Wing Det 1	Civilian Personnel Advisory Center	American Red Cross
USAF 18 <sup>th</sup> Weather Squadron, Det 1	Network Enterprise Center	AmeriCu Credit Union
USAF 621 <sup>st</sup> Mobility Support OPS Squadron	US Army Corps of Engineers	Armed Forces Bank
Army Field Support BN (AFSBn)	Federal Investigative Services	NYS Department of Labor
NY MATES NYARNG	Defense Logistics Agency	Veterans Administration
99 <sup>th</sup> Regional Support Command (ECS-1)	Missile Defense Agency	US Postal Office
479 <sup>th</sup> Engineer BN HQ	925 <sup>th</sup> CCBn & MICC	USO
	62 MP DET CID	Fort Drum Thrift Shop
	NCO Academy	Off the Beatin Path Gift Shop
	Light Fighter School	Army Wellness Center
	308 <sup>th</sup> MI Bn, 902 <sup>nd</sup> MI	10 <sup>th</sup> Mountain Division Museum
	Trial Defense Service	
	US Army Financial Management Command Ft Drum AMPO	



## ***AN INSTALLATION FULL OF HISTORY AND TRADITIONS***

The post's history dates back to 1907, when the NY National Guard established an encampment known as Camp Hughes on 800 acres of land on the Black River opposite Felts Mills. In 1908, Brigadier General Frederick Dent Grant, son of General Ulysses S. Grant, arrived to train with 10,000 Soldiers on land leased from the Watertown Chamber of Commerce. He found the Pine Plains to be an ideal place to train troops, and the War Department purchased the land the following year. Pine Camp was established as a permanent National Guard training facility.



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

purchased another 9,000 acres of land. With the outbreak of World War II, Pine Camp was selected for a major expansion. An additional 75,000 acres of land was purchased. With this land purchase, 525 Families were displaced and five entire villages were eliminated. In a period of 10 months, between 1941 and 1942, and at a cost of \$20 million, an entire complex of barracks, mess halls, storehouses, quarters, headquarters, recreational buildings, guardhouses, and a hospital were constructed.

The 4th Armored Division was activated at Pine Camp in 1941 and joined the 45th Infantry Division, 5th Armored Division, and seven separate battalions training on the expanded Army post.

During World War II, the post served as a prisoner of war camp. Seven prisoners who died there, one Italian and six Germans, remain buried in the Sheepfold Cemetery.



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

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



In 1984, the Army announced Fort Drum would be the new home of the 10th Light Infantry Division. The unit was activated in February 1985 and the unit was renamed the 10th Mountain Division (Light Infantry). By 1990, the installation was home to approximately 10,000 Soldiers and 15,000 Family members.

The construction of 130 new buildings, 35 miles of roads, and 4,272 units of Family housing was completed at a cost of \$1.3 billion, making Fort Drum one of the most modern and attractive military installations in the world. Wheeler-Sack Army Airfield was later expanded to include a 10,000-foot main



runway capable of supporting the largest military and civilian aircraft and a rapid deployment facility for efficient processing of passengers and cargo. The training range complex continues to evolve, providing a combination of virtual training facilities, outdoor and live-fire ranges.

The 10th Mountain Division (Light Infantry) has been one of the most deployed units in the U.S. Army. The division has deployed units to combat and peacekeeping operations in Somalia, Haiti, Bosnia, Kosovo, the Horn of Africa, Afghanistan, and Iraq. The 10th was the first division of any kind formed by the Army since 1975 and the first based in the Northeast since World War II. Fort Drum has also been the mobilization and deployment site for almost 27,000 Soldiers in 985 Reserve Component units from the US or units throughout the U.S. in support of the Global War on Terror.

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



## 10<sup>TH</sup> Mountain Division Structure



The Higher Headquarters for 10<sup>th</sup> Mountain Division is XVIII Airborne Corps, Fort Bragg, NC.



Fort Drum's Senior Commander is dual-hatted and exercises discrete authority as the commander of the 10<sup>th</sup> Mountain Division (Light Infantry) and the Fort Drum Installation.

Current structure includes a division headquarters and headquarters battalion, three infantry brigade combat teams, a division artillery, a combat aviation brigade and a sustainment brigade.



Headquarters and Headquarters Battalion



1<sup>st</sup> Brigade Combat Team



2<sup>d</sup> Brigade Combat Team



10<sup>th</sup> Combat Aviation Brigade



Division Artillery



10<sup>th</sup> Sustainment Brigade





<p><b>Quick Facts</b></p> <p>Fort Drum Direct Economic Impact 2020: <b>\$1,468,853,225</b></p> <p><b>65,978</b> Supported Population</p> <p><b>3,909</b> Civilian &amp; Contractor Jobs</p>
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Total Military (FY21 Q2 Post Population Report)	15,667
Total Military Family Members (FY 20 DEERS data from the Defense Medical Information System (DMIS))	15,832
School Aged Children of Military Members (School Liaison Officer Report March 2021; Included in Family Member Population Above)	4891
<b>Total Active Duty and Military Family Members</b>	<b>31,499</b>
Transient & Rotational Military (FY20 transient data, updated annually) (Reserve, National Guard, Foreign Military, Law Enforcement, ROTC, & Other Military)	9,899
Garrison AF Personnel (FY21 Q2 Post Population Report)	942
Garrison NAF Personnel (FY21 Q2 Post Population Report)	317
Division Augmentation Personnel (FY21 Q2 Post Population Report)	67
Tenant Personnel (FY21 Q2 Post Population Report)	1,527
Contractors (FY21 Q2 Post Population Report)	823
Other Civilian Organizations (FY21 Q2 Post Population Report)	233
<b>Total Fort Drum Civilians (All Civilians Working on the Installation)</b>	<b>3,909</b>
Other Military, Civilian, Dependent (All Services) w/in 40 Miles (FY 2020 DEERS data from DMIS), (not physically located on Fort Drum)	600
Retirees in 21st Congressional District (DoD Statistical Report ending 31 December 2020), Actuary	6,733
Dependents of Retiree within 40 Miles (FY 2020 DEERS data from the Defense Medical Information System (DMIS), (not physically located on Fort Drum)	12,596
Survivors in 21st Congressional District (DoD Statistical Report ending 31 Dec 20, Actuary	732
Non-Government Affiliated Housing Occupants	10
<b>Total Fort Drum Supported Population</b>	<b>65,978</b>

## **INFRASTRUCTURE ASSETS**

**Infrastructure assets** are assets financed in whole or in part by the Federal Government and needed for the functioning of the economy such as but not limited to roads, tunnels, bridges, electricity supply facilities, mass transit, rail transportation, airports, ports, waterways, water supply facilities, recycling and wastewater treatment facilities, and solid waste disposal facilities.

<b>DESCRIPTION</b>	<b>MEASURE</b>
Roads (Miles)	188.46
TA Roads (Miles)	250.45
Airfield Runways, Taxiways, Aprons (Sq. Yds.)	1,915,797.82
Parking (Sq. Yds.)	4,317,776.63
Sidewalks (Sq. Yds.)	639,180.85
Electric Lines (Linear Feet)	2,536,975.10
Water Lines (Linear Feet)	1,236,861.50
Gas Lines (Linear Feet)	481,311.50
Sanitary Sewer Lines (Linear Feet)	657,678.84
Storm Sewer (Linear Feet)	471,872.20
Fencing (Linear Feet)	774,536.48
Railroad Track (Miles)	10.93
Communication Lines (Miles)	535.31
Airfield Lighting (Linear Feet)	196,835.20
POL Pipelines (Linear Feet)	18,294.00

**REAL PROPERTY**

**Real property** consists of lands and improvements to land, buildings, and structures, including improvements and additions, and utilities. Real property includes equipment affixed and built into the facility as an integral part of the facility (such as heating systems), but not movable equipment (such as plant equipment).

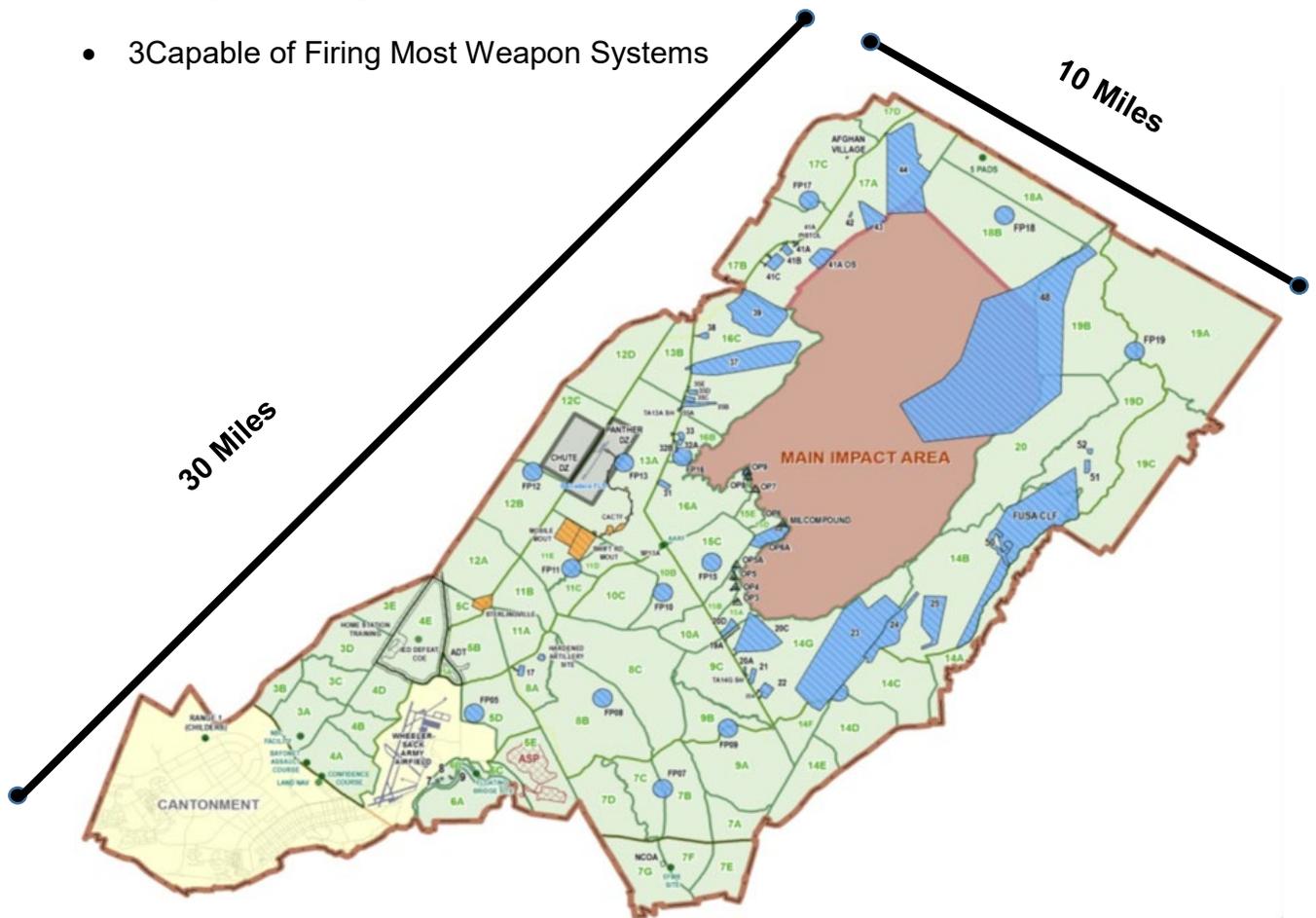
<b>BUILDING TYPE</b>	<b>SQUARE FEET</b>
Training Buildings	1,062,218.500
HQ & Unit Supply	2,621,596.610
Maintenance	2,299,893.500
Warehouse	1,375,134.600
Administration	499,183.000
Chapels/Religious Education	59,561.000
Transient Quarters	286,575.000
Troop Billeets	3,508,025.000
Dining Facilities	115,035.000
On-Post Family Housing	7,840,055.000
MWR	582,437.775
AAFES	263,747.000
Commissary	88,336.000
Medical Facilities	390,334.000
Miscellaneous	550,303.500
<b>TOTAL</b>	<b>21,542,435.485</b>

## Fort Drum Military Reservation

Fort Drum's training area offers close to 100,000 acres of ranges and training areas. Units can easily achieve their required readiness standards utilizing the 47 Live Fire Ranges and 18 major training areas.

## Fort Drum Training Complex

- 108,733 Total Acres of Land (170 SQ Miles)
- 47 Range Facilities
- 2 Active Drop Zones (Parachute Landing)
- 18 Major Training Areas
- 3 Capable of Firing Most Weapon Systems



GENERAL DATA	
CANTONMENT AREA/AIRFIELD....	10,434 ACRES
TRAINING AREA.....	75,600 ACRES
MAIN IMPACT AREA.....	22,699 ACRES
<b>TOTAL ACRES.....</b>	<b>108,733</b>

## ***Wheeler-Sack Army Airfield (WSAAF)***

The Wheeler-Sack Army Airfield's mission is to support Fort Drum / 10<sup>th</sup> Mountain Division (LI) requirements and overall strategic initiatives, manage airfield infrastructure and facilities, provide air traffic and flight following services, and manage Fort Drum's airspace complex. WSAAF is the only Army owned and operated Aerial Port of Embarkation (APOE) in the northeast United States and serves as the primary departure airfield for the 10th Mountain Division. WSAAF is positioned 4.5 nautical miles (NM) of Class D Airspace that is directly connected to 12,000 square NM of restricted use airspace / military operating areas (MOA) and a Small Arms Safety Area (SARSA). The airspace is used by US, Joint, and Canadian forces for flight training and weapons qualification, ground forces for weapons and tactics training and Unmanned Aerial Systems (UAS) operations. The combination of location, weather, infrastructure and frequency of flight operations makes the snow and ice removal mission the most intense in the Army.



In FY20, in conjunction with the 174<sup>th</sup> Attack Wing NY Air National Guard, two fully operational Joint Threat Emitters (JTE) were installed within the airfield complex. The investment in the JTE elevates Fort Drum as not only the solely maintained high-explosive range on the east coast but also as a premier provider of electronic warfare facilitating strategic level capabilities. Furthermore, Fort Drum's Range 48 is the primary training range (PTR) for the 158th Fighter Wing F-35s out of Burlington, VT. Aircraft can arm with live ordnance and refuel at WSAAF. We are the only installation in the Northeast that is capable of supporting live ordnance and air to ground training for Air Force and Navy fixed winged or rotary aircraft.

### ***Fast Facts:***

- 10,000 x 150 foot runway can accommodate most aircraft in the Department of Defense Inventory (except B-52).
- Aircraft parking capacity for large scale deployments (C-5, C-17, B-747).
- Pre-deployment processing facility that accommodates 1,200 Soldiers allowing continuous mission support.
- 24/7-365 Air Traffic Control including Army Radar Approach Control (ARAC).
- Full Aircraft Service Capabilities including Fueling, Deicing, and Transient Alert functions.

## ***Rail Operations***

- 4 Lines at the Main Loading Dock
- Second spur for loading containers
- 24 Hour Operations
- 40-50 Cars loaded without blocking traffic
- Ready for movement within 12-48 hours (depending on amount of equipment)



Fort Drum's current railhead is limited by spatial constraints that make it challenging to support operations during the harsh winter months.

Currently there is a \$21M Rail Military Construction project in the works to expand the rail head. The expansion project would double the number of loading sidings, ramps, and capacity for

railcars. The new railhead will improve loading operations by building 1.2 miles of new railroad loading tracks. The project also includes new ramps, a side loading area, protection measures from weather, improved lighting and a new Alert Holding Area, equipped with a cargo inspection building. The project would also pave areas for vehicle staging and container handling that are currently covered in gravel.



### **Primary Customers and Stakeholders**

Fort Drum directly impacts thousands of installation stakeholders. It is critical that leaders understand how the existence of Fort Drum and the delivery of installation services not only affect force readiness but the surrounding communities. Simply understanding the value and interests of customers and stakeholders helps to strengthen collaborative relationships and develop long-term, win-win strategies that enhance force readiness while positively impacting the surrounding communities. Fort Drum customers are defined as those individuals or groups that depend on Fort Drum information, services, and/or products. Stakeholders are defined as groups that are or might be affected by Fort Drum’s actions and successes. Stakeholders also include representatives from the other services (Air Force, Navy, and Marine Corps) as they use Fort Drum training facilities, land, and airspace in support of their mission.



<b>PRIMARY CUSTOMERS</b>	<b>PRIMARY STAKEHOLDERS</b>
Military Units	Major Commands (i.e. AMC, IMCOM, FORSCOM)
Soldiers & Family Members	Commanders/Tenants
Workforce	Community
Retirees	Environmental Organizations
Coalition Partners	Coalition Partners

## ***Suppliers, Partners and Collaborators***

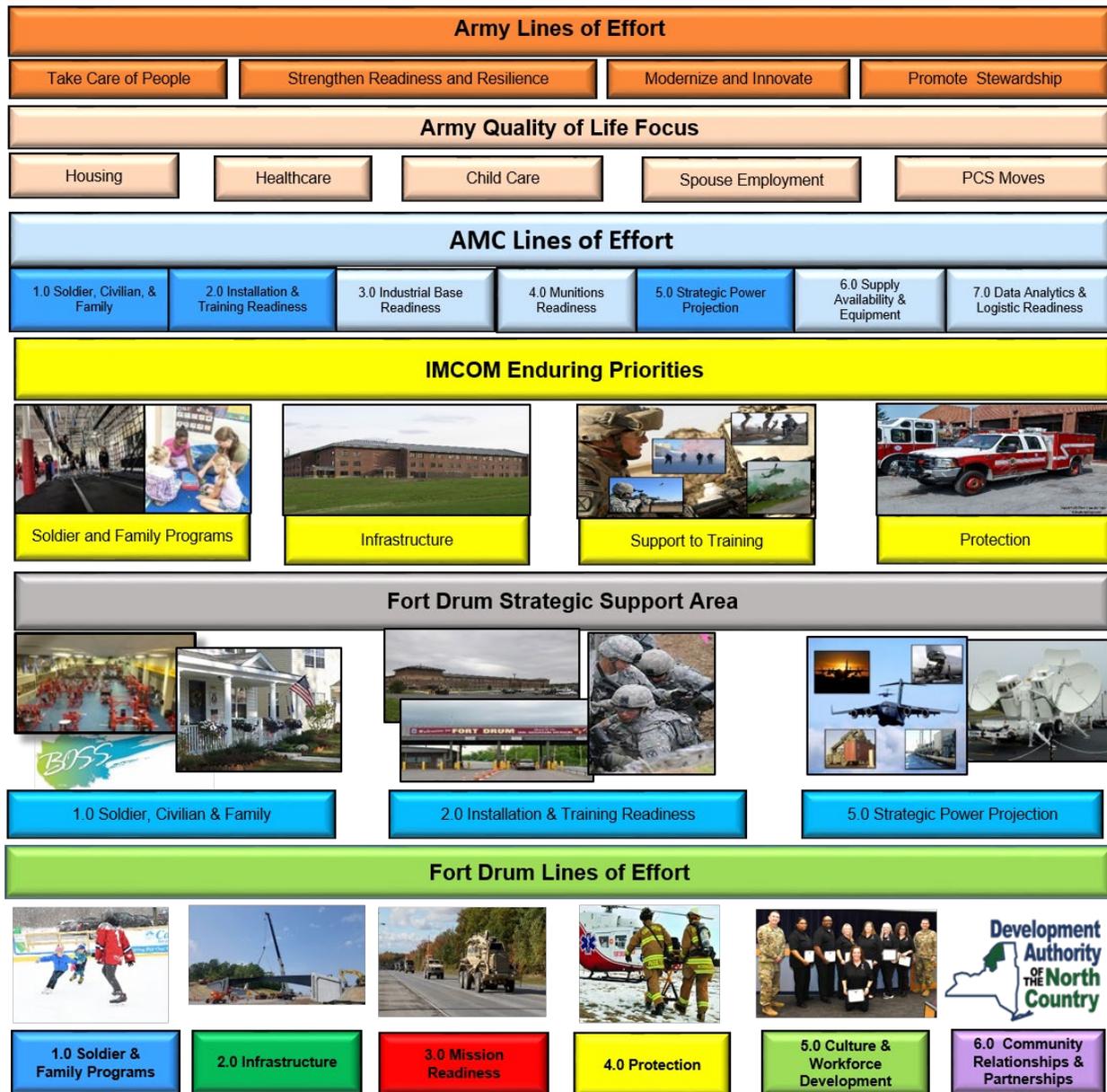
Suppliers are groups that provide a service or product in exchange for payment. Fort Drum depends on a large number of suppliers, partners, and collaborators to assist with its mission accomplishment. Fort Drum is privileged to have Advocate Drum, a local civilian-based private organization whose mission is to protect and enhance Fort Drum’s military value, sustain and leverage its economic and cultural significance to the Fort Drum region and New York State, and foster effective communication between the installation and its civilian neighbors to promote mutual support and understanding. Fort Drum also has a regional health planning office (FDRHPO), whose mission is to analyze the existing healthcare system available to Fort Drum Soldiers, their Families, and the surrounding civilian community and identify gaps, and lobby for additional medical resources.

<b>SUPPLIERS</b>	
<b>Services</b>	Base Operations support, Facilities support, Medical and Dental Care, Network support, logistical support, Education and Human Resources support
<b>Products</b>	Information Technology, Utilities, Facilities and all classes of supply
<b>PARTNERS AND COLLABORATORS</b>	
<b>Environment</b>	NYS Department of Environmental Conservation (NYSDEC), Environmental Protection Agency (EPA), and the U.S. Fish and Wildlife Services (USFWS)
<b>Medical</b>	MEDDAC, DENTAC, FDRHPO, HEALTHNET, and Tri-care. Seven hospitals support Fort Drum within a 25 mile radius.
<b>Government</b>	Examples include but not limited to: Defense Commissary Agency (DECA), Defense Finance and Accounting Service (DFAS), Army Corp of Engineers, Occupational Health and Safety Administration (OSHA), Defense Logistics Agency (DLA), the Army Criminal Investigative Division (CID), tri-county cities, towns and villages
<b>Education</b>	Tri-county schools (18 public and 3 parochial districts), Jefferson Community College and higher education facilities (SUNY and private)
<b>Other</b>	Numerous non-profit commercial and civic organizations such as the USO, Red Cross, CSX Rail, Boy and Girls Scouts of America, local Chambers of Commerce, Green Energy Developers, Crown Castle

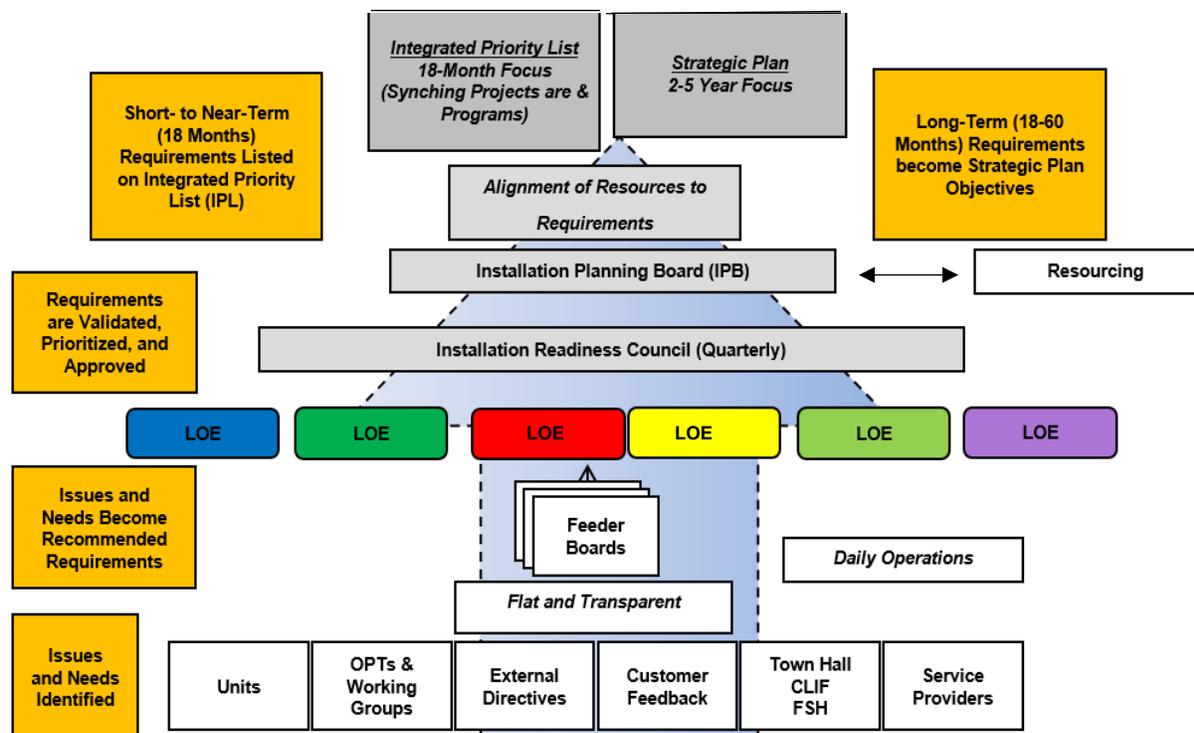


# Fort Drum Installation Strategic Planning

## From Army Strategy to Installation Strategy



## Integrated Management System (IMS)



The IMS represents a top-down bottom-up approach. Starting from the bottom, issues and needs are identified during day-to-day operations. For example, commander and/or customer feedback might identify a need to enhance or change existing services or facilities to better meet Fort Drum mission requirements. Additionally, external Army guidance might drive a mission requirement change that necessitates installation support action. Garrison hosts numerous boards, councils, and planning efforts referred to as feeder boards. Feeder boards conduct analysis in order to fully understand, assess, and validate the problem, develop mitigating strategies and appropriate timelines, and determine resource requirements. Approved mid-term strategies (18-month time horizon) are placed on the Integrated Priority List (IPL). The IPL is a listing of prioritized installation projects or initiatives published prior to the start of each fiscal year and presented at the annual Installation Planning Board (IPB). The IPB synchronizes decision making at the installation level, prioritizes local requirements,

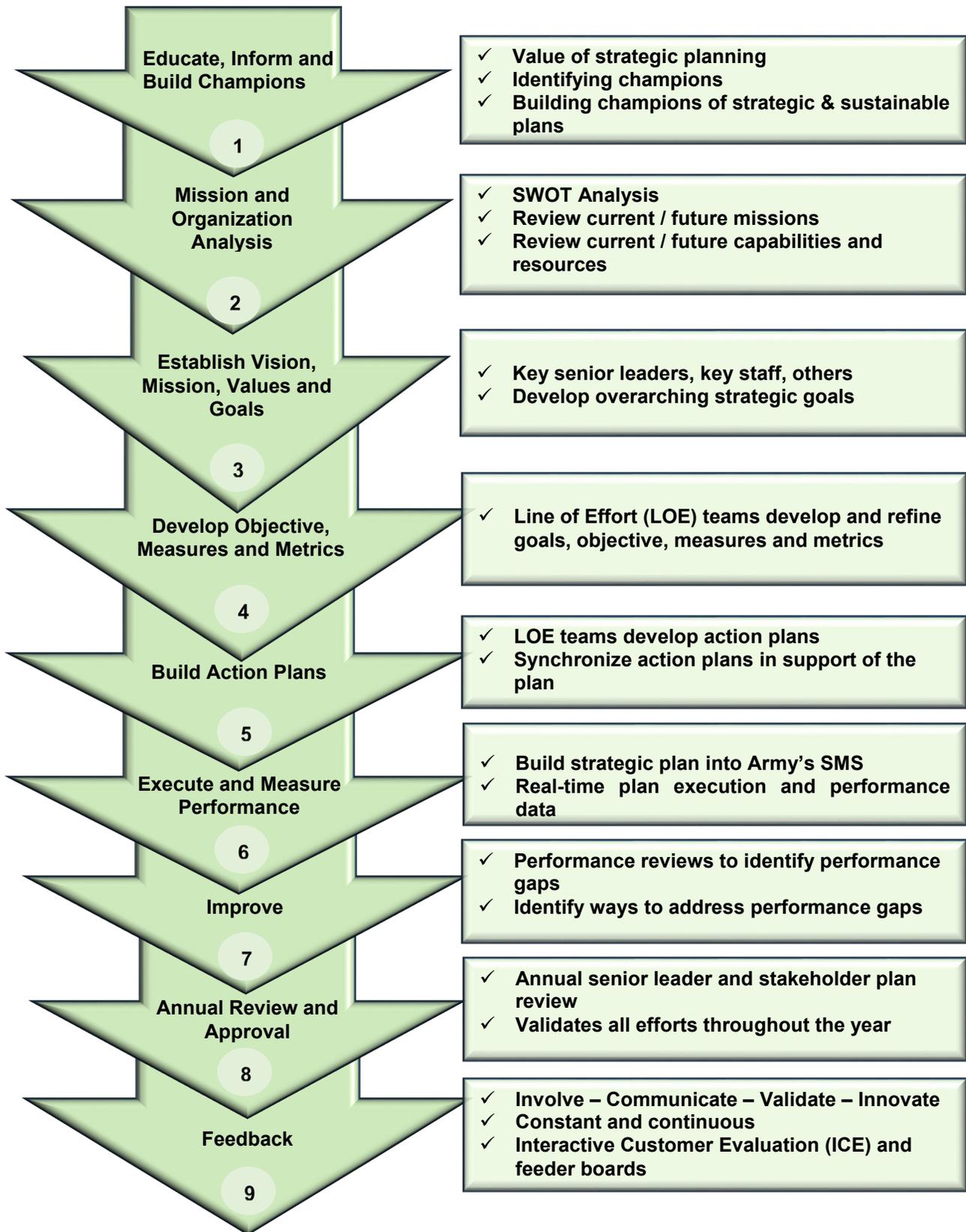
enhances readiness, promotes stewardship of resources, enhances communications, and highlights issues for elevation to Army senior leaders. The Fort Drum Senior Commander and the IMCOM-Readiness Director approved IPL firmly establishes the next fiscal year's priorities and is included in the ISP. The Installation Readiness Council (IRC) reviews the IPL action plans throughout the year to ensure that performance targets are being met. The IRC is the venue to update leadership on the current progress of the IPL actions plans and seek approval for any requested adjustments.

Long-term strategies are nested in the ISP as major objectives, supporting objectives, and/or action plans. The primary purpose of the IPL and the ISP is to ensure resources are properly aligned to Senior Commander-approved strategies/requirements/vision. Early alignment of resources to requirements is achieved through strong, collaborative, and effective feeder boards and LOEs.

Embedded throughout the IMS process, *DRUMINNOVATION is the Garrison platform for sharing innovative ideas and solutions while promoting a culture of empowerment at all echelons to creatively solve problems and improve the organization.* DRUMINNOVATION encourages greater collaboration and transparency ensure that more installation stakeholders' values, interests, and mission requirements are accounted for with win-win solutions while potentially reducing resource requirements and improving services. DRUMINNOVATION is comprised of four components that feed potential improvements: The Interactive Customer Evaluation (ICE) Program, Suggestion Program, Focus groups/listening sessions and feeder boards.



**Fort Drum uses the Nine-Step Planning Process in the development of the ISP**



### ***Lines of Effort in the Strategic Plan***

Six lines of effort (LOEs) comprise the strategic plan: Soldier and Family Programs, Infrastructure, Mission Readiness and Protection nest under the IMCOM core competencies; Culture & Workforce Development, and Community Relationships & Partnerships support the overall action of ready now and relevant tomorrow. Each LOE focuses on a system of programs services, and installation activities that require resources and action in support of that LOE’s goal. In turn, each LOE supports the ISP’s strategic objectives.

	<b>Soldier and Family Programs</b>
<b>LOE 1</b>	<b>Goal:</b> Develop capabilities to build upon Readiness levels forged during in-processing and sponsorship programs, enabling a seamless transition between reception and steady state support and morale activities.

	<b>Infrastructure</b>
<b>LOE 2</b>	<b>Goal:</b> Enhance the Army’s Premier Power Projection Platform by leveraging resources against a well-designed infrastructure, improvement, sustainment, restoration, and modernization plan.

	<b>Mission Readiness</b>
<b>LOE 3</b>	<b>Goal:</b> A Prepared, Tested, and Networked Readiness capability that fully resources the Training, Equipping and Deployment of Combat Forces.

	<b>Protection</b>
<b>LOE 4</b>	<b>Goal:</b> A Protection Mindset and further improved emergency services and preparedness capabilities to prevent, protect, mitigate, respond and recover (P2MR2) from all threats and hazards on our installations.

	<b>Culture &amp; Workforce Development</b>
<b>LOE 5</b>	<b>Goal:</b> Develop current and future leaders and a professionally trained workforce capable of providing excellent customer service.

	<b>Community Relationships &amp; Partnerships</b>
<b>LOE 6</b>	<b>Goal:</b> Maintain and expand tri-county partnerships to enable opportunities, cost savings and increase efficiency through formal and informal processes.

## LOE 1: Soldier and Family Programs

**LOE Champion:** Directorate of Family, and Morale, Welfare, and Recreation

**GOAL:** Develop capabilities to build upon Readiness levels forged during in-processing and sponsorship programs, enabling a seamless transition between reception and steady state support and morale activities.

**Major Objective 1 – Provide a balanced portfolio of morale, recreation, and welfare programs and services that support physical, emotional, behavioral and spiritual well-being of Soldiers, Family members and Civilians.**

***Supporting Objectives:***

Objective 1-1: Upgrade the Commons audio/visual capability

Objective 1-2: Upgrade the Commons Winner Circle

Objective 1-3: Upgrade the Commons Facility

Objective 1-4: Solicit and award concessionaire contract

Objective 1-5: Upgrade Library Center

Objective 1-6: Construct Mountain Peak Place (Building 4330)(FY22)

Objective 1-7: Upgrade Pine Plains Bowl: replace and install new pin-spotters, lane foundation, lanes, lighting, hardware, software, masking, shoes, bowling balls, monitors, scoring system, BES-X and Hyperbowling entertainment systems

Objective 1-8: Renovate Bowl service counters and seating (FY22)

Objective 1-9: Construct RV Park laundry/bathhouse and self-storage area (FY23).

Objective 1-10: Replace 9 recreational lodging cabins (FY24-26).

Objective 1-11: Construct 4 new recreational lodging cabins (FY26).

**Major Objective 2 – Sustain fitness facilities to meet combat readiness requirements during inclement weather and promote quality of life.**

***Supporting Objectives:***

Objective 2-1: Sustain fitness programming and staffing

Objective 2-2: Equip Magrath, Monti and Atkins facilities with Wi-Fi capability

## LOE 1: Soldier and Family Programs

Objective 2-3: Sustain fitness classes offering a variety of physical conditioning

Objective 2-4: Provide 24/7 access to Atkins facility

Objective 2-5: Install turf in Monti gym to facilitate Soldier readiness requirements training indoors

Objective 2-6: Construct Magrath turf field

Objective 2-7: Provide safe, readily accessible and quality programs, services, ancillary facilities and green spaces that enrich and support the mind, body and spirit of Soldiers and Families

**Major Objective 3 – Provide accessible, affordable and quality childcare for our Families in secure and modern facilities with qualified staff and sufficient capacity**

### ***Supporting Objectives:***

Objective 3-1: Maintain quality care for Children

Objective 3-2: Recruit and hire the CYS Coordinator

Objective 3-3: Sustain and renovate CYS infrastructure including HVAC, playgrounds and kitchens in partnership with DPW

Objective 3-4: Update CCTV capabilities at all CYS facilities

Objective 3-5: Construct new large CDC in partnership with DPW

Objective 3-6: Recruit and retain certified staff offering incentive of reduced cost of care

Objective 3-7: Increase the number of FCC providers to meet the demand for in home care

## LOE 1: Soldier and Family Programs

**Major Objective 4 – Provide a robust BOSS program that promotes resilience, increases retentions and sustains combat readiness of the single Soldier through the four program pillars.**

***Supporting Objectives:***

Objective 4-1: Ensure single Soldiers have a tool to address Quality of Life issues and concerns. Ensure the communication between single Soldiers and their Chain of Command exists and is operational.

Objective 4-2: Provide Recreation and Leisure opportunities geared for the single Soldier and in conjunction with development of specific skills

Objective 4-3: Encourage Community Service events and activities with the single Soldiers.

Objective 4-4: Execute available Life Skills funding to enable single Soldiers to gain lifelong knowledge, a particular skill or certification that build on their wellbeing and assists them to become active and productive members of the community.

**Major Objective 5 – Integrate manpower and mission across Fort Drum**

***Supporting Objectives:***

Objective 5-1: Centralize and empower a line of branch specific technical supervision

Objective 5-2: Unit Ministry Teams involved in USAG Religious Services Office (RSO)

Objective 5-3: Develop a training strategy that meets the professional development needs for Unit Ministry Teams in USAG, the 10<sup>th</sup> Mtn Div and all tenant units

**Major Objective 6 – Provide quality faith practice and worship opportunities**

***Supporting Objectives:***

Objective 6-1: Identify, plan and execute current and future needs of the worshipping communities at Fort Drum

Objective 6-2: Utilize the Unit Ministry Team (UMT) manning resources of 10<sup>th</sup> Mtn Div and all tenant units to maximize the amount of worship available to Soldiers and Families

Objective 6-3: Maintain durable links to on post resources that build the strength and moral values of families

## LOE 1: Soldier and Family Programs

### **Major Objective 7 – Build a Faith Strong Community (RSO)**

#### ***Supporting Objectives:***

Objective 7-1: Enhance the opportunities for Fort Drum worshipping communities to build relationships off post based on faith and faith formation opportunities

Objective 7-2: Develop a team of Religious Education professionals that can assist in meeting the needs of faith formations across the community and within Division formations

Objective 7-3: Build programs for the military spouse and youth that will improve quality of life and familial support to Soldiers

## LOE 2: Infrastructure

**LOE Champion:** Directorate of Public Works

**GOAL:** Enhance the Army's premier Power Projection Platform by leveraging resources against a well-designed infrastructure, improvement, sustainment, restoration, and modernization plan.

**Major Objective 1 – Upgrade, Repair, Repurpose, and Develop Infrastructure to meet current and anticipated requirements.**

***Supporting Objectives:***

Objective 1-1: Execute the 10 year AMC Facilities Investment Plan (FIP), which includes the repair plan for 26 legacy barracks and construction of a large Child Development Center.

Objective 1-2: Repurpose Building 2509 to provide a civilian accessed museum projecting the history and culture of Fort Drum.

Objective 1-3: Repair Wheeler Sack Army Airfield (WSAAF) Runway 3-21 to improve airfield capabilities.

Objective 1-4: Convert the current Fort Drum Inn into administrative space to consolidate Public Works operations.

Objective 1-5: Continue facility repurposing and upgrades to right-size the installation. Projects include: former Key Bank to military mail facility, former ACS to FMWR, building P-30 to administrative space, and DES facility upgrades.

**Major Objective 2 – Develop and Sustain Environmental Compliance Initiatives to meet Statutory and Regulatory Requirements:**

***Supporting Objectives:***

Objective 2-1: Continue Hexavalent Chromium-6 compliance and remediation measures to ensure all facilities are safe for use and compliant with all statutory and regulatory requirements.

Objective 2-2: Develop poly and perfluoroalkyl substance compliance and remediation to ensure safe drinking water and the installation adherence to statutory and regulatory requirements.

Objective 2-3: Identify new installation wellfield location away from industrial operations to ensure future uninterrupted water source for the installation.

## LOE 2: Infrastructure

Objective 2-4: Streamline solid waste and recycling systems to meet mandatory net-zero requirements.

**Major Objective 3 – Develop and normalize internal capabilities to meet future requirements and maximize operational effectiveness.**

***Supporting Objectives:***

Objective 3-1: Reorganize organizational processes to synchronize supply and General Fund Enterprise Business System (GFEBS) to maximize installation support.

Objective 3-2: Maximize technology to focus efforts and quantify outputs. Technology includes: GIS, ArMA, Builder, Paver, cProjects, and MS Project.

Objective 3-3: Develop and execute a vehicle fleet lifecycle replacement plan.

**Major Objective 4 – Maintain and Modernize Network Infrastructure to meet the changing technological demands for the future and enhance current Fort Drum data/voice business communications.**

***Supporting Objectives:***

Objective 4-1: Upgrade current network switching capabilities with advanced technology hardware to improve the security of installation wide communications (NIPR, voice, First Responder), ICAN MOD 2.0.

Objective 4-2: Expand fiber network topology to reach all buildings on Fort Drum.

Objective 4-3: Expand installation wide commercial cellular communications capability to meet the emerging technology requirements.

Objective 4-4: Upgrade Network Enterprise Center's (NEC) technical cooling in critical facilities (P-10690).

Objective 4-5: Reduce overall communications infrastructure maintenance upkeeps/costs.

Objective 4-6: Perform SCADA and Keyless Entry hardware, software, and connectivity upgrades.

Objective 4-7: Develop and deploy and IT COOP capability.

## LOE 3: Mission Readiness

**LOE Champion:** Directorate of Plans, Training, Mobilization and Security

**GOAL:** A Prepared, Tested, and Networked Readiness capability that fully resources the Training, Equipping and Deployment of Combat Forces.

**Major Objective 1 – Enhance Aviation home station training and retain power projection capacity through increased airfield and airspace capabilities.**

***Supporting Objectives:***

Objective 1-1: Develop and maintain the WSAAF in accordance with the District Development Plan, MILCON Plan, and Pavement Maintenance and Repair as generated by quadrennial, institutional and daily local inspections.

Objective 1-2: Execute prioritized and funded projects highlighted in the WSAAF Area Development Plan.

Objective 1-3: In conjunction with 10<sup>th</sup> CAB, USAF elements, and Fort Drum DPW Plan prioritize projects essential to meet mission requirements.

**Major Objective 2 – Enhance Multi-Domain training capabilities at Fort Drum**

***Supporting Objectives:***

Objective 2-1: Maintain and update the Range Complex Master Plan to incorporate new construction to increase range capabilities (develop Infantry Platoon Battle Course, Scout REECE Gunnery, Convoy Live Fire ranges)

Objective 2-2: Maintain and update the Senior Commander's Installation Needs and Issues Assessment (new Mission Training Complex)

Objective 2-3: Increase training area through Integrated Training Area Management Maneuver Space Reclamation.

Objective 2-4: Implement Synthetic Training Environment while phasing out current Integrated Live Virtual Constructive and Gaming Training Systems and Gunfighter Gym.

## LOE 4: Protection

**LOE Champion:** Directorate of Emergency Services

**GOAL:** A Protection Mindset and further improved emergency services and preparedness capabilities to prevent, protect, mitigate, respond and recover (P2MR2) from all threats and hazards on our installations

**Major Objective 1 – Align non-warfighting functional elements and associated enabling functions in accordance with the Army’s Protection Program**

***Supporting Objective:***

Objective 1-1: Restructure LOE 4 Working Group and further develop supporting tasks.

**Major Objective 2 – Pursue resourcing in order to bring the installation Access Control Points (ACP) to Army standard**

***Supporting Objective:***

Objective 2-1: Install a generator at Gas Alley gate

Objective 2-2: Implement Automated Installation Entry (AIE) III procedures at all ACP locations, pursue pedestal capability

Objective 2-3: Acquire funding and install retractable fence for Mount Belvedere gate entrance

**Major Objective 3 – Develop and execute leader level incident command response training**

***Supporting Objectives:***

Objective 3-1: Develop Watch Commander and Assistant Chief training requirements into existing training programs

Objective 3-2: Develop and execute incident support personnel-level Emergency Operations Center (EOC) and Common Operating Picture certification training program

Objective 3-3: Execute annual EOC representative certification through quarterly training exercise scenarios and provide credentials

## LOE 4: Protection

Objective 3-4: Complete and track all required FEMA Independent Study Course attendance for EOC and select leadership personnel.

Objective 3-5: Certify all EOC personnel through completion of the Army EOC course at Camp Blanding, FL (centrally funded by IMCOM)

### **Major Objective 4 – Improve capabilities to Prevent, Protect, Mitigate, Respond, and Recover (P2MR2) to potential all hazard threats**

#### ***Supporting Objectives:***

Objective 4-1: Pursue construction of main cantonment perimeter law enforcement patrol trail (inside the fence)

Objective 4-2: Incorporate lessons learned from training, exercises, and real-world events into plan revisions

Objective 4-3: Conduct proactive engagements/messaging to commanders and civilian leaders in order to reduce drug and sexual activities

Objective 4-4: Improve installation's fire mitigation systems in order to prevent and contain fires during a fire response event

## LOE 5: Culture and Work Force Development

**LOE Champion:** Directorate of Human Resources

**GOAL:** Develop current and future leaders and a professionally trained workforce capable of providing excellent customer service (Service Culture Campaign)

**Major Objective 1 – Sustain a talented, professional, diverse, and performance driven workforce (OPEX/Onboarding)**

**Supporting Objectives:**

Objective 1-1: Recruit, develop, and retain a best-in-class workforce through a diversified recruiting strategy

Objective 1-2: Promote a performance based culture and ensure the workforce is properly awarded and incentivized

Objective 1-3: Actively develop current and future leaders through our existing training programs

**Major Objective 2 – Implement a Human Capital Plan (HCP) linked to organizational goals and objectives**

**Supporting Objectives:**

Objective 2-1: Develop an HCP for talent management to improve hiring actions, succession planning, and technological assessment of future workforce composition

Objective 2-2: Develop an HCP for performance management, including awards and evaluations, to improve workforce for today's challenges and anticipated future needs

**Major Objective 3 – Enhance focus on core customer services utilizing existing resources to support the Fort Drum community**

**Supporting Objective:**

Objective 3-1: Enhance customer services through process efficiencies and improved technological capabilities

## LOE 5: Culture and Work Force Development

**Major Objective 4 – Create a workforce that is Diverse, Inclusive, & free from Biases Based on Race, Ethnicity, Gender, National Origin, Color, Age, Religious Beliefs, and Disabilities (EEO)**

**Supporting Objectives:**

Objective 4-1: Conduct employee surveys, town halls and listening sessions, and review the MD-715 Report to measure the effectiveness of our actions, identify areas requiring improvement, and to assess our current diversity demographic across our workforce

Objective 4-2: Ensure that the currently published command policies outlining the processes and procedures for promotions and hiring actions are adhered to and allow for equal opportunity for all applicants

Objective 4-3: Cultivate professional environments where every member of the team is treated with dignity & respect; promote attendance to EEO training and ethnic observances

## **LOE 6: Community Relationships & Partnerships**

**LOE Champion:** Plans Analysis and Integration

**GOAL:** Maintain and expand tri-county partnerships to enable opportunities, cost savings, and increase efficiency through formal and informal processes

**Major Objective 1 – Maximize common capabilities with internal and external (I/E) partners to provide effective and efficient services**

***Supporting Objectives:***

Objective 1-1: Prepare annual Commander in Chief Installation Excellence Award (ACOE, Best Garrison)

Objective 1-2: Establish Innovation team to identify opportunities to increase efficiencies

Objective 1-3: Establish Fort Drum Suggestion Program

Objective 1-4: Lunch and Learn “Speakers Series”

Objective 1-5: Develop and maintain community partnerships and stakeholder engagement strategy that promotes communication

Objective 1-6: Develop support agreements to increase efficiencies

**Major Objective 2 – Enhance military value – provide products, services and resources to solidify Fort Drum’s continued presence in the North Country**

***Supporting Objectives:***

Objective 2-1: Develop a playbook for alternative energy projects that require review and/or mitigation from Ft Drum (WSAAF, Environmental)

Objective 2-2: Produce innovative products to update and provide leaders with specific information that can be used as a reference card to highlight Fort Drum

## LOE 6: Community Relationships & Partnerships

**Major Objective 3 – Marketing and Communication: Telling the relevant Fort Drum story to individual audiences at the right time (PAO)**

***Supporting Objectives:***

Objection 3-1: Amplify military value to military to decision makers, state and local leaders, and Congressional Delegates (CODELs)

Objective 3-2: Illuminate resources sharing opportunities with potential partners

Objective 3-3: Promote understanding of ongoing mission and its importance to national security

Objective 3-4: Ensure consistent, transparent information from FDNY leadership that empowers workforce at every level

## Annex A: Key Terms

**Army Materiel Command (AMC):** Army Materiel Command delivers logistics, sustainment and materiel readiness from the installation to the forward tactical edge to ensure globally dominant land force capabilities.

**Installation Management Command (IMCOM):** IMCOM delivers quality base support from the strategic support area, enabling readiness for a globally responsive Army.

**Strategic Support Area (SSA):** Where the Army and the joint force build, sustain, and project power to the operational support. IMCOM provides the infrastructure and services required to all the Army to assemble, train, and deploy in support of combat operations.

**Installation Strategic Plan (ISP):** Articulates the goals and objectives of the organization, forms the basis for action plans, and benefits all Fort Drum Soldiers, Civilians, and Family members.

**Integrated Priority List (IPL):** The list of a commander's highest priority requirements, prioritized across service and functional lines, defining shortfalls in key programs that, in the judgment of the commander, adversely affect the capability of the commander's forces to accomplish their assigned mission.

**Installation Planning Board (IPB):** Annual planning board for the approval of IPL.

**Installation Readiness Council (IRC):** Reviews IPL action plans throughout the year to ensure that performance targets are being met.

**Strategic Objective (SO):** The things or conditions the organization must actually achieve to be successful in the future.

**Line of Effort (LOE):** The mechanism that focuses efforts on accomplishing specific Strategic Objectives (SOs) and outcomes. LOEs link multiple SOs that support the overall LOE.

**Action Plan (AP):** A document that lays out the tasks that need to be completed in order to accomplish the goals. It also breaks up the process into actionable assignments based on a timeline.

## **Annex B: Acronym Dictionary**

AAFES – Army and Air force Exchange Service

AF – Appropriated Fund

APOE – Aerial Port of Embarkation

ARAC – Army Radar Approach Control

CPAC – Civilian Personnel Advisory Center

DeCA – Defense Commissary Agency

DEERS – Defense Enrollment Eligibility Reporting System

DES – Directorate of Emergency Services

DFMWR – Directorate of Family and Morale, Welfare and Recreation

DHR – Directorate of Human Resources

DMIS – Defense Medical Information System

DPTMS – Directorate of Plans, Training, Mobilization and Security

DPW – Directorate of Public Works

DRM – Directorate of Resource Management

EEO – Equal Employment Opportunity

FORSCOM – Forces Command

JTE – Joint Threat Emitter

MDO – Multi-Domain operations

MEDDAC – Medical Department Activity

NAF – Non-Appropriated Fund

NE RNEC – Northeast Regional Network Enterprise Center

PAIO – Plans, Analysis and Integration Office

PAO – Public Affairs Office

PTR – Primary Training Range

RSO – Religious Services Office

SWOT – Strengths, Weaknesses, Opportunities and Threats

## **Annex C: References**

Army Installations Strategy (Supporting the Army in Multiple Domains) – December 2020

AR 5-1 Management of Army Business Operations – 12 November 2015

Installation Strategic Planning Guidebook (Center for the Advancement of Sustainability Innovations (CASI) – May 2021

IMCOM Regulation 10-1 Organization, Mission and Functions of the U.S. Army Installation Management Command

Installation Management Command (IMCOM) Annual Command Guidance (ACG)

Standard Operating Procedures (SOP) Installation Management Command (IMCOM) G3/5/7 Futures & Assessments Division (FAD) – 30 June 2018

Operation Order 21-152 Operationalizing the U.S. Army Material Command (AMC)

10<sup>th</sup> Mountain Division Fiscal Year 21-22 Annual Training Guidance

## Annex D: Action Plans

### LOE 1: Soldier and Family Programs

**Major Objective 1 – Provide a balanced portfolio of morale, recreation and welfare programs and services that support the physical, emotional, behavioral and spiritual being of Soldiers, Family Members and Civilians**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1-1: Upgrade Commons audio/visual capability	Near Term 1 year	Monitor project installation schedule, meet target dates	-Contractor must work around facility's operational tempo and catering - DPW to install final power connections to equipment	Completed
1-2: Upgrade Commons Winners Circle	Near Term 1 year	1. JOC receives approval to commence work  2. JOC & FMWR-BOD weekly project update meeting	- Discovered water damage to main bar, JOC modified contract to increase funding. - Discover Glycol leak in bathroom heating - Project solicitation and award	Completed
1-3: Update Commons Facility	Near Term 1 year	DPW receives approval & funding to award contract	- Water damage to back bar, DPW submitted SOW/solicitation/award executed. - Fire sprinkler/alarm issues – DPW submitted SOW/solicitation/award executed - DPW to re-install bar equipment	Working
1-4: Solicit and award concessionaire contract	Near Term 1 year	1. Write & submit Request for Interest/solicit; acquisition plan and performance work statement criteria 2. Development of RFP & solicitation -3. Conduct Technical Evaluation Board 4. Make recommendations for	- Pending concessionaire FF&E requirements may be required to extend phase-out/phase-in period - All FMWR facility assets will require tagging & formulating an up-to-date fixed asset inventory - If concessionaire does not select the option to use GFGI equipment & assets-DPW will be required to assist FMWR with equipment utility disconnections - FMWR-BOD will be required to remove & store	Working
1-5: Upgrade Library Center	Near Term 1 Year	1. Procure modern equipment 2. Upgrade Library Circulation front desk 3. Install charging stations	Execute \$67K as part of IMCOM's Million Dollar Makeover program	Completed
1.6: Construct Mountain Peak Place (Bldg 4330) (FY22)	Mid Term 1 -3 Years	1. Renovate vacated building 4330 2. Consolidate FMWR Administrative and Program staff and programs 3. Create indoor recreational opportunities for harsh weather months	1. Submit SRM Project to ID-R for review and acceptance 2. Collaborate with DPW on \$3.3M SRM APF companion project	Not Started
1.7: Upgrade Pine Plains Bowl	Mid Term 1 -3 Years	1. Submit CPMC project 2. Submit SOW to NAF Contracting 3. Award contract for install 4. Train staff on operation of new h/w and s/w systems	CPMC allocation DPW assistance with destruction of lanes, carpeting and painting	Completed
1.8: Renovate Bowl Service Counters and Seating (FY22)	Mid Term 1 -3 Years	1. Meet ID-R's FY21 NAF SRM scoring requirements for project consideration. 2. Write SRM Project Initiative doc for recapitalization. 3. Submit project package prior to suspense to ID-R for early review.	1. SRM Project Funding Approval 2. Develop facility closure and demo schedule collaborate with FMWR/DPW/Contractor 3. DPW to relocate & supply utility requirements per project requirements (\$15K TBD DPW funded renovation to utilities & demo) 4. IT/NEC additional/relocation of Conqueror, Rectrac, phone, & computer systems.	Working

## Fort Drum Installation Strategic Plan 2021-2026

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1.9: Construct RV Park laundry/bathhouse and self storage area (FY23)	Mid Term 1-3 Years	1. Coordinate scope of project with DPW 2. Identify requirement for in-house or contract 3. Work with DPW/contractor to complete build	1. Project submission to contracting for solicitation & award 2. Contractor determines design & build schedule 3. SRM Funding	Not Started
1-10: Replace 9 recreational lodging cabins (FY24-26)	Long Term 3+ Years	1. Coordinate scope of project with DPW 2. Identify requirement for in-house or contract 3. Work with DPW/contractor to complete build	1. Project submission to contracting for solicitation & award 2. Contractor determines design & build schedule 3. SRM funding	Not Started
1-11: Construct 4 new recreational lodging cabins (FY26)	Long Term 3+ Years	1. Coordinate scope of project with DPW 2. Identify requirement for in-house or contract 3. Work with DPW/contractor to complete build	1. Project submission to contracting for solicitation & award 2. Contractor determines design & build schedule 3. SRM funding	Not Started

### **Major Objective 2 – Sustain fitness facilities to meet combat readiness requirements during inclement weather and promote quality of life**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
2-1: Sustain fitness programming and staffing	Near Term 1 year	Adapt and tailor fitness programming to meet wellness and resilience needs	Marketing and participation	Working
2-2: Equip Magrath, Monti and Atkins facilities with Wi-Fi capability	Near Term 1 year	Modernize fitness facilities with Wi-Fi capability to further enhance workouts and fitness goals	1. ITAS Waiver 2. Contract award 3. Approval of FY21 AOB	Working
2-3: Sustain fitness classes offering a variety of physical conditioning	Near Term 1 year	Adapt and tailor fitness classes to meet wellness, resilience and fitness goals	1. Marketing and participation 2. Cost for class to cover labor of fitness instructor	Working
2-4: Provide 24/7 access to Atkins facility	Near Term 1 year	1. Provide safe and ready access to fitness facility after hours 2. Issue access cards to new users	Marketing and participation	Completed
2-5: Install Turf in Monti gym to facilitate Soldier readiness requirements training indoors	Near Term 1 year	Install turf in Monti Gym	Reservations of turf during inclement weather	Completed
2-6: Construct Magrath Turf field	Mid Term 1-3 Years	1. Coordinate scope of project with DPW 2. Identify requirement for in-house or contract 3. Work with DPW/contractor to complete install	1. DPW scope of project 2. Contract award	Completed
2-7: Provide safe, readily accessible and quality programs, services, ancillary facilities and green spaces that enrich and support the mind, body and spirit of Soldiers and Families.	Near Term 1 Year	Provide quality of life programming, events, services and opportunities that contribute to wellness and resilience	1. Marketing and participation 2. Generate revenue at IMCOM targets for CAT B and CAT C programs and services	Working

**Major Objective 3 – Provide accessible, affordable and quality childcare for our Families in secure and modern facilities with qualified staff and sufficient capacity**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
3-1: Maintain quality care for Children	Near Term 1 Year	1. Execute Priority childcare placement 2. Provide safe and enriching environment for children 3. Execute approved childcare fee structure	1. Conduct mandated inspections 2. Train and monitor staff	Completed
3-2: Recruit and hire the CYS Coordinator	Near Term 1 Year	Recruit, select and on-board best qualified candidate	1. Advertise announcement 2. Conduct hiring and interview panel 3. Recommend selection to DGC 4. Hire and onboard selectee	Completed
3-3: Sustain and renovate CYS infrastructure including HVAC, playgrounds and kitchens in partnership with DPW	Mid Term 1-3 Years	1. Coordinate scope of project with DPW 2. Identify requirement for in-house or contract 3. Work with DPW/contractor to complete build	1. DPW and contract support 2. Required swing space to provide continuity of care during HVAC upgrade at Chapel and Youth Center facilities	Working
3-4: Upgrade CCTV capabilities at all CYS facilities	Near Term 1 year	Coordinate CCTV install with IMCOM contract team	IMCOM contractor schedule	Not Started
3-5: Construct new large CDC in partnership with DPW	Long Term 3-5 Years	Coordinate requirements of new large CDC with DPW	DPW and contract support	Not Started
3-6: Recruit and retain certified staff offering incentive of reduced cost of care	Near Term 1 Year	1. Execute recruitment and hiring actions to maintain staffing requirements 2. Ensure staff having children in CYS care receive a 10% discount	1. Marketing and interest in vacant positions 2. CPAC Support 3. Continuous recruit and hire of CYS vacancies	Working
3-7: Increase the number of FCC providers to meet the demand for in home care	Mid Term 1-3 Years	Market and recruit FCC opportunities	1. Marketing and interest in providing FCC care 2. Continuous recruit and hire of FCC providers	Working

**Major Objective 4 – Provide a robust BOSS program that promotes resilience, increases retention and sustains combat readiness of the single Soldier through the four program pillars**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
4.1: Ensure single soldiers have a tool to address Quality of Life issues and concerns. Ensure the communication between single Soldiers and their chain of command exists and is operational	Near Term 1 Year	Use social media platforms to market BOSS programs, QofL Representative and the process of QofL issues and concerns	1. Chain of Command support 2. Communicating the information to all levels about how to submit Quality of Life issues or concerns	Working
4.2: Provide Recreation and Leisure opportunities geared for the single Soldier and in conjunction with development of specific skills	Near Term 1 Year	Research and coordinate events and activities utilizing single Soldier input	1. Partnership with Marketing and Sponsorship 2. Use of social media/ be up to date with communication	Working
4.3: Encourage Community Service events and activities with the single Soldiers	Near Term 1 Year	1. Partner with local organizations for community service initiatives 2. Marketing initiatives	Participation in community service events and COVID restrictions.	Working
4.4: Execute available Life Skills funding to enable single Soldiers to gain lifelong knowledge, a particular skill or certification that build on their wellbeing and assists them to become active and productive members of the community.	Near Term 1 Year	1. Create consistent and current Life Skills events that will increase participation 2. Coordinate with other FMWR programs and local community to develop life skills events	1. Availability of Life Skills funding 2. Marketing and interest in participation	Working

**Major Objective 5 – Integrate manpower and mission across Fort Drum**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
5.1: Centralize and empower a line of branch specific technical supervision	1. Long Term 2. Short-Term 3. Long Term	1. Realign the CH RM position to a Pastoral Coordinator. 2. Tennant Unit Chaplains receive Technical supervision and mentoring by RSO Chaplain staff. 3. Garrison Chaplain and Division Chaplain make definitive swap of position	1. TDY funding as required for office calls 2. Furnishings for new office arrangements. 3. Man-hours for planning, realignments, staffing, etc.	Working
5.2: Unit Ministry Teams involved in USAG Religious Services Office (RSO) across the installation	Near Term 1 Year	Appropriate Chaplains speak with Command Team(s) to bring unified understanding of responsibilities	Operational tempo of FORSCOM units within Fort Drum footprint.	Working
5.3: Develop a training strategy that meets the professional development needs for Unit Ministry Teams in USAG, the 10th Mtn Div and all tenant units	Near Term 1 Year	Coordination between USAG RSO and Div UMT	Publication of Chief of Chaplain and XVIII Airborne Corps training guidance.	Completed

## Fort Drum Installation Strategic Plan 2021-2026

### **Major Objective 6 – Provide quality faith practice and worship opportunities**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
6.1: Identify, plan and execute current and future needs of the worshipping communities at Fort Drum	1. Short Term 2. Mid Term 3. Mid Term 4. Short Term	1. Annual assessment/ review of current worship and RE Program needs. 2. Determine right budget for future Religious Support. 3. Establishment of Distinctive Religious Group Leaders for low density faith groups. 4. Designated space for Muslim prayer support.	Weekly Worship and RE auxiliary opportunities such as Family Nights, AWANA program, and religious catechism classes, Scripture Studies, retreats and seasonal community events, Vacation Bible School, etc. DRE also presents programs and worship and faith formation opportunities at Newcomer's Brief.	Working
6.2: Utilize the UMT manning resources of 10th MD and all tenant units to maximize the amount of worship available to Soldiers and Families	1. Mid Term 2. Short Term	1. Maintain strong auxiliary programs for spouses and children. 2. Coordination between USAG RSO and Div UMT to provide necessary manpower for programs outside of duty hours.	1. Present religious support opportunities to every incoming Soldier regardless of faith. 2. Publication and distribution of proper SOPs and duty rosters for support of 56Ms	Completed
6.3: Maintain durable links to on post resources that build the strength and moral values of families	Mid Term	Programs developed that target entire human dimension.	Partner with organizations such as Red Cross, USO, MWR and ACS	Working

### **Major Objective 7 – Build a Faith Strong Community**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
7.1: Enhance the opportunities for Fort Drum worshipping communities to build relationships off post based on faith and faith formation opportunities	Short Term 1 Year	1. Identify and support local minister groups that meet in the surrounding communities. 2. Maintain the staff and volunteer workforce to energize and provide vision for youth to practice their faith	1. Select Chaplains to provide guest preaching to local congregations. 2. Place Chaplains and volunteers in leadership positions that are enthusiastic and passionate about youth ministries	Working
7.2: Develop a team of Religious Education professionals that can assist in meeting the needs of faith formations across the community and within Division formations	Short Term 1 Year	1. Establish well organized system of background checks in RSO resulting in no flags in IR audits. 2. Annual involvement of the Director of Religious Education in the training of UMTs. 3. Review annual requirements for manpower contracts.	Maintain the CEUs and professional development of the DRE	Working
7.3: Build programs for the military spouse and youth that will improve quality of life and familial support to Soldiers	1. Mid-Term 2. Mid - Term 3. Mid - Term 4 Short - Term 5 Short -Term	1. Within 3 years record over 100% of BN Chaplain utilization of Family Life resources. 2. Plan and execute C Strong Bonds events for families 3. Develop annual youth resiliency Rally 4. Divorce recovery classes 5. Incorporation of Club beyond	1. Greater Family Life Chaplain involvement at the BN level. 2. Cooperation of helping resources across the installation. 3. No loss of manpower on TDA and timely and appropriate hiring – reduce underlap of military personnel	Working

**LOE 2: Infrastructure**

**Major Objective 1 – Upgrade, Repair, Repurpose, and Develop Infrastructure to meet current and anticipated requirements**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1-1: : Execute the 10 year AMC Facilities Investment Plan (FIP), which includes the repair plan for 26 legacy barracks and construction of a Large CDC.	Long Term	Execute as programmed or amended	FIP Funding	Working
1-2: Repurpose Building 2509 to provide a civilian accessible museum promoting the history and culture of Fort Drum	Near Term	Finalize work, build exhibits, execute move	CMH exhibit funding	Working
1-3: Repair Wheeler Sack Army Airfield (WSAAF) Runway 3-21 to improve airfield capabilities	Near Term	Execute Task Order	N/A	Working
1-4: Convert the current Fort Drum Inn into an administrative space to consolidate Public Works operations	Near Term	Execute Task Order	Furniture Packages	Working
1-5: Continue facility repurposing and upgrades to right-size the installation. Projects include: former Key Bank to military mail, former ACS to FMWR, P-30 to admin space, and DES facility upgrades	Mid & Long Term	Execute Key Bank conversion, Complete design for P-30 and P-4330	ACSIM Stat limit approvals as needed	Working

**Major Objective 2 – Develop and sustain environmental compliance initiatives to meet statutory and regulatory requirements**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
2-1: Continue Hexavalent Chromium-6 compliance and remediation measures to ensure all facilities are safe for use and compliant with all statutory and regulatory requirements	Near, Mid and Long Term	Unit funded oversight, Develop regulatory compliant facility design	Continued Unit funded oversight, Bill payer for facility upgrade	Working
2-2: Develop Polyfluoroalkyl and Perfluoroalkyl substances compliance and remediation to ensure safe drinking water and the installation adherence to statutory and regulatory requirements	Near, Mid and Long Term	Continue site analysis and prepare for specific remediation measures	State and Federal regulatory changes and allowable limits	Working
2-3: Identify new installation wellfield location away from industrial operations to ensure future uninterrupted water source for the installation.	Mid & Long Term	Secure ERCIP MILCON funds	Securing Funds	Working
2-4: Streamline solid waste and recycling systems to meet mandatory net-zero requirements.	Near, Mid and Long Term	Adjust to emerging technology, regulatory requirements and market forces	TBD	Working

**Major Objective 3 – Develop and normalize internal capabilities to meet future requirements and maximize operational effectiveness**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
3-1: Reorganize organizational processes to synchronize supply and General Fund Enterprise Business Systems (GFEBS) to maximize installation support.	Near, Mid and Long Term	Continue to revise dashboard and tracking procedures	Additional manpower and funding will improve performance	Working
3-2: Maximize technology to focus efforts and quantify outputs. Technology includes: GIS, ArMA, Builder, Paver, cProjects, MS Project.	Near, Mid and Long Term	Utilize software to the fullest extent	Additional manpower and funding will improve performance	Working
3-3: Develop and execute a vehicle fleet lifecycle replacement plan	Long Term	Develop Plan and secure OMA funding source	Increased and targeted OPA funding	Not Started

**Major Objective 4 – Maintain and Modernize Network Infrastructure to meet the changing technological demands for the future and enhance current Fort Drum data/voice business communications**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
4-1: Upgrade current network switching capabilities and advance technology hardware to improve the security of installation-wide communications (NIPR, voice, First Responder), ICAN MOD 2.0	Near, Mid Term	Execute ICANMOD 2.0	Extent of gap analysis of infrastructure to support	Working
4-2: Expand fiber network topology to reach required buildings on Fort Drum.	Long Term	Identify Facilities and seek bill payer	Funded UFR PR	Not Started
4-3: Expand installation wide commercial cellular communications capability to meet the emerging technology requirements	Mid & Long Term	Execute Cell Tower BPA	N/A	Working
4-4: : Upgrade Network Enterprise Center's (NEC) technical cooling in critical facilities, P-10690.	Near and Mid Term	P-10690 Upgrade Project	Design completion	Working
4-5: Reduce overall communications infrastructure operation and maintenance upkeep/costs.	Near, Mid and Long Term	Continue to seek upgrades and system efficiencies	N/A	Working
4-6: Perform SCADA and Keyless Entry hardware, software, and connectivity upgrades.	Near and Mid Term	Execute hardware and software upgrade project	N/A	Working
4-7: Develop and deploy an IT COOP capability.	Long Term	Develop COOP Plan and construct capability	Probable project funding source: MILCON	Not Started

**LOE 3: Mission Readiness**

**Major Objective 1 – Enhance Aviation home station training and retain power projection capacity through increased airfield and airspace capabilities**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1-1: Develop airspace to enable the increased use of Unmanned Aircraft Systems through coordination with the Federal Aviation Administration	Near, Mid Term	1. Begin use of Gray Eagle usage of Class A airspace. 2. Obtain required airworthiness releases and certificates of authorizations necessary for increased UAS airspace access.	1. Gray Eagle Class A airspace usage contingent upon asset returning from Fort Bliss, required operator instrument proficiency training 2a. HQDA and FAA approval 2b. FAA approval	Working
1-2: Develop the WSAAF through the District Development Plan	Near, Mid and Long Term	1. Execute projects highlighted in WSAAF Area Development Plan. 2. Plan and Design projects to facilitate improvement of pavement deficiencies in current airfield Pavement Evaluation Report	Funding/Prioritization on Garrison/IMCOM MILCON and POM funded/UFR lists; Environmental Impact mitigation; Operational Constraints. Funding from HQDA, USAG, USAF, ANG	Working
1-3: Enhance Force Readiness through increased use of Integrated Air Defense System emitters to simulate hostile air defense capabilities	Near Term	Increase NE CONUS capability to simulate Integrated Air Defense System threat for aircrew training	Successful testing of Range 48 and Belvedere sites (cooperative weather and aircraft/aircrew availability)  Realization of WSAAF site operations dependent upon on-time equipment delivery and installation, successful testing, minimized radiation threat to surrounding facilities and personnel.	Working

**Major Objective 2 – Enhance Multi-Domain training capabilities at Fort Drum**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
2-1: Maintain and update the Range Complex Master plan to incorporate new construction to increase range capabilities (develop Infantry Platoon Battle Course, Scout REECE Gunnery, Convoy Live Fire Ranges)	Near, Mid and Long Term	1. Enhance/Reconfigure TA15C to replicate IPBC. 2. Enhance/Reconfigure OP7-9 to replicate Convoy Live Fire Range. 3. Multi-Purpose Gunnery Complex (MCA). <b>(Not Working FYDP 2027)</b> 4. Extend Range 41C to 6700 Meters in support of the Next Generation Squad Weapon (NGSW).	TRADOC targetry for IPBC and CLF Ranges received and installed. Vegetation removal completed prior to environmental restrictions; Trees greater than 3 inches between 16 Oct - 15 Apr. Trees less than 3 inches between 1 Aug - 15 Apr. Troop OPNS unit assigned to project available to support. HQDA G3/5/7 continue to prioritize the construction of the Multi-Purpose Gunnery Complex to ensure it remains in the FY27 POM. TRADOC fund and execute the extension construction of Range 41C in support of the NGSW qualification requirements.	Working
2-2: Maintain and update the Senior Commander's Installation Needs and Issues Assessment (new Mission Training Complex)	Near, Mid and Long Term	Continued prioritization and submission of the semi-annual Senior Commander Installation Needs and Issues to the Training Support Management Reviews	HQDA/IMCOM validating and allocating MCA funds in support of the construction of the Mission Training Complex. HQDA G3/5/7 continue to prioritize the construction of the Flight Simulator Building to ensure it remains in the FY 2028 POM.	Working
2-3: Increase training area through Integrated Training Area Management Maneuver Space Reclamation	Near, Mid and Long Term	Reconfigure training areas to restore maneuverability. Maintain line-of-sight to Main Impact Area live fire targets.	HQDA/IMCOM validating and allocating OMA funds to execute FY22-27 ITAM Work Plan.	Working
2-4: Implement Synthetic Training Environment while phasing out current Integrated Live Virtual Constructive and Gaming Training Systems and Gunfighter Gym	Near, Mid and Long Term	Modernize training network infrastructure, <b>(Working)</b> Field STE-IS, <b>(Working)</b> Divest legacy systems <b>(Working)</b>	Approval of the Synthetic Training Environment development and fielding.  Fiber optic upgrades required on 4 ranges	Working

**LOE 4: Protection**

**Major Objective 1 - Align non-warfighting functional elements and associated enabling functions in accordance with the Army's Protection Program**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1-1: Restructure LOE 4 Working Group and further develop supporting tasks	Near and Mid Term	1. Restructure Installation Protection Executive Committee (IPEC) platform 2. Increase threat information sharing within and outside the Threat Information Fusion Cell (TIFC) 3. Restructure Protection Working Group (PWG) platform	GC Approval of revised IPEC construct  Increase in TIFC input and output  Identify forums that are currently not feeders to the TIFC and establish  PWG input and output	Working

## Fort Drum Installation Strategic Plan 2021-2026

### **Major Objective 2 – Pursue resourcing in order to bring the Installation Access Control Points up to Army standard**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
2-1: Install generator at Gas Alley Gate	Near Term	1. Utilize UPS back-up until generator installed 2. Acquire funding and install generator	Environmental Approval	Working
2-2: Implement Automated Installation Entry (AIE) III procedures at all ACP locations, pursue pedestal capability	Near and Long Term	1. Trusted Traveler Policy update 2. OMPG approval	1. Approval of Funding /Equipment 2. OMPG/IMCOM Approval for use of pedestal on FDNY	Working
2-3: Acquire funding and install retractable fence for Mount Belvedere Gate entrance	Near Term	Install a closeable gate at Mount Belvedere ACP so gate can be closed without manning	Estimated \$170K UFR	Working

### **Major Objective 3 – Develop and execute leader level incident command response training**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
3-1: Develop Watch Commander and Assistant Chief training requirements into existing training programs	Enduring	Incident Command (IC) training program	Time/ Manpower dependent	Working
3-2: Develop and execute incident support personnel-level Emergency Operations Center (EOC) and Common Operating Picture certification training program	Near Term	EOC representative training and other requirements for certification will be published as part of the FY2021 FSE OPORD.	Committed participation in annual exercise program events by Division, Garrison, and Tenant Units, based on tasks and coordinating instructions contained in the FSE OPORD.	Working
3-3: Execute annual EOC representative certification through quarterly training exercise scenarios and provide credentials	Near Term	EOC representative training and other requirements for certification will be published as part of the FY2021 FSE OPORD.	Committed participation in annual exercise program events by Division, Garrison, and Tenant Units, based on tasks and coordinating instructions contained in the FSE OPORD.	Working
3-4: Complete and track all required FEMA Independent Study Courses for EOC and select leadership personnel	Near Term	Mechanism is in place to track completion (WebEOC board), training requirements for personnel will be published as part of the FY2021 FSE OPORD.		Working
3-5: Certify all EOC personnel through completion of the Army EOC course at Camp Blanding, FL (centrally funded by IMCOM)	Mid Term	1. Resumption of course instruction by IMCOM for TDY. 2. Acquire approval to host the EOC Course as an event leading up to the FY2022 EXEVAL Full-Scale Exercise.	Approval of travel by supervisors upon resumption of the TDY course, and approval of scheduling the EOC Course/ Functional Training Exercise on Fort Drum in the month(s) leading up to the FY2022 FSE.	Working

**Major Objective 4 – Improve capabilities to Prevent, Protect, Mitigate, Respond and Recover (P2MR2) to potential all hazard threats**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
4-1: Pursue construction of main cantonment perimeter law enforcement patrol trail (inside the fence).	Near and Long Term	<ol style="list-style-type: none"> <li>Due to the size of the project it will be phased in over a 5 year period.</li> <li>Project execution is contingent upon the availability of funds.</li> <li>PW currently scoping phase 1</li> </ol>	<ol style="list-style-type: none"> <li>Contingent upon the availability of funding</li> <li>Contingent upon the availability of Eng Units (Trp Ops)</li> </ol>	Not Started
4-2: Incorporate lessons learned from training, exercises, and real-world events into plan revisions	Near Term	Previous exercise AAR/ Corrective Action Plans and lessons-learned from response to real-world incidents will be used in the Initial Planning Meeting for each year's exercise program, to guide development of training objectives.	Sharing of lessons learned, best practices, and AAR comments from real-world incidents by organizations.	Completed
4-3: Conduct proactive engagements/messaging to commanders and civ leaders in order to reduce drug and sexual activities.	Enduring	<ol style="list-style-type: none"> <li>CID updates</li> <li>Newcomers Briefing</li> <li>DES key leader engagements</li> </ol>	Participation and engagement from leaders and tenants	Working
4-4: Improve Installation's fire mitigation systems in order to prevent and contain fires during a fire response event	Near , Mid and Long Term	<ol style="list-style-type: none"> <li>Work orders for malfunctioning/ unserviceable equipment</li> <li>Newcomers Orientation</li> <li>Updates and system maintenance</li> </ol>	DPW funding/ time availability to complete projects	Working

**LOE 5: Culture and Work Force Development**

**Major Objective 1 – Sustain a talented, professional, diverse and performance driven workforce (OPX, OnBoarding)**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1-1: Recruit, develop, and retain a best-in-class workforce through a diversified recruiting strategy	Near, Mid and Long Term	<ol style="list-style-type: none"> <li>Define your workforce.</li> <li>Forecast your workforce needs.</li> <li>Identify the candidate you are looking for.</li> <li>Refine our selection criteria.</li> </ol>	Doing the analysis before the recruiting process begins to ensure we are targeting and recruiting the right audience.	Working
1-2: Promote a performance based culture and ensure the workforce is properly awarded and incentivized	Near Term	<ol style="list-style-type: none"> <li>Monthly goals and objectives</li> <li>Transparent metrics.</li> <li>Ample and consistent training</li> </ol>	Commitment from the supervisor and employee to take the time to successfully discuss these objectives.	Working
1-3: Actively develop current and future leaders through our existing training programs	Near, Mid and Long Term	<ol style="list-style-type: none"> <li>Leadership development must have support.</li> <li>Training relationship to succession planning to leadership development</li> </ol>	Allowing our employees the opportunity to attend training for the opportunity to advance their careers. Cannot hold back on professional development opportunities for fear of "losing our good employees" for a short time or even to another organization.	Working

**Major Objective 2 – Implement a Human Capital Plan (HCP) linked to organizational goals and objectives**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
2-1: Develop a HCP for talent management to improve hiring actions, succession planning, and technological assessment of future workforce composition	Enduring	1. Understand the power of job descriptions. 2. Cultivate an honest career path. 3. Assess candidate cultural fit	Building a realistic plan for employees to achieve their career goals. Be honest with the employee about future opportunities. Let them know if they can accomplish their goals in their current organization.	Working
2-2: Develop an HCP for performance management, including awards and evaluations, to improve workforce for today's challenges and anticipated future needs	Enduring	1. Ensuring the criterion for evaluating performance covers quantifiable objectives. 2. Monitor performance throughout the year against the agreed objectives, behavioral dimensions and the performance standards. 3. Reduce the defensive behaviors on the part of the employees under review.	Performance management will only succeed if supervisors and employees communicate. Employees need to learn how to talk to supervisors before the work environment deteriorates. The same applies to supervisors. Talk to the employee and articulate concerns. Ensure employees understand what the stated expectation is.	Working

**Major Objective 3 – Enhance focus on core customer services utilizing existing resources to support the Fort Drum community**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
3-1: Enhance customer services through process efficiencies and improved technological capabilities	Enduring	1. Understand our customers and seek customer feedback 2. Leverage Multi-Channel Servicing social media platforms	Train employees on the importance of what customer service really means. Continue to incorporate and leverage technology to allow customers to have a better customer service experience.	Working

**Major Objective 4 – Create a workforce that is Diverse, Inclusive and free from biases based on race, ethnicity, gender, national origin, color, age, religious beliefs and disabilities**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
4-1: Conduct employee surveys, town halls and listening sessions, and review the MD-715 Report to measure the effectiveness of our actions, identify areas requiring improvement, and to assess our current diversity demographic across our workforce	Enduring	1) Conduct DEOCS 2) Conduct Listening Sessions (ONE) 3) Conduct Org Assessments	1) Command & Leader Support 2) Customer Feedback, Action Plans, Command Emphasis 3) Manpower Addition	Working
4-2: Ensure that the currently published command policies outlining the processes and procedures for promotions and hiring actions are adhered to and allow for equal opportunity for all applicants	Near Term	Directors review the process for all hiring actions	1) Command & Leadership Support	Working
4-3: Cultivate professional environments where every member of the team is treated with dignity and respect; promote attendance to EEO training and ethnic observations	Mid Term	1) Update EEO Training Modules 2) Schedule EEO Training	1) Time for Research 2) Command & Leader Support for Training Attendance	Working

## LOE 6: Community Relationships & Partnerships

### ***Major Objective 1 – Maximize common capabilities with internal and external (I/E) partners to provide effective and efficient services***

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
1-1: Prepare annual Commander in Chief Installation Excellence Award (ACOE, Best Garrison)	Near Term	Collect and validate best practices and process improvements	NA	Working
1-2: Establish Innovation team to identify opportunities to increase efficiencies	Mid Term	- Utilize ICE, PAR, Surveys to identify potential areas for process improvement. - Solicit group interest - Customer Focus groups	Mountain Innovation Drum Innovation	Not Started
1-3: Establish Fort Drum Suggestion Program	Mid Term	Establish workgroup Process Incentives Repository	NA	Working
1-4: Lunch & Learn "Speakers Series"	Mid Term	Develop concept Quarterly Topics vary	First few sessions on PAIO programs then expanding to other areas of interest	Not Started
1-5: Develop and maintain community partnerships and stakeholder engagement strategy that promotes communication	Near Term	- Jefferson County Comprehensive Economic Development Strategy - Advantage Watertown - Chamber of Commerce BAH - NYS Interstate Compact Meeting - JCC Center of Community Studies - COVID Partnership - Advocate Drum	All partnerships at varying stages of involvement	Working
1-6: Develop support agreements to increase efficiencies	Near Term	Build IGSA packets for submission: Natural Resources Animal Control	Already approved : ACS/ Cornell and Natural Resources and the New York Natural Heritage Program	Working

### ***Major Objective 2 – Enhance military value – provide products, services and resources to solidify Fort Drum's continued presence in the North Country***

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
2-1: Develop a playbook for alternative energy projects that require review and/or mitigation from Ft Drum (WSAAF, Environmental)	Near term	Continue workgroup with DPTMS and Air Force to develop playbook	To establish a final playbook containing processes and procedures for alternative energy projects as well as all keys players and their role.	Working
2-2: Provide innovative products to update and provide leaders with specific information that can be used as a reference card to highlight Fort Drum	Mid Term	- Quality of Life Tracker - Fort Drum Leader's Handbook - Community Leaders Handbook Annual Economic Impact Statement - Quick Facts and Figures - Garrison "Core Brief" slides - Post Population Data surveys - Demographics - STAFFDEL/VIP	NA	Working
2-3: Develop garrison newsletter	Near Term	The Drum Beat	Recurring monthly	Complete

**Major Objective 3 – Marketing and Communication: Telling the relevant Fort Drum story to individual audiences at the right time**

Action Plan in ISP	Horizon	Interim Objectives	Remarks	Completed / Working / Not started
3-1: Amplify military value to military decision makers, state and local leaders, and Congressional Delegates	Near Term	Reinvigorate community relations programs as soon as COVID allows, Internal coverage of major training events for internal and external coverage, Utilize local media interest in our efforts to continue to meet the mission	Albany Day, Annual Installation Tour Schedule, Major Training event congressional and media days	Working
3-2: Illuminate resource sharing opportunities with potential partners	Near Term	Seek out and tell the story of the many non-traditional ways the Fort Drum and North Country communities depend upon and grow upon each other	On post fire department and law enforcement training, mutual aid agreements, Operation Yellow Ribbon event support, Mountainfest	Working
3-3: Promote understanding of ongoing mission and its importance to national security	Near Term	Highlight unique capabilities of the installation and the 10th Mountain Division, their interdependencies and the importance of sustainment	Media releases on training events to include disruptive events, media days at major training events, State leader and congressional liaison, Annual Installation Tour schedule	Working
3-4: Ensure consistent, transparent information from Fort Drum leadership that empowers the workforce at every level	Near Term	Ensure our workforce understand they are key to mission accomplishment and integral in our effort to ensure national security.	Web site, Facebook page, GC emails to workforce	Working

## Appendix: Strategic Planning Process and Timeline

Strategic Plan Process and Timeline: the development of this plan occurred over the period from December 2020 to May 2021 via the following steps:

### Phase 1 | December 2020 – February 2021

Plans, Analysis and Integration office tasked LOE Champions / Co-Champions to provide updates to the 2018 Installation Strategic Plan, 2018 SWOT Analysis and the 2018 Action Plans.

### Phase 2 | February 2021 – March 2021

19 February 2021: Installation Strategic Plan Off-Site Pre-Brief to DGC

- Established that the installation Strategic Plan Off-Site would be conducted in 3 separate sessions over MS Teams as opposed to a full one-day off-site due to COVID-19 restrictions.

24 February 2021: Session one of the ISP Off-Site (MS Teams)

- PAIO presented a briefing on Army Installations Strategy, and Strategic Support Area. DPW provided a FIP overview and DRM a resourcing overview. SWOT analysis, LOEs and Action Plans were presented by each Champion / Co-Champion.

19 March 2021: Session two of the ISP Off-Site (MS Teams)

- PAIO presented a briefing on IMCOM and Ft Drum Strategic Support Area. Guest speakers included G-3, RNEC and MEDDAC. Directors discussed the SSA Focus Area slides (1.0 Soldier, Civilian, and Family Readiness, 2.0 Installation Readiness and 3.0) Strategic Power Projection

May 2021 – ISP sent to LOE Champions / Co-Champions for review

04 Jun 2021: Session three of the ISP Off-Site (MS Teams)

- PAIO presented a briefing on the ISP Communication Plan, SMS
- Finalize plan and implementation

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