

Strategic Plan, 2014-2016



Introduction. This paper describes the three-year Strategic Plan for the Sustainable Ozarks Partnership (SOP) and identifies the need for organizations, companies and individuals to contribute to and participate in the overall effort.

The Partnership. The core of the partnership is the four counties and their communities that immediately surround Fort Leonard Wood, and Fort Leonard Wood.

The SOP has a governing committee that guides the operation of the partnership, and regional sustainability teams (RSTs) which coordinate specific sustainability initiatives. The committee members are leaders in the region appointed by their organizations. The seven RSTs address the following broad areas: (1) economic development and jobs, (2) education and workforce development, (3) environment and natural resources, (4) health and wellness, (5) quality of life, (6) transportation, and (7) utilities infrastructure.



Vision. Regional communities, governments and organizations, Fort Leonard Wood (FLW), and state and federal enablers working together as stakeholders to make the region an ever better place to live, work and play, while enabling FLW mission success and advocating for FLW mission sustainment and growth.

Values.

- We conduct our business with the highest ethical standards, and our actions are transparent;
- We work in a collaborative fashion with regional, state and federal partners and stakeholders, and we will not knowingly duplicate the work of existing organizations;
- Through our actions we work to improve the quality of life and business climate for citizens and communities in our region;
- We work in a determined fashion to make a case for continued Department of Defense operations and investments at FLW.

Mission.

- Coordinate and facilitate the growth of a diverse, sustainable economy for the region
- Function as the central point of contact for regional partners
- Facilitate and publicize regional consensus while respecting individual interests of the members
- Advocate for local and regional development initiatives
- Advocate for Fort Leonard Wood sustainment and growth
- Foster the region's continuing commitment to national defense

Desired Outcomes and Measures of Success.*

1. Improved quality of life and business climate in the region
2. The Department of Defense maintains or increases its current level of funding, organizations, and personnel at Fort Leonard Wood

*Quantifiable measures will be identified by the SOP Executive Committee

Goals.

Goal #1: National Recognition. Achieve national recognition for the region as an excellent place for people to live, work and play and for businesses to prosper

Strategies:

- Identify and benchmark quality of life and business climate measures against other military communities and regions
- Construct and implement an effective communications plan
- Continuously involve regional stakeholders in identifying challenges and opportunities for accomplishments in the region

Goal #2: A Strong Fort Leonard Wood. Ensure that FLW continues to be an enduring installation that grows with expanding or new DOD, DHS or other federal missions

Strategies:

- Conduct an analysis of FLW's force structure, organizations, processes, physical facilities, land availability, outside encroachment, and capacity for new missions or functions
- Identify opportunities and continue to build and expand relationships with the Army and other military organizations, with the Department of Homeland Security and other federal organizations
- Conduct analyses and studies of best practices and opportunities that allow development of high quality proposals for new or expanded missions at FLW

Goal #3: A Strong Region. Be a catalyst for positive change for citizens and businesses throughout the region.

Strategies:

- Through continuous communications, inform and involve as many citizens, governments, businesses and civic organizations of the region as possible in SOP's efforts
- Organize and administer Regional Sustainability Teams (RSTs) that will focus, at a minimum, on identifying and coordinating opportunities for regional progress

Goal #4: Cost Reduction. Through partnership, help reduce Fort Leonard Wood's life cycle costs, making Fort Leonard Wood more valuable to DOD

Strategies:

- In a partnership with FLW, conduct an analysis of FLW's costs of operations and compare with similar cost measures at TRADOC and other installations
- Work with FLW to identify opportunities for FLW and the region to implement sustainability best practices, particularly those with identifiable cost savings
- Work with FLW, regional communities and the state government to identify opportunities for shared service agreements (Section 331 authority) that have the potential to reduce operational or other costs for FLW while maintaining or enhancing services

Business Approach.

- Use a small paid staff supporting a large volunteer effort
- Prioritize the use of funds for studies, data analysis, projects, and expert consultants
- Seek and acquire regional, state and federal programmatic funding for SOP supported initiatives
- Determine success against measurable outcomes contained in a three year plan
- Seek and use contributions from private sector stakeholders
- Use Missouri Neighborhood Assistance Program (NAP) tax credits (available now, but announcement pending)

Achieving these goals will require the active participation of organizations, companies and individuals from across the region and at state and federal levels. If you or your organization is interested in becoming part of SOP or learning more about what its members are doing, please contact:



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