

The FDRLO
STRATEGIC ACTION PLAN
2016

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INTRODUCTION

Accomplishing strategic goals involves more than just writing a good strategic plan. It requires that the organization's leadership understand the plan, take ownership of it and put it into action.

In 2011 members of the Board of Directors and some members of the Fort Drum Top Team, developed a strategic plan document for FDRLO. That document was staffed and a final draft was presented to the Strategic Planning Committee and the Board of Directors and approved in 2012.

In December 2015 a full front-end analysis of the existing strategic planning process was completed. After a series of workshops attended by members of the Board of Directors and some members of Fort Drum's military and civilian Leadership Team, a final draft document was produced for review by the Board of Directors in June 2016.

The Strategic Planning Committee reviewed the comments from the Board of Directors and Fort Drum's Leadership and prepared the final Strategic Plan document for the Board of Director's approval. This document, the FDRLO 2016 Strategic Action Plan is the result.

The plan outlines our strategic direction and the strategies developed to ensure that we can accomplish our day-to-day mission while shaping our vision. It provides us the road map we will follow and a method to measure progress as we make our journey.

The FDRLO Strategic Direction

Mission Statement: 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.

FDRLO Vision: Through the leadership efforts and activities of the FDRLO, the Department of Defense, the Army and our federal, state and local leaders recognize FDRLO as a key partner and community liaison with the knowledge, experience, understanding and ability to resolve issues of significance to Fort Drum and to sustain its notable presence for the betterment of the region.

The strategic planning process began in 2015 with an assessment of the FDRLO's internal and external operating environments. The FDRLO Board of Directors identified the organizational strengths, weaknesses, opportunities, and threats and made some assumptions about their impact over time. These assumptions were our best guesses based on our judgement and the facts available at the time. Since planning assumptions are used as facts during the update workshops, the 2016 assumptions are recorded below for periodic review.

2016 FDRLO PLANNING ASSUMPTIONS

Fort Drum:

- Soldier readiness will remain a priority for the Army.
- Infrastructure readiness will remain a priority for the Army.
- The Operational Tempo (deployment and training activities) remain high. The character of deployments may change.
- The Active Duty Military population will not significantly change.
- The Reserve and National Guard supported population will increase.
- Relationships and training with associated units will grow.
- Demand for usage of training areas and ranges will increase.
- The Department of the Army Civilian population will decrease.
- Base operations funding will decrease.
- Facility maintenance costs will increase.
- Partnering with business and not-for-profit organizations will continue to evolve.
- Emphasis on environmental compliance will increase.
- Percentage of DOD retirees staying in the area will stay the same.
- Demand for quality and affordable housing for Army families will continue.
- Opportunity for military spouse employment on the installation will decrease.
- The need for adequate health care for Soldiers and their Families will remain the same.
- There will be periodic rounds of BRAC and force restructuring in response to federal fiscal restraints and Fort Drum (10th MD) will survive each.
- The community infrastructure will continue to meet military demands.
- Fort Drum has capacity to accommodate additional mission.
- FDRLO continues to be relevant to the region.

Fort Drum Region:

- The local population will continue to support Soldiers and their Families.
- The population demographic segmentation will remain stable.
- The regional per capita income will remain lower than the NYS average.
- The economic environment will remain the same.
- Fiscal condition of local government will remain a challenge.
- Access to public transportation will remain a challenge.
- Political support for continued military presence in the region will remain strong.
- Employment growth in the service sector will remain flat.
- Demand for quality and affordable housing will remain the same.
- Agriculture as a percentage of the economy will stay the same.
- Tourism as a percentage of the economy will remain the same.
- The government operating cost will increase.
- The tax base will remain the same.
- State/Federal aid will decrease.
- The number of State/Federal mandated programs without resources will increase.
- The cost of health care will increase.
- Inter-municipal cooperation and consolidation will increase.
- The partnership between Fort Drum and the community will increase.
- The lack of economic diversity continues to challenge the region.

THE FDRLO GOALS

- Goal 1. Enhance the Sustainability of Fort Drum and the Fort Drum Region
- Goal 2. Enhance Coordination with Fort Drum, Army, and Civilian Leadership.
- Goal 3. Enrich Marketing, Communication and Outreach
- Goal 4. Ensure FDRLO has the Resources and Financial Stability to Sustain its Mission.
- Goal 5. Examine Organizational Structure and Development

For each goal, objectives have been established. The objectives define how we will accomplish our goals. In order to achieve our objectives, actions were developed to identify the “what” must be done. As we proceed we will identify who is responsible, when it must be completed and an

estimate of how much it will cost. Our objective is to link our plan to the budget process to ensure that the actions that support our goals and objectives are adequately resourced.

The Strategic Action Plan goals and objectives are outlined on the following pages. Collectively, when implemented, they will transform our organization. The End State of this transformation is our vision. Achieving it will take time, resources, and a system to manage the implementation.

The Board Chair will appoint a Goaltender for each goal. The Goaltender's responsibility is to stay updated on the status of each objective within that goal and report it and the progress towards the goal to the Board of Directors at periodic meetings. These periodic reviews will allow the Board and FDRLO's membership to measure progress towards goal accomplishment; re-prioritize resources if required; and provide a forum for additional implementation guidance. Annual plan updates provide a mechanism to keep our Strategic Plan current and accommodate any changes in our planning assumptions. These initiatives and the other components of our implementation management strategy will help maintain the conditions required for our Strategic Action Plan.

The challenges and opportunities that face our community and our Army demand the type of innovative and forward thinking embodied in this plan.

Mary M Corriveau
Chair, Board of Directors

THE FDRLO GOALS

Goal 1. Enhance the sustainability of Fort Drum and the Fort Drum Region.

- Objective 1. Develop an action plan to prevent Fort Drum and the 10th Mountain Division from continued troop reductions, civilian cuts, or BRAC.
 - Action 1. Generate local, state and national support to strengthen training agreements and develop additional partnerships so that Fort Drum remains the Northeast Training Hub.
 - Action 2. Using the Military Value Analysis and other tools, identify weaknesses at Fort Drum and develop plans to improve.
- Objective 2. Assist the Fort Drum as they identify programs slated for reduction that lend themselves to public/private partnerships that are mutually beneficial.
- Objective 3. Partner with our federal elected officials to ensure Fort Drum's success.
- Objective 4. Support future partnerships that are compatible with the mission of the 10th Mountain Division and that raise the military value of the installation and the Division in the eyes of the Department of Defense (DoD).

Goal 2. Enhance coordination with Fort Drum, Army, and Civilian Leadership.

- Objective 1. To cultivate and improve the lines of communication between FDRLO and our strategic partners at the local, state, and national level to ensure a common operating picture and enhance situational awareness.
 - Action 1. Develop and implement regular leader meetings for dialogue, team building, and mutual understanding with Fort Drum's military and civilian leadership.
 - Action 2. Develop and implement a strategy to bring a broader constituency of community leaders together regularly for dialogue and team building.

- Action 3. Enhance the outreach and relationship with our elected federal officials.
 - Action 4. Personally engage military and political decision makers in the promotion of Fort Drum and the Fort Drum region on a consistent basis. Invite a delegation from Fort Drum to join us in this endeavor.
 - Action 5. Engage and leverage our professional partners in the Governor's Office, and in Washington D.C. to represent Fort Drum and the Fort Drum region to military decision makers and political leaders.
 - Action 6. Identify strategic alliances (local: schools, medical, social services, legal; state and national, etc.) to develop and enhance the relationships.
- Objective 2. Enhance the community's overall understanding of the opportunities and challenges facing the Department of Defense, U.S. Army, 10th Mountain Division, and Fort Drum.
- Action 1. Develop and implement a Speaker's Bureau that will bring high level DOD and Army speakers to the region on National level issues of relevance to Fort Drum. Also to facilitate getting Fort Drum Soldiers out into the community to address smaller civic groups about military service.
 - Action 2. Educate and inform current and future local military and civilian leaders (public/private sectors, Albany, Reserve Components, Washington, etc.) on key issues.
 - Action 3. FDRLO is positioned as the community's primary liaison for points of contact and information regarding Fort Drum.
 - Action 4. Review and analyze force structure realignment initiatives as they apply to Fort Drum and develop a plan to address areas of concern.

Goal 3. Enrich our marketing, communication, and outreach.

- Objective 1. Develop, implement, and periodically update a marketing plan that effectively brands the FDRLO and promotes its activities in support of its mission.
- Action 1. Develop a comprehensive marketing plan that establishes a uniform branding for the organization.
 - a. Develop a standard protocol to work with the local media for release of information as requested and reaction to topics of interest to the media using the Executive Director as the primary contact.

- b. Develop and maintain an active online presence to include an up-to-date website and active Facebook page. Periodically assess the effectiveness of these and other online options as well.
- c. Continue publishing a quarterly newsletter and periodically assess its effectiveness.

Objective 2. Provide effective communication and outreach to key pre-identified groups in support of the FDRLO's mission.

Action 1. Develop a comprehensive communication and outreach plan separate but compatible with its Marketing Plan. The plan should establish minimum levels of contact with key groups and include the following:

- a. Identify each key group with the recommended type and frequency of communication and outreach. This should include determining whether this should be regular direct contact or a general marketing approach.
- b. The plan should incorporate a section that focuses on advocacy with key State and Federal officials.
- c. The plan should include a section that details the best approach to maintain on-going relationships with frequently changing on-post leadership.
- d. The plan should outline who within the FDRLO will be responsible for outreach with each identified group.

Goal 4. Ensure FDRLO has the resources and financial stability to sustain its mission.

Objective 1. Grow the FDRLO's membership base.

Action 1. Review and make recommendations regarding membership structure to encourage a greater number of members.

Objective 2. Secure more reliable financial support from the counties of Jefferson, Lewis and St. Lawrence and their localities.

Action 1. Demonstrate, through regular communication and information sharing, FDRLO's value as a partner in sustaining the region's largest

economic engine. Use these opportunities to discuss FDRLO's role in past successes.

Objective 3. Secure a more predictable and stable flow of revenue from New York State.

Action 1. Meet with and strategize with New York State officials regarding long-term support for Form Drum.

- a. Assess potential sources, i.e., continued support through Base Retention Program and other sources.
- b. Deliver FDRLO's value proposition to New York State as its grassroots agent with "ears-to-the-ground" and "boots-on-the-ground" effectiveness. Convince them of FDRLO's value to New York State.

Objective 4. Continue to support special projects through grant or contract funding to help defray normal organizational overhead costs.

Action 1. Continue reapplying for renewable outside funding support for projects already identified and/or under contract.

Action 2. Identify new funding sources to help cover overhead costs.

Objective 5. Assess operations for potential efficiencies and cost savings.

Objective 6. Document in-kind services and support.

Action 1. Track volunteer time.

Action 2. Track in-kind donations of materials, advertising, etc.

Action 3. Seek and assess examples of other organizations that track in-kind support.

Goal 5. Examine FDRLO's organizational structure and development.

Objective 1. Investigate and make recommendations to the Board of Directors on the appropriate organizational structure and staffing to facilitate mission accomplishment.

Objective 2. Develop measures, baselines, end-states, and annual targets for all FDRLO Strategic Action Plan objectives and establish ownership by an FDRLO member or committee for each objective and a goal tender for each goal (who will report out on the status of each goal at the quarterly Board of Director reviews).

- Objective 3. Conduct regular Board of Director reviews of the FDRLO Five Year Strategic Action Plan and update annually.
- Objective 4. Examine the composition of membership on the Board regarding elected officials and stakeholders.
- Objective 5. Review By-Laws and revise as needed to ensure full Board participation in the decision making process and clarify roles of Board of Directors, Executive Committee, and Committees.
- Objective 6. Identify and grow the FDRLO future leadership.