



*Fort Leonard Wood  
FMWR  
Five Year Strategic Plan  
2011-2016*





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

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### Executive Summary



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

I am pleased to present Fort Leonard Wood’s Directorate of Family and Morale, Welfare and Recreation (FMWR) *Five Year Strategic Plan*. Our *Plan* is a commitment to the Military, Family Members, Retirees and Civilians by our recreation and social service professionals to provide facilities, programs, and the services necessary to support the Army Force Generation cycle and sustain an All Volunteer Force; while simultaneously providing a Quality of Life commensurate with the quality of their service to our Nation.

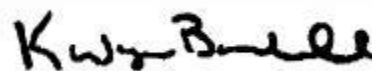
Our *Five Year Strategic Plan* is a living document and is intended to provide clear direction for the efforts of a single, unified workforce; delivering exceptional recreational programs, social services and business activities in a welcoming environment. Our *Plan* represents an overall strategy which aligns with the Army Campaign Plan, the 2010-2017 Installation Management Campaign Plan, the Maneuver Support Center of Excellence Campaign Plan and the Fort Leonard Wood Garrison Campaign Plan.

Our FMWR *Five Year Strategic Plan* will reinforce the following core “Keys to Success” of our service organization:

- Customer Focus**
- Welcoming Environments**
- Program Delivery**
- Resource Management**
- Corporate Leadership**

Our principles are quite simple and straight forward: we aim to provide great customer service in clean and well maintained facilities; in the most efficient and cost conscious manner; with the understanding our directorate’s existence is to serve. Our *Plan* sets forth an investment in our workforce; an aggressive capital reinvestment strategy, and serves as our roadmap to success.

Our *Five Year Strategic Plan* summarizes information from a variety of sources and provides an understanding of the character and structure of our joint service and student community. It reflects our Lines of Effort for community development and our commitment to delivering exemplary services and for meeting the needs of the mission and people whom we serve. Our purpose is to support Customers. Army Strong!



K. WAYNE BARDELL  
Director,  
Family and Morale, Welfare and Recreation



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Developing the FMWR Strategy

The Family and Morale, Welfare and Recreation vision, mission, and values were created by the workforce. They are reviewed and updated by the director, division chiefs, and program managers during a continuous strategic planning cycle. These imperatives are linked to Army, Installation Management Command, and Fort Leonard Wood's visions, goals, and objectives and form the basis for our strategic focus.

#### Vision

Customer-Driven Excellence ...Providing Premier Programs and Exemplary Services Always.

#### Mission

The mission of Your FMWR is to deliver quality choices in a welcoming environment that support the well being of Service Members, Families and Civilians.

#### Values

The focus of the FMWR workforce is to provide exceptional customer service, welcoming facilities and quality programs to the members of the Fort Leonard Wood military community; and to maintain the reputation of a customer driven and respectful team of service providers dedicated to serving America's Warriors.

We support and strive to live the Army Values in all of our organizational actions:

#### LDRSHIP

**Loyalty**

**Duty**

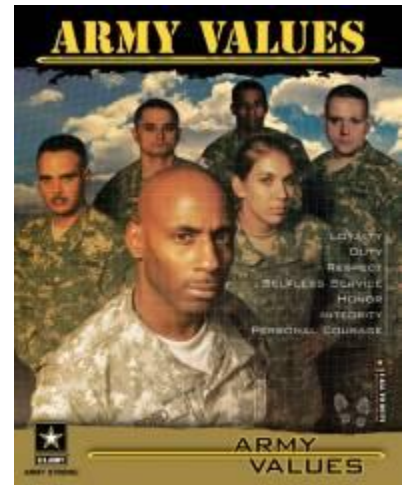
**Respect**

**Selfless Service**

**Honesty**

**Integrity**

**Personal Courage**



The professional Family and Morale, Welfare and Recreation team embraces the following organizational business core values and concepts:

**Teamwork**

**Leadership**

**Professionalism**

**Quality**

**Family**



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Strategic Focus

Fort Leonard Wood is the only installation in the United States that is home for three Army Schools (Engineer, Military Police, and Chemical); supports the largest interservice detachments consisting of Marines, Navy, Air Force and Coast Guard personnel; and trains over 19,000 Service Members each day. In addition, the installation supports 7,300 active duty and permanent party Service Members; houses inactive ready Reserves and National Guard forces; mobilizes and demobilizes Training Command and Forces Command brigades; and is one of the Army's Maneuver Support Centers of Excellence. At the end of the day, Fort Leonard Wood culminates to a Joint, Interagency, Intergovernmental and Multinational environment strategically partnered with industry and academia – in order to defend the nation through full spectrum operations.

The Strategic Focus for the FMWR programs is to concentrate on Soldier, Family, Retiree and Civilian Well-Being; to ensure they are being cared for and that FMWR services enhance community life, foster readiness, promote mental and physical fitness and deliver a working and living environment in relation to the Army Family Covenant.

The Army Family Covenant is the Army's commitment to provide Soldiers, single and married, and Army Families a better Quality of Life. To further the Army's commitment, Fort Leonard Wood FMWR will:

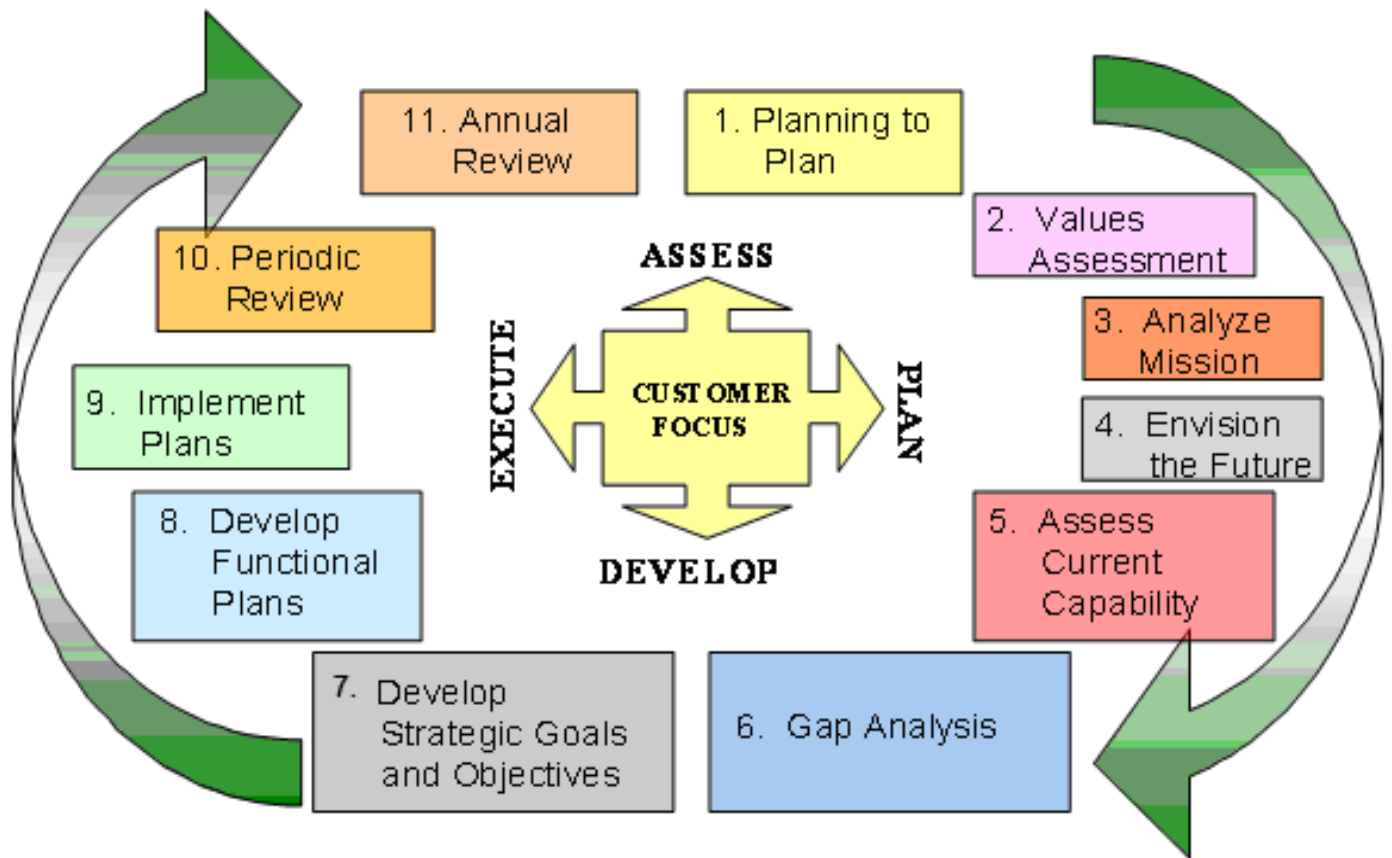
- Make customer satisfaction our number one priority.
- Continue to produce quality services and programs under the Army Family Covenant.
- Listen to community members, making change to positively impact Quality of Life for all residents.
- Deliver programs and services that support, sustain and enhance the readiness of the military units.
- Strive to efficiently operate all programs while simultaneously pursuing an aggressive capital reinvestment plan.
- Deliver the Army Family Covenant promise to Soldiers and their Families.
- Pursue partnerships with the Fort Leonard Wood community.
- Recruit and retain a professional workforce through training and career advancement opportunities.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Strategic Planning Process

Our strategic planning process can be seen in the flowchart below. We have laid out the groundwork and have synced our processes with those of the installation, garrison and our higher headquarters.



Our Family and Morale, Welfare and Recreation (FMWR) Strategic Planning Team conducts a complete review of the strategic plan on a cyclical basis in formal semi-annual & annual review workshops. This process ensures the organization remains current within a changing strategic environment and provides linkage to the strategies and measurements to those of the higher headquarters.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### **Strengths, Weaknesses, Opportunities, & Threats**

Our strategic planning process involved a review of internal strengths and weaknesses of our organization. It was also necessary to identify significant factors outside our organization that may positively or negatively impact our organization's ability to achieve its desired future. The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis identifies the strengths and weaknesses (internal factors) and opportunities and threats (external factors) that must be considered.

#### **Strengths**

Committed Workforce  
Professional Leadership  
Teamwork  
Competitive Pricing  
Financial Management  
Training Programs  
Strategic Planning  
Award Winning Programs  
Accredited Programs  
Use of Automated Management  
Direct Marketing  
Information Systems  
(RecTrac, CYMS, ALPMS, VMIS, CTS)

#### **Opportunities**

Installation Support  
Community Support of Special Events  
Emphasis on Fitness and Wellness  
Uniform Funding and Management  
Common Levels of Support  
Use of Interactive Customer Evaluation  
Use of Customer Assessment Results  
Marketing Research Surveys  
Local Community Partnerships (AFC ACC)  
Growing Community

#### **Weaknesses**

Employee turnover  
Limited pool of candidates  
Contracting process  
Unfunded Requirements

#### **Threats**

Aging Infrastructure  
Local Competition  
Economy  
Deployments  
Remote Location  
Political Change  
Public Perception

- *Note: for the purpose of this analysis, internal is FMWR, external are factors outside FMWR*



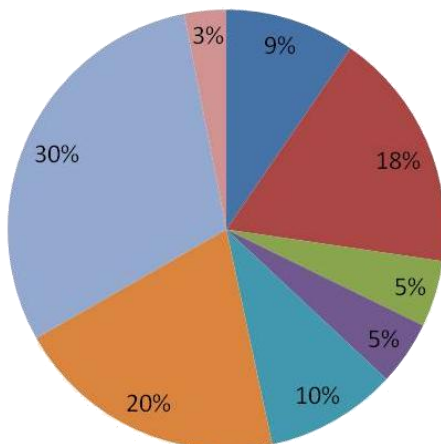
## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Market Analysis

#### General Demographics

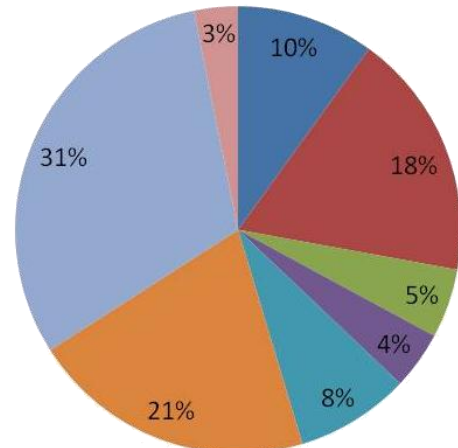
Fort Leonard Wood's FMWR military member customer base increased by 574 with the addition of the Maneuver Enhancement Brigade. An additional 500 Service Members are projected to add to the population growth by FY13. This projected increase will add to the demand for quality entertainment programs, child care needs, sports activities, employment and school support.

Customer Base 2011



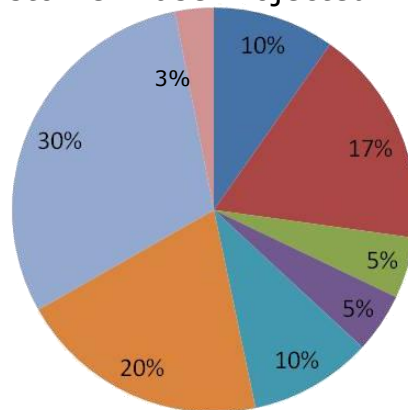
Total **31,706**

Customer Base Projected 2012



Total **31,593**

Customer Base Projected 2013



Total **32,206**

- Permanent Party
- Trainees
- Tenant Population
- Spouses
- Children
- Retirees
- Retiree Family Members
- Civilian Contract Employees



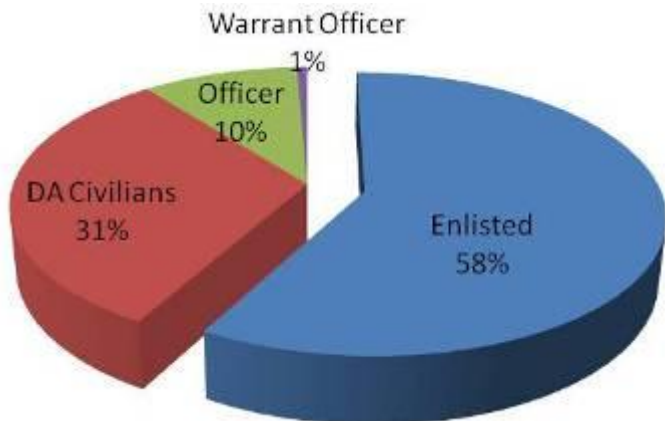
## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Population Demographics

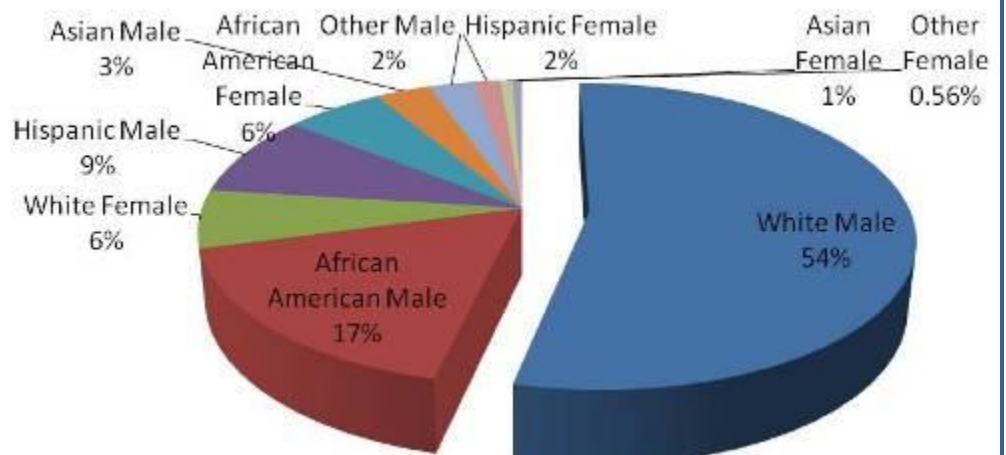
#### FY11

80,374	Total People Trained (includes Service Members & Civilians)
12,564	Basic Combat Trainees
6,946	Permanent Party
565	ITRO Permanent Party
1620	ITRO Trainees
480	Mult National Students (120 Countries)
109	Wounded Warriors (25 Wounded in Combat)
12,692	Family Members
65,000	Retirees & Family Members
3,825	DA Civilians
5,782	Contractors/Others (included AAFES)

#### Military / Civilian



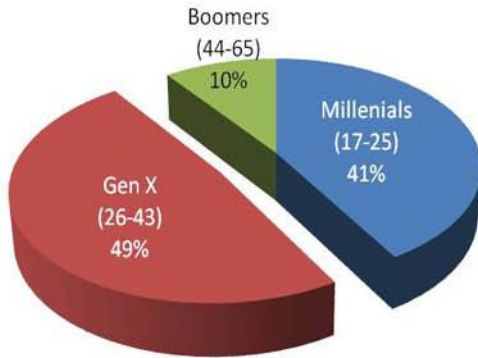
#### Ethnicity



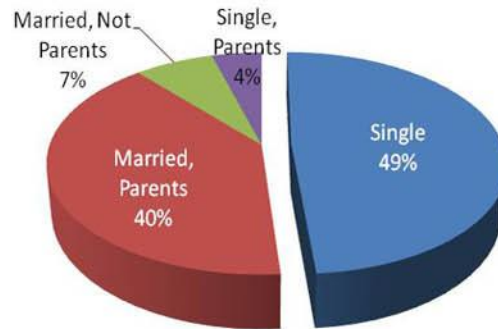


## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

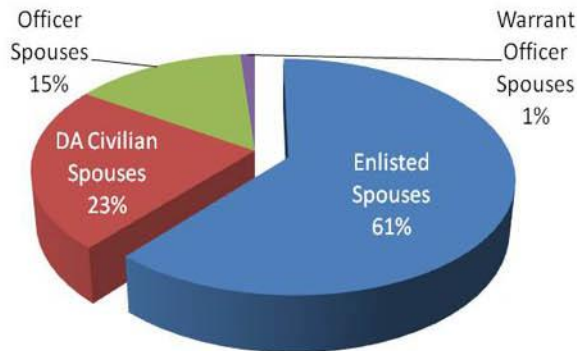
### Adults



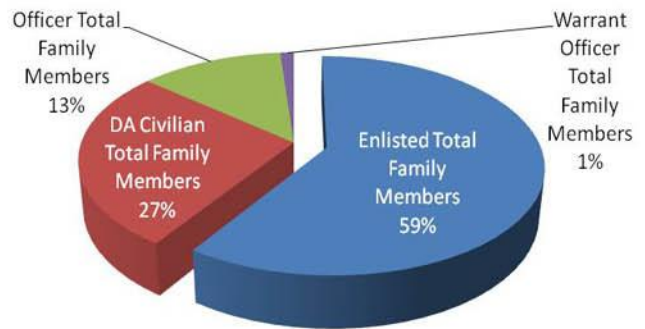
### Marital Status



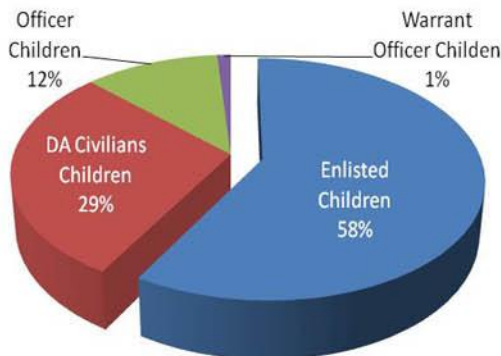
### Spouses



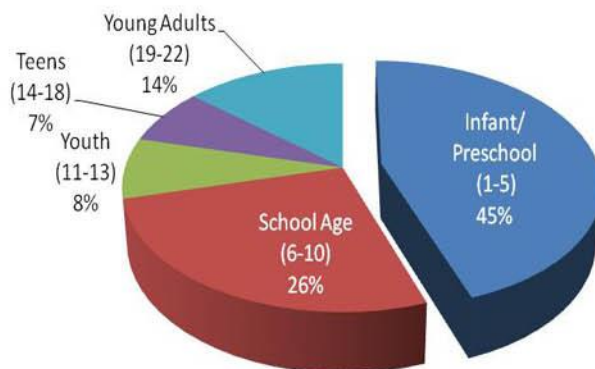
### Family Members



### Children



### Infant/Young Adult





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Leisure Needs Assessment

Customer input to the planning and execution of recreational, business and social service programs, activities and facility development weighs on the Leisure Needs Assessment. In addition, responses gathered from town hall events, Army Family Action Plan Conferences, Community Action Council, customer comment cards, evaluations, surveys, Interactive Customer Evaluations, and word of mouth – substantiate customer demands for the variety of FMWR programs and facilities at Fort Leonard Wood.

The Interactive Customer Evaluation System (ICE) is heavily emphasized throughout Fort Leonard Wood. Customer comment cards are available throughout the installation, FMWR facilities, and websites. Evaluations are distributed after installation wide events, and during workshops, classes and training sessions. Focus Groups are held quarterly through the Installation Customer Service Management office and periodically throughout the year.

#### TOP TEN LEISURE ACTIVITIES

<b>TOP TEN LEISURE ACTIVITIES</b>	
<ol style="list-style-type: none"> <li>1) Entertaining at Home</li> <li>2) Internet Applications</li> <li>3) Fishing</li> <li>4) Beaches / Lakes</li> <li>5) Watching TV/DVDs</li> </ol>	<ol style="list-style-type: none"> <li>6) Reading</li> <li>7) Movie Theaters</li> <li>8) Reference Services</li> <li>9) Auto Detailing / Washing</li> <li>10) Library Internet</li> </ol>

#### MOST IMPORTANT FMWR PROGRAMS AND SERVICES (Documented in the Customer Management Survey)

ACTIVE DUTY	FAMILY MEMBERS	RETIREES	CIVILIANS
<ol style="list-style-type: none"> <li>1) Child Development Centers</li> <li>2) Recreational Lodging</li> <li>3) Youth Centers, Youth Sports &amp; Fitness</li> <li>4) Exceptional Family Member Program</li> <li>5) Mobilization &amp; Deployment Support</li> </ol>	<ol style="list-style-type: none"> <li>1) Spouse Employment</li> <li>2) Mobilization/Deployment Support</li> <li>3) Child Development Centers</li> <li>4) Youth Centers, Youth Sports &amp; Fitness</li> <li>5) Family Child Care Homes and Army Sponsored Community Based Child Care</li> </ol>	<ol style="list-style-type: none"> <li>1) Child Development Centers</li> <li>2) Recreational Lodging</li> <li>3) Youth Centers, Youth Sports &amp; Fitness</li> <li>4) Fitness Services, Individual/Team Intramural Sports Programs</li> <li>5) Outdoor Recreation Program</li> </ol>	<ol style="list-style-type: none"> <li>1) Library/Information Services</li> <li>2) Fitness Services, Individual/Team Intramural Sports Programs</li> <li>3) Outdoor Recreation Program</li> <li>4) Clubs, Food, Beverage, and Entertainment Programs</li> <li>5) Community Information Services</li> </ol>



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### TOP UNMET NEEDS FOR LEISURE FACILITIES AND ACTIVITIES (Documented in the 2010 Customer Management Survey)

OUTDOOR	INDOOR	SOCIAL
Adult / Youth Sports Fields Camp Grounds Outdoor Water Park Picnic Areas Playgrounds Recreational Lodging RV Park Stables	Auto Crafts Family Center Fitness Center Indoor Shooting Range Indoor Water Park Leisure Pool Pet Facility Roller Rink Single Soldier Center	Amusement Park Family Dining Fine Dining Music /Concerts Zoo

In direct response to customer feedback, FMWR has committed to conducting ongoing studies to determine the potential for meeting customers' needs, expectations and validation.

Decisions related to future investments will consider both the level of unmet needs and the perceived priority that supported populations believe should be placed on improvements.



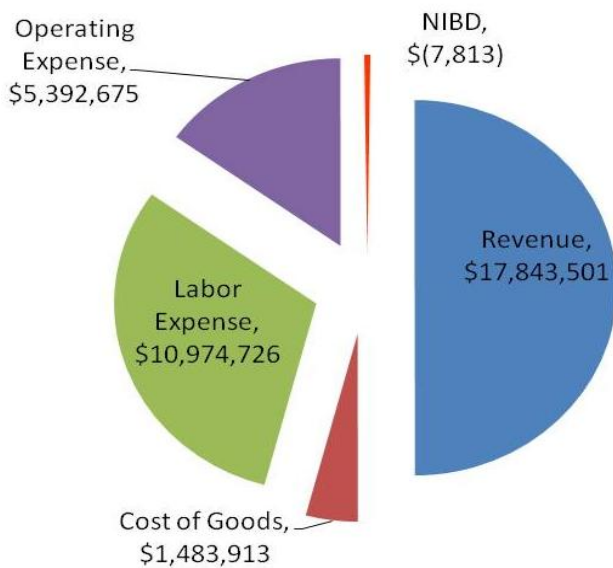


## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

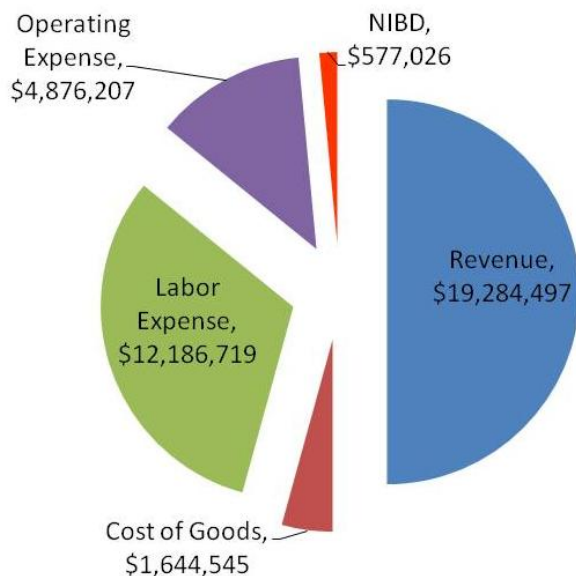
### Financial Analysis

#### Performance Summary Report

The following charts display the consolidated performance trends for key measures within our Family and Morale, Welfare, and Recreation activities. These growths reflect the positive outcome expected from the investment to improve facilities, staff training and our dedication to quality customer service.



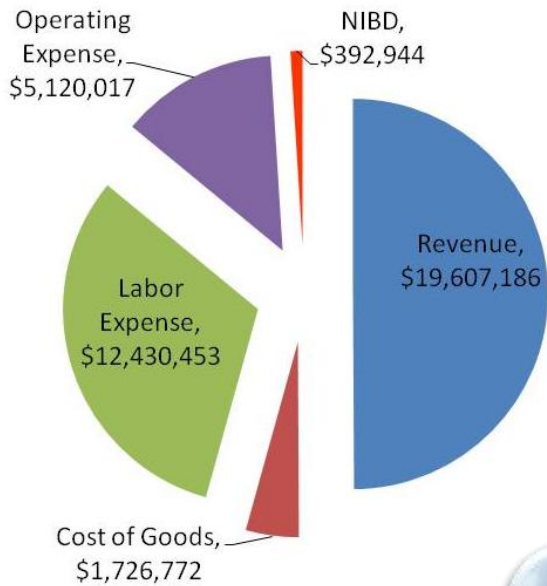
**FY11** proved to be a challenging year fiscally. Bad weather affected the outdoor programs that typically generated revenues, business decisions to offer some programs at no cost to the customer increased expenses; coupled with reductions in appropriated fund support and AAFES dividends resulted in a financial loss to the One Fund and the inability to reinvest monies back into the programs.



**FY12** is projected to be a better year financially as increases in customer fees across most programs; transitioning from free-to-the-customer to assessing fees for recreational swimming and RV storage; and expanding the business programs are predicted to increase revenues. A planned reduction and furlough of positions; coupled with a 1% cap on performance awards will decrease labor expenses. In addition, the opening of two Child Development Centers in the third quarter and a Warrior Zone in the fourth quarter will stimulate program participation and generate additional revenues.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri



**FY13** growth in revenue will be a result of full year of operation for two childcare centers; enhanced programming at business operations (golf, bowling and catering); and increase in services in recreation (Auto Craft Shop, Lake of the Ozarks Recreation Area, and Special Events) services. Operating Expenses are projected to increase slightly to allow replenishment of supplies and non-CPMC equipment.





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Capital Purchase and Minor Construction Reinvestment

The following execution list displays a reinvestment to the installation with our Capital Purchase and Minor Construction (CPMC) execution plan, which represents the reinvestment of Soldier dollars earned at Fort Leonard Wood and invested back into new and improved FMWR services, programs, and facilities.

The CPMC investment last fiscal year was \$208,714 (Local Funding), \$144,084 (Region Funding) and \$743,665 (Recycle Funding) to improve FMWR facilities and services such as Golf, Bowling, Lake of the Ozarks Recreation Area, Food and Beverage Operations, Frame Shop and Auto Skills.

Project/Purchase Title	Cost
OAC – Mini Camp Trailers (2 ea)	21,038
PVGC – Golf Cart w/Cage	8,138
ITR – Laptops (3 ea)	4,462
RECPLEX – Shade Structures (5 ea)	38,630
PVGC – Cart Path Repair	7,346
FRAME – Lazer Engraver	27,023
LORA – Jet Skis (4 ea)	33,600
AUTO – Pneumatic Impact Gun	6,927
PCC - Tables	4,101
FM – Digital Senders	14,550
PVGC – Golf Ball Washer	2,522
DBC – Lane Control Panels (3 ea)	6,362
MKTG – Vinyl Poster Printer	16,408
PVGC – Tractor Repair	6,362
PCC – Kitchen Upgrade (Region Funded)	144,084
DBC – Family Entertainment Center (Recycle Funded)	743,665
VARIOUS – POS Computers	11,245



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Capital Purchase and Minor Construction Execution Plan

The requirements from our FY12 Capital Purchase and Minor Construction Execution Plan are identified at \$1,473,409; versus available funding level (budget NIBD) of \$577,026. The below listed purchases are above the cut line. As funding becomes available, additional purchases will be made based on priority.

Project/Purchase Title	Cost
LORA – Dock De-Icers	7,500
LORA – Pontoon Boats (3 ea)	75,000
OAC – Jon Boats w/trailers (8/4 ea)	23,750
LORA – Runabout Boats (3)	108,000
OAC – Camper Trailers (2)	25,750
PCC –Chafing Dishes (20)	6,000
PCC – Gas Salamander	2,600
PCC – Accardis Bar Inventory System	5,500
PCC – True Chef Base	5,500
PCC – Rotisserie Grill	5,250
DBC – Family Center FF&E	75,000
DBC – Underlane Track and Sweep	36,000
PVGC – Replace Reels on Greens Mower	7,000
PVGC – Rough Mower	50,000
PVGC – Chemical Sprayer	30,000
PVGC – Top Dresser	20,000
AUTO – Tool Box Combo	30,000
AUTO – Alignment Machine	53,274
IT – HP Laserjet P2055dn Printers (10)	4,000
IT – APC UPS	3,900
MKTG – Laserjet Multifunction Printer	10,000



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### Projects below FY12 funding level

Project/Purchase Title	Cost
PCC – Video Surveillance System	10,000
AUTO – Transmission Flush Machine	4,500
OAC – Trap/Skeet Guns (5 ea)	6,750
IT – Dell Precision M6600 (3 ea)	7,500
SUP – Shelving for New Warehouse	5,600
SUP – Hand Wash Stations/4 person (5 ea)	3,100
MAINT – Welder with Attachments	5,500
MKT – Booklet Maker	10,000
PVGC – Walk in Refrigerator/Freezer	50,000
PVGC – Tee Mower	33,000
DBC – Deck Replacement	38,000
DBC – Ice Machine	5,000
DBC – Deep Fryer	10,000
DBC – Exterior Xtreme Signage	12,000
FRAME – Wizard Mat Cutter	17,000
FRAME – Frame Square Mitre Saw	2,854
LORA – Fishing Boats (3 ea)	55,500
SEPT – Gator w/Utility Trailer	12,000
LORA – Gator	10,000
PVGC – Golf Cars	80,000
PVGC – Proforce Debris Blower	8,000

Project/Purchase Title	Cost
PVGC – Proshop Fixtures	3,000
IT – HP Compaq 8200 Elite (10 ea)	12,000
MKTG – Laptop	5,000
PCC – TVs/Morelli and Hearth Rm (5 ea)	4,700
PCC – VITO Oil Filter System	2,500
SUP – Propane Forklift	24,200
SUP – Property Tracking System	12,000
OAC – Dunk Tank (2 ea)	8,321
LORA – Boatlifts (15 ea)	127,000
OAC – Front Deck, Zero Turn Mower	14,690
OAC – Archery Set-up/Rpr Strn/Cabinetry	5,436
AUTO – Air Tools (15 ea)	3,842
AUTO – Industrial Cabinet Sand Blaster	4,500
OAC – High Ropes Course	70,846
OAC – Playground	43,446
LORA – Refrigerator and Freezer	15,000
AUTO – Stockroom Shelving	8,000
PVGC – Surveillance System	5,000
PVGC – Fairway Mower	50,000
PVGC – Irrigation/Drainage Design Project	50,000



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri



### Capital Reinvestment Execution Plan

	Project Title	Funding Source	Total Execution
FY11	Resurface Running Track at Davidson Fitness Center	AF	210.0K
	Reception Area at Davidson Fitness Center	AF	125.0K
	Repair Sewage at Lake of the Ozarks Recreation Area	AF	285.0K
	Expand aprons at Wallace and Leiber Heights Swimming Pools	AF	120.0K
	Replace Vinyl Flooring at Child Development Center	AF	145.0K
	Overlay Asphalt Roads at Lake of the Ozarks Recreation Area	AF	100.0K
	New FMWR Warehouse Facility	AF	700.0K
	ADA Playground at FLW and Lake of the Ozark Recreation Area	AF	250.0K
	ADA Accessibility to Beach at Lake of the Ozarks Recreation Area	AF	15.0K
	Paint Interior of Davidson Fitness Center	AF	68.0K
	Repair Sewage at Outdoor Adventure Center	AF	66.2K



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

	Project Title	Funding Source	Total Execution
	Upgrade HVAC at Child Development Center	AF	186.0K
	Asphalt Parking Area at Army Community Service Center	AF	170.0K
	Asphalt Parking Area at Outdoor Adventure Center	AF	160.0K
	Replace Pavilion at Outdoor Adventure Center	AF	23.6K
	HVAC Specker Fitness Center	AF	400.0K
	Upgrade Electric at Outdoor Adventure Center Skeet & Trap Range	AF	8.0K
	HVAC at Morelli Heights Bar & Grill	AF	26.0K
	Expand Apron and Install Shade Structures at Wallace Swimming Pool	AF	171.0K
	Replace Carpet at Davidson Fitness Center	AF	40.0K
	Install Emergency Generator at Davidson Fitness Center	AF	875.0K
	FMWR Directional Signs	AF	26.2K
	Stain Exterior of Clubhouse at Piney Valley Golf Course	AF	72.0K
	Construct Family Fitness Addition to Davidson Fitness Center	AF	750.0K
	Install Low Water Crossing at Lake of the Ozarks Recreation Area	AF	10.0K
	Repair Cart Path at Piney Valley Golf Course	NAF-CPMC	11.0K
	Install Pavilion (1) at Rec Plex	NAF-CPMC	36.0K
	Go Cart Race Track at Rec Plex	NAF-CPMC	750.0K
	Dog Park	NAF-CPMC	40.0K
	Install Walk In Freezer at Pershing Community Center	NAF-CPMC	37.0K
	Construct Family Addition to Daugherty Bowling Center	NAF-Recycle	750.0K
	Child Development Center 0-5 years (135 Capacity)	NAFMC	5.0M
	Child Development Center 0-5 years (144 Capacity)	NAFMC	5.0M
FY12 Projected	Repair and Stain Exterior of Sports Complex Facility	AF	40.0K
	Install Pavilion at Morelli Heights Bar & Grill	AF	22.0K
	Place Brick Exterior of Bowling Center	AF	520.0K
	Place Timers on Sport Field Lights	AF	11.0K
	Paint Bathhouse at Leiber Heights Swimming Pool	AF	3.0K



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

Project Title	Funding Source	Total Execution
Asphalt Parking Area at Auto Craft Shop	AF	130.0K
Expand RV Storage Area at Auto Crafts	AF	40.0K
Paint Interior Walls at Auto Craft Shop	AF	56.0K
Upgrade Electrical Outlet at Nutter Field House Parking Area	AF	15.0K
Install Outdoor Pavilion at Morelli Heights area	AF	22.0K
Asphalt Parking Area at Pershing Community Center	AF	220.0K
Paint Parking Area Light Poles at Pershing Community Center	AF	12.0K
Paint Interior of Auto Craft Shop	AF	56.0K
Unloading Ramp at Nutter Field House	AF	7.4K
Repair/Replace Wall Fabric at Davidson Fitness Center	AF	6.3K
Additional Electrical Outlets at Wallace Swimming Pool	AF	2.2K
FMWR Facility Signs	AF	171.6K
Repaint Racquetball Court Walls at Davidson Fitness Center	AF	56.0K
Repair/Replace Running Track at Gerlach Field	AF	320.0K
Refinish Wood Floors in Racquetball Court at Davidson Fitness Ctr	AF	160.0K
Remodel Interior of Lieber Heights Swimming Pool	AF	72.0K
Relocation of Paint Ball Range	NAF-CPMC	15.0K
Upgrade Golf Driving Range	NAF-CPMC	50.0K
Pro Shop at Bowling Center	NAF-CPMC	100.0K
Renovate Pershing Community Center	NAF-CPMC	750.0K
Replace/Repair Irrigation System at Piney Valley Golf Course	NAF-CPMC	660.0K
Relocation of Privately Owned Weapon Range	NAF-CPMC	700.0K
Water Slide for Wallace Swimming Pool	NAF-Recycle	165.0K
Install Playground at RecPlex	NAF-Recycle	60.8K
Install Playground at Outdoor Adventure Center	NAF-Recycle	43.4K
Water Slide for Lieber Heights Swimming Pool	NAF-Recycle	78.0K
Fitness Trail	NAF-Recycle	24.0K
Single Soldier Warrior Zone	NAFMC	10.0M
Multi Youth Sports Complex and Fields	NAFMC	3.6M



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

	Project Title	Funding Source	Total Execution
FY13 Projected	Upgrade Water Park Complex	NAFMC	1.7M
	Construct 3 Bedroom Cabins (7 each) at Lake of the Ozarks	NAFMC	3.5M
	Irrigation System at Piney Valley Golf Course	NAFMC	2.2M
	Family Entertainment Center	NAFMC	16.5M
	Construct Sportsman Complex – Phase II (Equipment Check Out, Archery & Firearm Range, Canoe, Stables)	NAFMC	5.0M
FY14 Projected	Upgrade LORA (Dock, Cabin Replacements, RV Area)	NAFMC	2.8M
	Multi Youth Sports Complex and Fields	NAFMC	3.6M
	Upgrade Sportsman Complex – Phase II (Equipment Check Out, Firearm & Archery Range, POW Range, Stables)	NAFMC	5.0M
FY15	Conference Center	NAFMC	11.5M
	Multi Adult Sports Complex and Fields	NAFMC	2.1M
	Replace Auto Skills Development Center	NAFMC	5.2M
FY16 Projected	Fitness Center (PN73998)	MCA	14.2M
	Pet Care Facility	NAFMC	1.6M

### NAF Major Construction Projects Requiring Feasibility Study

FY12	FY13	FY14	FY15	FY16
Single Soldier Warrior Zone (Completed)	Recreational Cabins (7) at Lake of the Ozarks Recreation Area (Completed)  Family Entertainment Center  Upgrade Water Park  Irrigation System at Golf Course	Construct Sportsman Complex – Phase II  Multi Youth Sports Complex and Fields  Upgrades at Lake of the Ozark Recreation Area	Auto Skills Center  Multi Adult Sports Complex and Fields  Conference Center	Pet Care Facility



**Family and Morale, Welfare, and Recreation  
Fort Leonard Wood, Missouri**

**Installation Management Command and Fort Leonard Wood  
Campaign Plans**

**Strategic Lines of Effort**

The Installation Management Command (IMCOM) and the Fort Leonard Wood Garrison Campaign Plans provide the foundation for current and future mission focuses through Lines of Effort (LOE) and their associated objectives with Keys to Success and Goals with Metrics.

Both of these Campaign Plans represent a combined strategy to ensure Soldiers, Families and Civilians, today and in the future, have the land, water, and air resources they need to train; reach back capabilities to deploy, fight and win the nation’s wars; a safe and healthy infrastructure and environment in which to live; a quality of services to support their well-being; and provide support to the local communities and the American people. The strategic direction provides the foundation and road map for each Soldier, Family and Civilian to understand their role in supporting the Warrior.

The Directorate of Family and Morale, Welfare and Recreation has identified and aligned their efforts with both IMCOM and Fort Leonard Wood Garrison Campaign Plans to ensure consistency and to establish the direction for the directorate in accomplishing its mission. We have also enhanced the efforts to capture much sought after improvements in the delivery of services at the garrison level.

**LOE 1  
Soldier, Family and Civilian Readiness**

**Keys to Success**

**SR1** – A Deployable Mindset Across the Fort Leonard Wood Garrison Command.

**SR2** – Resiliency and Balance – Mind, Body, and Spirit.

**SR3** – Responsive Services that Meet Fluid ARFORGEN Requirements.

**SR4** – Incorporate Best Value Technology and Education Capabilities to Enable the Transformed Army’s Training Requirements.

**SR5** – Training Support Services in Support of Soldier Readiness.

***Objective: Soldiers, Families and Civilians are able to meet the challenges of deployment and the ARFORGEN process through proper training, responsive services, and communities of excellence.***



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### SR1 – A Deployable Mindset across the Fort Leonard Wood Community.

**Goal:** Improve the ability to prepare and sustain Soldiers, Families, and Civilians across all components to meet the demands of an expeditionary Army at war.

**Metric 1.1.1** Support a Sponsorship Program for Soldiers, Civilians and their Family Members at Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 Oct 10, execute a Sponsorship Training Program for military and civilian sponsors.
- b) By 1 Oct 10, execute a Sponsorship Program for family member youth whose sponsor is assigned to Fort Leonard Wood.
- c) By 1 Oct 10, execute a Sponsorship Program for new employees assigned to FMWR.

**Metric 1.1.2** Provide a system to support Soldiers, Civilians and their Family Members prior to and following the deployment cycle.

*Sub Tasks:*

- a) By 1 Jan 11, initiate Pre-Deployment Fairs and Briefs to deploying units.
- b) By 1 Mar 11, resource the Army Family Covenant Card for Families of Service Members and distribute to units/individuals who are deployed.
- c) By 1 Mar 11, provide CYS Services respite care to spouses of deployed Service Members and special opening twice monthly for Family Readiness Groups.
- d) By 1 May 11, provide preferred seating to Families of deployed Service Members for all special events.

**Metric 1.1.3** Leverage Military Family Life Consultants (MFLC) within the Army Community Service (ACS) and Child, Youth and School Services (CYSS) programs.

*Sub Tasks:*

- a) By 1 Jan 11, provide MFLC coverage at each ACS and CYSS facility.
- b) By 1 Mar 11, assess the requirement for MFLC coverage at each facility and adjust or request additional counselors as necessary.

### SR2 – Resiliency and Balance – Mind, Body, and Spirit.

**Goal:** Improve the ability to support and strengthen the resilience and balance of Soldiers, Families, and Civilians at Fort Leonard Wood through programs and services to sustain their physical, emotional, social, family, and spiritual needs.





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**Metric 1.2.1** Support the development of an installation Resiliency Campus on Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 Oct 11, determine which functions and programs will be part of the campus concept.
- b) By 30 Sep 12, integrate space requirements to DPW, to include into the Master Plan, for the Installation Resiliency Campus.
- c) By 1 Jan 13, program resources to support an Installation Resiliency Campus.

**Metric 1.2.2** Actively participate on Fort Leonard Wood's Community Health Promotion Council to assist with the analyzing, evaluating and delivery of requirements IAW 600-63.

*Sub Tasks:*

- a) By 1 Oct 10, assign key FMWR program specialist to serve on the Community Health Promotion Council.
- b) By 1 Jan 11, execute risk reduction and health promotion and suicide prevention programs in collaboration with Family Readiness Support Assistants, Community Support Coordinators, Chaplains, Army Substance Abuse Program, Army Community Service, Military Family Life consultants, and Medical Treatment Facility Behavioral Health Specialist.
- c) By 30 Sep 11, ensure 100% of FMWR workforce receive Army Substance Abuse Program training for supervisors and employees to improve their decision making in regards to drug use, abuse and dependency.
- d) By 30 Sep 12, conduct a Health and Fitness Promotion Fair at Davidson Fitness Center.

**Metric 1.2.3** Actively participate in Master Resiliency Training.

*Sub Tasks:*

- a) By 1 Sep 10, identify four key participants to serve as master Resiliency Trainers.
- b) By 1 Dec 12, one participant from each FMWR division will complete Resiliency Training.

**SR3 – Responsive Services that Meet Fluid ARFORGEN Requirements.**

**Goal:** Provide flexible, scalable and responsive services synchronized to support Active Component and Reserve Component Soldiers, Families, and Civilians at Fort Leonard Wood throughout the ARFORGEN process.

**Metric 1.3.1** Develop, maintain and sustain FMWR programs, facilities and capabilities on the installation that support Soldier Fitness and a Warrior Ethos at Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 Nov 10, deliver alternative recreation and leisure programs for Soldiers redeploying from combat operations through the Warrior Adventure Quest program.
- b) By 1 Nov 10, deliver Better Opportunities for Single Service Member program by assigning a FMWR staff member to serve as the overseer to the program.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### **SR4 – Incorporate Best Value Technology and Education Capabilities to Enable the Transformed Army's Training Requirements.**

**Goal:** Provide lifelong learning opportunities to meet the needs of a transforming Army and improve job performance at Fort Leonard Wood.

**Metric 1.4.1** Develop, maintain and sustain learning opportunities that enhance Soldier job performance at Fort Leonard Wood.

*Sub Task:*

- a) By 1 Nov 10, deliver alternative recreation and leisure programs for Soldiers related to Military Occupation Skills in Auto Crafts, Arts and Crafts, Outdoor Recreation, Physical Fitness, and Food Service programs.

**Metric 1.4.2** Promote and encourage FMWR employees to enroll in college or college related courses to enhance their lifelong learning opportunities and improve their job performance.

*Sub Task:*

- a) By 1 Nov 10, five percent of employees assigned to FMWR will be enrolled in college level or college equivalent courses.

### **SR5 – Training Support Services in Support of Soldier Readiness.**

**Goal:** Provide a consistent level of training support services to enable the execution of full spectrum operations training throughout ARFORGEN and to enable Institutional Training.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

# LOE 2 Soldier, Family and Civilian Well-Being

### Keys to Success

**SW1** – Standardized programs and services for Soldiers, Retirees, Families and Civilians.

**SW2** – Excellence in schools, youth services and child care.

**SW3** – Facilities, programs, and services that support recreation, leisure, travel, and single Soldiers.

**SW4** – State and community support and relationships.

**SW5** – Well-being programs and services to meet Soldier, Retirees, Family and Civilian needs throughout the entire deployment cycle.

***Objective: Ensure Soldiers, Families and Civilian employees are being cared for and that our programs and services enhance community life, foster readiness, promote mental and physical fitness, and deliver a quality working and living environment.***

### SW1 – Standardized programs and services for Soldiers, Families, Retirees, and Civilians.

**Goal:** Provide high quality and consistent FMWR programs and services across Fort Leonard Wood to maintain uniform delivery of programs and to mitigate the stress of military life on Soldiers, Families, Retirees, and Civilians.

**Metric 2.1.1** Sustain Fort Leonard Wood’s Army Community Service Center’s accreditation. (ACS achieved accreditation in 2004; re-accreditation in 2007 and in 2010 with commendations. ACS is accredited through 2013).

Sub Task:

- a) By 1 Oct 10, conduct quarterly reviews to sustain program standards in all inspection areas.

**Metric 2.1.2** Execute applicable IMCOM driven goals and objectives to address command driven expectations at Fort Leonard Wood.

Sub Tasks:

- a) Deliver installation Family Readiness training to standard.
- b) Standardize Survivor Outreach Services and achieve 100% contact in garrison catchment area.
- c) Deliver services to Exceptional Family Members to standard.
- d) Support annual Employment Assistance Program Job Fair.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**Metric 2.1.3** Conduct recurring major events open to the military and civilian communities designed to mitigate the stress of military life on Soldiers, Families, Retirees and Civilians.

*Sub Tasks:*

- a) In April of the calendar year, host Month of the Military Child Activities.
- b) In May of the calendar year, host the Armed Forces Day Concert.
- c) In July of the calendar year, host the Independence Day Celebration.
- d) In December of the calendar year, host the Holiday Express Activities



### **SW2 – Excellence in schools, youth services and child care.**

**Goal:** Ensure FMWR supports the readiness and well-being of Families by reducing the conflict between unit mission requirements and parental responsibilities. Ensure Families at Fort Leonard Wood have access to child care and youth programs at a level commensurate with the society which they defend.

**Metric 2.2.1** Standardize facilities at Fort Leonard Wood for child care and youth services.

*Sub Tasks:*

- a) By 1 Jun 12, take necessary actions to open new Child Development Center (135 Capacity).
- b) By 1 Jun 12, take necessary actions to open new Child Development Center (144 Capacity).

**Metric 2.2.2** Sustain accreditation of the Child Development Center and School Age Services programs at Fort Leonard Wood; and maintain certification of Youth Services.

*Sub Tasks:*

- a) By established due dates, forward accreditation and certification packages.
- b) By established due dates, work Action Plans for program improvements.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### **SW3 – Facilities, programs, and services that support recreation, leisure, travel, and single Soldiers.**

**Goal:** Deliver a baseline of FMWR services and programs to Soldiers, Retirees, Families and Civilians to standard.

**Metric 2.3.1** Deliver Well Being and Quality of Life programs on Fort Leonard Wood to meet the requirements of eligible FMWR patrons and manage to achieve fiscal equilibrium.

*Sub Tasks:*

- a) Annually by 1 Oct, publish a comprehensive calendar of events and programs to enhance QOL.
- b) Annually by 1 Mar, reassess the calendar of events and implement a Business Plan for financially failing programs that will enable them to preserve the Directorate's fiscal sustainability.
- c) Annually by 1 Jun, ensure financial standards and solvency by maximizing AF resourcing. Ensure submission of annual budget requirements by due date.
- d) Annually by 30 Jun, identify selective program investments for the upcoming fiscal year and continue to offer existing revenue generating activities targeted at customer needs.

**Metric 2.3.2** Standardize and fund existing Soldier and Family services.

*Sub Tasks:*

- a) By 1 Apr 12, evaluate the requirement to operate business programs (Golf and Catering) on the installation that operates at a financial loss and have low participation rates.
- b) By 1 Apr 12, evaluate the requirement to operate recreational program (Auto Crafts) on the installation that operates at a financial loss and has low participation rates.
- c) By 1 Jul 12, evaluate the requirement to operate recreational program (Arts & Craft-Frame Shop) on the installation that operate at a financial loss and has low participation rates.

**Metric 2.3.3** Determine requirements, expectations and preferences of customers and markets to enhance Well Being and the Quality of Life (QOL) at Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 Nov 10, establish formal ICE kiosk stations at selected locations to determine customer requirements.
- b) By 29 Nov 10, implement a continuous customer service improvement program (Mystery Shopper) to enhance the delivery of QOL programs.
- c) By 1 Jul 11, conduct separate Sensing Session with Single Service Members, Permanent Party personnel, DoD Civilians, Family Members, and Retirees to establish program requirements.
- d) Two weeks following major events, After Action Review will be assessed to determine customer satisfaction.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**Metric 2.3.4** Execute the IMCOM Club Charter pilot program at Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 Nov 10, deploy Club Charter Concept within the community.
- b) By 1 Jan 11, deliver quality Club Charter business operations and initiatives that work toward fiscal solvency.

**Metric 2.3.5** Improve the participation and customer satisfaction at the Piney Valley Golf Course.

*Sub Task:*

- a) By 1 Oct 11, develop an Action Plan to address the FY11 actual rounds played, number of starts and customer satisfaction rating from Interactive Customer Evaluation.

### SW4 – Installation and community support and relationships.

**Goal:** Utilize the Army Family Covenant and Community Covenant Programs as the platform to communicate Soldier and Family needs and inspire continued support from the installation and communities that surround Fort Leonard Wood. Develop and maintain consistent relationships and communication between FMWR and the community in order to sustain enduring strategic partnerships.

**Metric 2.4.1** Promote the Army Family Covenant programs at Fort Leonard Wood.

*Sub Tasks:*

- a) By 31 Dec 10, implement Army Family Covenant programs.
- b) By 5 July 11, host an annual Army Family Covenant signing event.



**Metric 2.4.2** Construct diverse, inter-connected trail system linked to the Mark Twain National Forest, local municipalities with Fort Leonard Wood.

*Sub Tasks:*

- a) By 31 Dec 11, identify and initiate plans with local municipalities to connect trails.
- b) By 30 Sep 12, develop detailed cost estimate for planned trail system.
- c) By 31 Dec 12, identify funding stream.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**SW5 – Well-being programs and services to meet Soldier, Family and Civilian needs throughout the entire deployment cycle.**

**Goal:** Provide FMWR services and programs targeted specifically to Soldiers, Families and Civilian employees engaged in the deployment cycle.

**Metric 2.5.1** Ensure availability and accessibility to quality programs and services designed to mitigate the effects of persistent conflict of Army Families at Fort Leonard Wood.

*Sub Task:*

- a) Annually in Oct, implement a monthly FMWR Program Calendar of Events meeting to assist with the synchronization of FMWR activities in the deployment cycle.





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

# LOE 3 Leader and Workforce Development

### Keys to Success

- LW1** – Multi-Skilled and Adaptive Leaders.
- LW2** – Constant Communication and Continuous Feedback.
- LW3** – Teamwork, Professionalism, and Selfless Service in All Things.
- LW4** – Empowered Workforce Focused on Collaboration and Innovation.
- LW5** – Continuing Education and Training Opportunities.
- LW6** – A Resilient, Sustainable and Healthy Workforce.

***Objective: Fort Leonard Wood is a multi-skilled workforce comprising of IMCOM leaders and personnel with the knowledge, capabilities, skills, and opportunities to successfully and innovatively deliver the GC and CG IMCOM mission and supporting the MSCoE Commander to enable the provision of effective products and services to all customers.***

### LW1 – Multi-Skilled and Adaptive Leaders.

**Goal:** Develop FMWR professionals needed to meet future challenges through identifying skill sets required, providing training and developing opportunities, and executing performance counseling to measure progress.

**Metric 3.1.1** Apply U.S. Army Leader Development and IMCOM Civilian Career Management Guide principles to one hundred percent of eligible FMWR employees assigned to Fort Leonard Wood.

**Sub Tasks:**

- a) By 1 Oct 10, all Program Managers will have active Individual Development Plans registered with the FMWRC Academy.
- b) By 1 Nov 10, seventy five percent of Program Managers will have registered for Army Management Staff College Leadership training.
- c) By 31 Dec 11, one hundred percent of Program Managers will have completed Civilian Education System’s Foundation and Basic Leadership Courses.
- d) By 1 Jun 12, seventy five percent of Program Managers who have registered will have completed the Civilian Education’s System’s Intermediate Leadership Course.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**Metric 3.1.2** Acquire, develop and retain FMWR leaders that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

### *Sub Tasks:*

- a) By 1 Jul 12, one hundred percent of Supervisors will register and complete the Supervisors Development Course.
- b) By 30 Sep 12, one hundred percent of Supervisors will register and complete the Managers Development Course.
- c) By 30 Sep 12, one hundred percent of Division Chiefs who have registered will have completed the Civilian Education's System's Intermediate Leadership Course.
- d) By 1 Jun 13, one hundred percent of Division Chiefs who have registered will have completed the Civilian Education's System's Advanced Leadership Course.

### **LW2 – Constant Communication and Continuous Feedback.**

**Goal:** Instill superior communication practices for the FMWR leadership to effectively supervise, rate, counsel, coach and mentor individuals. Institutionalize effective, periodic performance counseling, and use Individual Development Plans to document objectives and training requirements for all employees.

**Metric 3.2.1** Acquire, develop and retain a diverse FMWR workforce that is technically competent, agile, motivated, knowledgeable, and postured to meet the challenges of today's and tomorrow's mission.

### *Sub Tasks:*

- a) By 30 Nov 10, one hundred percent of all eligible front line employees will have active Individual Development Plans managed by their respective Division.
- b) By 30 Nov 10, a system will be implemented to ensure one hundred percent of front line employees complete Operation Excellence customer service training.
- c) By 31 Dec 10, one hundred percent of on board Program Managers and Division Chiefs will complete annual Customer Service training.
- d) By 31 Dec 11, one hundred percent of FMWR employees will have customer service objectives in their performance standards.





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### **LW3 – Teamwork, Professionalism, and Selfless Service in All Things.**

**Goal:** Prepare competent FMWR employees who display confidence through their attitudes, actions, and words.

**Metric 3.3.1** Prepare and develop a FMWR workforce trained in operations and program delivery.

*Sub Tasks:*

- a) By 30 Nov 10, a system will be implemented to ensure one hundred percent of incoming front line employees complete New Team Member Orientation (TMO) Training prior to job placement.
- b) Continually introduce the Employee Customer Covenant at TMO.

### **LW4 – Empowered Workforce Focused on Collaboration and Innovation.**

**Goal:** Foster an innovative environment where the workforce is empowered to exploit new ideas and promote use of local honorary awards and nominate deserving FMWR employees for higher level awards.

**Objective 3.4.1** Establish and administer the Workforce Development Program within FMWR.

*Sub Tasks:*

- a) By 1 Oct 11, sustain a culture of trust and pride by ensuring 100% of new employees attend Team Member Orientation within the first 30 days of employment with FMWR.
- b) By 30 Jun 12, achieve IMCOM recognition for Workforce Development.
- c) By 31 Dec 12, five percent of FMWR employees will be involved in the Mentoring Program.
- d) By 30 Mar 13, establish a full time position to coordinate and monitor all training requirements for FMWR professionals.

### **LW5 – Continuing Education and Training Opportunities.**

**Goal:** Use Individual Development Plans in concert with performance counseling to establish a work environment that values and encourages life-long learning.

**Metric 3.5.1** Apply U.S. Army Leader Development and IMCOM Civilian Career Management Guide principles to one hundred percent of eligible FMWR employees at Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 Oct 11, all FMWR employees will have active Individual Development Plans registered with the FMWRC Academy.
- b) By 1 Nov 10, seventy five percent of Program Managers will have registered for Army Management Staff College Leadership training.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

- c) By 31 Dec 11, one hundred percent of Program Managers who have registered will have completed Civilian Education System's Foundation and Basic Leadership Courses.
- d) By 1 Jun 12, seventy five percent of Program Managers who have registered will have completed the Civilian Education's System's Intermediate Leadership Course.
- e) By 1 Jun 12, one hundred percent of Division Chiefs who have registered will have completed the Civilian Education's System's Intermediate Leadership Course.
- f) By 1 Jun 13, one hundred percent of Division Chiefs who have registered will have completed the Civilian Education's System's Advanced Leadership Course.

**Metric 3.5.2** Apply continuous education opportunities in conjunction with improving business processes to ensure employee development in an environment which seeks a customer focus, quality programs and efficient operations.

### *Sub Tasks:*

- a) By 31 Mar 12, fifty percent of all FMWR employees will have achieved Lean Six Sigma orientation training.
- b) By 30 Sep 12, one employee per division will have achieve Lean Six Sigma Green Belt status.

### **LW6 – A Resilient, Sustainable and Healthy Workforce.**

**Goal:** Create a culture of wellness and quality of life which fosters and encourages all FMWR employees to participate in, sustain, and promote a healthy living style.

**Metric:3. 6.1** Develop the Employee Wellness and Civilian Fitness Program for FMWR.

### *Sub Tasks:*

- a) By 31 Dec 11, establish a position within FMWR to oversee the program.
- b) By 31 Mar 12, implement the Employee Wellness and Civilian Fitness Program.





## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

# LOE 4 Installation Readiness

### Keys to Success

**IR1** – Sustainable Infrastructure that Supports Senior Commander Requirements.

**IR2** – Sustainable Army Communities of Excellence.

**IR3** – Installation Boot Prints Streamlined and Transformed.

**IR4** – Enhanced Capabilities through Partnerships.

**IR5** – The Army’s Infrastructure Modernized and Sustainable.

**IR6** – Environmental Stewardship.

**IR7** – Quality Housing and Barracks.

**IR8** – A Safe and Secure Environment for Soldiers, Family Members, Civilians and Installation Assets.

***Objective: Fort Leonard Wood is a platform of readiness and training supporting the MSCoE Commander with current and future requirements through regular modernization and new construction of standardized facilities to maintain efficient and sustainable operations and to enable the provision of effective services to Soldiers, Families and Civilians.***

### **IR1 – Sustainable Infrastructure that Supports Senior Commander Requirements.**

**Goal:** Design, construct, sustain, restore, and modernize our infrastructure to support the Senior Commander requirements.

**Metric 4.1.1** Determine FY11 Master Plan projects to support FMWR program growth at Fort Leonard Wood.

*Sub Tasks:*

- a) By 1 May 11, identify FMWR Five Year Master Plan and submit to the Installation Planning Board for Senior Commander approval.
- b) By 1 May 11, identify life cycle replacement dates for 100% of equipment.

### **IR2 – Sustainable Army Communities of Excellence.**

**Goal:** Instill a management framework that provides a “communities of excellence” culture where recreation and business programs and processes are collectively executed, assessed, measured, and continually improved.

**Metric 4.2.1** Deliver customer focused recreation and business programs to established standards.

*Sub Tasks:*

- a) By 30 Sep 11, implement and resource baseline program standards as funding permits.
- b) By 30 Sep 11, construct and expand outdoor adventure programs.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**Metric 4.2.3** Deliver customer focused recreation and business programs to established standards at Fort Leonard Wood.

*Sub Task:*

- a) By 30 Sep 10, create a leadership environment that solicits, welcomes and fosters public input for the development of FMWR programs and activities.

**Metric 4.2.4** Achieve Commission for Accreditation of Parks and Recreation Agencies (CAPRA) for the Community Recreation Division at Fort Leonard Wood.

*Sub Tasks:*

- a) By established due dates, forward accreditation and certification packages.
- b) By established due dates, work Action Plans for program improvements.
- c) By 29 Jun 12, achieve CAPRA for the recreation activities.

**Metric 4.2.5** Use interactive customer evaluation surveys and related data to continuously monitor and improve the key aspects of FMWR at Fort Leonard Wood.

*Sub Tasks:*

- a) By 30 Sep 10 and quarterly thereafter, improve ICE Customer Satisfaction Index until green status is achieved.
- b) Sustain customer satisfaction levels at the green level throughout FMWR.

### IR3 – Installation Boot Prints Streamlined and Transformed.

**Goal:** Repurpose or remove excess facilities and recycle materials to support new construction or the modernization of other facilities.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.

### IR4 – Enhanced Capabilities through Partnerships.

**Goal:** Reach out to stakeholders and educate them about the Army, FMWR and mission.



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## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

**Metric 4.4.1** Promote Army Family Covenant / Soldier and Family Action Plan / Army One Source at Fort Leonard Wood.

*Sub Task:*

- a) By 31 Dec 10 implement FMWRC Marketing campaign to publicize the Army Family Covenant, Soldier and Family Action Plan and Army One Source.

**Metric 4.4.2** Transition the customer awareness processes of FMWR activities and events to a web based advertising solution.

*Sub Task:*

- a) By 1 Nov 10, establish Facebook and Twitter sites for FMWR.

### **IR5 – The Army’s Infrastructure Modernized and Sustainable.**

**Goal:** Plan at the enterprise and installation level to modernized facilities with Sustainment, Restoration, and Modernization (SRM), Capital Purchase and Minor Construction (CPMC), Military Construction (MILCON) and Non-Appropriated Fund Major Construction (NAFMC) funds.

**Metric 4.5.1** Establish a requirement and initiate action to establish a FMWR operated Warrior Zone to address the social needs of the Single Soldier population; a Family Entertainment Center to address the social needs of the Family population; and Recreation Lodging at Lake of the Ozarks Recreation Area to address the needs of both Soldier and Family populations.

*Sub Tasks:*

- a) By 1 Oct 10, gain concept approval and list projects in the Fort Leonard Wood Master Plan.
- b) By 1 Feb 11, initiate action to establish a Warrior Single Soldier Zone; a Family Entertainment Center; and Recreation Lodging at Lake of the Ozarks Recreation Area.

**Metric 4.5.2** Upgrade Quality of Life facilities in Fort Leonard Wood’s installation Capital Reinvestment Plan.

*Sub Tasks:*

- a) By 31 Mar 11, conduct a 100% inventory and conditions assessment (Installation Status Report) for all FMWR facilities to validate projects.
- b) By 1 Jun 11, convene and identify in priority order a FY12 CPMC list to sustain services with quality equipment in all FMWR facilities.
- c) By 1 Aug 11, develop an acquisition plan for procurement of FY12 CPMC list.
- d) By 1 Sep 11, identify and prioritize SRM projects for submission to DPW.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### **IR6 – Environmental Stewardship.**

**Goal:** Implement recycling practices to reduce/eliminate waste.

**Metric 4.6.1** Minimize generation of waste while increasing recycle of waste streams (plastic, metal, glass, paper, cardboard).

*Sub Task:*

- a) By 31 Jun 12, provide recycle containers in all FMWR facilities.

### **IR7 – Quality Housing and Barracks.**

**Goal:** Provide quality housing that contributes to the retention and recruitment of Soldiers and Families.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.

### **IR8 – A Safe and Secure Environment for Soldiers, Family Members, Civilians and Installation Assets.**

**Goal:** Ensure public safety, security and emergency management is practiced in all FMWR facilities through preparedness, response, recovery, and mitigation programs based upon the Risk Management Process.

**Metric 4.8.1** Deploy comprehensive risk management practices.

*Sub Task:*

- a) Conduct risk management analysis a minimal of 45 days prior to installation wide events.



## Family and Morale, Welfare, and Recreation Fort Leonard Wood, Missouri

### LOE 5 Safety

#### Keys to Success

**SF1** – Ensure effective Privately Owned Vehicle (POV-motorcycle and auto) safety programs are in place.

**SF2** – Heightened safety awareness across the Directorate.

**SF3** – Employ hazard control measures to foster a safe working and living environment.

**SF4** – Require and promote safe and healthy practices in professional and personal activities.

**SF5** – Support Senior Commanders' Safety and occupational health programs.

***Objective:*** *All Soldiers, Families, and Civilians consciously employ risk reduction measures to ensure a safe working and living environment instilling a sense of safety on and off-duty 24 hours a day 7 days a week while promoting leader and individual accountability. It is our business to ensure safe performance in all we do. We all must be accountable for accident prevention.*

#### **SF1 – Effective Privately Owned Vehicle (POV - motorcycle and auto) safety programs in place.**

**Goal:** Provide privately owned vehicle (POV) safety training for Soldiers and Army Civilian employees through the Army Traffic Safety Training Program.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.

#### **SF2 – Heightened Safety Awareness Across the Directorate.**

**Goal:** Motivate FMWR employees and increase the awareness of safety issues.

**Metric 5.2.1** FMWR employees' are educated on safety issues and apply safety precautions in the work site.

**Sub Tasks:**

- a) By 1 Nov 10, one hundred percent of FMWR employees will receive safety orientation training by their supervisor.
- b) Prior to all Federal holidays, one hundred percent of FMWR employees will receive a safety briefing.



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### **SF3 – Employ Hazard Control Measures to Foster a Safe Working and Living Environment.**

**Goal:** FMWR Leaders will ensure every employee is familiar with safety standards applicable to their work areas.

**Metric 5.3.1** Deploy Material Safety Data Sheets in all facilities.

*Sub Task:*

- a) By 1 Nov 10, one hundred percent of FMWR facilities will be inspected to ensure compliance.

### **SF4 – Require and Promote Safe and Healthy Practices in Professional and Personal Activities.**

**Goal:** FMWR Leaders will be safety conscious in every aspect and hold employees accountable for accident prevention.

**Metric 5.4.1** Support annual Installation Safety Fair

*Sub Tasks:*

- a) Annually in May, FMWR will provide a minimum of seven interactive safety related displays.
- b) Annually in May, one hundred percent of FMWR employees will attend annual Safety Fair.



### **SF5 – Support Senior Commanders’ Safety and Occupational Health Programs.**

**Goal:** Ensure all FMWR employees understand how the Garrison safety programs and responsibilities apply to them.

**Metric 5.5.1** FMWR facilities apply safety and occupational standards.

*Sub Tasks:*

- a) Annually in Nov, one hundred percent of FMWR facilities will be inspected to ensure Safety and Occupational standards are met.
- b) Annually in Nov, one hundred percent of FMWR facilities will be inspected to ensure Safety and Occupational standards are met.
- c) Annually in Nov, one hundred percent of FMWR facilities will be inspected to ensure Safety and Occupational standards are met.



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## LOE 6 Energy and Water Efficiency and Security

### Keys to Success

- EN 1** – Reduced energy and water consumption.
- EN 2** – Increased energy and water efficiency and modernized infrastructure.
- EN 3** – Improved development of renewable and alternative energy, and access to energy and water supplies.
- EN 4** – Improved development of renewable and alternative energy for vehicle fleet.
- EN 5** - Reduced carbon footprint on the environment.

***Objective:** Create energy and water efficient installations by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships that will provide Senior Commanders an increased level of energy and water security leading to sustainable and resilient infrastructure and mission assurance.*

### EN 1 – Reduced Energy and Water Consumption.

**Goal:** Eliminate wasteful practices, reduce consumption, and change behavior regarding energy and water use.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.

### EN 2 – Increased Energy and Water Efficiency and Modernized Infrastructure.

**Goal:** Construct new facilities and renovate existing facilities to meet the highest performance standards for energy and water conversation.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.

### EN 3 – Improved Development of Renewable and Alternative Energy, and Access to Energy and Water Supplies.

**Goal:** Improve the security and reliability of our energy and water sources in order to provide dependable utility service and increase the resilience of our facilities.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.



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### EN 4 – Improved Development of Renewable and Alternative Energy for Vehicle Fleet.

**Goal:** Right size the FMWR vehicle fleet and increase use of alternative/renewable fuels.

**Metric 6.4.1** Evaluate existing FMWR vehicle fleet.

Sub Task:

(a) By 1 Jan of each calendar year; one hundred per cent of the NAF fleet will be inspected; to include a review of maintenance and fuel consumption cost; and a determination will be made to replace or eliminate vehicles.

**Metric 6.4.2** Reduce fuel consumption for the FMWR vehicle fleet.

Sub Tasks:

(a) By 1 Jan 11, replace one fuel vehicle with one electrical vehicle.

(b) By 1 Jan 12, replace one fuel vehicle with one electrical vehicle.

### EN 5 – Reduced Carbon Footprint on the Environment.

**Goal:** Reduce greenhouse gases emissions by 34% by 2020 from the baseline year 2008.

FMWR supports IMCOM/Garrison Campaign Plan – no internal metric applicable.





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