



COMBAT POWER BEGINS AT HOME

INSTALLATIONS ARE A CRITICAL COMPONENT TO THE NATION'S FORCE CAPABILITIES. DoD IS WORKING TO ENSURE THAT IT IS DELIVERING COST EFFECTIVE, SAFE, AND ENVIRONMENTALLY SOUND CAPABILITIES AND CAPACITIES TO SUPPORT THE NATIONAL DEFENSE MISSION.

TRANSFORMING INSTALLATIONS TO MEET THE EMERGING NEEDS OF THE WARFIGHTER.



Today, U.S. forces are engaged worldwide in a war against global terror. Operations Enduring Freedom and Iraqi Freedom clearly underscored the need for a joint, integrated military force ready to defeat all threats to U.S. citizens, friends, and interests. To that end, the operational readiness of the Nation's military to meet the security challenges of the 21st Century depends on a complex "blend" of the right people, the right weapons, and the right support systems. With regard to support systems, we need a global framework of installations, facilities, ranges, and other critical assets which are properly distributed, efficient, and capable of ensuring that the Department of Defense and the U.S. Armed Services can successfully carry out the roles, missions, and tasks that safeguard our security at home and overseas.

America's installations framework, including its associated environment, has many purposes. It must sustain the regular forward presence of U.S. forces as well as their emergency deployment in crisis, contingency, and combat. Simultaneously, it must focus ten to twenty years into the future to develop technologically advanced, affordable, and effective joint systems and platforms and to "grow" the highly qualified and committed people who will operate and maintain them. Our framework must provide a productive, safe, and efficient workplace, and also offer a decent quality of service for our military members and families.

We need the best installations, but "the best" is not defined by how much is spent. As stewards of U.S. defense installation assets — the facilities and their environment — we recognize the enormity of the task to provide the right installations framework. We are challenged daily to find the optimum management approach that balances the many purposes of our assets. For example, while our installations retain their primary military mission to organize, train and equip our forces, they also are home to rare species of plants and animals. Our stewardship thus embraces the joint warfighting requirements of the Combatant Commanders with environmental management.

The President and the Secretary of Defense have challenged the military to transform itself to meet the security challenges of today as well as to prepare for future threats to American security. Clearly, this transformation is about more than leading-edge weapon systems, doctrinal innovation, and the employment of technology — it is also about changing our approach to the fundamental business practices and infrastructure "backbone" of the Department of Defense.

In the Office of the Deputy Under Secretary of Defense (Installations and Environment), we are transforming, not just by incorporating best business practices, but also by extending these practices into new, previously unexplored areas. We are implementing a capabilities-based process for identifying needs, creating choices, developing solutions, and providing installation capabilities to support joint warfighting needs. Stakeholders' participation will encourage innovation and seek the "best solution" to meet joint capability needs or desired effects. Solutions will be evaluated using open and explicit analysis to provide the best possible information for decision makers. Our transformation also embraces best practices in managing the environmental, safety, and health aspects of the Defense mission by implementing management systems to reduce the risks and costs inherent in deploying joint integrated forces and to ensure the long-term viability of Defense operations. We are helping to field technologies that have lowered capital and environmental costs as well as reducing waste streams and improving long-term sustainability.

We have made good progress in many areas, but much remains to be done. This strategic plan explains how we will build upon past accomplishments to advance the Department's transformation by improving programs to sustain, restore, and modernize our installation assets. This plan is much more robust than its predecessor: It provides specific initiatives, timelines, and performance measures by which we can assess our success in achieving our goals and objectives.

America's security depends upon defense installation assets that are available when and where needed, and with the right capabilities to support current and future mission requirements. As the guardians of the defense installations and environment, we embrace transformation as the only way to guarantee these capabilities are delivered — effectively and efficiently. Installations: The Home of Combat Power.



Raymond F. DuBois
Deputy Under Secretary of Defense
(Installations and Environment)



INTRODUCTION

In August 2001, the Department of the Defense issued the first-ever Defense Installations Posture Statement along with the initial Defense Facilities Strategic Plan. Since then, the concepts and initiatives contained in that document guided the Department's programs and budgets and enabled substantial improvements in the management and sustainability of our installation assets.

However, much has changed since those initial documents were published. The terrorist attacks of September 11, 2001 dramatically changed the strategic international landscape and significantly altered our requirement for homeland security. The Global War on Terrorism has reinforced the need for a new, more flexible global installations posture. Within the Department of Defense, we re-integrated the environmental security function with the installations function. In 2003, the General Accounting Office released a comprehensive review of the Department's facilities program and called for a more detailed strategic plan. In February 2004, the President signed Executive Order 13327, "Federal Real Property Asset Management" to promote efficient and economical use of real property assets. A Federal Real Property Council has been established and chaired by OMB to implement the Executive Order. The Council's principles, vision and performance measures will be incorporated in our processes and practices as they are published. These and other developments have resulted in the development of the updated 2004 Defense Installations Strategic Plan outlined here.

Prepared by the Office of the Deputy Under Secretary of Defense for Installations and Environment (DUSD I&E), the 2004 Defense Installations Strategic Plan significantly expands the scope and depth of the initial Strategic Plan. The expanded scope reflects the integral relationship between natural and manmade assets on Defense installations and advances the integration of installations and environmental, safety, and occupational health activities to enhance overall support of the military mission. Thus, throughout this Strategic Plan, we use the term "installation assets" to include all natural and manmade assets associated with owning, managing, and operating an installation, including the facilities, people, and internal and external environment. The greater depth in this version of the plan also results from increased focus on specific objectives – including identification of performance metrics, target dates, and responsible offices.

The strategic framework included in the 2001 Plan remains sound. Our strategy is organized around a framework that includes a global vision and mission, strategic goals, tactical objectives, and means for achieving the objectives, goals, missions, and ultimately the vision. In the post-September 11 environment, we added one new "pillar" to the framework – "right safety and security" – to emphasize anti-terrorism and force protection requirements. Other 2001 goals have been modified to accommodate the incorporation of installation services, environmental, and safety and health activities.

Our vision for installations is simple to state and understand, but not easy to achieve. Even if we can achieve all of our tactical objectives and strategic goals, realization of a perfect balance between on-hand assets, capabilities, capacities, and military requirements remains many years in the future. But we are closer to the vision today than we were in August 2001, when our initial plan was published. At that time, we planned to sustain our facility assets at 89% of standard commercial benchmarks, and within the Department there were vast differences between the Armed Services. Today, in our FY 2005 budget, we sustain to 95% of standard benchmarks – and deviations among the Services have been reduced to zero. We have driven the

fig. 1

Strategic Plan Framework.



corporate rate of recapitalization down from 151 years in our last plan to 105 years in this plan, and we plan to achieve our recapitalization objective in FY 2008. We are thus making real progress toward achieving our vision.

Our mission is what we attempt to accomplish on a daily basis. It is a complex and costly mission. The worldwide installation assets and resources under the management of the Department of Defense are immense: 30 million acres, nearly 600,000 individual facilities, and more than \$40 billion in annual expenditures. We undertake responsibility for these assets with the knowledge that they are provided by the American people for our use and stewardship. These are the nation's assets: We are their users – not their owners.

Our goals are interdependent and are mutually supporting. In addition, the divisions between the goals and the categorization of objectives under the goals are not hard and distinct. Finally, the first three goals are outputs from the system while the last two are inputs to the system that delivers our installation assets and services.

This plan applies to all Department of Defense activities. All DoD Components will develop their own service-specific installation assets and services strategic plans in support of the overarching Defense Installations Strategic Plan. These are the "Building Blocks" of the real property asset business plans within the Department. The Office of the Deputy Under Secretary of Defense (Installations and Environment) is responsible for execution of this plan.

Although we intend this Strategic Plan to be available to a broad readership outside the Department of Defense, it is, most fundamentally, a plan that is daily being carried out by the stewards of America's installation assets and services. Accordingly, some special terminology is necessary to preserve clarity and meaning for those charged with its execution. The Appendix provides a list of definitions of special terms and phrases.

fig. 2
Linkage with Higher Order
Plans and Priorities.

OUR VISION...

Installation assets and services are available when and where needed, with the joint capabilities and capacities necessary to effectively and efficiently support DoD missions.

OUR MISSION...

Provide, operate, and sustain, in a cost-effective and environmentally sound manner, the installation assets and services necessary to support our military forces – in both peace and war.

OUR GOALS...

Right Size and Place: Locate, size, and configure defense installations and installation assets to meet the requirements of today's and tomorrow's force structure.

Right Quality: Acquire and maintain joint defense installation assets to provide good, safe, and environmentally sound living and working places, suitable base services, and effective support for DoD's current and future missions.

Right Safety and Security: Protect defense installation assets from threats and unsafe conditions to reduce risk and liabilities.

Right Resources: Balance requirements and resources – money, people and equipment – to optimize life-cycle investments and reduce budget turbulence.

Right Tools and Metrics: Improve portfolio management and planning by embracing best business practices, modern asset management techniques, and performance assessment metrics.





GOAL 1, RIGHT SIZE AND PLACE:

Locate, size, and configure defense installations and installation assets to meet the requirements of today's and tomorrow's force structure.

APACHE LONGBOW
HELICOPTERS LINE
AN AIRFIELD IN IRAQ,
7 JANUARY 2004.



OBJECTIVE 1.2

TO MEET TODAY'S CHALLENGES AND TO ENHANCE DoD JOINT WARFIGHTING CAPABILITY TO PREPARE FOR THE FUTURE, WE MUST SHAPE AND SIZE OUR INSTALLATIONS FRAMEWORK TO ALIGN WITH OPERATIONAL REQUIREMENTS AND TO ENSURE READINESS. WE MUST DIVEST EXCESS AND OBSOLETE ASSETS, BUT WE MUST ALSO INVEST IN SOLUTIONS FOR SPACE OR CAPACITY DEFICITS AT SOME LOCATIONS FOR CERTAIN TYPES OF ASSETS. WE MUST, IN SHORT, ADJUST THE DEPARTMENT'S GLOBAL "FOOTPRINT" TO MATCH EVOLVING MILITARY REQUIREMENTS — DISPOSING AND ACQUIRING FACILITY ASSETS WHERE NECESSARY AND CONFIGURING AND RE-CONFIGURING OUR INSTALLATIONS AND ASSOCIATED ENVIRONMENTAL ASSETS TO OPTIMIZE EFFECTIVENESS AND EFFICIENCY.

OBJECTIVE 1.1: Reshape the overall structure of installations within the United States to better match current and future missions with joint warfighting needs.

Means and Strategies: We will implement a fifth round of Base Realignment and Closure (BRAC) in 2005 using the authority granted by Congress. This is our most important infrastructure rationalization initiative. While BRAC allows for disposal of unneeded assets, more importantly it allows for the realignment of facilities and personnel — which is fundamental to the Department's transformation. A primary objective of BRAC 2005 is to determine and implement opportunities for greater joint activity among the DoD components.

Performance Deliverable (Date):

- Initiate improved tools and data collection process for BRAC analysis (end of 2004).
- Meet all BRAC 2005 milestones (2005).
 - Publish draft selection criteria (December 31, 2003).
 - Submit Force-Structure Plan, Infrastructure Inventory, and certification of need for BRAC to Congress (delivered with the FY 2005 budget justification documents).
 - Publish final selection criteria (February 16, 2004).

- Submit revisions to Force-Structure Plan and Infrastructure Inventory to Congress as needed (delivered with the FY 2006 budget justification documents).
- Submit BRAC recommendations (May 16, 2005).
- Provide support and analysis for the following:
 - Comptroller General analysis of the Secretary's recommendations and selection process (July 1, 2005).
 - Commission's Recommendations (September 8, 2005).
 - President's Approval or Disapproval of Commission Recommendations (September 23, 2005).
 - Commission's Revised Recommendations (October 20, 2005).
 - President's Approval or Disapproval of Revised Recommendations (November 7, 2005).
- Annually report net change and net costs for reshaping the U.S. DoD footprint (FY 2006-2011).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objective 1.7.

OBJECTIVE 1.2: Reshape the structure of installations abroad to better align with emerging threats.

Means and Strategies: Since 1990, DoD has returned or reduced operations at about 1,000 overseas sites, resulting in a 60% reduction in our overseas infrastructure. However, DoD continues to have major responsibilities and missions abroad. Recent and forecasted conflict scenarios have evolved to include asymmetrical threats in remote areas of the world. Our installations framework must be adapted to these changes and it must address environment, safety, and occupational health issues that impact mission and basing decisions. Based on our recent study, we will review and adjust current construction programs and reprogram resources as necessary to meet the new requirements. Our strategy will require a new type of installation — forward operating sites as well as cooperative security locations — with different characteristics and costs when compared to traditional installations.

OBJECTIVE 1.3

Performance Deliverable (Date):

- Complete an integrated global basing study (FY 2004).
- Adjust the budget for construction programs (end of 2005).
- Complete a study of Environmental Safety and Occupational Health (ESOH) factors in basing decisions (FY2005).

Responsible Office: Multiple Offices – DUSD(I&E) in conjunction with PA&E and DoD Components.

Relationship to Other Objectives: See Objectives 1.7 and 2.1.

OBJECTIVE 1.3: Manage our land, water, and air space resources to preserve range and operational capabilities, preventing encroachment.

Means and Strategies: Civilian, commercial, and environmental encroachment at military bases, training ranges, and test sites interferes with the ability of our Armed Forces to train and carry out their missions. Encroachment has physical as well as non-physical aspects. Encroachment is not simply the physical growth and development along an installation boundary. It is also represented by the competing needs for fixed and controlled resources (e.g., airspace, radio frequency spectrum, environmental permit limits). These competing needs are straining the Department's ability to maintain readiness. We are creating a long-term, comprehensive program to sustain training and testing capability while maintaining healthy ecosystems. This program will pursue not only legislative clarification but also regulatory and administrative changes, internal policy and procedure adjustments, and active stakeholder engagement. These pursuits will leverage innovative technology advancements to characterize and evaluate encroachment pressures and predict encroachment trends. Our strategy seeks to maintain a reasonable balance between test and training requirements, the concerns of our neighbors near our test and training ranges, and the importance of sound environmental stewardship.

Performance Deliverable/Target (Date):

- Identify the encroachment impacts and costs imposed on training and operations (2006).
- Complete baseline assessments and plans at 90% of DoD ranges (2008).
- Have no new critical habitat designated on DoD test and training ranges (FY 2004 - FY 2010).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objectives 1.4, 2.6, 5.2 and 5.6.

OBJECTIVE 1.4: Improve land use compatibility to satisfy training and readiness requirements.

Means and Strategies: The Department has several programs to assist local governments in making land use decisions that are compatible with operations at defense installations. Each of these policies (Air Installation Compatible Use Zone; Joint Land Use Studies; Sustainment of Ranges and Operating Areas, and leveraging the right mix of innovative technologies to improve natural resource management) encourage active involvement and technical assistance in local land use planning processes to ensure concerns related to encroachment are shared and appropriately resolved.

Congress provided new authority (10 U.S.C. 2684a) in 2003 for the Military Departments to enter into agreements with private conservation organizations and state or local governments to limit incompatible uses or preserve habitat and eliminate or relieve environmental restrictions. Agreements under the new authority will allow private organizations to acquire, on a cost-shared basis, interests in properties near military installations. Complementing this new authority, each of the military departments are working to enhance the effectiveness of Integrated Natural Resource Management Plans (INRMPs), to sustain mission readiness while conserving and improving important natural resources.



ENCROACHMENT
AT FORT BRAGG;
YELLOW LINE IS THE
BASE BOUNDARY.

TEMPORARY FACILITY
THAT HAS LONG
BEEN OBSOLETE.



1.4 >

Performance Deliverable (Date):

- Complete and implement Integrated Natural Resource Management Plans at all installations where required in partnership with U.S. Fish and Wildlife Service and State fish and game agencies (FY 2004).
- Coordinate all INRMPs with military trainers and testers, and incorporate and implement resulting project requirements in the INRMPs (FY 2004).
- 100% of INRMPs are completed or reviewed and updated as required by law and DoD policy (measure applies each fiscal year).

Responsible Office: DoD Components and DUSD(I&E).

Relationship to Other Objectives: See Objectives 1.3, 1.7, 2.6, 5.2 and 5.6.

OBJECTIVE 1.5: Eliminate excess and obsolete facility inventories to reduce life cycle costs.

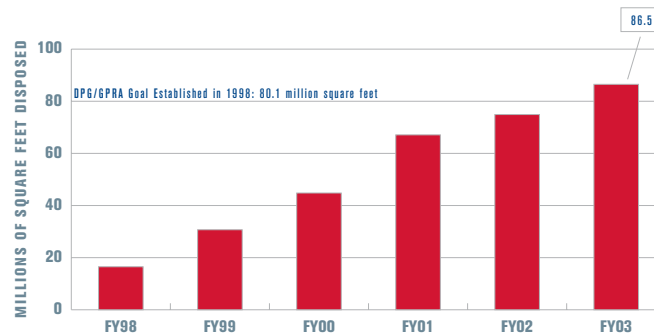


fig. 3

Department of Defense Demolition/
Disposal of Excess/Obsolete Facilities
cumulative (O&M funded, four services).

Means and Strategies: DoD has completed a six-year demolition and disposal program that removed more than 86 million square feet of obsolete facilities. This accomplishment will save more than \$1 billion cumulative through FY 2007. However, we are not done. We have funded a follow-on program that runs through FY 2009 and in 2004 are developing a new round of performance targets. We have established a link between the demolition and sustainment programs, essentially giving DoD Components a choice between properly sustaining assets or removing them from the inventory.

Performance Deliverable (Date):

- Establish new annual targets for demolition and disposal programs (2005).
- Eliminate obsolete and excess inventory (2010).

Responsible Office: DoD Components and DUSD(I&E).

Relationship to Other Objectives: See Objectives 2.1, 2.6, 4.1 and 5.6.

OBJECTIVE 1.6: Eliminate existing space or capacity deficits, to reduce ineffective and expensive work around conditions.

Means and Strategies: DoD has acknowledged pockets of assets excess to need, and taken steps to dispose of them. However, we also have shortages in certain types of assets at some locations. Space shortages – such as the lack of proper storage for expensive military equipment, or the lack of sufficient training grounds – wastes money and reduces readiness. We have loosely defined programs in place to acquire these assets, primarily through military construction projects or leasing arrangements, however we lack standardized DoD-wide tools for computing and forecasting the requirement.

OBJECTIVE 1.7

Performance Target (Date):

■ None – see Goal #5

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objectives 5.5 and 5.6.

OBJECTIVE 1.7: Improve the joint use and utilization rate of physical assets and related base services to optimize life-cycle investments and reduce overhead.

Means and Strategies: DoD has always supported joint use of installation assets, however more consolidation and integration of activities is possible. Inter-DoD opportunities exist at collocated and contiguous installations; more complex inter- and intra-DoD opportunities exist globally. As part of defense transformation, the joint basing initiative will highlight opportunities for increased jointness, thereby reducing life-cycle investments and overhead. Examples include sharing space in facilities or acceptance of base services as in-kind consideration. We have chartered an integrated product team to revise policies, processes, procedures and practices to enhance joint base operations and support, establish a common set of business rules and processes, establish minimum service levels, and minimize management overhead. We continue to use the enhanced use lease authorities granted by Congress to make better use of underutilized facilities, including historic facilities, thereby reducing the need for appropriated funds. The Army is a leader in this regard, with pilot projects ongoing at Fort Sam Houston and Walter Reed Army Medical Center. Finally, we are also launching a study of over- and under-utilization of facilities to determine if there is any significant impact on DoD sustainment and recapitalization costs.



Performance Deliverable (Date):

- Develop milestones for the development of joint basing criteria (2004).
- Complete a study of facility utilization rates on sustainment and recapitalization costs (2005).
- Report percentage of assets meeting joint use criteria (2010).

Responsible Office: DUSD(I&E) in coordination with ASD(RA).

Relationship to Other Objectives: See Objectives 1.1, 1.2, 1.4, 2.4 and 5.4.

"JOINT CONSTRUCTION OF THE SALEM ARMED FORCES RESERVE CENTER. GROUP REPRESENTS UNITS AT THE CENTER: OREGON AIR NATIONAL GUARD HEADQUARTERS; OREGON ARMY NATIONAL GUARD UNITS - (1249 ENGINEER BATTALION, 206 QUARTER MASTER BATTALION, 102 CIVIL SUPPORT TEAM (WMD), AND THE MEDICAL DETACHMENT); OREGON NATIONAL GUARD EMERGENCY OPERATIONS CENTER; STATE AGENCIES INCLUDE OREGON DEPARTMENT OF TRANSPORTATION, OREGON EMERGENCY MANAGEMENT, LAW ENFORCEMENT DATA SYSTEMS, OREGON STATE POLICE DISPATCH CENTER, AND DEPARTMENT OF CORRECTIONS. THESE AGENCIES MAINTAIN 24 HOUR OPERATIONS AT THE FACILITY."



GOAL 2, RIGHT QUALITY:

Acquire and maintain defense installation assets to provide good, safe, and environmentally sound living and working places, suitable base services, and effective support for DoD's current and future missions.

PRESIDENT'S BUDGET – ALL YEARS

fig. 4.1a

Sustainment Rates

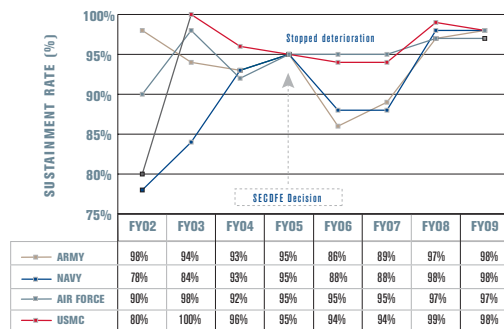
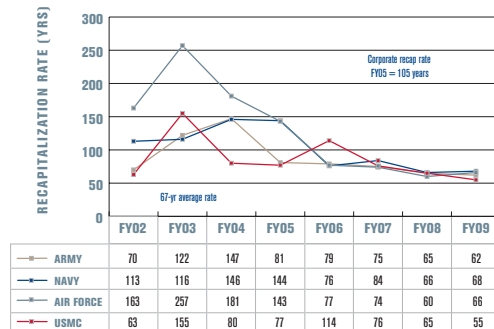


fig. 4.1b

Recapitalization Rates



SUPPORTING THE WARFIGHTER INVOLVES MUCH MORE THAN EPISODIC SPURTS OF SUPPORT DURING COMBAT AND OTHER OPERATIONAL MISSIONS. SUPPORTING THE WARFIGHTER REQUIRES A LONG-TERM, DAY-TO-DAY COMMITMENT TO DELIVER QUALITY TRAINING, MODERN AND WELL-MAINTAINED WEAPONS AND EQUIPMENT, A SAFE, SECURE AND PRODUCTIVE WORKPLACE, A HEALTHY ENVIRONMENT, AND GOOD LIVING CONDITIONS FOR OUR MEMBERS AND THEIR FAMILIES. OUR INSTALLATIONS ARE THE HOME OF U.S. COMBAT POWER – AND OUR INSTALLATION ASSETS ARE AN INSEPARABLE ELEMENT OF THE NATION'S MILITARY READINESS AND WARTIME EFFECTIVENESS. CUSTOMER SATISFACTION IN DoD IS REPRESENTED BY A COMMANDER'S ABILITY TO PERFORM A MISSION.

OBJECTIVE 2.1: Fully support installation assets to prevent premature deterioration, unsafe conditions, and obsolescence, and to optimize the investment over a service life.

Means and Strategies: DoD has a three-tiered strategy (sustainment, restoration and modernization) in place to prevent corrosion and other forms of deterioration, counter obsolescence, and restore lost capabilities. As stewards of the single largest portfolio of taxpayer-provided assets, DoD will properly sustain the facilities that we are responsible for so long as they are required by the nation. This is not just the right thing to do; it is also the most economical approach over the life cycle of the assets. We have developed a Facilities Sustainment Model (FSM) based on commercial benchmarks that accurately forecasts the funding required, have applied it throughout the Department, and use it to build our budgets. The model properly accounts for all funding contributions, including those from our allies. As seen in Figure 4.1a, we have made good progress toward achieving our goal of full sustainment.

Beyond sustainment, we must and will keep pace with technological advances and evolving standards to modernize our installations assets. We have developed a

Facilities Recapitalization Metric for determining the appropriate rate of modernization – given the expected service life of the assets – and the annualized funding needed to keep the entire portfolio up to date over an average service life of 67 years. During the past few years, we have substantially reduced the corporate recapitalization rate from nearly 200 years to 105 years, as illustrated in Figure 4.1b, and we have funded plans in place to achieve our modernization objective.

As part of our effort to integrate safety and health into all program areas, DoD uses a system to prioritize unsafe conditions for abatement based on Risk Assessment Codes (RACs) from 1 to 5. RACs give commanders a tool to use available funding to mitigate the most hazardous situations on an installation. Components are required to ensure that RAC 1, 2, or 3 hazards not corrected within 60 days are included into a formal installation hazard abatement plan and any affected DoD civilian employees are notified.

Performance Target (Date):

- Budget for not less than 95% of full sustainment for all forecasted Defense facilities (FY 2005).
- Budget for 100% of sustainment (FY 2008).
- Budget for an annualized recapitalization rate not to exceed 67 years (FY 2008).
- 100% closure of RAC 1, 2 and 3 hazards within 60 days of hazard identification.

Responsible Office: DUSD(I&E) in coordination with DoD Components.

Relationship to Other Objectives: See Objectives 1.2, 1.5, 2.3, 2.4 and 4.1.

OBJECTIVE 2.2: Restore the overall readiness of existing facilities to at least Q-2 status, on average, to improve mission support.

Means and Strategies: Proper sustainment and recapitalization of our assets today and into the future is essential – but unfortunately not sufficient in the near term. In the previous decade, much capability was lost due to insufficient levels of sustainment

DETERIORATED STEAM PIPES AS A RESULT OF INADEQUATE SUSTAINMENT.



and recapitalization, leaving a collection of assets that are already obsolete or that have a reduced service life (see Figure 5). Therefore, in the near term, we will need to accelerate the recapitalization rate below normal benchmarks to restore readiness. To track our progress, we plan to deploy a standardized quality rating system ("Q-ratings") DoD-wide over the next few years.

Performance Target (Date):

- 50% of ratable facility records in real property inventory have valid Q-ratings (2005).
- 100% of ratable facility records in real property inventory have valid Q-ratings (2006).
- Overall readiness of DoD facilities will be restored to at least Q-2 status (end 2010); overall readiness of barracks will be restored to at least Q-2 status (end 2007).

Responsible Office: DUSD(I&E) and DoD Components.

Relationship to Other Objectives: See Objective 5.2.

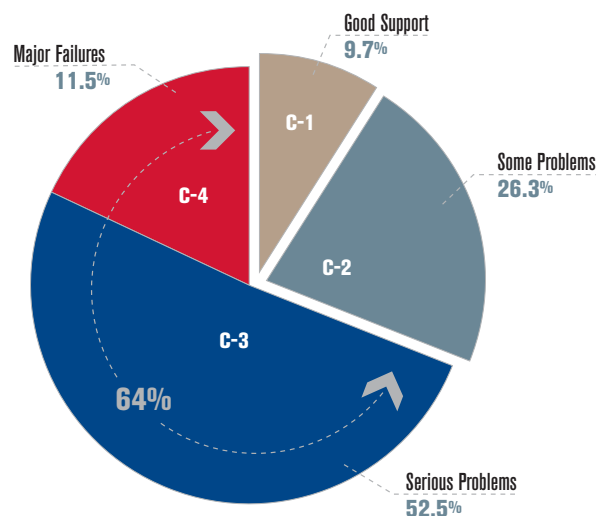


fig. 5

Facilities Readiness -
DoD Installations Readiness Report, FY 2003.

OBJECTIVE 2.3: Eliminate inadequate family housing and permanent party barracks, to improve the quality of life for Service members and their families.

Means and Strategies: Because of the importance of good living conditions of our military members and their families, the Secretary of Defense accelerated the goal of eliminating inadequate housing to 2007. We will achieve the goal through a three pronged approach – increased pay allowances for non-government housing, increased privatization of government housing, and traditional projects to restore Defense housing. We will eliminate out-of-pocket housing costs for members living off-base in FY 2005, and we have received an overwhelmingly positive response from our service members living in privatized housing. Our family housing master plans, originally directed by Congress, have been key to identifying the universe of inadequate housing and the resources required to achieve our objective.

We are also committed to improving housing for our unaccompanied Service members. We continue to build to our "1+1" barracks standard (two bedrooms sharing a bath and kitchenette area) where necessary to improve privacy, and will eliminate the worst conditions – "gang latrine" barracks for permanent party soldiers – DoD-wide by 2008. The Navy is attempting to use privatization as one key element of their Homeport Ashore Initiative. Barracks are already included in our broader sustainment, restoration, and modernization (S/RM) programs for facilities; to ensure that conditions once restored remain good, we will re-align sustainment and future recapitalization of our remaining family housing units under the S/RM metrics.

Performance Target (Date):

- Zero out-of-pocket housing expenses for typical member living in the private sector (FY 2005).
- Realign family housing program elements to use standard S/RM metrics (FY 2006).
- Eliminate inadequate family housing (except for selected Air Force installations) and permanent party barracks (FY 2007).

Responsible Office: DUSD(I&E) and USD(P&R).

Relationship to Other Objectives: See Objectives 2.1 and 4.3.



PRIVATIZED FAMILY
HOUSING AT FORT
CARSON, COLORADO
TO IMPROVE THE
QUALITY OF LIFE.

OBJECTIVE 2.4

PROVIDING FIRE
PROTECTION ON
INSTALLATIONS.



OBJECTIVE 2.4: Provide adequate base services support to fully execute the installation's mission.

Means and Strategies: The Department needs common standards and performance metrics for managing base operations support and real property services. We have recently undertaken steps to develop improved tools in these areas (see Objective 5.4). We need to ensure that base services are adequately resourced and equipped to provide mission critical support, such as fire protection. For example, each of the Military Services has reported significant deficiencies (shortages and maintenance problems)

in firefighting apparatus that are disrupting installation missions. We will develop a DoD-wide strategy for modernizing and sustaining the firefighting apparatus fleet.

Performance Deliverable (Date):

- Develop a plan and timeline for addressing base operations support and real property services (2004).
- Implement DoD-wide standards and funding models for real property services (2006).
- Implement DoD-wide standards and funding models for other base operations support (to be determined).
- Develop a plan and timeline for correcting deficiencies in firefighting apparatus (2005).
- The Services budget for and procure firefighting apparatus and make repairs as required in the plan for each fiscal year (2006 - 2011).

Responsible Office: Real property services – DUSD(I&E) in coordination with DoD Components. Base operations support – multiple organizations.

Relationship to Other Objectives: See Objectives 1.7, 2.1, 4.2, 4.5 and 5.4.

OBJECTIVE 2.5 - Achieve sustainable operations in a manner that preserves assets enabling successful mission operations over perpetual useful life.

Means and Strategies: DoD is committed to ensuring installation assets are capable of supporting mission requirements by identifying and managing operational and financial risks to resource requirements in an objective and quantifiable manner. This will require the development of tools to assess present and future operational requirements against available assets. By focusing on operational requirements and complying with regulatory requirements, DoD will ensure natural asset protection and sustainable operations. DoD is committed to investments in the protection and restoration of land, air, and water resources to protect the readiness of our military forces and to ensure their families and surrounding communities have a safe and healthy environment.

OBJECTIVE 2.6

Performance Target (Date):

- Reduce the number of new and open enforcement actions received to zero.
- Increase the percent of regulated wastewater discharges in compliance with applicable requirements. Target: 100% of regulated wastewater discharges each year.

Responsible Office: DUSD(I&E) with DoD Components.

Relationship to Other Objectives: See Objectives 5.2 and 5.3.

OBJECTIVE 2.6: Maintain and preserve historic properties, archaeological resources, Native American, and other cultural assets as required by law and for the benefit of future generations.

Means and Strategies: DoD is committed to protect the nation's cultural resources. But to do so effectively and affordably, we need additional analytical tools. More than 10,000 additional buildings and structures will qualify for consideration for National Register of Historic Places eligibility designation within ten years. Efforts are underway to provide specialized treatment for certain property types when they must be evaluated for eligibility. We will continue to develop innovative technical, programmatic techniques, and preservation-protected (including tax-advantaged) divestiture to preserve historic properties. We will use recent non-intrusive methods to detect previously unknown archaeological sites to reduce impacts to military training exercises while minimizing the collection of new archaeological artifacts. DoD training and testing activities may affect Native American resources. Federal Trust Responsibility directs that tribes be given access to cultural and natural resources on military installations adjacent to or overlap American Indian and Alaska Native lands. Integrated Cultural Resource Management Plans (ICRMPs) include consultation with affiliated Native American tribes to meet the requirements of applicable laws. Our initiative to develop ICRMPs provides long-term roadmaps to the management of DoD's cultural resources. We will integrate ICRMPs with other installation management plans and processes.



HEADQUARTERS BUILDING
500 AT FORT RILEY:
"THE MOST SIGNIFICANT
CHALLENGE HAS BEEN
MAINTAINING THE INTEGRITY
OF THE HISTORIC STRUCTURE
WHILE CONTINUALLY RETRO-
FITTING IT FOR MODERN
OFFICE USE AS FORT RILEY'S
HEADQUARTERS."

Performance Deliverable (Date):

- 50% of real property inventory records will accurately identify historic properties and their quality (2005).
- 100% of real property inventory records will accurately identify historic properties and their quality (2006).
- 100% of archaeological resources, Native American and other cultural assets will be accurately inventoried and quality ratings established in the real property inventories (2007).
- Develop standards to ensure that the possible presence of archaeological resources, Native American and other cultural assets are modeled, inventoried, and managed in close integration with project and operations planning (FY 2006).
- 100% of Integrated Cultural Resource Management Plans are completed or reviewed and updated annually as required by law and DoD policy (measure applies each fiscal year).
- 100% of Integrated Cultural Resources Management Plans will be current and implemented, in consultation and partnership with State Historic Preservation Officers and other appropriate consulting parties (FY 2008).

Responsible Office: DUSD(I&E) in coordination with DoD Components.

Relationship to Other Objectives: See Objectives 1.3, 1.4, 1.5, and 5.2.



GOAL 3, RIGHT SAFETY AND SECURITY:

Protect defense installation assets from threats and unsafe conditions to reduce risk and liabilities.



OBJECTIVE 3.1

ANTI-TERRORISM
IMPROVEMENTS AT
THE PENTAGON.

THE NATION ENTRUSTS DoD WITH CRITICAL ASSETS, INCLUDING THOSE MOST VALUABLE—ITS SONS AND DAUGHTERS. THE WAR-FIGHTING OCCUPATION IS BY NATURE DANGEROUS; WE CANNOT DEFEND THIS NATION WITHOUT GOING IN HARM'S WAY. NEVERTHELESS, WE MUST MANAGE RISK AND DO ALL THAT WE CAN TO PROTECT OUR ASSETS FROM WILLFUL ATTACKS OR ACCIDENTAL INJURY. WE MUST ALSO PROTECT OUR PEOPLE FROM INADVERTENT EXPOSURE TO HEALTH RISKS AND ACCIDENTS ASSOCIATED WITH PEACETIME OPERATIONS, TRAINING, AND MAINTENANCE. OUR INSTALLATIONS ARE THE HOME OF U.S. COMBAT POWER, AND SECURITY BEGINS AT HOME.

OBJECTIVE 3.1: Protect installation assets against terrorist and criminal threats to maintain mission capability.

Means and Strategies: DoD has established new minimum anti-terrorism standards for buildings – maximizing standoff distance, constructing superstructures to avoid progressive collapse, reducing flying debris hazards, providing effective building layout, limiting airborne contamination, and providing mass notification. The standards apply now to all DoD controlled inhabited assets, and will be phased in for leased assets. Concern about concentration of Defense activities in the Washington, DC area has been addressed. All major land acquisition proposals within the Washington, DC National Capital Region (NCR) – the geographic area within roughly 100 miles of the Pentagon – as well as all major proposals to relocate to the area require approval of the Secretary of Defense.

Performance Target (Date):

- Installations and critical facilities meet anti-terrorism and force protection criteria (75% – 2005; 100% – 2009).
- Apply new anti-terrorism standards to all new leases (2006).
- Apply new anti-terrorism standards to all lease renewals (2010).

- 100% of installations are in compliance with DoD 2000.12 standards on policy, program management, and planning (2007).
- 90% of all installation fire departments are CBRNE capable (2009).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: None.

OBJECTIVE 3.2: Reduce accidents, injuries, explosive mishaps, and occupational illnesses to preserve operational readiness.

Means and Strategies: Occupational injuries and illnesses impact our readiness in a number of ways: loss in skilled personnel requires expensive recruitment and training of replacements; accidental degradation, damage and loss of equipment results in lost productivity and efficiency; and injury and illness issues divert management's focus on readiness. In 2003, the Secretary of Defense challenged the Secretaries of the Military Departments and other senior leaders across the Department of Defense to reduce preventable accidents by 50% within two years. The DoD Components are actively working to achieve this goal. In January 2004, the President established the Safety, Health and Return-to Employment (SHARE) Initiative, and the Secretary of Labor issued goals for the Federal government. These are consistent with the DoD's emphasis on safety and health performance, which support operational readiness. We are working to implement management systems for safety and health (see Objective 5.3) to improve safety performance, and achieve both DoD and Federal goals.

Performance Target (Date):

- 3% per year reduction in total case rates for injuries and illnesses from FY 2003 baseline (FY 2004 - 2006).
- 3% per year reduction in case rates for lost time injuries and illnesses from FY 2003 baseline (FY 2004 - 2006).
- 5% per year increase in timeliness of filing notices of injury & illness from FY 2003 baseline (FY 2004 - 2006).

- 1% per year reduction in the rates of lost production days due to injuries and illnesses from FY 2003 baseline (FY 2004 - 2006).
- Reduction in preventable accidents from FY 2002 baseline (50% - FY 2005; 75% - FY 2008).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objective 5.3.

OBJECTIVE 3.3: Cleanup of property contaminated by hazardous substances, pollutants, and military munitions.

Means and Strategies: Operations at active military installations and formerly used defense sites have left behind hazardous substances, pollutants, contaminants and in some cases military munitions. Two programs, the Installation Restoration Program and Military Munitions Response Program, address these contaminants. Both programs execute the following strategy:

- Address the worst sites first.
- Designate future real property uses to determine level of response required.
- Expedite the adoption rate of innovative technologies and management approaches.
- Seek permanent remedies.
- Facilitate property reuse and transfer, where appropriate.

In the installation restoration program we have completed response actions at more than half of DoD's identified sites and have initiated work at 95% of sites. The Military Munitions Response Program is in the "program build" phase and much work remains to be done.

Performance Target (Date):

- For environmental restoration on active installations: 100% of high risk sites remedy-in-place (RIP) response complete (RC) by FY 2007; 100% of medium risk sites RIP/RC by FY 2011; 100% of low risk sites RIP/RC by FY 2014.
- For environmental restoration on formerly used defense sites: 100% of high risk sites RIP/RC by FY 2007; 100% of medium risk sites RIP/RC by FY 2011; 100% of low risk sites RIP/RC by FY 2020.

OBJECTIVE 3.3

- For environmental restoration on BRAC sites: 100% of sites RIP/RC by FY 2005.
- For the Military Munitions Response Program on active installations: 100% of preliminary assessments by FY 2007; 100% of site inspections by FY 2010.
- For the Military Munitions Response Program on BRAC installations: 100% of sites RIP/RC by FY 2009.

Responsible Office:

DUSD(I&E) and DoD Components.

Relationship to Other Objectives:

See Objectives 5.2 and 5.3.



SAMPLING SOIL FOR
HAZARDOUS SUBSTANCES.

OBJECTIVE 3.4: Protect people and assets through effective, safe, and economical pest management programs.

Means and Strategies: Protection of the warfighter from insect-borne illness supports readiness. Actions taken to effectively protect our personnel must also address environmental and public health considerations in use of pesticides and other pest management practices. The Armed Forces Pest Management Board seeks to effectively control pests while also avoiding unjustified increase in DoD's overall pesticide usage.

Performance Deliverable/Target (Date):

- Require all installations develop and update current pest management plans (2004).
- Require all DoD pesticide applicators be certified (2004).
- Achieve zero percent increase in pesticide use (1998, Baseline Year) (Measure applied each year, beginning in 2004).

Responsible Office: DUSD(I&E) and DoD Components.

Relationship to Other Objectives: None.



GOAL 4, RIGHT RESOURCES:

Balance requirements and resources – money, people and equipment – to optimize life-cycle investments and reduce budget turbulence.

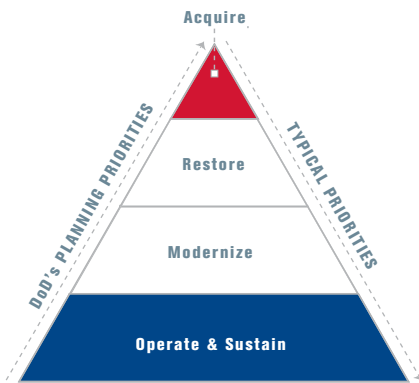


fig. 6
PRIORITY PYRAMID

PLANS WITHOUT RESOURCES ARE NOT PLANS AT ALL — THEY ARE WISH LISTS. IN THE INSTALLATIONS COMMUNITY, THERE HAS HISTORICALLY EXISTED AN IMBALANCE BETWEEN PLANS, NEEDS, AND RESOURCES. FACILITY NEEDS WERE SOMETIMES ILL-DEFINED OR PLANS WERE DEVELOPED IN THE ABSENCE OF RESOURCES FOR IMPLEMENTATION. WE ARE TRANSFORMING THESE PAST PRACTICES AS WE IMPLEMENT THE PRIORITIES SHOWN IN FIGURE 6. DoD IS ESTABLISHING A BALANCED SET OF INSTALLATIONS AND ENVIRONMENTAL PROGRAMS BY (1) STANDARDIZING BUSINESS PROCESSES AND (2) MATCHING RESOURCES TO PLANS.

OBJECTIVE 4.1: During this period of change, due to ongoing assessments of installation assets to change our global posture, allocate funding sufficient to sustain existing and forecasted assets – before planning to acquire new assets that entail additional unfunded requirements.

Means and Strategies: Through clear planning guidance followed by effective program reviews and firm enforcement, the Secretary of Defense has implemented a new strategy that emphasizes a life-cycle approach to managing the Department's facility assets. Using performance management tools, we have put in place incentives to (1) adequately sustain existing assets and (2) dispose of existing assets and defer acquisition of new assets unless funding is available to properly support them once built.

Performance Deliverable (Date):

- Ensure continued progress in FY 2006 and FY 2007 toward the FY 2008 targets described in objectives 1.5 (disposal of obsolete assets) and 2.1 (prevent deterioration and obsolescence) (2005).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objectives 1.5 and 2.1.

OBJECTIVE 4.2: Optimize the balance of funding for base services and investment in facilities to minimize migration of funds during execution.

Means and Strategies: During budget execution, there is often reprogramming ("migration") of funding between the accounts funded by the operations and maintenance (O&M) appropriations. This flexibility permits the Department to adapt to emergent needs, but maintaining approved corporate strategies can be challenging. Our long-term objective is to minimize such "migration" during execution by more accurately forecasting and reflecting the need for base services in our budget.

Performance Deliverable (Date):

- Conduct a study of the ratio of base services funding to facilities sustaintment, restoration and modernization funding, comparing budget requests to budgets executed (2006).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objectives 2.4 and 5.4.

OBJECTIVE 4.3: Privatize facilities and services (to include personnel) when economical and while maintaining adequate mission support.

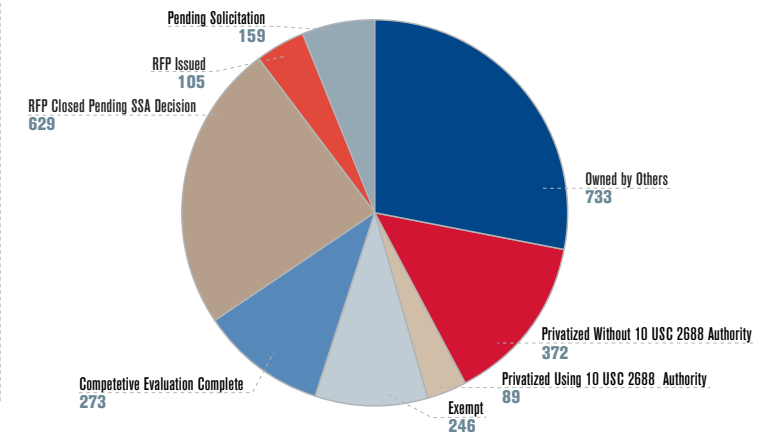


fig. 7
DoD UTILITY SYSTEMS / TOTAL OF ABOUT
2600 SYSTEMS (AS OF JUNE 2004) \$50B VALUE.

Means and Strategies: Where possible, the Department will aggressively search for opportunities to privatize assets. The installations function has many opportunities for competitive sourcing of positions and for turning over the management of facilities – especially in family housing and utility systems – to private enterprise. The Military Housing Privatization Initiative, originally authorized by Congress in 1996, has been extended to 2012.

Performance Deliverable/Targets (Date):

- Compete 226,000 positions from the FY 2000 baseline (2009).
- Eliminate inadequate housing through privatization or Military Construction by 2007 (except for selected Air Force installations).
- Complete evaluation of all 2,600 DoD utility systems (see Figure 6, (prev. page)) for privatization (end of FY 2005).

Responsible Office: DUSD(I&E) in coordination with the DoD Components.

Relationship to Other Objectives: See Objective 2.3.

OBJECTIVE 4.4: Establish a facilities engineering career program to strengthen the knowledge, skills, and abilities of the facilities engineering workforce, including installation asset managers.

Means and Strategies: The Defense Acquisition Workforce Improvement Act (DAWIA) of 1990 authorized DoD to establish education, training, and experience requirements and career paths for designated acquisition positions. The Facilities Engineering Career Field was established in July 2001. We developed and fielded two levels of web-based certification courses and plan to produce an advanced course and deliver a hybrid (web-based and classroom) course in mid-FY 2005. These initiatives will enhance the quality of the human capital in the installation management workforce.

Performance Deliverable (Date):

- Establish a Facilities Engineering Career Program Field Level 3 Course (2005).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: None.

OBJECTIVE 4.5: Provide reliable and cost-effective utility services.

Means and Strategies: To minimize facility energy consumption, the Department will continue to focus on (1) investments in cost-effective renewable energy sources, (2) energy-efficient construction designs, and (3) aggregating bargaining power among regions and Services to reduce energy costs.

Performance Target (Date):

- Reduce standard building energy consumption from 1985 baseline (30 % - end of FY 2005; 35% - end of FY 2010).
- Reduce industrial and laboratory energy consumption from 1990 baseline (20% - end of FY 2005; 25% - end of FY 2010).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objective 2.4.

OBJECTIVE 4.6: Reduce consumption of energy.

Means and Strategies: As one way to minimize unnecessary life cycle costs, the Department will continue to focus on innovative technologies, state-of-the-art techniques, and alternative sources to reduce energy consumption. Active technology development and testing of bio-based lubricants/fuels are providing favorable results that are translating to alternatives to standard fossil-fuel products. Through active management of the DoD motor vehicle fleet, we will reduce consumption of petroleum fuel through increases in fleet fuel efficiency, to include an increase in the ratio of alternative fueled vehicles in the non-tactical fleet.

Performance Target (Date):

- Reduce vehicle petroleum consumption from FY 1999 baseline year (20% – 2005).
- 75% of ordinary (non-tactical) vehicles leased or purchased annually using alternative fuel (2008).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objective 5.4.



GOAL 5, RIGHT TOOLS AND METRICS:

Improve portfolio management and planning by embracing best business practices, modern asset management techniques, and performance assessment metrics.

TRANSFORMATION OF DoD IS FUNDAMENTALLY DEPENDENT ON IMPROVED TOOLS AND METRICS FOR ENHANCING AND MANAGING PERFORMANCE. ANALYTICAL MODELS, INFORMATION TECHNOLOGY, BEST BUSINESS PRACTICES, AND “OUTSIDE-THE-BOX” IDEAS WILL BE HARNESSSED AND INTEGRATED TO IMPROVE MANAGEMENT OF DEFENSE ASSETS IN ALIGNMENT WITH THE GUIDANCE OF THE FEDERAL REAL PROPERTY COUNCIL. OUR BUSINESS MANAGEMENT MODERNIZATION PROGRAM (BMMP) IS ONE OF THE LATEST MANIFESTATIONS OF OUR WORK, AND IT BUILDS ON RECENT SUCCESSES IN ENVIRONMENTAL MANAGEMENT SYSTEMS, THE FACILITIES SUSTAINMENT MODEL, THE FACILITIES RECAPITALIZATION METRIC, THE FACILITIES ANALYSES DATABASE, THE DoD FACILITIES PRICING GUIDE, AND FAMILY HOUSING MASTER PLANS.

OBJECTIVE 5.1: Develop requirements for information management systems that are compliant with the DoD Business Enterprise Architecture.

Means and Strategies: Critical to transformation is the development and implementation of the Business Enterprise Architecture (BEA). The BEA sets the high-level vision for how to best integrate various business processes across the Department. This DoD-wide architecture provides a mechanism to better understand the complex systems and organizational inter-relationships that currently exist in DoD's operations and will serve as a blueprint to guide the development of the planned, future solution. It will provide the basis for the planning, development, and implementation of management capabilities and systems necessary to transform business operations. It will also guide and leverage investments in operations, and systems to facilitate comprehensive change. We will publish a transition plan to implement this enterprise architecture. The plan will describe the key concepts, strategy, and methodology required to facilitate successful transition from the current, “As Is” state to the future, “To Be” architecture.

Performance Deliverable (Date):

- Implement new real property inventory requirements (FY 2005).
- Develop initial activity based architecture for all DUSD (I&E) business areas (FY 2005).

Responsible Office: DUSD(I&E) and Components.

Relationship to Other Objectives: None.

OBJECTIVE 5.2: Implement common tracking and reporting of facility, environmental, and workforce resources, conditions, limitations, and liabilities to support integrated and sustainable asset management.

Means and Strategies: The Department's Business Management Modernization Program (BMMP) has developed version 1.0 of the enterprise architecture for all of DoD's business areas. Although version 1.0 sets the high-level vision for integrating information throughout the Department, it is not detailed enough to determine how environmental site information and real property inventory records should be integrated. Within the installations area, we give special emphasis to the area of real property inventory, including linking real property inventory to environmental liabilities. We expect to have a new, clearly articulated process for inventorying real property and a set of requirements for future real property inventory systems by the end of FY 2004. We will establish common facility condition ratings (Q-rating) based on facility condition index in conjunction with mission impact factors. We will update Volume 4 of the DoDFMR (DoD 7000.14-R) to require a reconciliation of real property and environmental site records. Within the environmental area, the BMMP has created an integrated Environmental, Safety, and Occupational Health (ESOH) Domain.

Performance Deliverable (Date):

- Establish common condition reporting (Q-status) in the real property inventories (FY 2004).
- Establish common facility mission impact factor (M-rating) in the real property inventories (FY 2005).

- Establish an inventory (or inventories) of natural assets and sites with environmental requirements (FY 2006).

Responsible Office: DUSD(I&E) and Components.

Relationship to Other Objectives: See Objectives 1.3, 1.4, 2.2, 2.5, 2.6 and 3.3.

OBJECTIVE 5.3: Implement new management systems based on the “plan-do-check-act” framework of the international standard for environmental management systems (ISO 14001) to manage the environmental, safety and occupational health (ESOH) aspects of the mission world-wide.

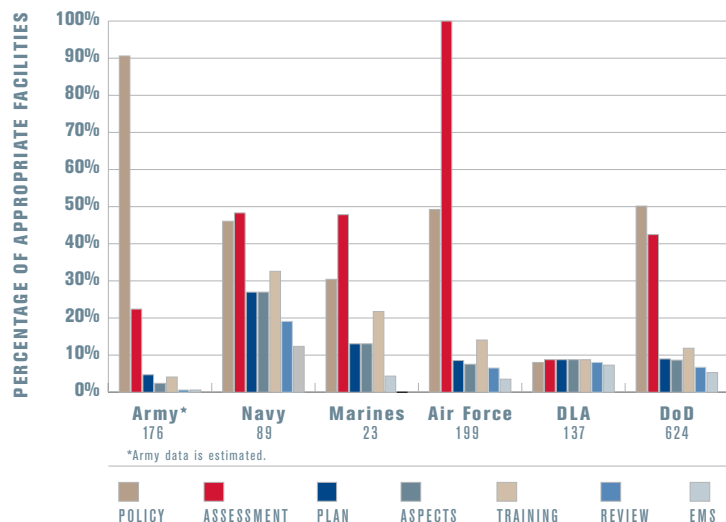


fig. 8
DoD Component “Appropriate Facilities”
with Environmental Management Systems.

Means and Strategies: In April 2002, we issued policy guidance requiring that each DoD Component adopt an Environmental Engineer Management System (EMS) that meets requirements of Executive Order (EO) 13148 - Greening the Government through Leadership in Environmental Management – and encourage incorporation of safety and occupational health in the overall management system framework. The purpose for implementing these management systems is to make DoD operations more efficient and “sustainable”. The term “sustainable operations” refers to mission activities conducted in a manner that preserves the resources (human, natural, facilities, equipment, financial) and community support required to ensure current mission success and support future mission requirements. ESOH management systems will provide the continual improvement process to align goals, objectives, and targets to move the Department “step-by-step” toward sustainable operations. We issues EMS implementation metrics in January 2003. DoD Components have identified 624 “appropriate facilities” (installations and other DoD operating locations and organizations) at which EMS will be implemented. As of February 2004, approximately 312 DoD facilities have initiated EMS implementation by issuing EMS policies, and 33 DoD facilities have an EMS in place (see Figure 8). The EMS initiative serves as the first step in the development of analogous safety and health management system initiatives. We are preparing policy guidance to set the Department on a course of action to expand the scope of the EMS to include safety and occupational health.

Performance Deliverable (Date):

- Implement Environmental Management Systems (EMS) at all appropriate facilities to meet DoD and Component environmental policies (December 2005).
- Implement Safety and Occupational Health Management Systems (SOH MS) at all appropriate locations subject to DoD and Component safety and occupational health policies. (FY 2008).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objectives 2.5, 3.2 and 3.3.

MODERN CHILD DEVELOPMENT
FACILITY AT RAF LAKENHETH,
UNITED KINGDOM.



OBJECTIVE 5.4

OBJECTIVE 5.4: Develop an analytical model based on common benchmarks to accurately forecast funding requirements for base services.

Means and Strategies: Base services are a very large collection of functions – sometimes referred to as base operations support – that include all the general services (transportation, supply, engineering, etc.) that are normally found on military installations. With the objective of establishing some commonality in funding requirements, a cross-Department working group has examined definitions and budget structures and established a sequential approach to the problem. Starting with commercial benchmarks for real property services (payments for utilities, leases, custodial services, snow plowing, etc.) the Department will work through each sub-function. Due to the scope and complexity of the problem, this process will take some time. In addition, we intend to develop an annual base services stakeholders' report that relates base services to warfighting capabilities.

Performance Deliverable (Date):

- Complete roadmap and timeline for base services elements (FY 2004).
- Initial release of a DoD real property services model (FY 2005).

Responsible Office: DUSD(I&E) in conjunction with Comptroller and PA&E.

Relationship to Other Objectives: See Objectives 1.7, 2.4, 4.2 and 4.6.

OBJECTIVE 5.5: Develop a macro-level standardized tool to model existing “footprint” versus footprint requirements, to identify shortfalls (or overage) in the capacity of installation assets.

Means and Strategies: The Department has made good progress in improving tools and metrics for managing existing assets. However, while there are some developed tools in individual DoD Components, there is no common DoD-wide tool for identifying or analyzing requirements for additional capacity needed to perform Defense missions. The “new footprint” requirements exacerbate the problem of sustaining and recapitalizing existing assets. These additional requirements must be better defined and managed.

Performance Deliverable (Date):

- Complete an initial study of new footprint requirements (FY 2004).

Responsible Office: DUSD(I&E)

Relationship to Other Objectives: See Objective 1.6.

OBJECTIVE 5.6: Analyze and measure the effects of and prevent encroachment on range and operational capabilities and methods of prevention.

Means and Strategies: A joint analysis team will review alternative approaches within and outside of DoD and develop specific milestones. In support of this effort, the DoD Components will assess current and future operational air, ground, sea and/or under-sea, space, and frequency spectrum range/operating area requirements necessary to meet test and training needs, as well as the encroachment concerns associate with these assets. The Components will also develop and implement range management plans to ensure that the necessary range/operating area assets are available to meet mission needs today and indefinitely into the future.

Performance Deliverable (Date):

- Form joint analysis team (FY 2004).
- Initial release of a DoD range and operational capabilities assessment (FY 2004).
- Complete report on range level assessments and analysis of impacts in accordance with FY 2003 National Defense Authorization Act (NDAA) Section 366 (2004).
- Complete report on range and installation level assessments and analysis of impacts in accordance with FY 2004 National Defense Authorization Act (NDAA) Section 320 report (2004, interim; 2006, final).

Responsible Office: DUSD(I&E) in conjunction with USD(P&R).

Relationship to Other Objectives: See Objectives 1.3, 1.4, 1.5 and 1.6.

THE WAY AHEAD

The "sword" of combat power used by our warfighters is forged at, and deployed from, our Defense installations. From our installations in the United States and overseas, we generate the combat power required today and develop the combat power that will be needed two or more decades in the future. To operate installations effectively and efficiently, we must sustain, restore, and modernize all of our installation assets and services – all the natural and manmade assets associated with owning, managing, and operating an installation, including the facilities, people, and internal and external environments.

The 2004 Strategic Plan seeks to deliver a framework of installations, facilities, ranges, and other critical assets that is properly distributed, efficient, and capable of ensuring that the Department of Defense and the U.S. Armed Services can successfully carry out the roles, missions, and tasks that safeguard our security at home and overseas. Our vision is simple to state and understand, but not easy to achieve – indeed, the realization of an optimum balance between on-hand assets, capabilities, capacities, and military requirements remains many years in the future.

We are making progress toward our vision and it is essential that we continue to do so, because, at the end of the day, our installations are the home of combat power.



ONGOING IMPROVEMENTS WILL CONTINUE TO STRENGTHEN THE INSTALLATION INFRASTRUCTURE, AND ULTIMATELY SUPPORT OUR GLOBAL SECURITY MISSION.



APPENDIX: DEFINITIONS

ACAT – Acquisition Category

ASD(RA) - Assistant Secretary of Defense (Reserve Affairs)

Asset management - A decision-making framework with a long-term focus, guided by performance goals. It combines engineering principles with sound business practices and economic theory and provides decision support tools to facilitate a more organized, logical approach to decision-making.

BEA - Business Enterprise Architecture

BMMP - Business Management Modernization Program

BOS - Base Operations Support, the general services (transportation, supply, engineering, etc.) that are normally found on military installations.

BRAC - Base Realignment and Closure

Capability - The ability to execute a specified course of action. (A capability may or may not be an intention.)

Class 0 - Recurring administrative, personnel and other costs associated with managing environmental programs that are necessary to meet applicable compliance requirements.

Class 1 - Projects or activities required to address situations currently out of environmental compliance or shall be out of compliance with environmental requirements if the project or activity is not implemented within the current program year.

Closure - All missions of the installation have ceased or have been relocated. All personnel positions (military, civilian and contractor) have either been eliminated or relocated, except for personnel required for caretaking, conducting any ongoing environmental cleanup, and disposal of the base, or personnel remaining in authorized enclaves.

CBRNE - Chemical Biological Radiological Nuclear Explosive

Commission - The Commission established by section 2902 of the Defense Base Closure and Realignment Act of 1990, as amended.

Comptroller - Department of Defense Comptroller

CY - Calendar Year

DAU - Defense Acquisition University

DoD - Department of Defense

DoD Components - Army, Navy, Air Force, Marine Corps, and Defense Agencies

DUSD(I&E) - Deputy Under Secretary of Defense (Installations and Environment)

EMS - Environmental Management System

Environmental Quality Technology – a suite of demonstrated and validated technologies ready for transfer for Defense-wide exploitation.

Encroachment - Broadly defined, includes those outside factors that inhibit accomplishment of necessary live training and testing. Instances of encroachment such as compliance with escalating environmental legal statutes, competition for airspace and eroding DoD radio frequency spectrum along with substantial urban growth around previously isolated ranges.

Force structure - Numbers, size and composition of the units that comprise U.S. defense forces: e.g., divisions, ships, air wings, aircraft, tanks, etc.

FSM - Facilities Sustainment Model

FRM - Facilities Recapitalization Metric

FY - Fiscal Year

FUDS - Formerly Used Defense Sites

IAM - Information Acquisition Management

ICRMP - Integrated Cultural Resource Management Plan

INRMP - Integrated Natural Resource Management Plan

Installation - A base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility.

Installation Assets - Natural and manmade assets associated with owning, managing, and operating an installation, including the facilities, people, and internal and external environment.

Joint - Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

Modernization - Repair and replacement activities to implement new standards or functions for facilities.

O&M - Operations and Maintenance

PA&E - Program Analysis and Evaluation

Permanent Party Barracks - Barracks to house personnel assigned to the host command or to tenant activities supported by a host/tenant agreement.

Realignment - Any action that both reduces and relocates functions and civilian personnel positions, but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.

Real Property Services – Services provided on an installation to include: utilities, fire protection/emergency services, snow removal, pest control, custodial services, trash removal, facilities management and administration, installation engineering services, and grounds maintenance.

SHARE - Safety, Health and Return-to-Employment

SOH MS - Safety and Occupational Health Management Systems

S/RM - Sustainment, Restoration, and Modernization

Sustainment - Maintenance and repair activities necessary to keep an inventory of facilities in good working order.

RAC - Risk Assessment Code

Restoration - Repair activities necessary to restore degraded facilities to useful condition.

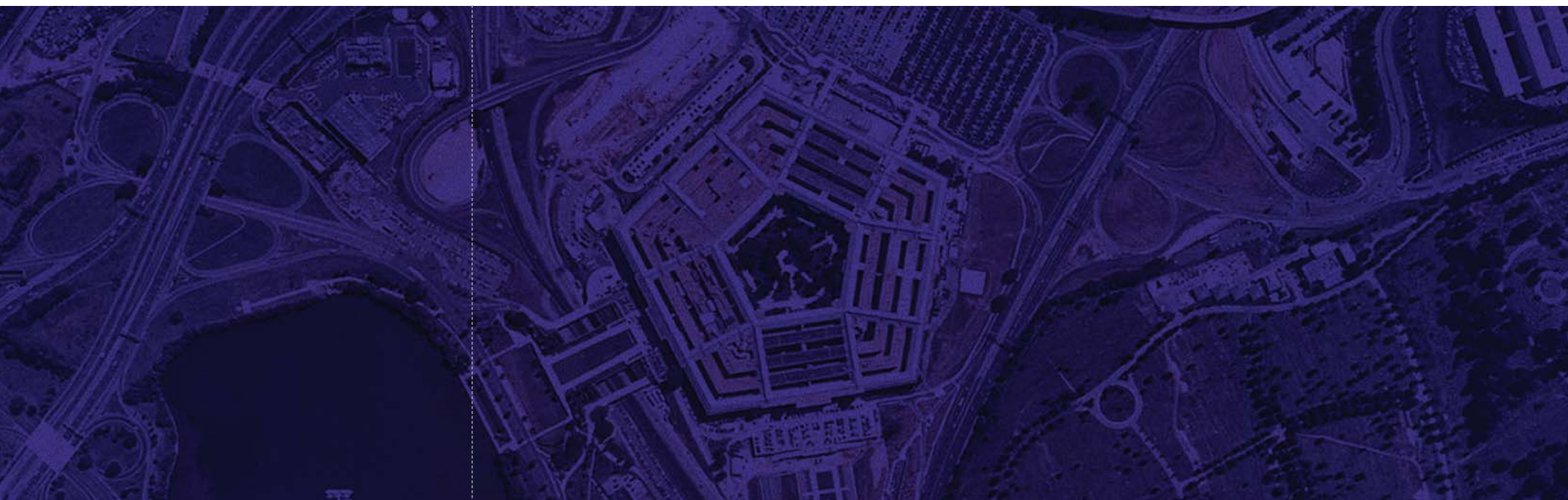
RFP - Request for Proposal

TBD - to be determined

Transformation - According to the Department's April 2003 Transformation Planning Guidance document, transformation is "a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world" (Department of Defense, Transformation Planning Guidance, April 2003).

U.S.C. - United States Code

USD(P&R) – Under Secretary of Defense (Personnel and Readiness)



SEPTEMBER 2004 OFFICE OF THE DEPUTY UNDER SECRETARY OF DEFENSE (INSTALLATIONS AND ENVIRONMENT)