



United States Army Garrison
FORT RILEY

Strategic Plan - 2030



Message from the Garrison Command Team



This document represents the shared vision of the U.S. Army Garrison, Fort Riley leadership for our organization into the year 2030. The current Garrison environment is one of declining resources and increasing demands. Garrison staff and contractor support have been reduced through cuts and attrition, and our operating budget has declined as the Army rightly puts resources to mission readiness.

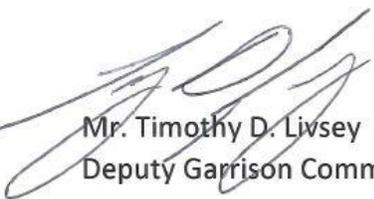
The intent of this vision-based strategic plan is to ensure that our work is aligned with the Installation Management Commander's vision while fully supporting the 1st Infantry Division's Campaign Plan. Our vision is our desired destination – where we want to go and what we want to be in 2030. The course we travel to get there may vary with changes in resources, mission priorities, threats, and leadership, but we will rely on our vision to assist us in making responsible decisions. If an action does not advance us toward the vision, we should not, if we have the latitude to do so, take the action.

Six Lines of Effort (LOEs) that contribute to our vision emerged in the process of developing this strategic plan: Train, Equip, and Deploy Soldiers; Care for Soldiers and Families; Infrastructure and Support Services; Human Capital; Organizational Culture; and Community Relationships and Partnerships. These LOEs are the focus of this strategic plan.

The Garrison vision is “Committed to Service – Enhancing Readiness – Foundation of the Army Culture”. In order to achieve this vision we must become an integrated, learning organization that optimizes capabilities, resources, and partnerships – An Installation of Excellence.

Few of today's military or civilian leaders will be serving at Fort Riley in 2030. Our professional obligation to the Army is to enable the success of future generations as our predecessors have done for us. We realize achieving our vision is a long-term effort, but we will share the vision to engage the workforce in continuing our evolution into an efficient and effective organization.


CSM Andrew T. Bristow II
Garrison Command Sergeant Major


Mr. Timothy D. Livsey
Deputy Garrison Commander


COL John D. Lawrence
Garrison Commander

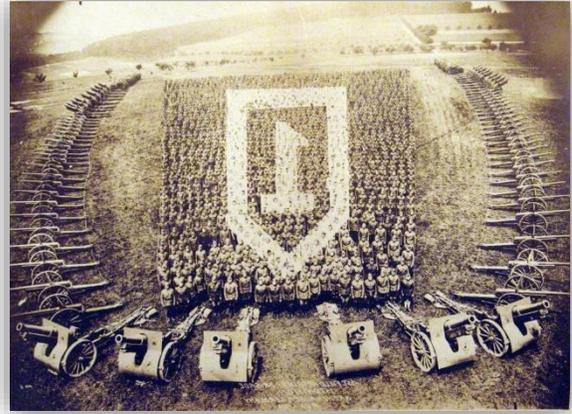
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FORT RILEY: A FRONTIER POST WITH RICH HISTORY AND DYNAMIC FUTURE

A platform for force mobilization since 1853, missions have varied from the westward expansion of the United States to peace-keeping operations in all corners of the world.

We are home to America's most storied division, the 1st Infantry Division, and we have been shaped by their legendary motto of ***"No Mission too Difficult, No Sacrifice too Great, Duty First"***.



Fort Riley is also one of the largest economic engines in Kansas and an environmental steward of the federal government's largest tract of tall grass prairie.

PURPOSE OF THE GARRISON STRATEGIC PLAN (GSP)

The Fort Riley Garrison Strategic Plan ensures the installation's continued ability to accomplish its enduring mission – to build and maintain combat ready forces.

SCOPE

Starting in 2018 and extending into 2030, all Fort Riley Garrison directorates will incorporate this strategic framework into their overall organizational planning.

APPROACH

As our history demonstrates, Fort Riley has been retained because its contribution toward the Army, Defense Department, and nation's goals exceed its cost of operation. Fort Riley's principal contribution to these entities is combat readiness. Many factors influence this readiness. Ultimately, every function on the installation and those in which we participate off the installation, must contribute in some manner to readiness. The mission, vision, and goals contained in this strategic plan have been crafted to ultimately support the readiness of Fort Riley and its tenant units.

GARRISON MOTTO: ***"Duty First, Service Always"***

GARRISON THEME: ***"It Starts With Me"***

FORT RILEY GARRISON MISSION, VISION, VALUES, AND PRINCIPLES

MISSION: Integrate and deliver base support to enable readiness for a globally-responsive Army.

VISION: Committed to Service – Enhancing Readiness – Foundation of the Army Culture.



CHALLENGES AND CONDITIONS

The strategic environment is one of many challenges. A period of fiscal uncertainty and unpredictable funding with constrained resources is expected to affect the Fort Riley Garrison, and the Army, for the next several years.

The Garrison must look closely at how we provide services and infrastructure to determine the best and most cost efficient ways to support our tenant units.

The Garrison has neither unlimited resources nor the predictability to completely eliminate risk; therefore, we must routinely analyze the strategic and operational environments and make informed decisions to mitigate risk. In doing so, the Garrison must:

DIVEST of lowest priority services.

RESHAPE programs to align with force structure, statutory requirements, and fiscal environment.

INVEST in services and infrastructure that support training and power projection.

The Garrison's ability to quickly adapt to meet future challenges and to balance current and future demands is essential to its success in providing Fort Riley's base support capabilities. It is the Garrison's ability to identify, manage, and mitigate risk that will enable us to successfully support our Soldiers, Families, Civilians, and Retirees while enabling warfighters and overall readiness.

***ENABLING READINESS IS THE FOUNDATION OF
EVERYTHING WE DO.***

IMCOM Commanding General Priorities 2018

READINESS

- 1) Infrastructure** - Addressing the urgent infrastructure challenges brought on by a decade of underinvestment. Provide facilities that enable speed of assembly and deployment.
- 2) Emergency Services** - Meet DoD standards for emergency services such as law enforcement and firefighting.
- 3) Support to Training** - Integrating and delivering services that enable demanding and realistic training to ensure our Soldiers and our formations are trained and ready to fight and win in combat.
- 4) Soldier Programs** - Programs and services designed to support and assist commanders to improve the readiness and resilience of individual Soldiers.
- 5) Family Programs** - Programs and services designed to support and assist commanders to enable Soldiers to build individual, collective and Family self-reliance, so Soldiers can solve their own problems and become/remain capable of meeting the unique demands of Army life.

CONCEPT OF OPERATIONS

- The main effort is INFRASTRUCTURE READINESS.
- Promote Warrior Ethos and “Spartan plus Wi-Fi” mindset.
- We should not expect more money or manpower in the near-term.
- Divest / reshape lower priority areas (including Soldier and Family services delivered above statutory requirements).
- Execute the Service Culture Initiative (SCI) as a sustained campaign.
 - Ensure SCI principles are understood throughout the organization.
 - Establish organizational identity as IMCOM.
- Integrate risk management into all of our operations.
- Look for inter-governmental support agreement opportunities in order to achieve monetary savings, improve capabilities and strengthen community partnerships.
- Training support is not a place to take risk; must improve and fully resource this effort.

***SUCCESS IS CONTINGENT ON THE PRECISE APPLICATION OF
RESOURCES AND IMPLEMENTING THE
SERVICE CULTURE INITIATIVE.***

We Recognize That...

The Army and IMCOM are forcing change. Since people inherently will not change, the Army and IMCOM are forcing change by cutting personnel and funding to drive change through resource reductions. Our Garrison employees are encouraged to accept and embrace these as future opportunities and the new normal.

A change in our culture is needed. Our Garrison must inculcate a culture (shared value) of service excellence within all facets of IMCOM services, thereby contributing to Army readiness. To do so we must foster an environment in which employees feel valued and respected for the jobs they perform, have engaged caring leaders, can see where they fit in, have a sense of belonging and loyalty to the organization, and treat each other with dignity and respect.

We must be self-critical to improve. Everything - every function, organizational structure, process and legacy is “on the table,” up for discussion and, potentially, alteration. We must accept risk and state it in reporting systems.

Talent management is a critical function. Reduced staffing requires the best use of our most important resource: our people. We must grow future leaders by using all tools available, rewarding that segment of our workforce that is willing to grow, and leverage technology as the future leaders of the Garrison.

We must think, decide, communicate, and act as an enterprise. Each directorate must be managed as an interlinked and symbiotic collaborative enterprise, and our Garrison must be managed as a similarly synchronized enterprise.

We must know our counterparts. We must be communicating with our counterparts and peers at other installations. This entails not only sharing our best practices with others but additionally collecting ideas and processes produced at other installations that can be replicated to produce readiness and fiscal efficiency at home.

We must be entrepreneurial. We must find the proper synergy between effectiveness - providing the customer what he or she needs, and efficiency - doing so in the most resource-effective manner possible. We no longer have the resources to focus only on being effective, regardless of the cost. We will utilize the tools of continuous process improvement to find savings, avoid costs, and reduce defects in our processes as a learning organization.

Expectation management will remain a challenge. We have significantly increased the numbers and levels of programs and services provided over the past 10 years. This is not sustainable. We must change the expectations of our customers and fulfill requirements, not wants.

THE GARRISON MUST BE PREPARED TO PERFORM CRITICAL FUNCTIONS AT THE “A OR A-MINUS” LEVEL RATHER THAN A LOT OF FUNCTIONS AT THE “C OR C-MINUS LEVEL”.

LINES OF EFFORT (LOEs)

The Garrison Strategic Plan establishes six LOEs which enable the IMCOM and Garrison vision. The overall success of the LOEs hinges upon leadership, at every level, enabling their personnel to succeed in accomplishing the strategic objectives supporting each LOE. The first three LOEs are our core competencies. These are the fundamental things we must do regardless of the assigned mission or the resources available. The last three LOEs are supporting efforts that enable our core competencies.



STRATEGIC OBJECTIVES (SO)

The strategic objectives (SO) are the supporting efforts to the LOE which are necessary to achieve the vision of the Garrison Strategic Plan.

In many cases, the strategic objectives are also Integrated Priority List (IPL) initiatives. The IPL initiatives are updated bi-annually and approved by the Fort Riley Senior Mission Commander, the IMCOM Directorate-Readiness (ID-R) Director, and the Garrison Commander during the Installation Planning Board (IPB). Where strategic objectives also serve as an IPL item it will be designated as SO / IPL in the document.

LOEs AND STRATEGIC OBJECTIVES

LOE 1:

Train, Equip and Deploy Soldiers

SO 1.1 / IPL 1.1 - Support unit training and deployment/redeployment/reintegration.
SO 1.2 / IPL 1.2 - Be recognized as a Division-level installation model for LVCG-ITE and JIM local and regional capabilities by fostering partnership with Global Simulations Center and leveraging other training resources.
SO 1.3 / IPL 1.3 - Sustain premier training-area land management.
SO 1.4 / IPL 1.4 - Support interagency, local and regional collaboration with partners and FAA to increase special use airspace around Fort Riley; showcase Kansas / Fort Riley as great place for Unmanned Aerial System (UAS) training.

LOE 2:

Care for Soldiers and Families

SO 2.1 / IPL 2.1 - Continue to maintain the Army's best safety program.
SO 2.2 / IPL 2.2 - Ensure Soldiers and Family members are being informed and cared for through programs, services, and events that enhance community life, foster readiness, and promote social/spiritual/mental/physical resiliency. Deliver quality working and living environment through intervention, counseling, mentoring, training, and enhancing value of life programs.
SO 2.3 / IPL 2.3 - Provide emergency services and force protection capabilities in order to secure and protect the Fort Riley community.

LOE 3:

Infrastructure and Support Services

SO 3.1 / IPL 3.1 - Increase recycling – tenant awareness.
SO 3.2 / IPL 3.2 - Reduce energy – Energy Savings Performance Contract (ESPC) and energy awareness.
SO 3.3 / IPL 3.3 - Repurpose facilities – ARSTRUC / historic plan. Be prepared to accept new mission set/unit (3rd BCT, Security Force Assistance Brigade (SFAB), Mobilization, etc.).
SO 3.4 / IPL 3.4 - Maintain Army Compatible Use Buffer (ACUB) program linked to Joint Land Use Study (JLUS) to eliminate or significantly reduce potential training restrictions.
SO 3.5 / IPL 3.5 - Improve road infrastructure.
SO 3.6 / IPL 3.6 - Craft plans for recapitalization of Soldier and Family support facilities and equipment and reinvestment in new and exciting programs and services.
SO 3.7 / IPL 3.7 – Reduce the footprint IAW Chief of Staff of the Army directive.
SO 3.8 / IPL 3.8 - Installation power infrastructure (utilities privatization).

LOE 4:

Human Capital

SO 4.1 / IPL 4.1 - Build resiliency into the civilian workforce and promote comprehensive fitness.
SO 4.2 - Strategically and operationally hire; adapt workload to align with current staffing.
SO 4.3 - Develop and educate the workforce and leaders (Defense Performance Management and Appraisal Program (DPMAP), Individual Development Plan (IDP) using the Army Tracking System (ACT), Leader & Workforce Development (LWFD) – CLDP, CES, etc.).

LOE 5:

Organizational Culture

SO 5.1 / IPL 5.1 - Adopt and integrate IMCOM Service Culture Initiative (SCI) into Garrison workforce environment.
SO 5.2 - Conduct internal annual review, assessment, and command climate survey.
SO 5.3 - Assess the organizational maturity at the enterprise and directorate level.
SO 5.4 - Develop an innovative, flexible workforce ready to produce readiness at best value (Lean Six Sigma, Continuous Process Improvement).

LOE 6:

Community Relationships and Partnerships

SO 6.1 / IPL 6.1 - Maintain and expand regional partnerships to enable opportunities, cost savings, and increase efficiency through Inter-governmental support agreements (IGSAs), memorandums of agreement (MOAs) / memorandums of understanding (MOUs), inter-local agreements, open collaboration, and shared intellectual capital.
SO 6.2 / IPL 6.2 - Leverage community ties, local patriotism, and work ethic, which are in parallel with Army values and culture.
SO 6.3 / IPL 6.3 - Maintain and reinforce the importance of the agreement to use the Great Plains Joint Training Center (Smoky Hill).

LOE 1: TRAIN, EQUIP, AND DEPLOY SOLDIERS

FORT RILEY EXISTS TO TRAIN SOLDIERS TO MEET THE NEEDS OF THE NATION.

Combatant commanders need trained Soldiers. Fort Riley continues to train Soldiers in support of the National Defense Strategy. One of the Garrison's primary missions is to support the Senior Commander in training, equipping, and deploying Soldiers as members of a ready and resilient Army.



Fort Riley Garrison supports:

- The Army's most modern Division, featuring M1A2 System Enhancement Program (SEP) tanks, A3 Bradley Fighting Vehicles, and MQ-1 Gray Eagle Unmanned Aerial System (UAS).
- Regional collective training capability that is one of 27 in the Army, featuring state of the art simulators linking to Fort Leavenworth, Fort Sill, and the Great Plains Joint Training Center (GPJTC).
- 100,000+ acres of usable training and maneuver areas, ranges, and cantonment area not constrained by encroachment or endangered species.
- Load and transport of brigade's full equipment set in 96 hours by rail load from Camp Funston, which is adjacent to the Union Pacific main rail line that transverses the United States.
- Rapid deployment of soldiers by military and chartered aircraft from three Aerial Port Of Embarkation (APOE) / Aerial Port of Debarkation (APOD) astride Interstate 70: Manhattan Regional Airport, Forbes Field in Topeka, and Salina Airport in Salina.

LOE 1: Strategic Objectives

SO 1.1 / IPL 1.1 - Support unit training and deployment / redeployment / reintegration.

SO 1.2 / IPL 1.2 - Be recognized as a Division-level installation model for Live, Virtual, Constructive, Gaming, Integrative Training Environment (LVCG-ITE) and Joint Inter-organizational and Multinational (JIM) local and regional capabilities by fostering partnership with Global Simulations Center and leveraging other training resources.

SO 1.3 / IPL 1.3 - Sustain premier training-area land management.

SO 1.4 / IPL 1.4 - Support interagency, local, and regional collaboration with partners and Federal Aviation Administration (FAA) to increase special-use airspace around Fort Riley. Showcase Kansas / Fort Riley as a great place for UAS training.

LOE 1: TRAIN, EQUIP, AND DEPLOY SOLDIERS

LOE 1: Strategic Objective (SO)

- Sub-Objective
- ❖ Directorate



SO 1.1/IPL 1.1: Support unit training and deployment, redeployment, and reintegration support.

- **1.1A:** Expand Rapid Deployment Infrastructure.
- ❖ DPTMS

SO 1.2/IPL 1.2: Be recognized as a Division-level installation model for LVCG-ITE and JIM local and regional capabilities by fostering partnership with Global Simulations Center and leveraging other training resources.

- **1.2A:** Provide premier training opportunities to 11D, Total Army and JIM partners.
- ❖ DPTMS

SO 1.3/IPL 1.3: Sustain premier training-area land management.

- **1.3A:** Partner within and beyond the Flint Hills Region to preserve the Tallgrass Prairie habitat. Training lands maintenance. Prescriptively burn 35% of acreage annually.
- ❖ DPW

SO 1.4/IPL 1.4: Support interagency, local, and regional collaboration with partners and FAA to increase special use airspace around Fort Riley. Showcase Kansas / Fort Riley as a great place for UAS training.

- **1.4A:** Fort Riley provides premier UAS training facilities and airspace.
- **1.4B:** Maintaining the Smoky Hill air corridor is a key mission readiness training enabler, allowing Fort Riley the capability to conduct extended range UAS training and support of ground maneuver through a regional partnership with the Smoky Hill Air National Guard range.
- ❖ DPTMS

LOE 2: CARE FOR SOLDIERS AND FAMILIES

SOLDIERS WHO ARE CONFIDENT THEIR FAMILIES ARE WELL CARED FOR CAN ACHIEVE MAXIMUM EFFECTIVENESS IN HOME STATION TRAINING AND OVERSEAS DEPLOYMENTS.



Sustaining the trust remains our sacred responsibility. We are committed to caring for Soldiers, Families, Retirees, and Veterans. From child care to fitness centers to Soldier For Life (SFL) career planning for transitioning Soldiers, the Garrison provides most of the services that contribute to caring for Fort Riley Soldiers and Families.

Fort Riley Features:

- 6 child development centers with a total capacity of over 830 children.
- 2 school age centers with a total capacity of over 375 children.
- 1 Middle School Teen program with a total capacity of over 75 youth.
- Chaplain Family Life Counseling Center.
- New Outdoor Adventure Park.
- 24 Hour Fitness at Craig Gym.
- 13 commercial food vendors ranging from Anthony's Pizza to the Wing Zone.
- The Warrior Zone, bowling center and a movie theater.
- 109 guest rooms, marina, conference center, library, 7 chapels and 2 museums.
- 3 pools, 6 fitness centers, a skeet/trap range, 8 softball fields, and an auto craft shop.
- Commissary (renovated), Post Exchange (new), furniture store, 3 troop stores and a Military Clothing Sales store.

LOE 2: Strategic Objectives

SO 2.1 / IPL 2.1 – Continue to maintain the Army's best safety program.

SO 2.2 / IPL 2.2 – Ensure Soldiers and Family members are being informed and cared for through programs, services, and events that enhance community life, foster readiness, and promote social / spiritual / mental / physical resiliency. Deliver quality working and living environment through intervention, counseling, mentoring, training, and enhancing value of life programs.

SO 2.3 / IPL 2.3 – Provide emergency services and force protection capabilities in order to secure and protect the Fort Riley community.

LOE 2: CARE FOR SOLDIERS AND FAMILIES

LOE 2: Strategic Objectives (SO)

- Sub-objectives
- ❖ Directorate



SO 2.1/IPL 2.1: Continue to maintain the Army's best safety program.

- **2.1A:** Pursue opportunities to imprint the "BRO" (Brave, Responsible, On Point) brand in the Garrison to ensure risk management is embedded in events, missions, and plans.
 - **2.1B:** Develop and implement policies and procedure plans to meet the Garrison's current and future safety and occupational health (SOH) needs; enhance leader engagement; increase accident prevention and the application of risk management to reduce accidents/injuries which affect mission readiness.
 - **2.1C:** Develop SOH action plans, with supporting objectives, to improve SOH, reduce accidents/illness and increase technical depth, breadth, and insight of SOH professionals needed to meet Garrison's current and future SOH needs.
- ❖ GSO

SO 2.2/IPL 2.2: Ensure Soldiers and Family members are being informed and cared for through programs, services, and events that enhance community life, foster readiness, and promote social / spiritual / mental / physical resiliency. Deliver quality working and living environment through intervention, counseling, mentoring, training, and enhancing value of life programs.



- **2.2A:** 100% of E5s and above complete Applied Suicide Intervention Skills Training (ASIST) (1 time in career, not annually).
- **2.2B:** Ensure all 1ID platoons have the opportunity to participate in Warrior Adventure Quest (WAQ) within 120 days of return from deployment; facilitate Better Opportunities for Single Soldiers (BOSS) program and opportunities for program participation.
- **2.2C:** Promote and inform patrons of programs, services, and events that increase awareness of social / spiritual / mental / physical resiliency initiatives and efforts.

- **2.2D:** Facilitate readiness and resilience through increased use of Army Community Service (ACS) services through sponsorship, marketing, and command emphasis.
- ❖ DFMWR
- **2.2E:** Promote Family Life Counseling Center and spiritual related events (religious education, bible studies, relevant and dynamic worship experiences, meditation classes, Club Beyond Youth Programs), Vacation Bible School (VBS), Protestant Women of the Chapel (PWOC) and Catholic Women of the Chapel in order to increase participation rates.
- ❖ RSO
- **2.2F:** Care for 1ID and Fort Riley Kansas Gold Star Families.
- ❖ DFMWR
- **2.2G:** Increase protective factors in Soldiers to prevent drug and alcohol incidents.
- ❖ DHR

SO 2.3/IP 2.3: Provide emergency services and force protection capabilities in order to secure and protect the Fort Riley community.

- **2.3A:** Law Enforcement Emergency Responses.
- **2.3B:** Physical Security Access Requests.
- **2.3C:** Achieve reduction in targeted crimes.
- ❖ DES

Communication and Engagement

Fort Riley Garrison understands that caring for Soldiers and Family members is more than just providing services and resources. It is also about building customer relationships, listening to our customers to obtain actionable information, and utilizing vast communication mechanisms to reach our customers with useful and timely information. Our GSP2030 strategic sub-objectives include communication methods such as customer listening forums, social media and web-based technology, as well as satisfaction and feedback mechanisms. These methods allow us to ensure communication is measureable, wide reaching, and continues to offer direct engagement between customers, service providers, and leadership.

LOE 3: INFRASTRUCTURE AND SUPPORT SERVICES

WE MUST HAVE ADEQUATE AND APPROPRIATE INFRASTRUCTURE AND SUPPORT SERVICES.

Fort Riley is essentially a mid-sized city, and all basic functions of a city are needed. From road maintenance to electricity, the Garrison either provides or enables the provision of the supplies, services, and facilities needed to train and care for Soldiers and their Families.



Recent Major Projects:

- \$1.8 billion in military construction executed since the 2005 Base Realignment and Closure Commission decision returned the Big Red One to Fort Riley.
- More than \$600 thousand in American Recovery and Reinvestment Act (ARRA, i.e. Stimulus) funded facility modernization.
- Corvias Military Living (Residential Communities Initiative partnership) home numbers end state will be 3,827 on-post homes.
- Elementary school built in 2015 and walking bridge to the middle school in late 2016.
- \$343 million Irwin Army Community Hospital opened in 2016.

LOE 3: Strategic Objectives

SO 3.1 / IPL 3.1 - Increase recycling – tenant awareness.

SO 3.2 / IPL 3.2 - Reduce energy – Energy Savings Performance Contract (ESPC) and energy awareness

SO 3.3 / IPL 3.3 - Repurpose facilities – Army Structure (ARSTRUC) / historic plan. Be prepared to accept new mission set/unit (3rd BCT, Security Force Assistance Brigade (SFAB), Mobilization, etc.).

SO 3.4 / IPL 3.4 - Maintain Army Compatible Use Buffer Program (ACUB) program linked to Joint Land Use Study (JLUS) to eliminate or significantly reduce potential training restrictions.

SO 3.5 / IPL 3.5 - Improve road infrastructure.

SO 3.6 / IPL 3.6 - Craft plans for recapitalization of Soldier and Family support facilities and equipment and reinvestment in new and exciting programs and services.

SO 3.7 / IPL 3.7 - Reduce the footprint IAW Chief of Staff of the Army directive.

SO 3.8 / IPL 3.8 - Installation power infrastructure

LOE 3: INFRASTRUCTURE AND SUPPORT SERVICES

LOE: Strategic Objectives (SO)

- Sub-objectives
- ❖ Directorate

SO 3.1 / IPL 3.1: Increase recycling – tenant awareness.

- **3.1A:** Increase municipal solid waste diversion through recycling to 70% by 2020. Increase to 85% by 2030.
- ❖ DPW

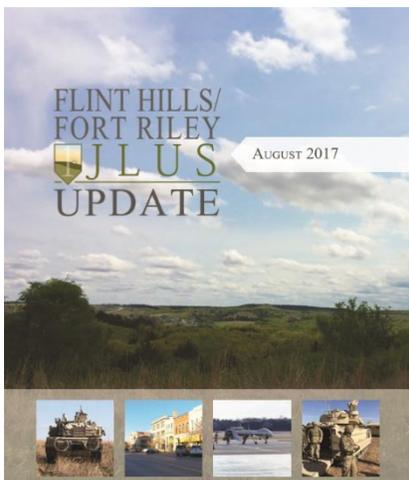


SO 3.2 / IPL 3.2: Reduce energy – ESPC and energy awareness.

- **3.2A:** ESPC allows Fort Riley to procure energy savings and facility improvements with no up-front capital costs or special appropriations from Congress. Reduction in energy intensity, 2.5% per year to total by 25% by 2025 (2015 Baseline). Phase I (May 2017): central plant, airfield lighting, Energy Management Control Systems (EMCS) infrastructure, Custer Hill ~\$37.7 million. Phase II (March 2019): Main Post, Camp Funston, Marshall Army Air Field (MAAF) HVAC ~\$35 million.
- ❖ DPW

SO 3.3 / IPL 3.3: Repurpose facilities – ARSTRUC/historic plan. Be prepared to accept new mission set/unit (3rd BCT, SFAB, Mobilization, etc.).

- **3.3A:** Maximize facility utilization on main post historic district by attracting new federal government tenants (Veterans Health Administration, etc.); continue Army Restructuring Plan, historic facility restoration, and modernization programs providing premier facilities to our customers.
- ❖ DPW



SO 3.4 / IPL 3.4: Maintain ACUB program linked to JLUS to eliminate or significantly reduce potential training restrictions.

- **3.4A:** Maintain ACUB program linked to the JLUS to significantly reduce the potential for training restrictions. Protect from incompatible development 40% of ACUB priority acreage by 2025 and 45% by 2030.
- **3.4B:** Installation Restoration. Reduce contamination below threshold supporting continued National Priority Listing by 2020.
- ❖ DPW

SO 3.5/ IPL 3.5: Improve road infrastructure.

- **3.5A:** Develop maintenance strategies and performance standards to effectively allocate resources to be used in upgrading and maintaining installation road infrastructure.
- ❖ DPW

SO 3.6/ IPL 3.6: Craft plans for recapitalization of Soldier and Family support facilities and equipment and reinvestment in new and exciting programs and services.

- **3.6A:** Maximize utilization of Fort Riley privatized housing for Soldiers and Families.
- ❖ DPW

SO 3.7/ IPL 3.7: Reduce the footprint IAW Chief of Staff of the Army (CSA) directive.

- **3.7A:** Continue to execute the Chief of Staff of the Army directive to reduce the Footprint Plan. The priorities are #1 old hospital #2 WWII structures and #3 excess general purpose administration facilities.
- ❖ DPW

SO 3.8/ IPL 3.8: Installation power infrastructure (utilities privatization).

- **3.8A:** Follow through on the Utilities Privatization with transfer of all assets 3rd QTR FY18. Provide safe and reliable utilities for 50 years.
- ❖ DPW

Governance and Societal Responsibilities

In developing and implementing strategic objectives, Fort Riley Garrison remains mindful of its societal responsibilities and support of local communities. As an organization, we seek to contribute to environmental, societal, and economic systems that actively strengthen the communities and populations around us.

Through programs and initiatives such as Operation Walking Shield and the Hay Crop Lease Partnership, the Directorate of Public Works (DPW) is leading by example. Programs such as these contribute to Garrison strategic achievement while benefiting environmental and conservation efforts, societal well-being, and stakeholder economic growth.



LOE 4: HUMAN CAPITAL

THE WORKFORCE IS OUR PRIMARY RESOURCE AND MUST BE PROPERLY UTILIZED AND SUSTAINED.

The Garrison is not merely an aggregate of organizations. It is people with skills, abilities, needs, and plans.

Development of skills and abilities to meet the Garrison workload as it evolves into the next decade is necessary. Recognizing job satisfaction pillars and anticipating retirement or relocation concerns is equally as important.



The USAG Team:

- ~29% or 300 USAG personnel authorizations were lost from FY10 to FY19 USAG with no anticipated reduction in mission requirements or Common Levels of Support (CLS).
- Our values based workforce remains committed to the mission.
- Opportunities for employees to improve both personally and professionally are vital.
 - Civilian Education System (CES) participation is encouraged.
 - Local preparatory courses for Civilian Leader Development Program (CLDP) are offered.
 - Classes to improve skills range from customer service to knowledge management.
 - Senior Enterprise Talent Management and Enterprise Talent Management (SETM & ETM) programs participation is encouraged.
 - Civilian education opportunities with local institutions such as Barton County Community College, Kansas State University, and others are also available.

LOE 4: Strategic Objectives

SO 4.1 / IPL 4.1 - Build resiliency into the civilian workforce and promote comprehensive fitness.

SO 4.2 - Strategically and operationally hire; adapt the workload in alignment with current staffing.

SO 4.3 - Develop and educate the workforce and leaders (Defense Performance Management and Appraisal Program (DPMAP), Individual Development Plan (IDP) using the Army Tracking System (ACT), Leader & Workforce Development (LWFD) – CLDP, CES, etc.).

LOE 4: HUMAN CAPITAL

LOE 4: Strategic Objectives (SO)

- Sub-Objectives
- ❖ Directorate



SO 4.1/ IPL 4.1: Build resiliency into the civilian workforce and promote comprehensive fitness.

- **4.1A:** Review and update installation health policies every two years. Maintain and expand the performance triad to improve Soldier and Civilian sleep, nutrition, and fitness.

❖ IACH Lead / DFMWR Support

- **4.1B:** Utilize the Employee, Satisfaction, Performance, Resiliency, Information, Team (ESPRIT) to promote communication, resiliency, and transparency within the Garrison workforce and leadership.

❖ GC OPS

SO 4.2: Strategically and operationally hire; adapt the workload in alignment with current staffing.

- **4.2A:** Give civilians a more generalist function; less specialization, so they can work effectively in various environments. Utilize job sharing, temporary assignments, and other civilian personnel tools to remove roadblocks to mission success.

❖ DHR WFD Lead - CPAC Support

SO 4.3: Develop and educate the workforce and leaders (Defense Performance Management and Appraisal Program (DPMAP), Individual Development Plan (IDP) using the Army Tracking System (ACT), Leader & Workforce Development (LWFD) – CLDP, CES, etc.).

- **4.3A:** Prepare Garrison Civilians for their next job and as leaders; use all training options available; promote and communicate training and developmental opportunities.

❖ DHR

LOE 5: ORGANIZATIONAL CULTURE

OUR CHANGING ENVIRONMENT REQUIRES A CHANGE IN THE WAY LEADERS LEAD, AND IN THE WAY WE DO BUSINESS.

We are effective but to be a sustainable organization that is agile and adaptable to change requires changing the way we think, communicate and work.

We will ensure that the principles of IMCOM's Service Culture Initiative (SCI) are understood and applied throughout the Garrison.



The first substantive effort at top-down transformation of culture in recent memory.

- The Leadership Pledge and Pledge to our Customers will serve as our guide.
- In these changing and challenging times, the status quo is not acceptable. We need:
 - More organizational awareness and education
 - Greater employee empowerment
 - More generalist and fewer specialists
 - An environment of learning
 - Embracement of change
 - New business processes
 - Employees willing to stretch their boundaries
- We will become more proactive, agile, versatile, innovative, integrated and synchronized.

LOE 5: Strategic Objectives

SO 5.1 / IPL 5.1 - Adopt and integrate IMCOM Service Culture Initiative (SCI) into Garrison workforce environment.

SO 5.2 - Conduct internal annual review, assessment, and command climate survey.

SO 5.3 - Assess the organizational maturity at the enterprise and directorate level.

SO 5.4 - Develop an innovative, flexible workforce ready to produce readiness at best value (Lean Six Sigma, Continuous Process Improvement).

LOE 5: ORGANIZATIONAL CULTURE

LOE 5: Strategic Objectives (SO)

- Sub-objectives
- ❖ Directorate



SO 5.1/ IPL 5: Adopt and integrate IMCOM Service Culture Initiative (SCI) into Garrison workforce environment.

- **5.1A:** Branding – Build IMCOM image through consistent and monolithic branding that communicates IMCOM contribution to Army readiness.
 - ❖ PAIO, PAO
 - **5.1B:** On-boarding. Ensure all new IMCOM professionals are welcomed, oriented and prepared to become an impactful member of our organization by establishing comprehensive on-boarding program.
 - ❖ PAIO
 - **5.1C:** Team Member Recognition. Ensure IMCOM professionals feel that work, performance, and effort is noticed, valued, respected, and appreciated; implement activities and principles outlined in the IMCOM Recognition Program.
 - ❖ GC OPS
 - **5.1D:** Operation Excellence (OPEX) Customer Service Training. Ensure professionals feel a sense of belonging to IMCOM by defining and communicating, across the command, who we are, what we stand for, and our unique contribution to Army readiness.
 - ❖ PAIO
- SO 5.2:** Conduct internal annual review, assessment, and command climate survey.
- **5.2A:** Conduct annual command climate survey of garrison workforce. Create mitigation plan/efforts to address areas below the minimum service averages.
 - ❖ EEO
 - **5.2B:** Ensure leadership and governance accountability to laws and regulations through regular assessments, inspections, and audits.
 - ❖ IRAC
- SO 5.3:** Assess the organizational maturity at the enterprise and directorate level.

- **5.3A:** Utilize existing data sources and analytical tools to regularly evaluate the performance of the Garrison and the elemental Directorates and Offices (Interactive Customer Evaluation (ICE), Strategic Management System (SMS), Common Levels of Support (CLS), Installation Status Report (ISR), and other data tools).

❖ PAIO

SO 5.4: Develop an innovative, flexible workforce ready to produce readiness at best value (Lean Six Sigma, continuous process improvement).

- **5.4A:** Expand utilization of continuous process improvement (CPI) tools at all levels of the organization to increase efficiency and cost savings/avoidance. Increase awareness of CPI throughout the workforce.

❖ PAIO

Pledge to our Customers

As a service provider organization, we are committed to providing programs and services delivered with a sense of individual pride, professionalism, and in keeping with the spirit of Army values and IMCOM principles.

We create value for our customers through consistent and easily-accessible service. We will:

- deliver quality products and services.
- build relationships - with communities, with our customers, and with each other.
- be kind and respectful to those we serve.
- conduct ourselves professionally.
- welcome and encourage feedback; we will communicate and listen.
- provide neat, professional and aesthetically pleasing facilities.
- take ownership of our actions.



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Leadership Pledge

Taking care of our customers begins with taking care of our most valuable asset - our IMCOM Professionals.

IMCOM Leaders will provide our Team Members the same concern, respect and caring attitude that we expect them to share with our Customers - Soldiers, Families, Civilians and Retirees.

We pledge to position you for success with:

- an impactful on-boarding and orientation experience to welcome you to the IMCOM Team.
- clear performance standards; to include standards for service excellence.
- an Individual Development Plan (IDP) developed with your supervisor; reviewed during periodic counseling.
- opportunities for personal growth and professional development.
- a recognition program to reward service and performance excellence.
- engaged Leaders who seek and welcome your input and take action to continuously improve the organization.
- an organization that embraces the concept of team, teamwork and empowerment.
- a promise to hold ourselves and each other accountable.



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LOE 6: COMMUNITY RELATIONSHIPS AND PARTNERSHIPS

PARTNERSHIP IS CRITICAL TO SHARING BURDENS, ADAPTING TO REDUCTIONS, AND ENABLING CONTINUED OPERATIONS AND MISSION SUCCESS IN FISCALLY CONSTRAINED TIMES.

Strong relationships are the foundation of successful partnerships that help Fort Riley remain a great place to live, train, deploy from, return home to, and retire. Garrison leadership is committed to fostering strong

community relationships and pursuing strong “P4”, public-public and public-private, partnerships with the Central Flint Hills Region and state of Kansas.



Fort Riley's Partnerships / Agreements:

- Over 50 currently with off-post municipalities and organizations.
- We are aggressively pursuing mutually beneficial IGSA's within the Central Flint Hills Region and the state that maximize efficiencies and reduce costs while sustaining or improving quality of services.
- Key Community Partnership Agreements:
 - Airfield approach control services
 - HAZMAT certification training
 - Education partnerships
 - Prisoner escort agreements
 - Wildland firefighting training
 - Disaster cooperation response agreements
 - Education testing services
 - Red Cross services
 - Fire response
 - USDA rural development outreach

LOE 6: Strategic Objectives

SO 6.1 / IPL 6.1 - Maintain and expand regional partnerships to enable opportunities, cost savings, and increase efficiency through inter-governmental support agreements (IGSA), memorandum of agreement (MOA), memorandum of understanding (MOU), inter-local agreements, open collaboration, and shared intellectual capital.

SO 6.2 / IPL 6.2 - Leverage community ties, local patriotism, and work ethic, which are in parallel with Army values and culture.

SO 6.3 / IPL 6.3 - Maintain and reinforce the importance of the agreement to use the Great Plains Joint Training Center (Smoky Hill).

LOE 6: COMMUNITY RELATIONSHIP AND PARTNERSHIPS

LOE 6: Strategic Objectives (SO)

- Sub-objectives
- ❖ Directorate



- SO 6.1/IPL 6.1:** Maintain and expand regional partnerships to enable opportunities, cost savings, and increase efficiency through inter-governmental support agreements (IGSA), memorandum of agreement (MOA), memorandum of understanding (MOU), inter-local agreements, open collaboration, and shared intellectual capital.
- **6.1A:** Maintain and expand existing services partnership agreements (MOUs, MOAs) between Fort Riley and neighboring communities.
 - ❖ PAIO
 - **6.1B:** Maintain and expand the Education Consortium to meet the needs of the Fort Riley community.
 - ❖ PAIO
 - **6.1C:** Strengthen ties with community municipalities, the state of Kansas, and strategic stakeholders in order to improve mission readiness and reduce operating costs through signed partnership service agreements (MOUs/MOAs, IGSA).
 - ❖ PAIO
- SO 6.2/IPL 6.2:** Leverage community ties, local patriotism, and work ethic, which are in parallel with Army values and culture.
- **6.2A:** Fort Riley museums provide Soldiers, Families and visitors with a first-class museum experience, informing a broad audience on the storied history of the 1st Infantry Division and Fort Riley.
 - ❖ CMH Lead / PAIO Support
 - **6.2B:** Support programs and partnerships focused on community hiring of Soldiers, Retirees, and Veterans with emphasis on retaining Veterans to the Flint Hills Region.
 - ❖ DHR
- SO 6.3/IPL 6.3:** Maintain and reinforce the importance of the agreement to use the Great Plains Joint Training Center (Smoky Hill).
- **6.3A:** Expand capabilities of and enhance partnership with the Kansas Army and Air National Guard through training opportunities at the Great Plains Joint Training Center (Smoky Hill).
 - ❖ PAIO

Key Terms

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.

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.

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

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Fort Riley Garrison Strategic Plan 2030 (GSP2030)



Annex A - Assessment / Measure



Annex A: Assessment / Measure

PERFORMANCE MEASURES

Methods for collecting and reporting performance are highly standardized across the IMCOM enterprise through systems such as but not limited to: Defense Readiness Report System (DRRS-A), Manager Internal Control Program (MICP), Installation Status Report (ISR), and Interactive Customer Evaluation (ICE). However, the primary method of reporting garrison performance to both our Senior Commander and the IMCOM Readiness-Director remains the Performance Assessment Review (PAR) which is a byproduct of the Common Level of Support (CLS) measures.

Data produced by performance measurement systems are vital to making critical and strategic decisions however Fort Riley Garrison leadership must also continue to encourage a workforce culture where subject matter expert (SME) employees and managers are valued for their institutional knowledge and understanding of performance issues.

Workforce SME's should be widely encouraged to collect and analyze comparative data external to IMCOM enterprise performance measures. This ancillary data should then be shared throughout the organization and in conjunction with standardized performance measures to produce a multidisciplinary approach to strategic achievement. This process will continue to increase organization maturity by encouraging innovation, best practices, and a comprehensive understanding of the issues and practices responsible for producing both positive and negative comparative data results.

PERFORMANCE ANALYSIS AND REVIEW

Performance measurement results were initially used to assess GSP2030 Strategic Objectives during the strategic development process. Strategic Objectives (SO) were then operationalized partly based on performance results through the development and revision of Installation Priority List (IPL) quads and action plans. Underperforming areas are identified for action plan development and way-forward review. Over-performing service areas are identically reviewed to capture best practices or areas where efficiencies gained can be utilized elsewhere.

Strategic review and analysis of performance results will enable Fort Riley Garrison to continuously improve the ability to generate readiness at best value, with innovative processes and developed leadership principles that reduce costs while allowing the organization to meet or exceed the quality, quantity, and timeliness of mission requirements.

FUTURE PERFORMANCE

Strategic Objectives (SO) contained in the GSP2030 are based on both facts and assumptions available at the time of publication. Over time, guidance from higher headquarters will change, emerging technology will unleash new threats and opportunities, and assumptions made in the absence of fact will be either validated or refuted. To remain relevant, the GSP2030 will require periodic revision.

Assessment and measures contained in this GSP2030, will provide the groundwork for strategic forecasting and long-term goal achievement. However, performance measures and SO action plans should be subject to continuous review and, if-needed, revision.

LOE 1: TRAIN, EQUIP, AND DEPLOY SOLDIERS

SO / IPL	1.1 - Support unit training and deployment / redeployment / reintegration support.	
Sub - Objective	1.1A: Expand Rapid Deployment Infrastructure	Primary Agency
Assessment / Measure	1.1A1: Complete BN level assembly area adjacent to the Alert Holding Area.	DPTMS & LRC
	1.1A2: Units use the assembly area to organize and complete final inspections prior to conducting unit tactical convoys to the training area.	DPTMS & LRC
	1.1A3: Upgrade rail capability; move current rail storage area from Whitside to Funson.	DPTMS & LRC
	1.1A4: Add additional spurs x 2 in main rail yard.	DPTMS & LRC
	1.1A5: Build a concrete loading ramp to replace portable ramp.	DPTMS & LRC
	1.1A6: Upgrade lighting around rail head and command facility.	DPTMS & LRC
	1.1A7: Upgrade communications network at rail facility, enabling mission command.	DPTMS & LRC
	1.1A8: Develop a Alert Holding Facility at Salina Regional Airport.	DPTMS & LRC
SO / IPL	1.2 - Be recognized as a Division-Level Installation model for LVCG-ITE and JIM - local and regional capabilities by fostering partnership with Global Simulations Center and leveraging other training resources.	
Sub - Objective	1.2A: Provide premier training opportunities to 1ID, Total Army and JIM partners.	Primary Agency
Assessment / Measure	1.2A1: Fort Riley delivers a state of the art Integrated Training Environment (ITE) with up to date live, virtual, constructive, gaming simulations, TADSS.	DPTMS
	1.2A2: Complexity - FRKS can replicate all eight operational variables (OBJ T requires four).	DPTMS
	1.2A3: Hybrid Threat - FRKS can present conventional, irregular, criminal and terrorist forces in combination (Objective T).	DPTMS
	1.2A4: ITE can shift rapidly from Decision Action home station training to theater specific Mission Training Rehearsals.	DPTMS
	1.2A5: ITE supports integrated air defense systems (IADS); integrated fires command (IFC) capabilities; fixed, rotary, and unmanned aircraft; chemical weapons; cyber, information, and electronic warfare.	DPTMS
	1.2A6: Live training capabilities (ranges, gunnery complexes, maneuver areas, urban clusters, shoot houses) replicate conditions at NTC, OCO.	DPTMS
SO / IPL	1.3 - Sustain premier training area land management.	
Sub - Objective	1.3A: Partner within and beyond the Flint Hills Region to preserve the Tallgrass Prairie habitat. Training Lands Maintenance. Prescriptively burn 35% of acreage annually.	Primary Agency
Assessment / Measure	1.3A1: Greater prairie-chicken and regal fritillary (butterfly) populations in the U.S.	DPW
	1.3A2: Acres burned annually.	DPW

LOE 1: TRAIN, EQUIP, AND DEPLOY SOLDIERS

SO / IPL	1.4 - Support interagency, local, and regional collaboration with partners and FAA to increase special use airspace around Ft Riley. Showcase KS/Ft Riley as great place for UAS training.	Primary Agency
Sub - Objective	1.4A: Fort Riley provides premier UAS training facilities and airspace.	
Assessment / Measure	1.4A1: New Shadow UAS hanger (six platoons) constructed on Custer Hill.	DPTMS
	1.4A2: Tactical UAS site constructed in maneuver area (area A,B).	DPTMS
	1.4A3: Route Kiowa UAS Corridor established linking Fort Riley with Fort Carson, CO.	DPTMS
	1.4A: Mock airfield complex expanded to include additional concrete landing strip.	DPTMS
	1.4A5: Grant Ridge radio transmitters moved to Custer Hill, increase communications range.	DPTMS
	1.4A6: 1ID and Fort Riley chosen for fielding new, emerging UAS.	DPTMS
	1.4A7: 1ID and Fort Riley provide counter UAS training.	DPTMS
Sub - Objective	1.4B: Maintain the Smoky Hill Air Corridor as a key mission readiness training enabler, allowing Fort Riley the capability to conduct extended range UAS training and support of ground maneuver through a regional partnership with the Smoky Hill Air National Guard Range.	Primary Agency
Assessment / Measure	1.4B1: Include the Fort Riley to Smoky Hill Air National Guard Range, Unmanned Aerial System (UAS) Air Corridor (Route Phoenix) in JLUS and future affiliated studies and implementation planning.	DPTMS
	1.4B2: Maintain Certificate of Authorization from FAA Headquarters authorizing UAS corridor in the National Airspace linking two separate installations; Fort Riley and Smoky Hill Air National Guard Range.	DPTMS

LOE 2: Care for Soldiers and Families		
SO / IPL	2.1: Continue to maintain the Army's best safety program.	Primary Agency
Sub - Objective	2.1A: Pursue opportunities to imprint the "BRO" (Brave, Responsible, On Point) brand in the Garrison to ensure risk management is embedded in events, missions and plans.	
Assessment / Measure	2.1A1: # of elements required / executed on Annual Work Plan (AWP).	GSO
	2.1A2: # of Campaign / Events Planned / Executed in the Fiscal Yr.	GSO
	2.1A3: # of mandated Installation Safety services performed as required by Comprehensive Safety Team.	GSO
	2.1A4: # of engagements with external/internal partners (State & Local Gov't, KTRSO, KDOT, KidSafe) planned/executed in FY.	GSO
Sub - Objective	2.1B: Develop and implement policies and procedure plans to meet the Garrison's current and future SOH needs; enhance leader engagement; increase accident prevention and the application of risk management to reduce accidents/injuries which affect mission readiness	Primary Agency
Assessment / Measure	2.1B1: FY FECA Workers Compensation Costs.	GSO
	2.1B2: Improve reduction of AF/NAF total injury and illness case rate from the previous FY %.	GSO
	2.1B3: Improve reduction of lost time injury and illness case rate by previous FY %.	GSO
	2.1B4: Improve reporting of mishaps to 100% to the safety office.	GSO
Sub - Objective	2.1C: Develop SOH action plans, with supporting objectives, to improve SOH, reduce accidents/illness and increase technical depth, breadth and insight of SOH professionals needed to meet Garrison's current and future SOH needs.	Primary Agency
Assessment / Measure	2.1C1: Maintain zero (0) class A and B accidents rates	GSO
	2.1C2: Improve reduction class C and D accidents from previous FY %	GSO
	2.1C3: Improve reduction of AMV accidents from previous FY %	GSO
	2.1C4: Improve hazard elimination by (#) of hazards identified vs. (#) of hazards corrected	GSO
	2.1C5: Improve participation in the # of mandated safety training classes required vs # of mandated safety classes completed	GSO
SO / IPL	2.2: Ensure Soldiers and Family Members are being informed and cared for through programs, services, and events that enhance community life, foster Readiness, and promote social/spiritual/mental/physical resiliency. Deliver quality working and living environment through intervention, counseling, mentoring, training, and enhancing value of life programs.	Primary Agency
Sub - Objective	2.2A: 100% of E5s and above complete Applied Suicide Intervention Skills Training (ASIST) (1xtime career, not annually).	
Assessment / Measure	2.2A1: % of increase in suicide "catches".	DHR
Sub - Objective	2.2B: Ensure all 11D platoons have the opportunity to participate in WAQ within 120 days of return from deployment; facilitate BOSS program and opportunities for program participation.	Primary Agency
Assessment / Measure	2.2B1: % of platoons who participate in WAQ within 120 days of return from deployment.	DFMWR
	2.2B2: # of units with BOSS representatives.	DFMWR
	2.2B3: # of unit BOSS representatives that attend the bi-monthly meeting.	DFMWR

LOE 2: Care for Soldiers and Families		
Sub - Objective	2.2C: Promote and inform patrons of programs, services, and events that increase awareness of social / spiritual / mental / physical resiliency initiatives and efforts.	Primary Agency
Assessment / Measure	2.2C1: # of MWR event guides distributed annually.	DFMWR
	2.2C2: # of Facebook followers to DFMWR page.	DFMWR
	2.2C3: # of Facebook followers to Fort Riley page.	PAO
	2.2C4: # of monthly DFMWR Facebook "reaches".	DFMWR
	2.2C5: # of visits to Fort Riley website annually.	PAO
	2.2C6: # of 1ID Post newspapers distributed annually.	PAO
	2.2C7: # of Fort Riley Town Hall events held annually.	PAO
	2.2C8: # of DFMWR monthly consolidated event flyers distributed annually.	DFMWR
	2.2C8: % of inprocessing Soldiers attending Victory Welcome event.	DFMWR
2.2C9: Weekend events distributed on Danger 6 Facebook (# followers).	PAO	
Sub - Objective	2.2D: Facilitate readiness and resilience through increased use of ACS services through sponsorship, marketing, and command emphasis.	Primary Agency
Assessment / Measure	2.2D1: # of command and self-referrals to ACS services which improve domestic relationships.	DFMWR
	2.2D2: # of attendees at events focused on deployed spouses.	DFMWR
	2.2D3: # of command referrals to ACS financial services.	DFMWR
	2.2D4: # of semi-annual micro job fairs.	DFMWR
	2.2D5: # of new parents participating in parenting classes.	DFMWR
Sub - Objective	2.2E: Promote Family Life Counseling Center and spiritual related events (religious education, bible studies, relevant and dynamic worship experiences, meditation classes, Club Beyond Youth Programs), Vacation Bible School (VBS), Protestant Women of the Chapel (PWOC) and Catholic Women of the Chapel in order to increase participation rates.	Primary Agency
Assessment / Measure	2.2E1: # of counselings conducted.	RSO
	2.2E2: # in attendance at worship events.	RSO
	2.2E3: # of religious education events.	RSO
	2.2E4: # of Soldier programs.	RSO
	2.2E5: # of Family programs.	RSO
	2.2E6: # of volunteers.	RSO
Sub - Objective	2.2F: Care for 1ID and Fort Riley Gold Star Families.	Primary Agency
Assessment / Measure	2.2F1: # of annual events Gold Star Families are invited to.	DFMWR

LOE 2: Care for Soldiers and Families

Sub - Objective	2.2G: Increase protective factors in Soldiers to prevent drug and alcohol incidents.	Primary Agency
Assessment / Measure	2.2G1: Four or more hours of drug and alcohol annual training in DTMS Soldier Training Records.	DFMWR
	2.2G2: Every unit conducts 10% random drug testing monthly at Fort Riley Kansas and during deployments as recorded in the Drug and Alcohol Management Information System.	DHR
	2.2G3: Every unit conducts the Unit Risk Inventory (URI) survey NLT 30 days before a deployment, 30 to 180 days after deployment, or annually.	DHR
SO / IPL	2.3: Provide emergency services and force protection capabilities in order to secure and protect the Fort Riley Community.	Primary Agency
Sub - Objective	2.3A: Law Enforcement Emergency Responses.	
Assessment / Measure	2.3A1: % of timely Law Enforcement Emergency Patrol Responses. IMCOM Standard = 90%.	DES
Sub - Objective	2.3B: Physical Security Access Requests.	Primary Agency
Assessment / Measure	2.3B1: Decrease average time to process ACP requests.	DES
Sub - Objective	2.3C: Achieve reduction in targeted crimes.	Primary Agency
Assessment / Measure	2.3C1: Continue to tweak the Patrol Distribution Plan (PDP) to improve policing of crime areas.	DES

LOE 3: Infrastructure & Support Services		
SO / IPL	3.1: Increase recycling - tenant awareness.	Primary Agency
Sub - Objective	3.1A: Increase municipal solid waste diversion through recycling to 70% by 2020. Increase to 85% by 2030.	
Assessment / Measure	3.1A1: Tons recycled vs. tons sent to the landfill. 3.1A2: Monetary costs avoidance of Recycle Center output.	
SO / IPL	3.2: Reduce energy - Energy Savings Performance Contract (ESPC) and energy awareness.	Primary Agency
Sub - Objective	3.2A: Energy Savings Performance Contracts (ESPC) allows Fort Riley to procure energy savings and facility improvements with no up-front capital costs or special appropriations from Congress. Reduction in energy intensity, 2.5% per year to total by 25% by 2025 (2015 Baseline). Phase I (May 2017): Central plant, Airfield Lighting, EMCS infrastructure, Custer Hill ~\$37.7M. Phase II (March 2019): Main Post, Camp Funston, MAAF HVAC ~\$35M.	
Assessment / Measure	3.2A1: Energy Intensity (BTUs/Sq Ft). 3.2A2: % of buildings with meter coverage.	
SO / IPL	3.3: Repurpose facilities - ARSTRUC/historic plan; Be prepared to accept new mission set/unit (3rd BCT, SFAB, Mobilization, etc.).	Primary Agency
Sub - Objective	3.3A: Maximize facility utilization on Main Post Historic District by attracting new Federal Government Tenants (Veterans Health Administration (VHS), etc.); continue Army Restructuring Plan, historic facility restoration and modernization programs providing premier facilities to our customers.	
Assessment / Measure	3.3A1: Unused facility square footage.	
	3.3A2: Number of facilities that meet Army Standards.	
	3.3A3: ARSTRUC (COFs, BN HQs, & TEMFs) Facilities complete. 3.3A4: Historic Facilities Complete.	
SO / IPL	3.4: Maintain ACUB program linked to JLUS to eliminate or significantly reduce the potential for training restrictions.	Primary Agency
Sub - Objective	3.4A: Maintain ACUB program linked to the JLUS to significantly reduce the potential for training restrictions. Protect from incompatible development 40% of ACUB priority acreage by 2025 and 45% by 2030.	
Assessment / Measure	3.4A1: # of priority acres protected.	DPW
	3.4A2: Natural Resource project requirements to meet objectives/completed.	DPW
	3.4A3: Implement recommendations for Fort Riley from the Flint Hills JLUS Study.	DPW
Sub - Objective	3.4B: Installation Restoration. Reduce contamination below threshold supporting continued National Priority Listing by 2020.	Primary Agency
Assessment / Measure	3.4B1: As reported in the Installation Action Plan (see annual report with many existing metrics).	DPW

LOE 3: Infrastructure & Support Services			
SO / IPL	3.5 Improve road infrastructure.	Primary Agency	
Sub - Objective	3.5A: Develop maintenance strategies and performance standards to effectively allocate resources to be used in upgrading and maintaining installation road infrastructure.		
Assessment / Measure	3.5A1: # (per thousand) sq yards of surfaced areas that meet Pavement Conditions Index (PCI) per AR420-1.		DPW
	3.5A2: # of validated, urgent, and routine demand (surfaced and unsurfaced areas) work orders completed IAW established completion times.		DPW
	3.5A3: New work expansion due to capacity deficiencies.	DPW	
SO / IPL	3.6: Craft plans for recapitalization of Soldier and Family support facilities and equipment and reinvestment in new and exciting programs and services.	Primary Agency	
Sub - Objective	3.6A: Maximize utilization of Fort Riley Privatized Housing for Soldiers and Families.		
Assessment / Measure	3.6A1: % of housing utilization by neighborhood.		DPW
	3.6A2: Housing waitlist time by Rank Band/requirements.		DPW
	3.6A3: Colyer Manor demolished.		DPW
	3.6A4: # of new houses built.	DPW	
SO / IPL	3.7: Reduce the footprint IAW Chief of Staff of the Army directive.	Primary Agency	
Sub - Objective	3.7A: Continue to execute the CSA's to reduce the Footprint Plan. The priorities are #1 Old Hospital #2 WWII Structures and #3 Excess General Purpose Administration Facilities.		
Assessment / Measure	3.7A1: Unused facility square footage.		DPW
SO / IPL	3.8: Installation power infrastructure (utilities privatization).	Primary Agency	
Sub - Objective	3.8A: Follow through on the Utilities Privatization with transfer of all assets 3rd QTR FY18. Provide safe and reliable utilities for 50 years.		
Assessment / Measure	3.8A1: Contracts awarded (Yes/No).		DPW
	3.8A2: Utilities conveyed (# of 4).		DPW
	3.8A3: Initial System Deficiency Correction (ISDC) Projects complete (%).		DPW
	3.8A4: Operate utility consistent with industry standards and the applicable regulations (KDHE/EPA inspections passed).	DPW	

LOE 4: Human Capital		
SO / IPL	4.1: Build resiliency into the civilian workforce and promote comprehensive fitness.	Primary Agency
Sub - Objective	4.1A: Review and update installation health policies every two years. Maintain and expand the performance triad to improve Soldier and Civilian sleep, nutrition & fitness.	
Assessment / Measure	4.1A1: % of health policies updated.	DFMWR
	4.1A2: # of DA Civilians that have participated in a fitness program.	DFMWR / IACH
	4.1A3: Fitbit data on sleep and physical activity.	DFMWR / IACH
Sub - Objective	4.1B: Utilize the Employee, Satisfaction, Performance, Resiliency, Information, Team (ESPRIT) to promote communication, resiliency, and transparency within the Garrison workforce and leadership.	Primary Agency
Assessment / Measure	4.1B1: 100% of Directorates with an employee representative appointed to ESPRIT.	USAG OPS
	4.1B2: 80% of ESPRIT meetings include active attendance by a member of the Garrison Command Team.	USAG OPS
	4.1B3: 10% quarterly increase in "hits" and "unique users" utilizing the ESPRIT knowledge management button as an information resource from initial quarter of usage.	USAG OPS
SO / IPL	4.2: Strategically and operationally hire; adapt the workload in alignment with current staffing.	Primary Agency
Sub - Objective	4.2A: Give civilians a more generalist function; less specialization, so they can work effectively in various environments. Utilize job sharing, temporary assignments, and other civilian personnel tools to remove roadblocks to mission success.	
Assessment / Measure	4.2A1: Reduce specialized position descriptions by 10% to create a more versatile employees.	DHR / CPAC
	4.2A2: Provide workforce opportunity for cross training and temporary assignments.	DHR / CPAC
	4.2A3: Review policies to find process improvements annually.	DHR / CPAC
	4.2A4: Monitor and improve frequency of approved Individual Development Plans (IDPs) and uploading into Army Career Tracker (ACT).	DHR / CPAC
SO / IPL	4.3: Develop and educate the workforce and leaders (DPMAP, IDP, WFD – CLDP, CES, etc.).	Primary Agency
Sub - Objective	4.3A: Prepare Garrison Civilians for their next job and as leaders; use all training options available; promote and communicate training and developmental opportunities.	
Assessment / Measure	4.3A1: 100% Soldier and Civilian completion of Suicide Prevention annual training.	DHR
	4.3A2: # of employees participating in Flint Hills Regional Leadership Program.	DHR
	4.3A3: Track # of employees attending CES classes.	DHR
	4.3A4: # of employees completing local CLDP.	DHR
	4.3A5: % of employees having completed DPMAP transition training.	DHR

LOE 5: Organizational Culture

SO / IPL	5.1: Adopt and integrate IMCOM SCI into Garrison workforce environment.	
Sub - Objective	5.1A: Branding - Build IMCOM image through consistent and monolithic branding that communicates IMCOM contribution to Army readiness.	Primary Agency
Assessment / Measure	5.1A1: Garrison mission/vision statement nests within IMCOM mission/vision.	PAIO
	5.1A2: SCI Campaign communicated to Garrison work force.	PAIO
	5.1A3: IMCOM "one pager" displayed on Garrison web, social media, electronic products, and has been emphasized and communicated.	PAIO
	5.1A4: IMCOM Leadership Pledge and the IMCOM Pledge to Customers communicated to the Garrison workforce and displayed in work areas.	PAIO
	5.1A5: Garrison has conducted an event to sign/endorse the Leadership and Customer Pledges.	PAIO
	5.1A6: Army/IMCOM branding is incorporated into and compliments Garrison branding.	PAIO
	5.1A7: IMCOM standardized slide template used and applied in the Garrison.	PAIO
	5.1A8: IMCOM standardized signature block template used and applied at Garrison.	PAIO
Sub - Objective	5.1B: On-Boarding - Ensure all new IMCOM professionals are welcomed, oriented and prepared to become an impactful member of our organization by establishing comprehensive on-boarding program.	Primary Agency
Assessment / Measure	5.1B1: Garrison has a published & documented On Boarding Program.	USAG OPS
	5.1B2: Garrison conducts on-boarding activities such as an orientation class supporting the welcoming and orientation of new team members.	USAG OPS
	5.1B3: Sponsors are assigned for new team members and leaders at all levels.	USAG OPS
	5.1B4: New team members are provided personalized welcome and necessary tools to perform job.	USAG OPS
	5.1B5: New team members provided initial counseling; review job description, expectations, introduction to organizational culture, develop IDP in conjunction with supervisor.	USAG OPS
	5.1B6: Garrison Command Team participate in Team Member Orientation.	USAG OPS
	5.1B7: Garrison has method for team members to provide feedback on on-boarding program and ensure/track all team members receive quarterly counseling.	USAG OPS
	5.1B8: Garrison ensures team members are provided professional development opportunities.	USAG OPS
Sub - Objective	5.1C: Team Member Recognition - Ensure IMCOM professionals feel that work, performance, and effort is noticed, valued, respected, and appreciated; implement activities and principles outlined in the IMCOM Recognition Program.	Primary Agency
Assessment / Measure	5.1C1: Garrison has a published and documented Garrison Recognition Program that is made available to all team members.	PAIO
	5.1C2: Recognition Program includes timely and on-the-spot, regular and varied recognition activities acknowledging the contributions of team members and teams.	PAIO
	5.1C3: Recognition Program ties team member and organizational recognition to the IMCOM/Garrison mission, goals, and values.	PAIO
	5.1C4: The team members know and understand the criteria and standard used for formal recognition.	PAIO
	5.1C5: Recognition Program is transparent and selection panels include variety of employees (not just leaders).	PAIO
	5.1C6: Garrison has established ways and means to market, promote and publicize recognized team members and teams.	PAIO

LOE 5: Organizational Culture

Assessment / Measure	5.1C7: Garrison leaders are committed, engaged and involved, at all levels, to enhance team member and team performance through recognition activities.	PAIO
	5.1C8: Garrison team members are empowered to recognize performance and/or achievement.	PAIO
Sub - Objective	5.1D: OPEX Customer Service Training - Ensure professionals feel a sense of belonging to IMCOM by defining and communicating, across the Command, who we are, what we stand for, and our unique contribution to Army readiness.	Primary Agency
Assessment / Measures	5.1D1: Garrison OPEX Program has been implemented to provide employees with customer service training.	PAIO
	5.1D2: Garrison has an assigned, trained, and certified Appropriated Fund OPEX trainer.	PAIO
	5.1D3: Garrison has developed a plan to provide OPEX Customer Service training to the Garrison workforce.	PAIO
	5.1D4: Garrison has prioritized which employees should receive various OPEX training.	PAIO
	5.1D5: Garrison leaders (supervisors) are programmed to attend OPEX for Leaders training.	PAIO
SO / IPL	5.2: Conduct internal annual review, assessment, and command climate survey.	Primary Agency
Sub - Objective	5.2A: Conduct annual Command Climate Survey of Garrison workforce. Create mitigation plan/efforts to address areas below the minimum service averages.	
Assessment / Measure	5.2A1: DEOCS survey rating of employee level of "Trust in Leadership".	EEO
	5.2A2: DEOCS survey rating of employee perception of "Leadership Cohesion".	EEO
	5.2A3: DEOCS survey rating of employee perception of "Organizational Cohesion".	EEO
	5.2A4: DEOCS survey rating of employee job satisfaction.	EEO
Sub - Objective	5.2B: Ensure leadership and governance accountability to laws and regulations through regular assessments, inspections, and audits.	Primary Agency
Assessment / Measure	5.2B1: # of internal and external Audit Readiness Tests.	IRAC
	5.2B2: % of time critical audits completed IAW IMCOM standards.	IRAC
	5.2B3: % of annual MICP inspections completed with no discrepancy.	IRAC
SO / IPL	5.3: Assess the organizational maturity at the enterprise and Directorate level.	Primary Agency
Sub - Objective	5.3A: Utilize existing data sources and analytical tools to regularly evaluate the performance of the Garrison and the elemental Directorates and Offices (ICE, SMS, CLS, ISR, and other data tools).	
Assessment / Measure	5.3A1: Conduct quarterly Performance Assessment Reviews (PARs) to assess Organizational performance standards.	PAIO
	5.3A2: Maintain ICE customer satisfaction rating above IMCOM 90% standard in all Directorates and overall Garrison Levels.	PAIO
SO / IPL	5.4: Develop an innovative, flexible workforce ready to produce readiness at best value (LSS, CPI).	Primary Agency
Sub - Objective	5.4A: Expand utilization of CPI tools at all levels of the organization to increase efficiency and cost savings/avoidance. Increase awareness of CPI throughout the workforce.	
Assessment / Measure	5.4A1: # of Garrison employee trained and certified on Lean Six Sigma.	PAIO
	5.4A2: Monetary amount of cost savings as validated and recorded in the Powersteering financial database.	PAIO

LOE 6: Community Relationships and Partnerships

SO / IPL	6.1: Maintain & expand regional partnerships to enable opportunities, cost savings & increase efficiency through IGSA's, MOAs/MOUs, Interlocal Agreements, open collaboration, and shared intellectual capital.	Primary Agency
Sub - Objective	6.1A: Maintain and expand existing services partnership agreements (MOUs, MOAs) between Fort Riley and neighboring communities.	
Assessment / Measure	6.1A1: Maintain/expand existing internships across the installation.	PAIO
	6.1A2: Maintain/expand certification opportunities for transitioning Soldiers.	PAIO
	6.1A3: U.S. Defense AMMO Center agreement to provide HAZMAT certification instructor.	PAIO
	6.1A4: Manhattan Broadcasting complany training and work experience for transitioning Soldiers.	PAIO
	6.1A5: Maintain prisoner escort agreements (Geary, Clay, Pottawatomie County) for US Armed Forces Pre/Post trial personnel.	PAIO
	6.1A6: Maintain Fire Department mutual aid response agreements.	PAIO
	6.1A7: KS forestry Service and KSU agreement for training personnel in wild land firefighting.	PAIO
	6.1A8: Operation Walking Shield maintained.	PAIO
	6.1A9: Housing the Force held annually.	PAIO
	6.1A10: Maintain crop and hay lease program.	PAIO
	6.1A11: Veterans Health Admin call center on-post facility.	PAIO
	6.1A12: Publicize community partners and their Installation Service Support.	PAIO
	6.1A13: Maintain and expand partnership with KSU Counseling Center and Fort Riley Chaplain Family Life Counseling Center.	RSO
	6.1A14: Maintain ties with the Geary County Ministerial Association to meet the spritual needs of Military Families that worship in the surrounding county.	RSO
Sub - Objective	6.1B: Maintain and expand the Education Consortium to meet the needs of the Fort Riley community.	Primary Agency
Assessment / Measure	6.1B1: # of organizations that actively participate & the # of programs in the Consortium.	DHR
	6.1B2: Provide on-post office space to educational institutions.	DHR
Sub - Objective	6.1C: Strengthen ties with community municipalities, the state of Kansas, and strategic stakeholders in order to improve mission readiness and reduce operating costs through signed partnership service agreements (MOUs/MOAs, IGSA).	Primary Agency
Assessment / Measure	6.1C1: Approved agreement for bulk purchasing of commodities.	PAIO
	6.1C2: Traffic Signal Maintenance.	PAIO
	6.1C3: Aerial imagery GIS support to community partners.	PAIO
	6.1C4: Expansion of recreational activities with community municipalities.	PAIO
	6.1C5: Establish a consolidated fire apparatus maintenance contract and facility on Fort Riley.	PAIO
	6.1C6: Establish intellectual Capital Agreements with K-State (engineering, historical architecture, GIS).	PAIO
	6.1C7: Publicize the signing of new community partners and their Installation Service Support.	USAG OPS
	6.1C8: Establish Range 27 partnership with Riley County.	DPTMS
	6.1C9: Recycling w/ Junction City and Kansas State University.	PAIO

LOE 6: Community Relationships and Partnerships

SO / IPL	6.2: Leverage community ties, local patriotism, and work ethic, which parallel with Army values and culture.	Primary Agency
Sub - Objective	6.2A: Fort Riley museums provide Soldiers, Families and visitors with a first class museum experience, informing a broad audience on the storied history of the 1st Infantry Division and Fort Riley.	
Assessment / Measure	6.2A1: 1st ID and Cavalry Museums receive MILCON upgrades.	CMH/PAIO
	6.2A2: # of visitors to Fort Riley museums.	CMH/PAIO
	6.2A3: # of museum community outreach events.	CMH/PAIO
Sub - Objective	6.2B: Support programs and partnerships focused on community hiring of Soldiers, Retirees, and Veterans with emphasis on retaining Veterans to the Flint Hills Region.	Primary Agency
Assessment / Measure	6.2B1: # of AC Soldiers registered in SFL-TAP	DHR
	6.2B2: # of eligible AC Soldiers Career Readiness Standards (CRS) completed	DHR
	6.2B3: # of eligible AC Soldiers Veterans Opportunity to Work (VOW) completed	DHR
	6.2B4: # of AC Soldiers beginning pre-separation counseling NLT 366 days prior to separation.	DHR
SO / IPL	6.3: Maintain and reinforce importance of the agreement to use the Great Plains Training Center (Smoky Hill).	Primary Agency
Sub - Objective	6.3A: Expand capabilities of and enhance partnership with the Kansas Army and Air National Guard through training opportunities at the Great Plains Joint Training Center (GPJTC) and Smoky Hill.	
Assessment / Measure	6.3A1: 1ID/KSARNG updates MOA enabling Bn level heavy maneuver (M1 Tank, M2 Bradley), FCX, DART at Smokey Hill.	DPTMS
	6.3A2: 1ID Battalion level heavy maneuver (M1 tank, M2 Bradley) conducted at GPJTC and Smokey Hill.	DPTMS
	6.3A3: 1ID sustains CAB gunnery, air assault, SUS logistics, ASOS JTAC training at GPJTC and Smokey Hill.	DPTMS
	6.3A4: 1ID and Fort Riley units participate in annual KSARNG Vigilant Shield and Jaded Thunder Exercises.	DPTMS
	6.3A5: Smokey Hill acreage (30K+) included in Fort Riley Military Values Analysis (MVA) report to DA prior to BRAC.	DPTMS
	6.3A5: Fiber link between Fort Riley MTC and GPJTC established, facilitating KSARNG simulations training.	DPTMS

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Leadership Pledge

Taking care of our customers begins with taking care of our most valuable asset - our IMCOM Professionals.

IMCOM Leaders will provide our Team Members the same concern, respect and caring attitude that we expect them to share with our Customers - Soldiers, Families, Civilians and Retirees.

We pledge to position you for success with:

- an impactful on-boarding and orientation experience to welcome you to the IMCOM Team.
- clear performance standards; to include standards for service excellence.
- an Individual Development Plan (IDP) developed with your supervisor; reviewed during periodic counseling.
- opportunities for personal growth and professional development.
- a recognition program to reward service and performance excellence.
- engaged Leaders who seek and welcome your input and take action to continuously improve the organization.
- an organization that embraces the concept of team, teamwork and empowerment.
- a promise to hold ourselves and each other accountable.



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Pledge to our Customers

As a service provider organization, we are committed to providing programs and services delivered with a sense of individual pride, professionalism, and in keeping with the spirit of Army values and IMCOM principles.

We create value for our customers through consistent and easily-accessible service. We will:

- deliver quality products and services.
- build relationships - with communities, with our customers, and with each other.
- be kind and respectful to those we serve.
- conduct ourselves professionally.
- welcome and encourage feedback; we will communicate and listen.
- provide neat, professional and aesthetically pleasing facilities.
- take ownership of our actions.



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