



United States Army Garrison  
**FORT LEAVENWORTH**

**2016 Strategic Plan**

*The Best Hometown in the Army*





## MESSAGE FROM THE COMMANDER

As the Army transitions through a climate far more complex and uncertain than five years ago, Garrisons worldwide stand ready to provide services that support and enable a Ready and Resilient Army. The Fort Leavenworth Garrison is at the forefront to enabling readiness by delivering installation services and sustaining facilities and infrastructure in support of our Soldiers, Families, and Civilians.

Guided by the vision to be “The Best Hometown in the Army,” we are able to focus on what makes us relevant. By using the Malcolm Baldrige principles to assess our strengths and identify opportunities for improvement, we are able to develop and deploy a truly integrated strategic plan that ties to performance management efforts. Through this process, we can facilitate: a unified strategic direction; clear understanding of customer requirements; supportive internal processes; and measures that monitor progress towards our mission. The resulting framework sets the stage to transform the culture and operations of the Garrison for years to come.

We are able to fulfill our mission to “deliver diverse and quality services as extraordinary as the people we serve to foster a sense of belonging” through strategic objectives aligned with the IMCOM 2025 and Beyond campaign plan. Our primary Lines of Effort (LOE) begin with the workforce. Developing a talented workforce, that is engaged and working in unison to accomplishing the mission is integral to our success. Effective base operation support services is the second LOE to developing base services that support and cultivate strategic innovation. LOE three requires we leverage resources to maintain and revitalize infrastructure in support of the mission.

Without question, fiscal uncertainty may become detrimental to some programs and services. However, we can work together to remain relevant and valuable to customers by focusing on what needs to be accomplished in order to fulfill our mission.

//Original Signed//

Thomas A. Shoffner  
Colonel, AR  
Garrison Commander

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## THE STRATEGIC ENVIRONMENT.

Army Garrisons worldwide will face many significant challenges looking into the future. It is expected the workforce will be reduced and fiscal resources will be further constrained in response to the Army drawing down its forces. As the Army concludes combat operations, it prepares to reshape its total force to meet potential threats that undermine security interests.

The Army requires competent leaders to fulfill its mission of preparing for, fighting, and winning our nation's wars. Most of the functional support for the Army occurs at installations where its Soldiers train, its Families live, and its civilian workforce is employed. Garrisons must provide adequate and timely base operations support in order for units and organizations to accomplish their assigned missions. By delivering installation services, sustaining facilities and infrastructure, and delivering world-class customer service, Garrisons enable readiness for a self-reliant and globally-responsive all volunteer Army.

## A STRATEGY DEFINED.

Strategic planning is a management tool that enables the United States Army Garrison Fort Leavenworth to focus its energy to ensure the workforce is working toward parallel goals. It assesses and adjusts the direction in response to a changing environment. It is through this disciplined effort where fundamental decisions and actions shape and guide what the Garrison is, what it does, and why it does it with a focus on the future.

Through strategic planning, the Garrison is able to focus on the future as it provides formalized goals, objectives, and action plans that support achievement of the vision. In continuing to contribute to the readiness of Soldiers, Civilians, and Families on the Fort Leavenworth (installation), the Garrison ensures success through new paradigms and improved business practices.

In order for the Garrison team to develop, implement, and sustain short and long-term strategic objectives, a Strategic Development Team (SDT) was established to process through the environmental scan. The SDT recognized the need for action plans after when reviewing the Garrison through Malcolm Baldrige (MB) principles. Champions within the workforce further refine the action plans and sustain requirements as per time lines. The Garrison ensures a comprehensive strategic plan by aligning action plans with key strategic objectives to reflect the LOE in alignment with the Installation Management Command (IMCOM) 2025 and Beyond Campaign Plan.

A strategic framework is devised for developing the platform for a performance management system to effectively define tactical and strategic performance. Systematic monitoring through the Strategic Management System (SMS) allows the Garrison to continually gauge whether plans remain relevant and effective. Tracking measures monthly, assessing data quarterly, and re-evaluating the strategic plan annually signals leaders to weaknesses or opportunities for improvement early and throughout the process. Lastly, employees are involved in creating action plans, thus encouraging them to make strategic suggestions in leveraging a more holistic point of view.



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*"Those who are victorious plan effectively  
and change decisively."*

*Sun Tzu*

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## MISSION, VISION AND VALUES.

Identifying and communicating a clear mission and vision are critical elements in the organization's strategy and serves as the foundation guides in the establishment of strategic objectives. The mission and vision are set by leaders and define what makes the organizational relevant and valuable to customers and what is to be accomplished and why.



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*"Perpetual Optimism is a Force Multiplier."*

*Gen. Colin Powell (Ret.)*

The **mission statement** serves as a statement of purpose and as a guide for decision-making. The Garrison mission is to **"Deliver diverse and quality services, as extraordinary as the people we serve, to foster a sense of belonging."** This statement provides a framework for thinking throughout the organization in support of the vision.

Garrison senior leaders and Combined Arms Center (CAC) senior leaders agree the **vision statement**, **"The Best Hometown in the Army,"** perfectly articulates future desires and intentions. The installation has maintained this vision statement for more than a decade. It declares a parallel message to that of the IMCOM vision, "We are the Army's Home".

The **leadership's values** are the platform from which the Garrison executes its mission and pursues its vision. The **Army values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage** are fundamental to the organization. They are personified in the hearts and deeds of every Soldier and Civilian and are reinforced in performance evaluations, publications, and forums.

## MEANS – WAYS – ENDS.

By identifying what is critical to the organization through Malcolm Baldrige principles, the Garrison can assess its position to best accomplish the mission through SMS, thus improving applicable results while becoming more competitive.

A system perspective ensures that the plans, processes, measures, and actions are consistent. It ensures that the individual parts of the management system work together in a fully interconnected, unified, and mutually beneficial manner. Figure 1 visualizes a systems perspective where integration tools utilize MB principles and SMS in continuously evolving strategic objectives.

All measurements relative to the strategic plan are maintained in SMS and provide senior leaders with one-touch access to the pulse of the Garrison.

*Strategy is about the resources (means) needed to complete courses of action (ways) in order to accomplish objectives (end).*

### A Systems Perspective

Figure 1



Performance data is provided systematically in a user-friendly format providing the capability for on-the-spot changes. It is the responsibility of the Plans, Analysis and Integration Office (PAIO) to monitor action plans and subsequent performance data continuously to mitigate unexpected changes. The Performance Assessment Review (PAR) provides quarterly review of performance measurements, while the Installation Planning Board (IPB) provides an annual assessment of how well the Garrison is striving at meeting strategic objectives.

*SMS is a web-based Army enterprise system that can be accessed from multiple locations and is intended to help forecast future requirements. Combined Arms Center (CAC) senior leaders deem SMS as the system of choice in evaluating performance management and organizational successes. The Garrison has led the way to integrating SMS throughout the organization through local administrator training, and creating local owners and updaters to pertinent data.*

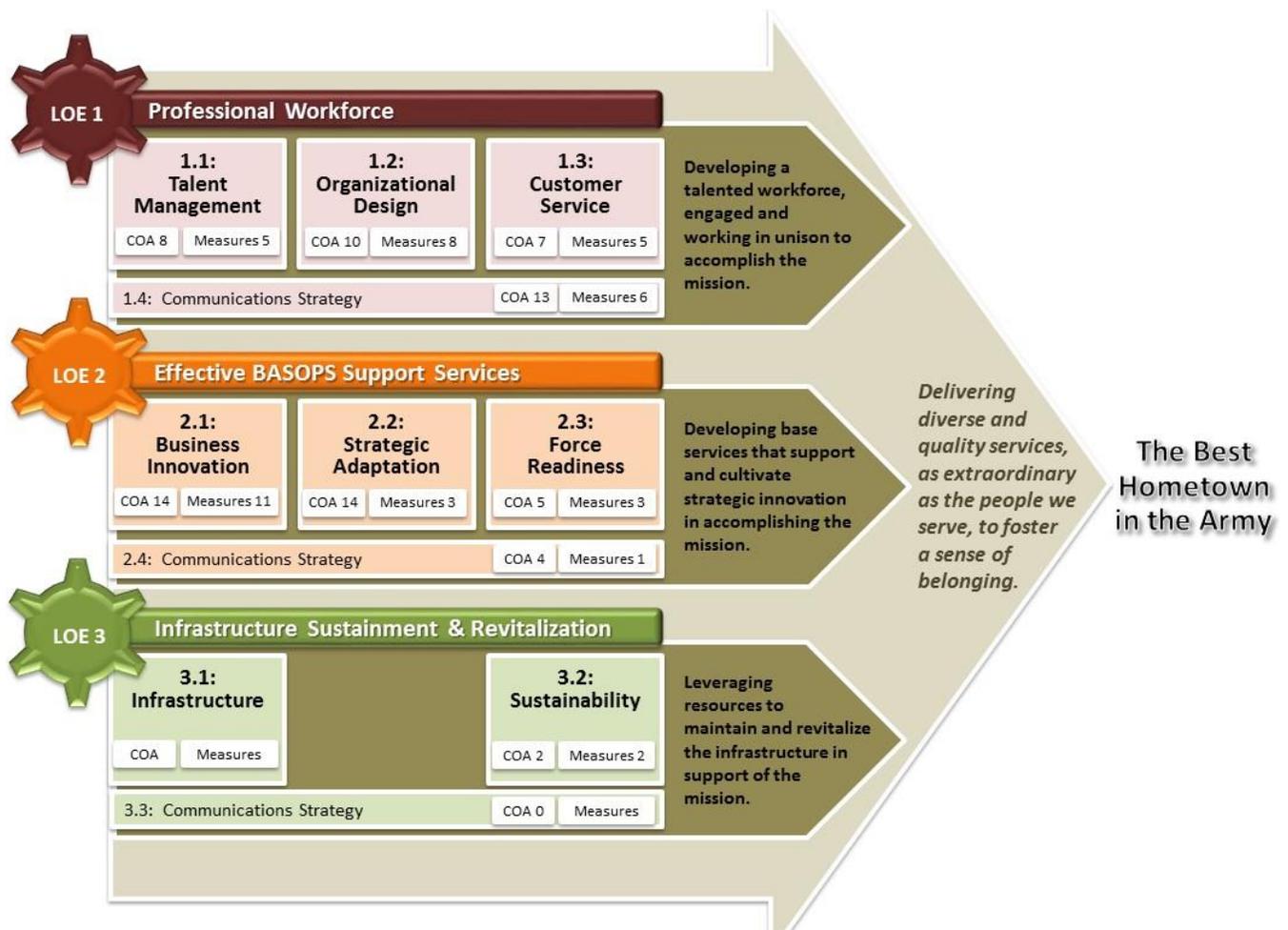
## LINES OF EFFORT.

Strategic objectives defined through MB principles are aligned with LOEs as described by the IMCOM 2025 and Beyond Campaign Plan. Overall success of the LOEs hinge upon leadership at every level in empowering their employees to complete action plans in support of objectives. The three LOEs provide a basis for what has been deemed through the strategic planning process (SPP) to be required for the Garrison to reach its mission and vision.

Continuing from Figure 1, the visual depiction shown in Figure 2 continues the **means-ways-end** philosophy entailing the number of action plans and measures related to each strategic objective in support of the mission and vision.

The Garrison Lines of Effort

Figure 2



## LINES OF EFFORT DESCRIBED.

### LOE 1 Professional Workforce

In assessing the workforce through MB principles, the SDT recognized the need to build a workforce environment conducive to high performance by utilizing the workforce's full potential. The fundamental ideologies explored ask how to build an effective and supportive workforce environment and how to engage the workforce to achieve high performance. The Garrison objective in LOE 1 is: Developing a talented workforce, engaged and working in unison to accomplish the mission. LOE 1 has four major objectives.



- **1.1 Talent Management** – Acquire, sustain, and develop an agile and adaptive workforce able to execute programs effectively in a rapidly changing, uncertain, and complex environment, that are empowered by a leadership culture that respects, trusts, and is dedicated to talent management.
- **1.2 Organizational Design** – Integrating people, information, and technology in order to match the best serve the needs of the Garrison so that it is postured for the future by aligning to a structure that supports Army Readiness and effective installation service delivery.
- **1.3 Customer Service** – In delivering services critical to readiness, well-being, and sustainment of the all-volunteer Army, provide stable and supportive work environments encouraging a level of innovation and creativity that inculcates a culture of service excellence within all facets of the Garrison.
- **1.4 Workforce Communication** – Facilitate communication of strategic objectives related to LOE 1 in creating a more informed and engaged workforce.

### LOE 2 BASOPS Support Services

In assessing base operations support services, the SDT recognized the need to develop opportunities for product innovation and work process effectiveness and efficiency to deliver customer value. The ideas resulting from the SDT asked how the Garrison can accomplish the mission by delivering better value to the customer while also driving down costs through improved productivity. The Garrison objective in LOE 2 is: Delivering base services that support and cultivate strategic innovation in accomplishing the mission. LOE 2 has four major objectives.

- **2.1 Business Innovation** – Innovative leadership and processes that provide opportunities for innovation thus reducing costs, improving productivity, and increasing customer satisfaction.
- **2.2 Strategic Adaptation** – Linking strategic objectives throughout the organization in leveraging resources with seamless agility ultimately contributing to accomplishing the mission.
- **2.3 Force Readiness** – Providing for the physical, material, mental, and spiritual health of customers segments in order to enhance readiness that enables resiliency.
- **2.4 Strategic Communications** – Facilitate communication of strategic objectives related to LOE 2.

### LOE 3 Infrastructure Sustainment and Revitalization

In assessing infrastructure sustainment and revitalization through MB principles, the SDT recognized the need for the Garrison to fulfill its legal, ethical, and societal responsibilities while responding in the most efficient manner to operate, sustain, and revitalize infrastructure. The Garrison objective in LOE 3 is: Leveraging resources to maintain and revitalize the infrastructure in support of the mission. LOE 3 has three major objectives.

- **3.1 Infrastructure** – Enable readiness with flexible infrastructure that supports requirements.
- **3.2 Sustainability** – Optimizing resources by minimizing consumption, limiting waste, and protecting natural resources to create a sustainable and resilient installation.
- **3.3 Communications Strategy** – Facilitate communication of strategic objectives related to LOE 3.

## ABOUT FORT LEAVENWORTH.

The Garrison continues to be  
“The Best Hometown in the Army!”

Our vision expresses the commitment to service excellence by the total workforce to create a *sense of belongingness* to a diverse and transient customer base. This military installation stands as the **oldest continuously active Army post west of the Mississippi River**. Steeped in history, the post has evolved from an isolated frontier fort safeguarding westward expansion to become what is referred to as the *“Intellectual Center of the Army.”* Since the inception of the Command and General Staff Officer Course (CGSOC) in 1881, the installation has enjoyed a continuing legacy of educational excellence in preparing Army leaders to safeguard America's interests at home and abroad.



It is considered a **small installation** relative to population and physical size. Based on military and Department of Defense (DoD) Civilian income, expenditures, and construction contracts, this installation is one of the **largest employers in northeast Kansas**. **The installation's economic impact on the community exceeds \$2.4 billion each year**. While developing and training the Army's future military and civilian leaders, the installation also supports the only maximum-security military correctional facility in the United States and a regional correctional facility.

The installation is recognized as one of the **“8 Wonders of Kansas”** in the categories of History and People as determined by popular vote, public nominations, and research by the Kansas Sampler Foundation Selection Committee. Tucked away in the heartland of America, the installation is an historic post noted for its campus-like setting, open green spaces with lush trees and hometown character. With a focus on community, family, and safety, there is no question the Garrison and installation are achieving its vision to be “the Best Hometown in the Army”.

The Garrison seeks to promote a vibrant, well-managed, and supportive community to create an environment most conducive for Soldiers, Civilians, and their Families to live, work and raise a family. Through the utilization of MB principles the Garrison is able to continuously identify gaps and focus on key performance requirements represented in product offerings in supporting the community.

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*“Fort Leavenworth has to be one of the nicest Army posts I have been to. There are many hidden gems here, from the WWII Cemetery to petrified tracks from the Oregon Trail!”*

*Frank L, Celebration, FL*

*“I have a soft spot for the small and historic post. Enjoyable as always, will definitely recommend!”*

*Dan O., Madison Heights, MI*

*“They keep the post well taken care of and I love it. The people working the front gate are super nice.”*

*Stephanie S., Fort Leavenworth, KS*

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Source: Yelp.com

## THE GARRISON PROFILE (CONTINUED)

### Assets.

In addition to being a National Historic Landmark District (NHLD), the installation is home of the Army University, charged with directly integrating 70 separate U.S. Army Training and Doctrine Command (TRADOC) internal school programs and more than 100 additional institutions. The Army's educational enterprise one of the largest academic systems in the United States. The Lewis and Clark Center is a state-of-the-art instructional facility that houses a large portion of Army University academia to include the Command and General Staff College (CGSC).

The installation is also home to the military's United States Disciplinary Barracks (USDB) and the Midwest Joint Regional Correctional Facility (JRCF). The USDB is the only maximum security correctional facility in DoD established in 1875. It is the oldest penal institution in continuous operation in the Federal System housed in a new facility as of 2002.

The JRCF is the newest DoD correctional facility opening in 2010 as a medium/minimum custody facility providing pre-trial and post-trial incarceration for U.S. military prisoners sentenced to up to five years. A summary of facilities owned, operated and maintained by the Garrison is illustrated in Figure 3.

**Fort Leavenworth Infrastructure Figure 3**

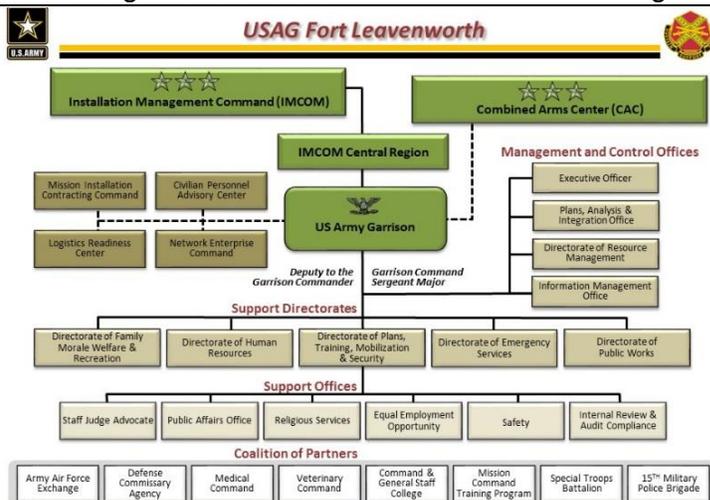
Description of Major Asset	Est. Space
Army Owned Buildings	314
Privately Owned Buildings	33
Army Owned Square Feet	4.5 mil SF
Privately Owned Square Feet	5.3 mil SF
Training Ranges	1
Airfields	1
Family Housing Units	1,688
Barracks Spaces	408
Guest Housing Units	636
Acreeage	5,636
Paved Roads miles	66

### Organizational Structure.

The structure of the Garrison is depicted in Figure 4 in accordance with IMCOM Standard Garrison Organization (SGO). The Garrison Commander (GC) is an Army Colonel and is the senior leader of the organization. The rater for the GC is the IMCOM Central Region Director. The GC, the Deputy to the Garrison Commander (DGC), and the Command Sergeant Major (CSM) comprise the senior leadership of the Garrison. Program directors provide services that are key to the mission and manage the key processes. Support Offices facilitate the delivery of services that support key mission and personnel. Management Control Offices act as primary advisors in business operations, plans, and improvement. Civilian Personnel Advisory Center (CPAC), Mission Contracting (MICC), Logistics Readiness Center (LRC), and Network Enterprise Center (NEC) fall under different commands; they offer integral support to the Garrison.

**Garrison Organizational Chart**

**Figure 4**



IMCOM directly reports to the Army Chief of Staff and manages the day-to-day infrastructure and support programs for Army installations, allowing mission commanders to focus on their mission: to fight and win the nation's wars. It also allows for cost avoidance and cost savings by centralizing management and purchasing power. It enables Soldiers to focus on preparing for the current and future fight because they know their families at home are being cared for. IMCOM, through regional directors, leads 75 Garrisons worldwide.

## MISSION ESSENTIAL TASKS (METs).

In October 2014, *Total Army Strong* (TAS) was indoctrinated giving the installations the authority to determine what Soldier and Family quality-of-life programs work best in their particular geographic communities, because needs differ from installation to installation. TAS sustains a system of programs and services to mitigate the unique demands of military life, foster life skills, strengthen resilience and promote a strong and ready Army. In order to accomplish the distinctive mission, senior leaders focus on key requirements in accomplishing such an undertaking. The Mission Essential Tasks (METs) listed below are aligned with LOEs in support of the IMCOM 2025 and Beyond and the Garrison strategic objectives. Striving for excellence in providing these services is paramount to the success of the Garrison in reaching the mission thus enabling readiness.

### 1. ● Exercise Command and Control

In any Army environment command and control, is the exercise of authority and direction by the commanding officer.

### 2. ● Provide for Public Safety and Security

Force protection continues to be a key requirement for all of the customer groups. Law enforcement, emergency response, installation security and facility safety are critical elements in ensuring that the installation is a safe place to live, work, and train.

### 3. ● Sustain and Improve Installation Infrastructure

In keeping with its frontier history, the installation cites the largest number of historical buildings outside of West Point. With nearly 300 buildings and other points of special interest listed on the National Registry, the Garrison works to balance its original historical appearance with its overarching prerequisites for providing functionally modern facilities.

### 4. ● Provide Sound Stewardship of Resources and the Environment

Environmental stewardship is one of the keys to sustainability. From every person, from fence to fence, and every action and material, from cradle to grave to ensure compliance with applicable laws, policies and regulations.

LOE 1●: Professional Workforce  
LOE 2●: Effective Base Operations Support Services  
LOE 3●: Infrastructure Sustainment and Revitalization

### 5. ●● Provide Services and Programs that Support Training and Enable Readiness

An integral role in ensuring that Soldiers and their Families are well-trained, prepared and able to mobilize on a moment's notice. In accomplishing this, the following services are provided:

- Military personnel services including in and out processing, transition and retirement services, personnel actions, ID Cards, and casualty operations
- Training facilities and ranges
- Family support to include training and support of Family Readiness Groups, deployment briefings, Family Advocacy, and Army Emergency Relief
- Physical readiness programs and facilities such as fitness centers, unit sports, and wellness and prevention programs
- Continuing education services

### 6. ● Execute Community, Family and Morale, Welfare and Recreation and Family Support Services

In order to provide a quality of life indicative of "the Best Hometown in the Army," the Garrison places special emphasis on providing recreational and entertainment, religious, and health and wellness programs and facilities. Focusing on local needs to be in line with the TAS and continues to be committed to:

- Building a partnership with Army Families that enhances their strength and resilience.
- Standardizing and funding existing Family programs and services.
- Ensuring excellence in school, youth service and child care services
- Expanding education and employment opportunities

## CUSTOMERS AND STAKEHOLDERS.

Garrison services have been standardized throughout IMCOM extending a baseline level of services to customers no matter the installation. Due to the uniqueness in demographics and history at the installation, the workforce strives to manage customer expectations. Key customer groups and their key requirements (METs as listed on page 8) and expectations of services are illustrated in Figure 5.



**Key Customer Requirements** **Figure 5**

Customer Segment	MET Key Requirement
Military Students (CGSC, SAMS, etc)	2, 5, 6
Permanent Party Soldiers (15 <sup>th</sup> MP, CAC, etc)	2, 5, 6
Civilian Students (AMSC, SHARP, etc)	2, 5, 6
Family members – Enlisted and Officer	2, 5, 6
Retirees, Veterans and Gold Star families	2, 5, 6
Civilian Employees (Workforce)	1 - 6
Partners/Stakeholders (Mission Commanders, City and County Officials, etc)	1, 2, 3, 4

Our unique marketplace affords the organization opportunities for dialogue with local communities. Stakeholders include those partners that enable the Garrison to meet key customer requirements. The cities of Leavenworth, Lansing, Platte City, and Greater Kansas City work tandem with the installation in identifying and supporting the needs of the community as a whole. Memoranda of agreement are devised to describe cooperative relationships in meeting shared objectives.

**Key Enablers** **Figure 6**

Key Supplier or Partner Name	Product – Services Provided	Business Type
Network Enterprise Center (NEC)	Information technology/ Network	DoD partner
American Water Company	Water / Waste water	Privatize
Army Air Force Exchange Services	Retail, fuel, food services	DoD partner
Civilian Personnel Advisory Center	Civilian personnel/ Employment	DoD partner
Construction Support Contractors	Construction	Privatize
Construction Support Contractors	Construction	Privatize
Defense Commissary Agency	Commissary, groceries	DoD partner
Deffenbaugh Industries	Waste management services	Privatize
DENCOM	Dental care	DoD partner
Goodwill Industries Custodial Services	Cleaning	Privatize
InterContinental Hotel Group (IHG)	Lodging Services	Privatize
Leavenworth/Jefferson Electric Co-op	Gas and Electric utilities	Privatize
Logistics Readiness Center (LRC)	Maintenance, Logistics	DoD partner
MEDCOM	Medical care/ Occupational health	DoD partner
Michaels Military Housing	Family housing	Privatize
Mission and Installation Contracting	Contracting and acquisition services	DoD partner
U.S. Army Corps of Engineers	Construction design/ Project oversight	DoD partner
United School District #207	Education grades K - 9	KSDE

*“We need to learn to set our course by the stars, not by the lights of every passing ship.”*

*Gen. Omar N. Bradley*

The Garrison ensures effective communication with these suppliers and other partners through numerous means. They participate in bi-weekly expanded staff call meetings and act as consultants and subject matter experts when needed. Suppliers and partners are also integral to the IPB each year. Figure 6 outlines many of the key suppliers and partners and the services provided to the Garrison.

## THE WORKFORCE.

Key segments of the workforce are military, civilians funded with Appropriated Funds (APF), civilians funded with Non-Appropriated Funds (NAF) and contractors. Figure 7 provides details on the employee profile of the Garrison.

The workforce includes a large number of military retirees. The workforce is well educated with more than 30% having education past high school, while another 12% have master-level degrees and certifications. The Garrison has a rather permanent workforce with more than 67% of employees working for more than 10 years. In recent years, the workforce is changing to adapt to an increase in the number of retirements leading to attrition.

In addition to those on the payroll, over 900 volunteers generously contribute an inordinate amount of time in excess of 79,000 hours per year saving the installation an estimated \$1.8 million dollars in labor. Their supplementary experience and commitment is immeasurable to sustaining programs.



The one active union, the American Federation of Government Employees (AFGE), provides comprehensive services for its members including legal, legislative, technical, political and union-building assistance. The goal of its local chapter is to serve the needs of all Fort Leavenworth employees and to represent their best interests when dealing with their employers.

**Garrison Workforce Profile**

Employee Demographics	
Military Officer	5
Military Enlisted	6
APF Civilians	380
Non-APF Civilians	394
Contractors	6
<b>TOTAL</b>	<b>791</b>

Employee Diversity	% of Total
Male	52%
Female	48%
Black	7%
Caucasian	46%
Hispanic	2%
Asian	0.3%
Other	0.7%
2 or More	44%

Employee Grades	% of Total
GS 13-15	6%
GS 9-12	40%
GS 1-8	37%
WG Workers	17%

**Figure 7**

Employee Education	% of Total
High School	52%
Some college/ Assoc	22%
Bachelors	14%
Masters	12%
Doctorate	0%

*“If everyone is thinking alike, then somebody isn’t thinking.”*

*Gen. George S. Patton*

## COMPETITIVE ENVIRONMENT.

While many of the installation recreation and entertainment activities compete for business with off-post restaurants and shopping centers, the greatest competition stems from customer expectations about the installation as a whole and the quality of Garrison services. As most Soldiers move to new installations every two years, by the time they come to this installation, they have lived, worked and trained at many Army posts both in the United States and abroad.



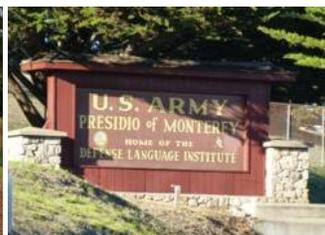
Senior leaders realize that if the Garrison is to be “*The Best Hometown in the Army*” it must compare the quality of its services with Army installations worldwide and exploit its core competencies to achieve competitive advantage. The most discernable traits that delineate installations from which to compare include those with a training mission, historical properties, a smaller population size, and a large contingency of military officers. Installations most similar are below. In order for the Garrison to realize its vision, it is important to benchmark itself against comparable installations to determine competitiveness. Figure 8 provides better understanding of those installations most comparable to Fort Leavenworth.

Comparable Installations

Figure 8

Installation Name	Mission	History	Population	Type of Customer
Fort Leavenworth	TRADOC	1827	5,300 Military 2,100 Civilian	Command and General’s Staff College Army Management Staff College
Fort Huachuca	TRADOC ●	1877 ●	5,600 Military ● 8,000 Civilian ●	Military Intelligence Officer Basic Leadership Course ● Military Intelligence Captains Career Course ● Warrant Officers Basic and Advance Courses ●
West Point	DIRECT REPORT ●	1802 ●	4,400 Military ● 2,300 Civilian ●	Military Cadets training to become Officers ●
Presidio of Monterey	TRADOC ●	1846 ●	4,600 Military ● 1,590 Civilian ●	Defense Language Institute ●
Carlisle Barracks	TRADOC ●	1757 ●	600 Military ● 1,300 Civilian ●	U.S. Army War College ●

Matches that of USAG FTLVN: ● Very Similar, ● Somewhat similar, ● Not at all similar



## CONCLUSION.

Key strategic objectives identified through Malcolm Baldrige (MB) principles empower the Garrison to realize its goals, improve results, and become more competitive. Only through dynamic strategic objectives as outlined in this strategy can the Garrison produce ready and resilient Soldiers, Families and Civilians - - the foundation of Army Readiness.

The Garrison must rely on the very people it serves to develop tactical plans to meet larger strategic objectives. With a full commitment to the mission and vision, and a sense of duty for our nation and the Army, the Garrison has enabled an environment for performance improvement for today and in the future.

We are “The Best Hometown in the Army”.

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*“Begin with the end in mind.”*

*Dr. Stephen R. Covey*

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## ACRONYMS.

AFGE	American Federation of Government Employees
APF	Appropriated Fund
BASEOPS	Base Operations
CAC	Combined Arms Center
CGSOC	Command and Generals Staff Officer College
CPAC	Civilian Personnel Advisory Center
CSM	Command Sargent Major
DGC	Deputy Garrison Commander
DoD	Department of Defense
GC	Garrison Commander
IMCOM	Installation Management Command
IPB	Installation Planning Board
LOE	Lines of Effort
LRC	Logistics Readiness Center
NAF	Non-Appropriated Fund
NEC	Network Enterprise Center
NHLD	National Historic Landmark District
PAR	Performance Assessment Review
SDT	Strategic Development Team
SGO	Standard Garrison Organization
SME	Subject Matter Expert
SMS	Strategic Management System
SPP	Strategic Planning Process
TAS	Total Army Strong
TRADOC	Training and Doctrine Command
USDB	United States Disciplinary Barracks
JRCF	Joint Regional Correctional Facility

## APPENDIX 1

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME YEAR	RESULTS & MEASURES
<b>LOE 1 Professional Workforce</b>							
Measurement Agility	4.1 A	1	1.1	MA.4 SMS training and/or access for all SPP COA champions	ALL DIR	< 1	MR.4 Completion rate of training received
Best Practices	4.1 C	1	1.1	MA.6 Develop best practice sharing opportunities through employee forums, WFD newsletter and SharePoint setting culture	DHR	1 - 2	MR.6 # of best practices deployed
Product and Process Improvement	6.1 B	1	1.1	OA.4 Deploy KIDS concept for understanding	PAIO	1 - 2	
Capability and Capacity	5.1 A	5,6	1.1	WA.1 Focus groups to determine best methods to improve IDP process, address results from climate survey > deploy	DHR	1 - 2	
Workforce Environment	5.1 B	5,6	1.1	WA.7 Promotion plan to encourage workforce better health: AWC, presidents challenge.com, Resiliency Campus (est. goals)	PAO FMWR DHR	1 - 2	WR.5
Benefits and Policies	5.1 B	5,6	1.1	WA.9 Develop professional training promotion program, DA, IMCOM, OPEX etc	DHR	2 - 3	WR.7 SDC, CES, misc courses accomplished
Drivers of Engagement	5.2 A	5,6	1.1	WA.11 Develop program for managers to learn 10 C's > deploy	GC	2 - 3	
Learning and Development System	5.2 B	5,6	1.1	WA.16 OPORD requiring AAR/Trip report after each training/development opportunity	DHR	1 - 2	WR.11 # of trip reports shared
Promoting Legal and Ethical Behavior	1.1 A	1	1.2	<i>None identified at this time</i>	LR.2 Aggregate data 1. Requests for Legal Review assistance (SJA), 2. Ethical/Legal claims from IRACO audit findings (IRACO)		
Product and Process Requirements	6.1 A	1	1.2	OA.1 Promote MET as part of SPP marketing	PAIO	< 1	
Design Concepts	6.1 A	1	1.2	OA.2 Develop materials to explain IMS	PAIO	< 1	
Listening to Potential Customers	3.1 A	5	1.2	CA.5 Determine all TDY populations, and relative needs	PAIO PAO	1 - 2	CR.3 Aggregate data 1. CES Survey analysis, How do we compare 2. Satisfaction with USAG Services
Engagement - Relationship Management	3.2 B	5,6	1.2	CA.15 Create question on ICE card, "How can we improve this service"	PAIO	> 1	CR.10 Show responses to CA.15 questions in monthly reporting to SSP managers
Engagement - Relationship Management	3.2 B	5,6	1.2	CA.16 Develop survey to obtain feedback from outgoing customers	FMWR DPTM	1 - 2	CR.11 Aggregate data from CA.16
Capability and Capacity	5.1 A	5,6	1.2	WA.2 Establish outgoing employee process to obtain feedback (exit interview)	DHR	1 - 2	WR.1 Results from WA.2
New Workforce Members	5.1 A	5,6	1.2	WA.3 Determine if newcomers orientation is advantageous to employees > deploy changes	DHR	< 1	WR.2 Results from WA.3

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME YEAR	RESULTS & MEASURES
Work Accomplishment	5.1 A	5,6	1.2	WA.4 Evaluate performance and satisfaction based on WA.5	PAIO PAO	2 - 3	WR.3 Results from WA.4
Assessment of Engagement	5.2 A	5,6	1.2	WA.13 Poll employees if they feel empowered to do their jobs, and how they define engagement	DHR	1 - 2	WR.9 Aggregate data 1. Retention, 2. Grievance, 3. Absenteeism
Innovation Management	6.1 C	1	1.3	OA.5 Develop "Innovation Promise" of 3 keys to risk taking	GC	1 - 2	
Listening to Current Customers	3.1 A	5,6	1.3	CA.1 Ask for feedback from customer on Big 3 Community Events using Social media/Blitz	FMWR DPTM	< 1	CR.1 Measure feedback from Big 3 Events
Listening to Potential Customers	3.1 A	5,6	1.3	CA.4 Establish integrated system to share customer support improvements	PAIO	1 - 2	
Determine Satisfaction and Engagement	3.1 B	5,6	1.3	CA.8 Create action plans for systemic issues tracked as trends from ICE	PAIO	1 - 2	CR.5 Show ICE Trends charts from SMS on key issues
Listening to Current Customers	3.1A	5,6	1.3	CA.2 Promote feedback using ICE system, QR codes/links to workforce and customers	ALL DIR	< 1	CR.2 Social media likes/follows, Website trends
Engagement - Complaint Management	3.2 B	5,6	1.3	CA.17 Poll customer segments in determining satisfaction of services and complaint resolution process through means other than ICE (social media)	PAO FMWR	> 1	CR.12 ICE data close out and follow-up on submissions
Learning and Development System	5.2 B	5,6	1.3	WA.17 Identify employees to retire then Develop continuity plans for each	DHR	1 - 2	WR.12 # of plans developed
Performance Evaluation	1.1 B	1	1.4	LA.10 Promote Command Climate survey to receive maximum participation	PAO	1 - 2	LR.6 Aggregate data 1. Historical results from Command Climate survey 2. Number of surveys completed
Listening to Potential Customers	3.1 A	5	1.4	CA.7 Create battle rhythm to promote newcomer info thru social media	PAO	< 1	CR.4 Website trends for newcomers/visitors page
Listening to Potential Customers	3.1 A	5,6	1.4	CA.3 Poll CIC participants and customer segments for feedback on best way to obtain information	PAO FMWR	< 1	
Listening to Potential Customers	3.1 A	5,6	1.4	CA.6 Develop information at "first-touch" locations (housing/ schools) for PCS ing families promoting garrison services	PAO FMWR	1 - 2	
Engagement - Customer Support	3.2 A	5,6	1.4	CA.11 Research marketing techniques to enable customers to seek information > deploy	PAO FMWR	1 - 2	

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME YEAR	RESULTS & MEASURES
Engagement - Customer Segmentation	3.2 A	5,6	1.4	CA.12 Research to understand specific demographics for each customer segment	PAO PAIO	2 - 3	
Engagement - Relationship Management	3.2 B	5,6	1.4	CA.13 Continuity between CIC, websites, and social media information	PAO FMWR	1 - 2	
Engagement - Relationship Management	3.2 B	5,6	1.4	CA.14 Engagement activities in social content	PAO FMWR	> 1	CR.9 Change in likes/follows/comments based on engagement marketing
Change Management	5.1 A	5,6	1.4	WA.6 Employee only KM tools to find information, receive communicate updates from senior leaders	DPTM DHR	1 - 2	
Workforce Environment	5.1 B	5,6	1.4	WA.8 Promote climate survey and share results and info	PAO	< 1	WR.6 Climate survey results aggregate for engagement based on 10 C's
Organizational Culture	5.2 A	5,6	1.4	WA.10 Deploy meeting minutes from official meetings and make available to workforce	DPTM	< 1	WR.8 Climate survey results related to communication flow over time
Drivers of Engagement	5.2 A	5,6	1.4	WA.12 More consistent GC messages to workforce (emails, WFD newsletter, Bi-Weekly)	GC DHR PAO		
Performance Management	5.2 A	5,6	1.4	WA.14 Promote current programs through other forums, newsletters > share success stories	DHR	< 1	WR.10 # of employees receiving awards

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME	RESULTS & MEASURES
<b>LOE 2 BASOPS Support Services</b>							
<b>Creating Successful Organization</b>	1.1 A	1	2.1	LA.4 Establish battle rhythm for sharing Strategic planning successes to customer segments	PAO PAIO	> 1	LR.3 SMS dashboard Gantt chart status of action plans from SPP (PAIO)
<b>Focus On Action</b>	1.1 B	1	2.1	LA.8 Establish battle rhythm for leadership to receive updates on action plans (OPORD) as part of PAR and IPB	PAIO	> 1	
<b>Societal Responsibilities</b>	1.1 C	1	2.1	LA.12 Determine active retiree/veterans, determine requirement for accessing information	PAO DHR FMWR	1 - 2	
<b>Governance System</b>	1.2 A	1	2.1	LA.9 Establish local repository for regulations, policies, legal opinions, etc.	DPTM	1 - 2	LR.5 Requests for legal assistance and time to respond
<b>Innovation</b>	2.1 A	1	2.1	SA.2 Create opportunities for Champions to brief action plans to GC team	PAIO	< 1	
<b>Future Performance</b>	4.1 C	1	2.1	MA.7 Set quantitative goals and timelines for each COA	ALL DIR	< 1	MR.7 Ability to meet those goals
<b>Continuous Improvement/innovation</b>	4.1 C	1	2.1	MA.8 Develop training material/promotion about Continuous improvement	PAIO DHR	1 - 2	MR.8 # of employees learning continuous improvement
<b>Knowledge Management</b>	4.2 A	1	2.1	MA.9 Develop Knowledge Mgmt. program to collect information	DPTM PAIO	2 - 3	
<b>Satisfaction of Competitors</b>	3.1 B	5,6	2.1	CA.9 Provide competitor satisfaction information to SSP managers monthly	PAIO	< 1	CR.6 ICE Satisfaction compared to other installations
<b>Engagement - Product Offering</b>	3.2 A	5,6	2.1	CA.10 Determine through customers segments what makes USAG FTLVN the Best Hometown in the Army	PAO	1 - 2	CR.7 Aggregate data from CA.10 and CA.11
<b>Engagement - Product Offering</b>	3.2 A	5,6	2.1	CA.11 Develop and track measures to track how well FTLVN is meeting customer needs related to unique-ness based on CA.10	PAO	1 - 2	CR.8 Volunteer contributions (cost savings)
<b>Comparative Data</b>	4.1 A	5,6	2.1	MA.2 Provide comparable ICE and ISR data from like installations per MET (CLS) quarterly	PAIO	> 1	MR.1 ICE comparative data to like installations by MET
<b>Customer Data</b>	4.1 A	5,6	2.1	MA.3 Develop customer feedback on location marketing blitzes/social media/incentive program to obtain more feedback	FMWR PAO	1 - 2	MR.3 ICE satisfaction over time data
<b>Change Management</b>	5.1 A	5,6	2.1	WA.5 Determine which programs are most important to unique customer segments for more specific focus by workforce (redefine METS)	PAIO	1 - 2	WR.4 Results from WA.4

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME	RESULTS & MEASURES
Comparative Data		5,6	2.1		PAIO	> 1	MR.2 ISR Comparative data like installations by MET
Vision, Values and Mission	1.1 A	1	2.2	LA.1. Promote MVV	PAO	> 1	LR.1 Poll customer segments determine if they know MVV and support concept (PAO)
Vision, Values and Mission	1.1 A	1	2.2	LA.2 Survey customer groups, to determine MVV shared sentiments	PAO	> 1	
Vision, Values and Mission	1.1 A	1	2.2	LA.3 Increase understanding and importance of MVV esp. values thru SPP, NEO, etc	PAIO	1 - 2	
Creating Successful Organization	1.1 A	1	2.2	LA.5 OPORD to sustain SPP (COA and Results)	PAIO	> 1	
Strategy Considerations	2.1 A	1	2.2	SA.3 Re-evaluate SPP with annual Organizational Self-Assessment in time to review at IPB	PAIO	@ YEAR	
Key Strategic Objectives	2.1 B	1	2.2	SA.4 Set OPORD to develop action plans identified by SDT to align to strategic objectives for action	ALL DIR	< 1	
Action Plans	2.2 A	1	2.2	SA.5 OPORD to Set champion for each action plan, to develop, sustain and track results	ALL DIR	< 1	
Action Plan Implementation	2.2 A	1	2.2	SA.6 Set deadlines and goals for each action plan, hold champion responsible with performance objectives	ALL DIR	< 1	
Resource Allocation	2.2 A	1	2.2	SA.7 Establish review during the PAR to discussion SPP Action plan status and measures	PAIO	< 1	
Performance Measures	2.2 A	1	2.2	SA.9 SPP process defines the measures that matter - SMS dashboard	PAIO	< 1	
Performance Measures	4.1 A	1	2.2	MA.1 Keep performance measures a priority through CUB meetings, C-PM and others	DPTM	> 1	See LR.3
Performance Analysis and Review	4.1 B	1	2.2	MA.5 Create dashboards/systems in SMS to provide SPP updates based on LOE	PAIO	< 1	MR.5 Hot button in SMS for SPP LOEs
Data and Information Quality	4.2 B	1	2.2	MA.10 Specify key data required to determine how well USAG FTLVN is performing related to SPP	PAIO	< 1	
Process Implementation	6.1 B	1	2.2	OA.3 OPORD use PAR and IPB to review/assess strategic measures	ALL DIR PAIO	< 1	

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME	RESULTS & MEASURES
Safety and Emergency Preparedness	6.2 C	2	2.3	OA.6 Assess ADSO program, survey employees to determine how best drive the program	Safety	< 1	OA.1 Aggregate safety data for award streamer 1. A/B accidents, 2. CRM training, 3. ARAP requirements
Safety and Emergency Preparedness	6.2 C	2	2.3	A.7 Promote ARAP to receive more results and share results to workforce	PAO Safety	2 - 3	OA.2 ARAP results over time
Emergency Preparedness	6.2 C	2	2.3	A.8 Set up battle rhythm to require ADHOC POC updates	DPTM	1 - 2	OA.3 Aggregate data 1. # of ADHOC persons using system, 2. # of updates, over time
Performance Management	5.2 A	5,6	2.3	WA.15 Establish guidance on policy requiring min. award for level of objectives met giving objectives more value	DHR	1 - 2	
Learning/Development Effectiveness	5.2 B	5,6	2.3	WA.18 Coordinate networking/mentorship plan to ensure employees have peer support	DHR	2 - 3	
Communication and Organizational Performance	1.1 B	1	2.4	LA.6 Survey customer segments to determine best way for leadership to communicate	PAO	> 1	LR.4 Aggregate data 1. Employee Climate survey re: communication, 2. Customer survey on communication from A.6
Communication and Organizational Performance	1.1 B	1	2.4	LA.7 Integrate leadership communication through technological tools	PAO	> 1	
Strategic Planning Process	2.1 A	1	2.4	SA.1 Promote strategic plan, command influence and marketing	PAIO PAO	< 1	
Workforce Plans	2.2 A	1	2.4	SA.8 Kick off SPP meeting, GC endorsements	GC	< 1	

KEY CATEGORY DESCRIPTION	MB REF	MET	LOE	COURSE OF ACTION	COA POC	TIME	RESULTS & MEASURES
<b>LOE 3 Infrastructure Sustainment and Revitalization</b>							
<b>Societal Responsibilities</b>	1.1 C	1	3.2	LA.11 MOA with off post organizations to share information about events/programs	PAO	1 - 2	LR.7 Aggregate data 1. Participation PAIR/RAD/Run for Fallen as an indicator of success, 2. participation in those events
<b>Societal Responsibilities</b>	1.1 C	1	3.2	LA.13 Promote environmental services and successes to all customer segments	DPW / PAO	1 - 2	LR.8 Aggregate data from ISR related to environmental services



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