



Office Of The Assistant Secretary Of The Army
For Installations and Environment

2007 - 2012



STRATEGIC PLAN



"Installations As Flagships Of Readiness"

Visit The ASA(I&E) Homepage At <http://www.asaie.army.mil/>



Foreword

We are an Army confronted with multiple emerging challenges and will remain so for the foreseeable future. To successfully navigate through this volatile, uncertain, complex and ambiguous environment, we must operate within an integrated strategic framework that achieves continuous improvement of our capabilities to be ready for current and future missions. To address these challenges, it gives me great pleasure to present the Army's 2007 Installation and Environment Strategic Plan. It serves as our road map, focusing our assets and efforts to successfully execute our mission and achieve our vision.

The United States Army has long recognized that our mission is accomplished because America entrusts us with its most precious resource – its sons and daughters. It is our obligation to ensure that our Soldiers and their families of today – and of the future – have the land, water, and air resources they need to train; quality services and reach back capabilities to deploy, fight, and win; a safe and healthy infrastructure and environment in which to live and effectively work; and the support of the local communities and the American people.

This Army Installation and Environment Strategic Plan is designed to strengthen the Army today and into the future. It supports the *Army Campaign Plan* and the *Defense Installation Strategic Plan*. It establishes a long range vision to support our Soldiers, their families, civilians, and our local communities, by focusing on three cornerstones to meet its goals: Leadership, Transformation, and Sustainability. The Army has long been a leader of innovation and is now in the midst of its most comprehensive Transformation since the early years of World War II.

The Army's global framework of installations, facilities, ranges, and other critical assets must be effective, efficient, properly distributed, and capable of ensuring it supports the joint force and the defense of our Nation. Sustainability is the paradigm that will focus our thinking to address present and future needs while strengthening community partnerships that improve our ability to organize, equip, train, and deploy our Soldiers as part of the joint force.

Although we have achieved much, we continue to seek improvement. To that end I ask for your full support and participation as we execute this strategic plan.

Keith E. Eastin
Assistant Secretary of the Army
for Installations and Environment

"Installations As Flagships Of Readiness"



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"Installations As Flagships Of Readiness"





ASA(I&E) Mission, Vision, and Core Values

Our Mission:

“Transform installations into “Flagships of Readiness” to enhance the well-being of our Soldiers, their families, and our civilians, and to support joint operations, systems, and communities in a cost effective, safe, and sustainable manner.”

Our Vision:

“A relevant, ready, and sustainable Installations and Environment community enabling the Soldiers’ current and future missions.”

Our Core Values: *Are The Army Values*

Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless- Service: Put the welfare of the Nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army values.

Integrity: Do what’s right, legally and morally.

Personal Courage: Face fear, danger, or adversity (physical or moral).

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Transformation Is Our Way Ahead

“The changes in the world have made us realize that to ultimately be successful in the Global War on Terror, we must transform our capabilities. We will not be ready and relevant in the 21st Century unless we become much more expeditionary, more joint, more rapidly deployable, and adaptive, as well as enhance our capability to be successful across the entire range of military operations from major combat to the condition of stability.”

**Dr. Francis J. Harvey
Secretary of the Army**



Our Guiding Principles Are Shaped By The Army Posture Statement Key Themes

- Build readiness for today's challenges.
- Be ready for an uncertain future which requires considerable resources.
- Execute a tightly integrated plan to improve our capabilities to be ready for current and future challenges.
- Accelerate our movement from our current force to our desired future force.
- Work closely with the Department of Defense, Department of Army, the Congress and the Joint Staff to achieve the best possible balance between strategic requirements and projected levels of resources.
- The cost of war and current operations must not be borne at the expense of future readiness.

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Creeds We Live By

The Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient
in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the
United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

The Army Civilian Creed

I am an Army Civilian – a member of the Army Team.

I am dedicated to the Army, its Soldiers and Civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States
and consider it an honor to serve the Nation and its Army.

I live the Army values of Loyalty, Duty, Respect, Selfless Service,
Honor, Integrity, and Personal Courage.

I am an Army Civilian.

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Our Goals And Objectives

GOAL - 1 LEADERSHIP: Effective Leadership, Advocacy, Policy, Programming, Oversight, And Strategic Communications.

Effective leaders must establish and maintain Congressional, Departmental, and Service support for resources submitted in the President's Budget and ensure its execution according to our guiding principles.

Objectives:

- 1.1 Communicate the ASA(I&E) Strategic Plan.
- 1.2 Develop effective processes to review, update, and develop policies by 2008.
- 1.3 Garner Congressional support for President's Budget submission and applicable legislative issues.

(See Appendix – A for Performance Measures)



Our Goals And Objectives

GOAL - 2

ASSETS:

Installation Assets And Services That Enhance Capabilities And Well Being While Managing Risk.

As we reposition our global infrastructure, installation assets and services must be adaptable to evolving Army requirements and operational changes by optimizing effectiveness and efficiency.

Objectives:

- 2.1 Institutionalize sustainability in all new construction and major renovation by 2010.
- 2.2 Align Army resource planning and execution with evolving Army priorities by 2011.
- 2.3 Establish and maintain resource standards consistent with the Army's installation strategy by 2010.
- 2.4 Support well-being of all Soldiers and their families by improving quality of life facilities and eliminating shortfalls.
- 2.5 Support the OSD generated Facility Sustainment Model (FSM), Facilities Operations Model (FOM), and Facility Modernization Model (FMM) to obtain the necessary funding to properly sustain/restore and modernize (S/RM) the Army facility inventory.
- 2.6 Execute the Army Energy Strategy for facilities.

(See Appendix – A for Performance Measures)



Our Goals And Objectives

GOAL - 3 SUSTAINABILITY:
**Safety, Occupational Health, And Sustainability Principle
Embedded In All Army Missions And Functions To Protect
Soldiers, Enhance Operational Capability, and Strengthen Army
Communities.**

Safety, occupational health, and sustainability must be embedded into all Army missions and functions to protect Soldiers, enhance operational capability, and strengthen community partnerships through more holistic systems thinking.

Objectives:

- 3.1 Oversee execution of the Army Safety and Occupational Health Strategic Plan.
- 3.2 Oversee execution of the Army Strategy for the Environment.
- 3.3 Oversee execution of the Army Environmental Cleanup Strategic Plan.

(See Appendix – A for Performance Measures)



Our Goals And Objectives

GOAL - 4 BUSINESS:
Efficient And Effective Processes For Planning And Operations That Maximize The Use Of Best Business Practices.
We must continually improve business practices, processes, and technology to maximize available resources in support of Soldiers and their families during this time of frequent deployments.

Objectives:

- 4.1 Establish a self-sustaining framework for continuous process improvement by 2008.
- 4.2 Use innovative technology to meet user needs and anticipate future Army challenges by 2008.
- 4.3 Continuously seek mutually beneficial partnerships.
- 4.4 Accurately identify and fund Base Operations Support (BOS) mission essential requirements.
- 4.5 Employ innovative funding strategies to support reduction of facilities life cycle requirements and optimize the re-capitalization of Army facilities.
- 4.6 Continue to utilize real property asset management tools to offset appropriated dollar requirements including operation and maintenance costs, historic preservation requirements, and Base Realignment and Closure (BRAC) and non-BRAC construction requirements.

(See Appendix – A for Performance Measures)

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Our Goals And Objectives

GOAL - 5

PEOPLE:

Cultivate An Innovative And Capable Workforce That Continuously Seeks Improvement.

Our workforce must be effectively developed and utilized to maximize its contribution as we evolve to meet current and future missions.

Objectives:

- 5.1 Achieve satisfactory rating in a workforce climate survey by 2008.
- 5.2 Complete 100% of training as approved in Individual Development Plans (IDPs).
- 5.3 Define and establish a workforce of the right size and composition (military, civilian, and contractor) necessary to accomplish these strategic goals and objectives by 2008.
- 5.4 Employ the National Security Personnel System (NSPS) in the Installations and Environment Community by 2007.

(See Appendix – A for Performance Measures)



The Scope Of Our World
As Of November 28, 2006

Land Acreage

United States –13,806,840
Europe – 161,782
Asia – 28,2676
Other Overseas – 15,235

Army Installations:

IMCOM 74
USAR 4
ARNG 45
AMC 26
Other 5

Army End-Strength

Active - 488,600
USAR - 189,000
ARNG - 333,200
Civilians- 209,400

Family Housing Units

Owned - 37,879
Leased - 12,874
Privatized - 71,890

Army Demographics

54% married
9.1% dual military
6.9% single parents
712,815 family members

Buildings

(million square feet)
United States - 770
Europe – 150, Asia – 46
Other – 7

Utilities

Electric, gas,
water and sewer
47,803 miles

Environmental Clean-up Remaining

*(Installation Restoration Program &
Military Munitions Response Program)*
Active Sites – 1,540
BRAC Sites - 285
Formerly Used Defense Sites – 2,189

Airfields

141 Fixed Wing
739 Heliports

Roads

56,487 miles

Paved Area

440 Million SY

Barracks Requirements

136,000 Soldiers

Railroads

2,643 miles

Plant Replacement Value

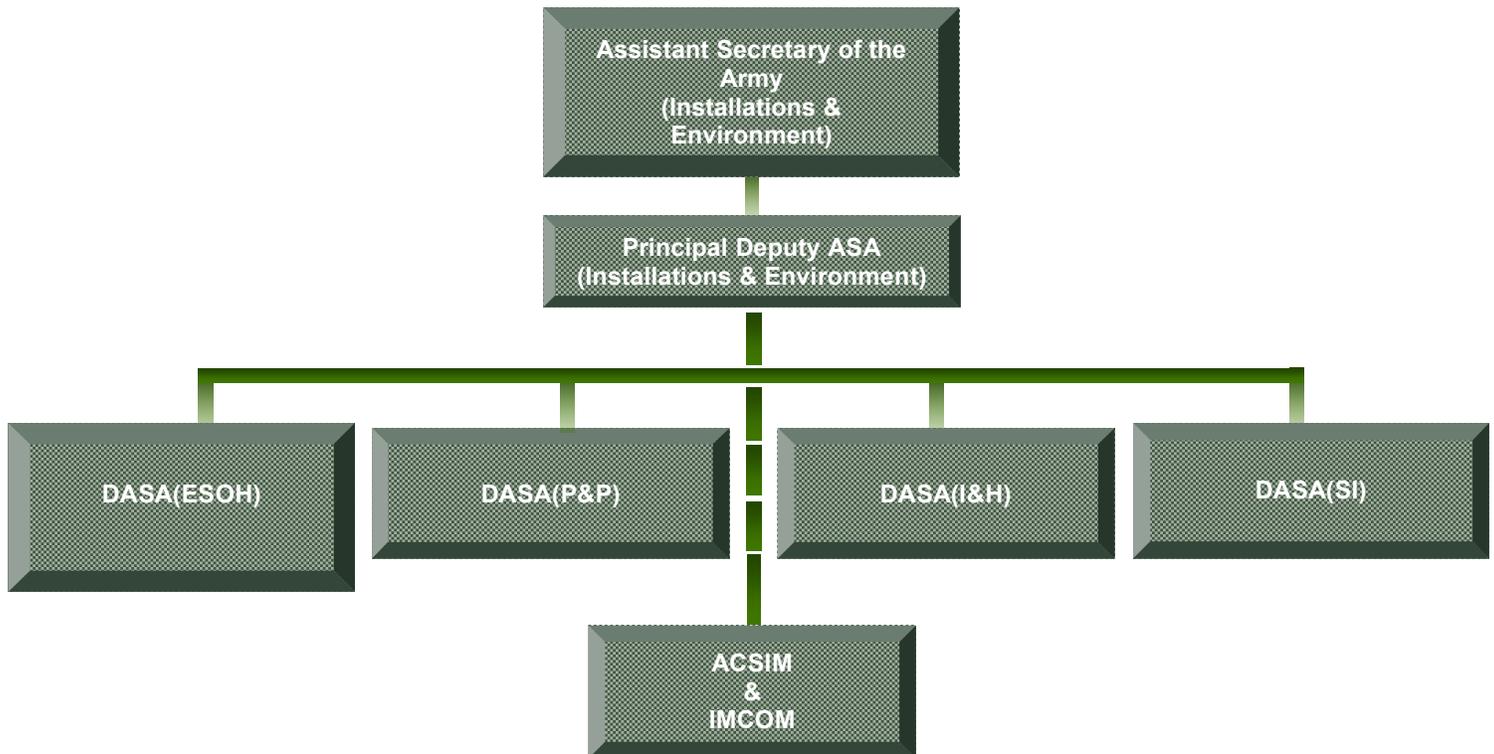
\$251 Billion

FY 06 Budget = \$15 Billion

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ASA(I&E) Organization



DASA(ESOH) - Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health

DASA(P&P) - Deputy Assistant Secretary of the Army for Privatization & Partnerships

DASA(I&H) - Deputy Assistant Secretary of the Army for Installations & Housing

DASA(SI) - Deputy Assistant Secretary of the Army for Strategic Infrastructure

ACSIM - Assistant Chief of Staff for Installation Management

IMCOM - Installation Management Command

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Office of the Assistant Secretary of the Army for Installations and Environment



We view Installations as the Army's Home

- The office of the Assistant Secretary of the Army for Installations and Environment (ASA(I&E)) has responsibility for policy development, program oversight, and coordination of a wide variety of Army activities overseeing the Army's installations. The ASA(I&E) executes these responsibilities through innovative Business Transformation processes and continuous process improvement in the areas of installations, real estate (including military and civil works), housing, the environment, privatization and partnerships with industry.
- ASA(I&E) also serves as:
 - Co-chair for the Installations Program Evaluation Group (PEG) of the Army Planning, Programming, Budgeting, and Execution (PPBE) process.
 - Co-chair for the Installation Management Board of Directors with the Vice Chief of Staff of the Army.
- Responsibilities of the Office of the Assistant Secretary of the Army for Installations and Environment are comprehensively outlined under **General Orders No. 3, Assignment of Functions and Responsibilities within Headquarters, Department of the Army**, issued by the Secretary of the Army. (See Appendix - B for General Orders No. 3)

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**Office of the Deputy Assistant Secretary of the Army
for Environment, Safety, and Occupational Health**



The office of the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA(ESOH)) provides policy, programming, and oversight of the Army's ESOH programs. Additionally, DASA(ESOH) serves as the Executive Agent for several DoD programs.

DASA(ESOH) Directorates and Staff Support Agency (SSA) are as follows:

- **Acquisition Integration & Treaties**
Provides guidance and representation with acquisition integration of ESOH issues and their impact on installation communities, and provides ESOH expertise with treaty negotiation.
- **Army Environmental Policy Institute**
Provides analysis on emerging ESOH issues, and develops policies and strategies to address environment, safety, and occupational health issues that may have significant future impacts on worldwide Army readiness and installation sustainability.
- **Chemical & Biological**
Provides guidance in support of chemical and biological issues as relates to standards adherence, materiel recovery and disposition; and chemical, biological, and nuclear treaty oversight.

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■ **Restoration**

Oversees programs that ensure current, transitioning, and former Army installations, buildings, and lands are in compliance with environmental regulations.

■ **Safety and Occupational Health**

Sets strategic direction, program goals, and objectives; establishes policy and sets standards; proposes programming and funding; provides program management and oversight. Vested with principal responsibility for all Department of the Army matters related to safety and occupational health. Functional Chief for Career Program 12 - Safety and Occupational Health Management.

■ **Sustainability**

Sustainability connects our activities today to those of tomorrow with sound business and environmental practices. It supports the Army's ability to sustain our built and natural infrastructure to enhance capabilities for future mission requirements. Sustainability employs a systems approach that recognizes the interrelationships between mission, economics, environment, and community to strengthen and enhance our ability to organize, equip, train, and deploy Soldiers as part of the joint force.

■ **Technology**

Oversees programs and provides policy guidance to foster increased domestic and international knowledge sharing, leveraging Information Technology and Environmental Technology to meet Army and DoD environmental needs.



Office of the Deputy Assistant Secretary of the Army for Installations & Housing



Enhanced Use Lease Concept, Maryland BLVD at
Aberdeen Proving Ground, MD



Brooks Army Medical Center at Fort Sam Houston, TX

The Office of the Deputy Assistant Secretary of the Army for Installations & Housing (DASA(I&H)) is responsible for policy, programming, oversight, congressional communications/notifications and, legislative initiatives for the following program areas.

- **Construction Programs.** All facility and infrastructure construction programs including Military Construction (MILCON) for active and reserve components, Base Realignment and Closure (BRAC), Non-Appropriated Fund (NAF) and contingency construction initiatives.
- **Real Estate.** Life cycle asset management of Army real property including Secretariat signature authority for real estate instruments and legal documents required to acquire, manage title, out-grant, and dispose of military and civil works real estate.
- **Base Realignment and Closure (BRAC).** Implementation of approved BRAC and stationing decisions, including unit relocations, facility closure and requirements, and disposal of real property.
- **Installation Planning and Management.** Installation planning and engineering programs including Base Operations Support (BOS) and Sustainment/Restoration and Modernization (S/RM), master planning, family housing, barracks and energy management. Stationing, force structure and joint basing actions as applicable to BRAC and other installation planning and engineering activities.

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■ **Special Programs and Initiatives:**

- DoD Executive Agent for Homeowner's Assistance Program (HAP), Joint Facilities Recruiting Program and Defense National Relocation Program
- Army Energy Strategy for Installations with Supporting Army Energy and Water Campaign Plan
- Accelerated fair market value sales and exchanges of BRAC real estate to offset BRAC costs
- Reserve Component Real Property Exchanges (RPX)



**Office of the Deputy Assistant Secretary of the Army
for Privatization & Partnerships**



**Privatized Housing under the Army's Residential
Communities Initiative, Fort Detrick, MD**



**Privatized Housing under the Army's Residential
Communities Initiative, Fort Carson, CO**

The office of the Deputy Assistant Secretary of the Army for Privatization & Partnerships (DASA(P&P)) provides leadership, policy guidance, and oversight of Army privatization and public-private partnerships to leverage government resources, obtain private sector resources, and bring innovation to improve efficiency and effectiveness in managing installation facilities and services.

The DASA(P&P) oversees six program areas:

- **The Residential Communities Initiative**
Dedicated to building and sustaining quality residential communities for soldiers and their families through private partnerships.
- **Office of Historic Properties**
The Army holds the Nation's largest portfolio of historic properties and is committed to sound management of these assets.
- **Utilities Privatization**
Ensuring the Army receives safe, reliable, and efficient utility services from qualified private and public utility providers.
- **Competitive Sourcing**
Responsible for policy and oversight.

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■ **Privatization of Army Lodging**

Dedicated to improving, building, and sustaining transient lodging through private partnerships.

■ **Municipal Services Partnerships**

Partnering with local communities to obtain efficiencies in common services (library/recreation services, refuse collection/disposal, facility maintenance and repair, and utilities) provided by municipalities.



Office of the Deputy Assistant Secretary of the Army
for Strategic Infrastructure



The office of the Deputy Assistant Secretary of the Army for Strategic Infrastructure (DASA(SI)) provides for the ASA(I&E) support for the Strategic Integration and Business Transformation Mission in order to support our Soldiers, civilians, families, and the Joint team.

DASA(SI) provides oversight for Strategic Planning and the PPBE process. This includes participation in Army's business transformation efforts and policy and strategy development as well as primary oversight for the preparation, justification, and defense of the Installations and Environment portion of the Army POM and Budget.

In accordance with ASA(I&E) Objectives the DASA(SI) views:

- Installations as the Army's home.
- Installations as training and power projection platforms.
- Adequate funding of installations as a key enabler of current success.
- Transformational policies, procedures, and products as a key enabler of future success.

Resource Management

- Provide fiscal and manpower resources for the office of the ASA(I&E) to execute its missions.
- Primary oversight for the preparation, justification, and defense of the ASA(I&E) portion of the Army POM and Budget.

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- Administration of civilian/military personnel, manpower, information, and building/space management.
- Oversight of travel, training, payroll, security management, and supplies and equipment.

Special initiatives

- Business Transformation Activities
- Lean Six Sigma
- Army Study Teams
- Productivity Enhancement Program
- The Army Studies Program Integrated Product Team
- Force Generation Working Panel
- The Business Initiative Task Force



Appendix A: Performance Measures

GOAL 1 - <u>LEADERSHIP</u>: Provide Effective Leadership, Advocacy, Policy, Programming, Oversight, And Strategic Communications	
Effective leaders must establish and maintain Congressional, Departmental, and Service support for resources submitted in the President's Budget and ensure its execution according to our guiding principles.	
Objectives:	Performance Measures:
<p>1.1 Communicate the I&E Strategic Plan.</p>	<p>1.1.1 Communicate the strategic vision. 1.1.1.1 Develop an integrated Strategic Communications Plan. (All, Updated annually) 1.1.1.2 Ensure each subordinate organization has complementary and supporting Strategic Communication Plan. (All, Updated annually)</p> <p>1.1.2 Provide oversight of Goals and Objectives to ensure strategic guidance is fully integrated into subordinate organizations - 2008. (Lead, DASA(SI)) (Updated annually)</p> <p>1.1.3 Define enterprise strategic management framework, roles and responsibilities – 2007. (Lead, DASA(SI))</p>
<p>1.2 Develop effective processes to review, update and develop policies - 2008.</p>	<p>1.2.1 Identify all applicable I&E policy documents - 2007. (Lead, DASA(SI))</p> <p>1.2.2 Prioritize and schedule a review of all I&E policies and regulations - 2008. (Lead, DASA(SI))</p> <p>1.2.3 Review and promulgate policies and regulations within functional areas of responsibility. (Lead, DASA(SI))</p>
<p>1.3 Garner Congressional support for President's Budget submission and applicable legislative issues.</p>	<p>1.3.1 Ensure that budget documents are timely, accurate, and of high quality. (Annually, (DASA(I&H))</p> <p>1.3.2 Provide complete and accurate information to defend policies and the budget request during Congressional testimony and other interfaces with members and staff. (Annually, (DASA(I&H))</p> <p>1.3.3 Initiate, coordinate, and defend legislative proposals where needed to better support our vision and goals. (Annually, All)</p> <p>1.3.4 Provide prompt and accurate information to address legislative actions. (Within requested timeframe, All)</p>

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Appendix A: Performance Measures

<p>GOAL 2 - <u>ASSETS</u>: Acquire And Manage Installation Assets And Services That Enhance Capabilities And Well Being While Managing Risk.</p>	
<p>As we reposition our global infrastructure, installation assets and services must be adaptable to evolving Army requirements and operational changes by optimizing effectiveness and efficiency.</p>	
<p>Objectives:</p>	<p>Performance Measures:</p>
<p>2.1 Institutionalize sustainability in all new construction and major renovation - 2010.</p>	<p>2.1.1 Ensure information systems efficiently and effectively support programming and asset management - 2009. (Lead, DASA(I&H)) 2.1.3.1 Implement Real Property Inventory Requirements (RIPR) - 2009. 2.1.3.2 Ensure RIPR is linked to environmental liabilities - 2009.</p> <p>2.1.2 Ensure LEED Silver standard for all new construction - 2008 and establish a set standard for major renovations - 2009. (Lead, DASA(I&H))</p>
<p>2.2 Align Army resource planning and execution with evolving Army priorities - 2011.</p>	<p>2.2.1 Oversee execution of MILCON to support Army stationing (AMF, BRAC, and GDPR) initiatives and timelines. (Lead, DASA(I&H))</p> <p>2.2.2 Reduce real property by 27,087 acres - 2007 (4,058 legacy, 13,992 BRAC05, and 9,037 non-BRAC) and by 64,232 acres - 2015 (13, 954 legacy BRAC, 42,399 BRAC05 and 7,879 non-BRAC). (Lead, DASA(I&H))</p>
<p>2.3 Establish and maintain resource standards consistent with the Army's installation strategy - 2010.</p>	<p>2.3.1 Provide common levels of installation support services guidance for Joint (Army-sponsored) Basing, Forward Operating Stations, and Cooperative Security Locations - 2007. (Lead, DASA(I&H))</p> <p>2.3.2 Establish business rules and processes for Common Delivery of Installation Support (CDIS) and Common Output Level Standards (COLS) - 2007. (Lead, DASA(I&H))</p>



- 2.4** Support well-being of all Soldiers and their families by improving quality of life facilities and eliminating shortfalls.
- a. Using appropriated funds.
 - b. Using public-private ventures and other non-traditional approaches to financing.

- 2.4.1** Eliminate inadequate family housing by developing a plan to address remaining government owned inventory and ensuring appropriate funding is identified for submission during the POM - 2008. (Lead, DASA(I&H))
- 2.4.2** Privatize family housing at 45 installations - 2010. (Lead, DASA(P&P))
- 2.4.3** Oversee the privatized housing portfolio to ensure financial stability and compliance with development plans. (Lead, DASA(P&P))
- 2.4.4** Complete privatization of Army lodging at 46 installations - 2014. (Lead, DASA(P&P))
- 2.4.5** Provide 1+1 modernized barracks to meet Army Campaign Plan (ACP) requirements (CONUS - 2013 / OCONUS - 2013). (Lead, DASA(I&H))
- 2.4.6** Implement UPH privatization at five locations - 2007. (Lead, DASA(P&P))
- 2.4.7** Provide adequate training barracks to meet ACP requirements - 2015. (Lead, DASA(I&H))



<p>2.5 Support the OSD generated Facility Sustainment Model (FSM), Facilities Operations Model (FOM), and Facility Modernization Model (FMM) to obtain the necessary funding to properly Sustain, Restore and Modernize (SRM) the Army facility inventory.</p>	<p>2.5.1 Ensure FSM accurately establishes required funding for SRM annually. (Lead, DASA(I&H))</p> <p>2.5.2 Fund sustainment to at least 90% on a glide path to funding 95% of the FSM generated requirement. (Lead, DASA(I&H))</p> <p>2.5.3 Fund FMM and FOM to the benchmark annually. (Lead, DASA(I&H))</p>
<p>2.6 Execute the Army Energy Strategy for facilities.</p>	<p>2.6.1 Eliminate energy inefficiencies that waste natural and financial resources, and do so in a manner that does not adversely impact comfort and quality of the facilities in which Soldiers, families, civilians and contractors work and live. (Lead, DASA(I&H))</p> <p>2.6.2 Increase the use of energy technologies in construction and major renovation projects that provide the greatest cost-effectiveness, energy efficiency, and support the Army's environmental objectives. (Lead, DASA(I&H))</p> <p>2.6.3 Reduce the dependency on fossil fuels by increasing the use of clean, renewable energy, reducing waste, increasing efficiencies and optimizing environmental benefits. (Lead, DASA(I&H))</p> <p>2.6.4 Conserve water use to conserve water resources for drinking and domestic purposes. (Lead, DASA(I&H))</p> <p>2.6.5 Improve security and reliability of our energy and water systems in order to provide dependable utility service. (Lead, DASA(I&H))</p>



Appendix A: Performance Measures

GOAL 3 - <u>SUSTAINABILITY</u>: Safety, Occupational Health, And Sustainability Principles Embedded In All Army Missions And Functions.	
Safety, occupational health, and sustainability must be embedded into all Army missions and functions to protect Soldiers, enhance operational capability, and strengthen community partnerships through more holistic systems thinking.	
Objectives:	Performance Measures:
3.1 Oversee execution of the Army Safety and Occupational Health (SOH) Strategic Plan.	3.1.1 Incorporate safety and occupational health into Army culture - 2008. (Lead, DASA(ESOH)) 3.1.2 Ensure systematic management of risk. (Lead, DASA(ESOH)) (Updated annually) 3.1.3 Manage Army SOH program efficiently and effectively. (Lead, DASA(ESOH)) (Updated annually) 3.1.4 Reduce accident rates by 75% - 2008. (2002 Baseline) (Lead, DASA(ESOH))



<p>3.2 Oversee execution of the Army Strategy for the Environment.</p>	<p>3.2.1 Foster an ethic within the Army that transcends environmental compliance to sustainability. (Lead, DASA(ESOH))</p> <p>3.2.2 Strengthen Army operational capability by reducing environmental footprint through sustainable practices. (Lead, DASA(ESOH))</p> <p>3.2.3 Meet current and future training, testing, and other mission requirements by sustaining land, air, and water resources. (Lead, DASA(ESOH))</p> <p>3.2.4 Minimize impacts and total ownership costs of Army systems, materiel, facilities, and operations by integrating the principles and practices of sustainability. (Lead, DASA(ESOH))</p> <p>3.2.5 Enhance well-being of our Soldiers, civilians, families, neighbors, and communities through leadership in sustainability. (Lead, DASA(ESOH))</p> <p>3.2.6 Use innovative technology and the principles of sustainability to meet user needs and anticipate future Army challenges. (Lead, DASA(ESOH))</p> <p>3.2.7 Develop and approve a strategic plan for Army sustainability. (Lead, DASA(ESOH))</p> <p>3.2.7.1 Staff and approve plan - 2007.</p> <p>3.2.7.2 Develop governance for oversight of plan's objectives - 2007. (Lead, DASA(ESOH))</p> <p>3.2.7.3 Complete near term critical targets - 2012. (Lead, DASA(ESOH))</p>
<p>3.3 Oversee execution of the Army Environmental Cleanup Strategic Plan.</p>	<p>3.3.1 For environmental restoration on active installations: 100% of high risk sites remedy-in-place (RIP) response complete (RC) - 2007; 100% of medium risk sites RIP/RC - 2011; 100% of low risk sites RIP/RC - 2014. (Lead, DASA(ESOH))</p> <p>3.3.2 For environmental restoration on Formerly Used Defense Sites (FUDS): 100% of all sites RIP/RC – 2020. (Lead, DASA(ESOH))</p> <p>3.3.3 For the Military Munitions Response Program (MMRP) on active installations and FUDS: 100% of preliminary assessments - 2007; 100% of site inspections - 2010. (Lead, DASA(ESOH))</p> <p>3.3.4 For the MMRP on legacy BRAC installations: 100% of sites RIP/RC – 2009. (Lead, DASA(ESOH))</p>

"Installations As Flagships Of Readiness"



Appendix A: Performance Measures

GOAL 4 - BUSINESS: Employ Efficient And Effective Processes, For Planning And Operations That Maximize The Use Of Best Business Practices.	
We must continually improve business practices, processes and technology to maximize available resources in support of Soldiers and their families during this time of frequent deployments.	
Objectives:	Performance Measures:
4.1 Establish a self-sustaining framework for continuous process improvement - 2008.	4.1.1 Develop 1% of total I&E staff as Black Belts. (Lead, DASA(SI)) 4.1.2 Develop 5% of total I&E staff as Green Belts. (Lead, DASA(SI))
4.2 Use innovative technology to meet user needs and anticipate future Army challenges - 2008.	4.2.1 Develop corporate I&E Technology investment strategy/process by 2008. (Lead, DASA(SI)) 4.2.2 Initiate execution of I&E Technology investment strategy - 2008. (Lead, DASA(SI))
4.3 Continuously seek mutually beneficial partnerships.	4.3.1 Identify strategic sourcing/outsourcing opportunities. 4.3.1.1. Evaluate opportunities to leverage government resources, obtain private sector financing, and improve the quality and availability of facilities in two additional areas - 2008. (Lead, DASA(P&P)) 4.3.1.2. Assure no net loss of critical training, testing, and operations by expanding land use partnerships with governmental, non-governmental, and private entities, such as the Army Compatible Land Use Buffers (ACUB) program - 2008. (Lead, DASA(ESOH)) 4.3.1.3. Expand Joint Land Use Studies (JLUS) to include all BRAC gaining installations and sites with proposed ACUB's in the FYDP - 2008. (Lead, DASA(ESOH)) 4.3.2 Establish policy and standardized processes for divesting non-core functions. (Lead, DASA(P&P))
4.4 Accurately identify and fund BOS mission essential requirements.	4.4.1 Fund to 100% of BOS mission essential requirements. (Lead, DASA(I&H)) 4.4.2 Implement use of the Facilities Operations Model for the FY 2010 POM. (Lead, DASA(I&H))



<p>4.5 Employ innovative funding strategies to support reduction of facilities life cycle requirements and optimize the re-capitalization of Army facilities.</p>	<p>4.5.1 Increase the number of Army Standard facility types by two each year thru 2010. (Lead, DASA(I&H))</p> <p>4.5.2 Ensure MILCON transformation polices are applied to all approved Standard facility types - 2008. (Lead, DASA(I&H))</p>
<p>4.6 Continue to utilize real property asset management tools to offset appropriated dollar requirements including operation and maintenance costs, historic preservation requirements, and Base Realignment and Closure (BRAC) and non-BRAC construction requirements.</p>	<p>4.6.1 Enter into Enhanced Use Lease Agreements with a value to the Army of \$100M - 2007. (Lead, DASA(I&H))</p> <p>4.6.2 Enter into Real Property Exchanges with a value to the Army of \$20M – 2007. (Lead, DASA(I&H))</p> <p>4.6.3 Enter into Land for Military Construction (MILCON) Exchanges with a value to the Army of \$50M – 2008. (Lead, DASA(I&H))</p>

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Appendix A: Performance Measures

GOAL 5 - <u>PEOPLE</u>: An Innovative And Capable Workforce That Continuously Seeks Improvement.	
Our workforce must be effectively developed and utilized to maximize its contribution as we evolve to meet current and future missions.	
Objectives:	Performance Measures:
5.1 Achieve satisfactory rating in a workforce climate survey - 2008.	<p>5.1.1 Select best workforce climate survey format - 2007. (Lead, DASA(SI))</p> <p>5.1.2 Conduct annual survey - 2007.</p> <p>5.1.3 Establish baseline and identify focus areas for improvement - 2008.</p>
5.2 Complete 100% of planned training for I&E Individual Development Plans (IDPs).	<p>5.2.1 Ensure 100% of staff have supervisor approved IDPs - 2008. (All, Updated annually)</p> <p>5.2.2 Ensure IDP completion rate is included in the performance standards of individuals and supervisors - 2008. (All, Updated annually)</p> <p>5.2.3 Ensure funding for training - 2008. (All, Updated annually)</p> <p>5.2.4 Establish mentorship program - 2008. (All, Updated annually)</p>
5.3 Define and establish a workforce of the right size and composition (military, civilian, contractor) necessary to accomplish these strategic goals and objectives – 2008.	5.3.1 Develop an I&E-Specific Human Capital Strategy Plan - 2008. (Lead, DASA(SI))
5.4. Employ the National Security Personnel System (NSPS) in the Installations and Environment Community - 2007.	<p>5.4.1 Leverage NSPS to reward innovators of continuous improvement. (All, Updated annually)</p> <p>5.4.2 Recruit and cultivate quality workforce. (All, Updated annually)</p>



Appendix B: General Orders No. 3

"Assignment of Functions and Responsibilities Within Headquarters, Department of the Army"

4. **Assistant Secretaries of the Army.** There are five Assistant Secretaries of the Army who report to the SA and Under Secretary of the Army and provide such support to the CSA as the CSA may consider necessary to perform CSA duties and responsibilities. Further, the Assistant Secretaries respond to members of the EOH when authorized by the SA. Among the responsibilities of the Assistant Secretaries are –
- a. Formulating and overseeing policies and programs within their functional areas of responsibility, consistent with statutes and the objectives of the SA.
 - b. Ensuring that the CSA is provided such support as the CSA considers necessary in performing CSA duties and responsibilities.
 - c. Ensuring effective coordination of policies and programs within their functional areas of responsibility within DA.
 - d. Developing and presenting Army policies, plans, and programs to appropriate decision-making authorities in the DA and DoD and justifying those policies, plans, and programs to appropriate officials in the executive branch and Congress, as directed by the SA.
 - e. Representing the Army with counterpart offices in OSD and Defense agencies.
 - f. Communicating and advocating Army policies, plans, and programs to external audiences, including Congress and the public, under direction of the Chief, Public Affairs and the Chief, Legislative Liaison, as necessary.
 - g. Providing guidance to and oversight of the responsible deputy or assistant chief of staff in developing, implementing, executing, and/or supervising, where appropriate, the execution of Army policy, plans, and programs, budgets, and activities.
 - h. Ensuring that the Army complies with law, policy, and regulation affecting their areas of responsibility.
 - i. Integrating Reserve Component matters within their areas of responsibility.
 - j. Maintaining a small Secretariat staff for oversight of Army performance within each functional area and to assist with development of policy and strategy and with communication of the policy and strategy to internal and external audiences.

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8. **Assistant Secretary of the Army (Installations and Environment)**. The Assistant Secretary of the Army (ASA (I&E)) has the principal responsibility for all DA matters related to installations, real estate, chemical and biological agent destruction, and environment, safety, and occupational health. The ASA (I&E) also sets the strategic direction, determines objective, establishes policy, sets standards, and proposed programming and funding for these programs. Among the responsibilities of the ASA (I&E) are –

- a. Providing policy, programming, and oversight of installation and housing programs for Active Army and Reserve Components, including the following:
 - (1) Facilities design, construction, maintenance, physical security, and repair of buildings and utilities.
 - (2) Real property acquisitions, management, disposal, and condemnations, exchanges, public domain withdrawals, out-leasing (enhanced use leasing), and real property donations to the Army.
 - (3) Installation management improvement, energy management, and homeowners assistance.
 - (4) Base closures, realignments, stationing, planning and utilization, reuse, and economic adjustment programs.
- b. Providing policy, programming, and oversight of installation privatization efforts, such as utilities, housing, competitive sourcing, and historic properties.
- c. Developing overseas military construction agreements in support of U.S. military forces overseas, including overseas military construction, environment, safety, occupational health, and engineering services in support of U.S. military forces and other DoD-sponsored initiatives.
- d. Providing policy, programming, and oversight of the environmental, safety, and occupational health programs, including –
 - (5) Protection of air, water, and training lands, as well as pollution prevention, compliance, cleanup of all Army properties, and natural and cultural resources management.
 - (6) Technology for all environment, safety, and occupational health related research, development, test, and evaluation (RDT&E) activities.
- e. Overseeing the Chemical Demilitarization program and supervising the Program Manager for Chemical Demilitarization, including HQDA treaty compliance review and chemical stockpile emergence preparedness; policy and oversight of the environment, safety, and occupational health aspects of the Chemical Demilitarization Program; and developing environmental and occupational health policies and standards for the Army explosives, biological defense research, and chemical agent programs.

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