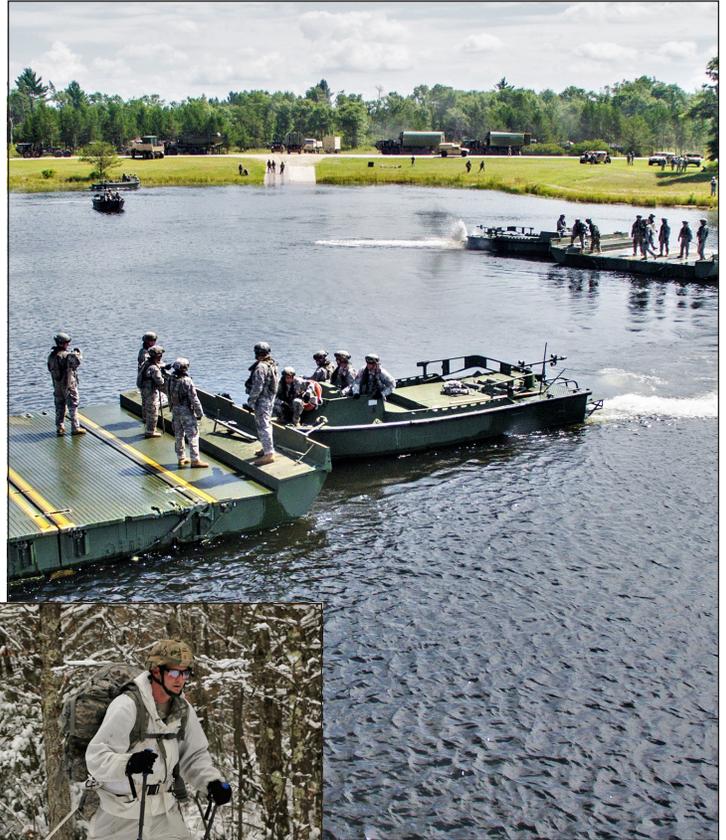


DECADE of EXCELLENCE



**FORT McCOY'S COMMITMENT
TO READINESS AND PROFESSIONALISM**

2011-2020



DECADE OF EXCELLENCE OVERVIEW



From its modest beginnings when it was known as the Sparta Maneuver Tract to the ever-modernizing, premier training facility that it is today, Fort McCoy has demonstrated its commitment to excellence in providing service members of all components with world-class training and facilities.

Through strategic business planning initiatives and the efforts of a world-class military and civilian workforce, Fort McCoy achieved many significant accomplishments throughout the 2011-2020 decade.

Located in the heart of the upper Midwest, Fort McCoy is the only U.S. Army installation in the state of Wisconsin. The 60,000-acre installation is capable of fully supporting training throughout a four-season

climate and offers an excellent training environment and support infrastructure for military personnel to develop and maintain the skills necessary for mission readiness.

Fort McCoy offers an environment for units to train on multi-domain and unified land operations across the range of military operations, allowing simultaneous conduct of individual through brigade-level training, static live fire, and force-on-force in both urban and unimproved terrain.

Fort McCoy exemplifies the motto "Total Force Training Center" by supporting the training of reserve- and active-component military personnel from all branches of America's armed forces. From fiscal year 2011 through 2020, Fort McCoy



2011-2015

Fort McCoy Strategic Objectives

1. Modernize Fort McCoy's Infrastructure.
2. Enhance Fort McCoy's military value through improved training area utilization and land use initiatives.
3. Maintain and expand Fort McCoy's Military Training customer base.
4. Acquire, effectively use and continuously conserve resources.
5. Provide well-being programs that improve the Quality of Life for Soldiers, Families and employees.

2016-2020

Fort McCoy Strategic Objectives

1. Sustain and Modernize Fort McCoy's Cantonment, Range Complex, Strategic Mobility, Physical Security, Quality Of Life, and Information Technology Infrastructure.
2. Maintain and expand Fort McCoy's Institutional and Transient Training customer base.
3. Attract, retain, and develop a competent, professional workforce.
4. Increase Fort McCoy's military value through efficient cantonment facility management and access to additional maneuver space.
5. Enhance communication and collaboration internally and with Enterprise Transformation organizations and Tenant Training organizations.
6. Deliver high-quality, responsive, and innovative quality-of-life programs and services for Soldiers, Families, Retirees, Employees, and Transient Training population.
7. Ensure Fort McCoy's military value and relevance to the Department of Defense (DOD) and the region are recognized throughout the DOD, our regional communities, and among our elected officials at all levels as a premier training center of choice.



DECADE OF EXCELLENCE OVERVIEW

has been the training site of choice for more than 1.3 million personnel. A record 155,975 service members trained at the post in 2017.

Fort McCoy has one of the largest workforces in Monroe County and the greater La Crosse region. From fiscal year 2011 through 2020, Fort McCoy had an economic impact of nearly \$11 billion.

A record economic impact of \$1.48 billion was estimated in 2020, despite lower training numbers due to the COVID-19 pandemic.

Throughout the decade, Fort McCoy experienced unprecedented facility modernization, training area development and expansion, increased training and customer-support capacity, and improved quality-of-life opportunities. Fort

McCoy Soldiers, Civilians, and Family members were engaged in the surrounding communities making both the military and civilian communities a great place to live, work and play.

On three separate occasions between 2011 and 2020, Fort McCoy was awarded the distinction of being an Army Community of Excellence (ACOE). This was accomplished by achieving high levels of excellence in building quality environments, outstanding facilities, and superior services.

Receiving the ACOE Award was validation and tangible evidence that Fort McCoy demonstrated continual improvement while focusing on being the best possible provider to meet its customers' needs.



Fort McCoy Annual Economic Impact

(per fiscal year)

- 2011: \$1.31 billion
- 2012: \$1.02 billion
- 2013: \$902.4 million
- 2014: \$944.7 million
- 2015: \$842.6 million
- 2016: \$896.8 million
- 2017: \$1.18 billion
- 2018: \$1.135 billion
- 2019: \$1.184 billion
- 2020: \$1.479 billion

SUSTAIN AND MODERNIZE INFRASTRUCTURE



During the 2010 decade, Fort McCoy's Strategic Planning Board's first strategic objective was to "Sustain and Modernize Fort McCoy's Cantonment, Range Complex, Strategic Mobility, Physical Security, Quality Of Life, and Information Technology Infrastructure."

As a direct result, sustaining and improving the installation's infrastructure and modernizing ranges and facilities became a primary goal.

In 2011, the Directorate of Plans, Training, Mobilization and Security finished a number of improvements, including Range 29A, a self-absorbing concrete (SACON)

Live Fire Village, \$27.7 million in improvements to Home Station Training Complex villages, and Mobile Urban Training Site-South.

In 2013, the new \$14 million Combined Arms Collective Training Facility opened with 25 buildings that represent multistory residential, commercial, government, business, and industrial areas.

It also includes underground tunnels and sewer training structures. Starting in 2014, all of the installation's simulation facilities were centralized into the new Mission Training Complex, including the Engagement Skills Trainer, Reconfigurable Vehicle Tactical



SUSTAIN AND MODERNIZE INFRASTRUCTURE

Convoy Trainer, and Call For Fire Trainer. Improvements were made in 2019 to Young Assault Air Strip.

The Network Enterprise Center moved into its new facility in 2012, and the installation's new Central Issuing Facility opened in 2015.

Two new multiuse dining facilities (DFACs) opened in 2019, and the new Emergency Operations Center (EOC) was completed in 2020.

The Fort McCoy Noncommissioned Officer Academy (NCOA) also added new classrooms and a separate dining facility throughout the decade.

In an effort to improve Soldier

and Family quality of life, this decade saw South Post Housing add 89 new single-family homes, and most of the cantonment's World War II-era barracks were renovated and modernized.

As each project develops, there is an ongoing effort to increase energy efficiency (such as LED light fixtures) and reduce Fort McCoy's carbon footprint.

With each new five-year strategic plan, the installation will continue to sustain and modernize infrastructure in order to enhance Fort McCoy's growing importance to the U.S. Army, U.S. Army Reserve, and U.S. Department of Defense.



PROFESSIONAL WORKFORCE



Fort McCoy leadership promoted development opportunities for all levels of the workforce, whether in a classroom setting or through on-the-job training.

The Fort McCoy workforce comprises three groups — Soldiers, Civilians, and Contractors. The completion of the mobilization mission at Fort McCoy in 2011 resulted in a decrease in military members and contracted employees throughout the decade. However, a manpower study in 2012 increased civilian employment opportunities at Fort McCoy.

The workforce has also delivered excellent customer service to both transient training and tenant customers. The Fort McCoy workforce was recognized throughout the de-

cade for excellent work and customer service by both the Department of Defense and outside agencies. Some such awards include international accreditation for the Directorate of Emergency Services Fire Department, Army-level awards for natural resources and water conservation, and a U.S. Fish and Wildlife Services' Military Conservation Partner of the Year award.

Senior leaders promoted a variety of tools to prepare future leaders, including the Civilian Education System, Career Program training opportunities, mentorship programs, and developmental assignments. Fort McCoy coordinated training opportunities with local educational programs, as well, such as the Viterbo University Servant Lead-



PROFESSIONAL WORKFORCE

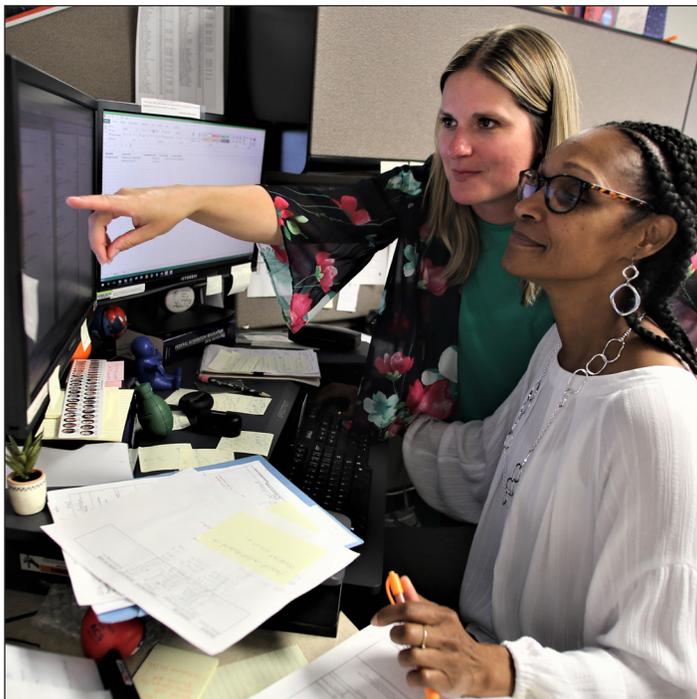
ership Seminar and localized substance-abuse prevention programs.

Employee participation in quality improvement included the Installation Management System (IMS) processes. During the past decade, the Fort McCoy Garrison workforce assisted in accomplishment of the 2011-2015 Strategic Business Plan and the 2016-2020 Strategic Business Plan, as well as the development of the 2021-2025 Strategic Business Plan. The Army Communities of Excellence (ACOE) Program was an annual competition that used the Baldrige Excellence Framework to evaluate Army installations.

That framework was based on seven criteria: leadership, strategic planning, customers, knowledge

management, workforce, operations, and results. Fort McCoy placed in the ACOE program: 2017 — Bronze, 2018 — Silver, and 2019 — Bronze. The ACOE Program was discontinued in 2019.

Fort McCoy leaders emphasized two-way communication with the workforce, soliciting feedback and questions prior to town hall meetings and annual workforce briefings. These opportunities gave leadership an indication of what was most important to the workforce. Employees were also encouraged to participate in working groups and feedback processes, such as the Command Climate Survey, Installation Management System, and Army Readiness Assessment Program.



MAINTAIN AND EXPAND TRAINING BASE



From fiscal years 2011 to 2020, there were 1,309,429 troops who completed training at Fort McCoy's many training areas and organizations. The training included a record year of 155,975 troops training on post in fiscal year 2017.

The statistics demonstrate it is one of the best decades of training in Fort McCoy's century-old history.

The installation continues to be a year-round Total Force Training Center, living up to its motto. Every year the post continues to see Army Reserve and National Guard troops train on post, but those training forces also include service mem-

bers from every military branch of the U.S. military.

The post's varied terrain, state-of-the-art ranges, new as well as renovated facilities, and extensive support infrastructure combine to provide military personnel with an environment in which to develop and sustain the skills necessary for mission success.

From expanded military exercises, improved simulations training, better-focused weekend and extended combat training arenas, to a full winter-training capability, Fort McCoy expanded its training capacity and capability during the decade to support nearly every service



MAINTAIN AND EXPAND TRAINING BASE

and function in the Department of Defense.

Between 2011 and 2020, there also was \$183.2 million in major military construction that took place on Fort McCoy to modernize the installation and improve training capability.

Some projects included range expansion and improvement, institutional training building construction and improvement, new dining facilities for training troops, and much more.

Besides the motto of being the Total Force Training Center, the installation lived up to its vision “to be the strategic support area of

choice for training America’s armed forces” during the decade, and the post will continue to do so in the future.

Fort McCoy training (per fiscal year)	
2011	— 134,645
2012	— 122,171
2013	— 125,136
2014	— 145,171
2015	— 155,237
2016	— 137,141
2017	— 155,975
2018	— 148,733
2019	— 125,166
2020	— 60,054



QUALITY OF LIFE AND RECREATION



Throughout the decade, Fort McCoy worked to enhance and expand services that influence service members' quality of life, such as recreation, housing, and amenities.

The Directorate of Family and Morale, Welfare and Recreation offered a variety of annual and special events for service members and their Families to enjoy.

The Army Concert series from 2012-2017 hosted a variety of big-name talents from multiple genres, including Toby Keith, Styx, Three Doors Down, and ZZ Top.

The Mud Run, held at Pine View Campground and Whitetail Ridge Ski Area, attracted a large crowd

each year, as did the campground's themed weekends.

DFMWR also coordinated the annual Army Birthday celebration, providing free activities and a birthday meal for Army-connected civilians and service members to celebrate.

DFMWR consistently worked to improve and expand its services.

It merged McCoy's Club and the Recreation Center during the decade, moving the recreation center's services to the newer building.

In 2019, a Magic Carpet snow-tubing lift replaced an older system, allowing a faster ride to the top of Whitetail Ridge Ski Area's tubing



QUALITY OF LIFE AND RECREATION

hill. Ten new cabins were built at Pine View Campground in the same year, and the miniature golf course was remodeled.

In addition, 24-hour access was implemented at Rumpel Fitness Center in 2019, which was a feature that service members had been requesting for quite some time.

Child and Youth Services opened its new School-Age Center/Youth Center in 2015.

The SAC/YC provides young-er children when after-school care as well as a spot for preteens and teens to hang out with friends and participate in activities. The SAC/YC also operates summer camp

while school's out and has adjusted its hours to offer care to children in year-round school programs in the area. CYS also consolidated its administrative and parent services into one new building in 2019.

In the 2011-2020 decade, 89 new houses were constructed for military Families stationed at Fort McCoy. These on-post homes replaced contracts in surrounding communities, allowing families to decrease commutes to on-post jobs and services.

The homes have also helped create a military community similar to that seen on installations with larger permanent populations.



MILITARY VALUE AND RELEVANCE



Fort McCoy's value and relevance to the U.S. Army, Army Reserve, and Department of Defense increased greatly through careful planning and execution of several key initiatives during this decade.

The Cold Weather Operations Course/cold-weather training expanded exponentially, as global conflicts shift away from desert warfare and Middle Eastern conflicts to near-peer and peer competitors.

With potential future battlefields in northern climates, the impor-

tance of preparing the military for cold weather is more important than ever.

Operations Cold Steel I, II, and III from 2017-2019 were the Army Reserve's crew-served weapons qualification and validation live-fire exercises.

These evolutions helped to train and improve the skillsets of more than 1,000 vehicle crews, making them the most capable, combat-ready, and lethal federal reserve force in the history of the nation.



MILITARY VALUE AND RELEVANCE

In 2018, Fort McCoy was selected as the initial site for the Army Reserve's brand new JLTV (Joint Light Tactical Vehicle) and received the first shipment of vehicles. The JLTV Field Level Maintenance New Equipment Training and Operators New Equipment Training courses were initially established at Fort McCoy, setting the template for other installations around the nation.

In early 2020, with COVID-19 restricting normal training routines,

the U.S. Navy contacted Fort McCoy about providing barracks and dining facilities for the Restriction of Movement efforts for the Navy's new boot camp recruits.

During the life of the mission, more than 37,800 Navy recruits cycled through Fort McCoy, saving the Navy tens of millions of dollars.

Fort McCoy's Relevance and Value to the U.S. Department of Defense — all branches and components — truly make it the Total Force Training Center.



COMMUNITY INVOLVEMENT AND ENGAGEMENT



Fort McCoy was very proactive in community engagements, and the effort paid off in the support from the surrounding communities, region, and state. Engagements built solid relationships between the installation and the neighboring and regional communities that have vested interests in supporting the military.

Fort McCoy's annual Armed Forces Day Open House, focused on the Commemorative Area, continued to be the installation's largest community outreach event, bringing more than 3,000 people from the region, including adjacent states, to Fort McCoy annually. The event showcased Fort McCoy's mission and its important role in our nation's defense. In addition, the Commemorative Area welcomed several hundred guests per year outside of Armed Forces Day during tours and open hours, educating visitors about Fort McCoy's history and purpose.

As the only active Army installation in the northern Midwest, Fort McCoy was of great interest to both

the public and elected officials. Fort McCoy hosted numerous visits by local, state, and federal elected officials. A highlight was a visit by U.S. Vice President Mike Pence on May 16, 2019.

Fort McCoy cultivated proactive relationships with the area's chambers of commerce and community planning groups to highlight the importance the installation has within the region as one of the leading employers. The installation has an annual economic impact of more than \$1 billion. Fort McCoy participated in the Monroe County Economic Development Conference and Government Opportunities Business Conference to ensure active dialogue in these important regional meetings.

The Fort McCoy Speakers' Bureau Program regularly sent Soldiers to serve as keynote speakers during patriotic events, such as Memorial Day, Veterans Day, and Independence Day events, as well as to civic-minded clubs such as local Kiwanis and Rotary clubs.

Fort McCoy's Directorate of



COMMUNITY INVOLVEMENT AND ENGAGEMENT

Public Works promoted outdoor recreation and environmental stewardship activities (e.g. hunter steward courses, Natural Resource Branch presentations) and informational products in order to improve quality of life and provide opportunities for community outreach.

Fort McCoy's Directorate of Emergency Services (DES) supported community engagements such as the Fire Safety House, Crimestoppers, and the Safe Kids Coulee Region Coalition Meeting to provide visibility of the installation's emergency services efforts in the community.

Fort McCoy's DES also responded more than 400 times over the decade to emergencies outside of the installation borders due to mutual aid and automatic aid agreements with emergency-response agencies, primarily in Monroe and La Crosse counties. Fort McCoy hosted an Army Community Partnership conference in 2019 to identify opportunities to leverage the strength of federal, state, and local governments to form partnerships that

increase efficiency and save money. One of five agreement types under the Army Community Partnership Program, intergovernmental support agreements (IGSAs) allow local public entities to partner with Installations to receive, share, or provide support services. As a result of this conference and a commitment to the IGSA process, Fort McCoy and Monroe County signed a 10-year IGSA on Dec. 26, 2019, for light detection and ranging and aerial photography services, saving \$355,000 per event.

In 2020, Fort McCoy kicked off the first in a series of community leader engagements by hosting community leaders for an installation driving tour, hands-on experience at the simulations center, lunch with garrison key leaders, and an aerial tour of the installation. The Community Leader Engagement program's aim was to inform and educate community leaders and elected officials about the garrison's mission and economic impact in the region.

The Army and Fort McCoy con-



duct community relations to expand the public's understanding of the military's mission and capabilities, and more. Excellent communi-

ty relations also help build alliances with community partners to further build resilience within the military community.



CONTINUING EXCELLENCE FOR DECADES TO COME

