



Assistant Secretary of the Army (Installations and Environment)

OVERVIEW





“The commitment of our fathers is now the calling of our time.”

-- President George W. Bush



ASA I&E-- WAY AHEAD



INSTALLATIONS AS FLAGSHIPS

- Support an Expeditionary Force where Soldiers train, mobilize, and deploy to fight and are sustained as they reach back for support.
- Develop strategies to posture installations as deployment platforms with robust reach-back capabilities.
- Adjust installation support to meet the needs of an Army at war and transforming.
- Support well-being of all Soldiers and their families.

***SOLDIERS AND FAMILIES DESERVE THE SAME QUALITY OF LIFE
AS IS AFFORDED THE SOCIETY THEY PLEDGE TO DEFEND***

Army Goals

- Win the War
- Transform The Army
- Secure Resources to Accomplish the Above

ICE SOLDIERS 





WHO WE ARE AND WHAT WE DO

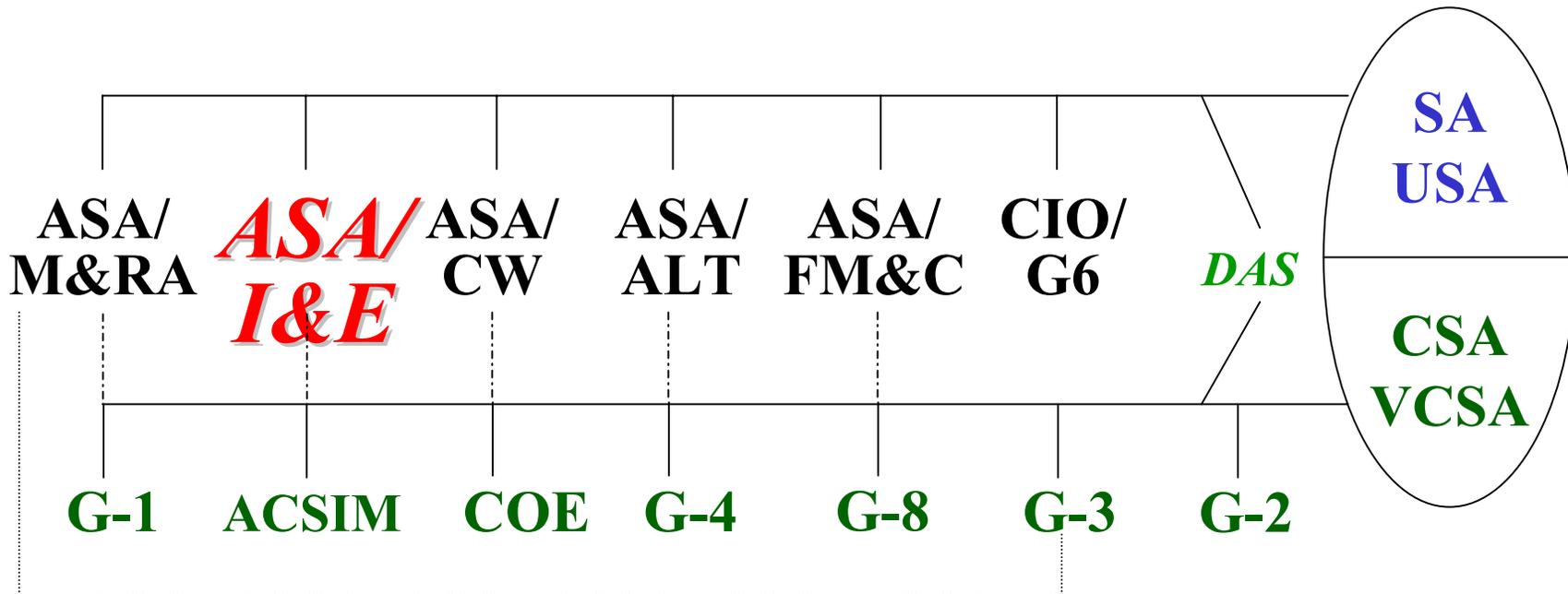




Headquarters Department of the Army



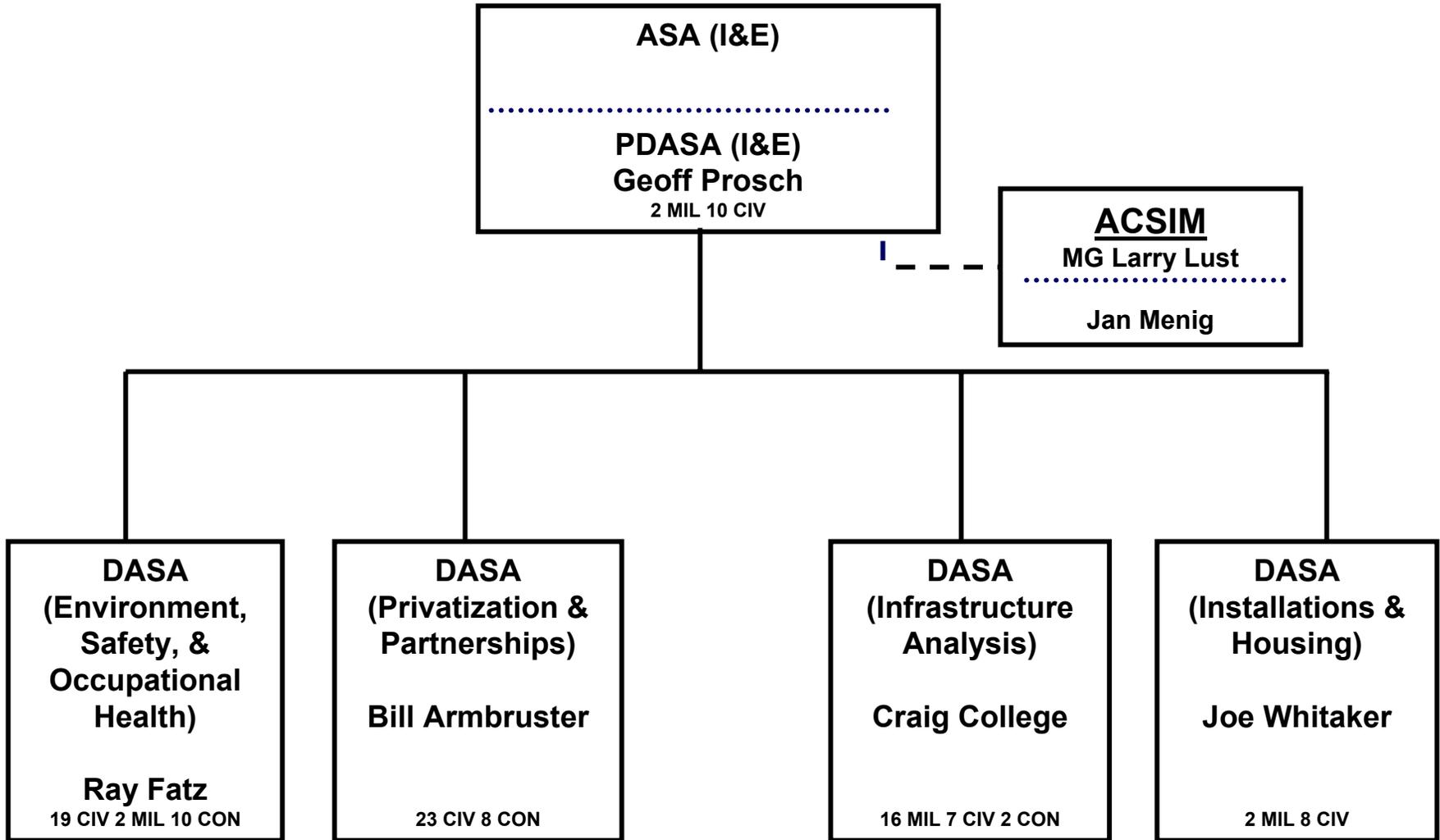
Executive Office of the HQDA



Assistant Secretary of the Army (Installations and Environment)



OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS AND ENVIRONMENT)



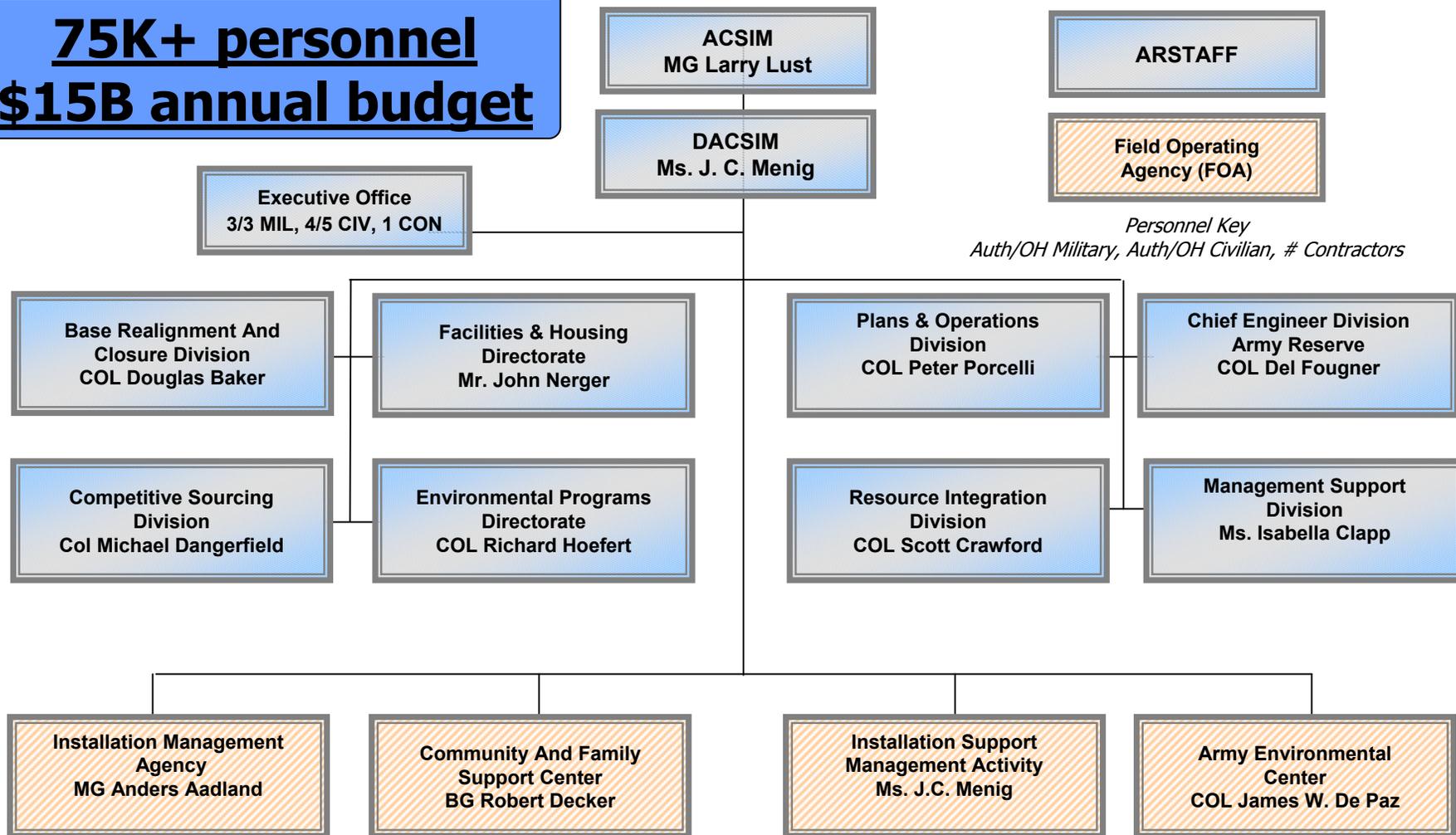
Assistant Secretary of the Army (Installations and Environment)



OFFICE OF THE ASSISTANT CHIEF OF STAFF INSTALLATIONS MANAGEMENT



75K+ personnel
\$15B annual budget





OUR UNIVERSE



Land Acreage

- Military Land - 16.7 M
- Civil Works Land - 12.1 M

Roads

- 54,417 miles

Railroads

- 2858 miles

Family Housing Units

- 109,290 units

Barracks Requirements

- 138,300 units

Installations:

- United States - 90
- Europe - 30
- Asia - 52
- Army Reserve Ctrs - 906
- ARNG Readiness Ctrs - 3055

Army Demographics

52.1% married
10.6% dual military
7.5% single parents
699,299 family members

Environmental Clean-up

- Active Sites – 1576
- Base Realignment and Closure Sites - 363
- Formerly Used Defense Properties – 2,233

Plant Replacement Value

- \$221B

Army

- Active - 480,000
- USAR - 205,000
- ARNG - 350,000
- Civilians - 223,299

Airfields

- 137 Fixed Wing
- 606 Heliports

Facilities

- (million square feet)
- United States - 802
 - Europe - 156
 - Asia - 43

Utilities

- Electric, gas, water and sewer
- 48,052 miles

FY 03 Installation Management Resources = \$15B per year



INSTALLATION MANAGEMENT AGENCY





TRANSFORMATION



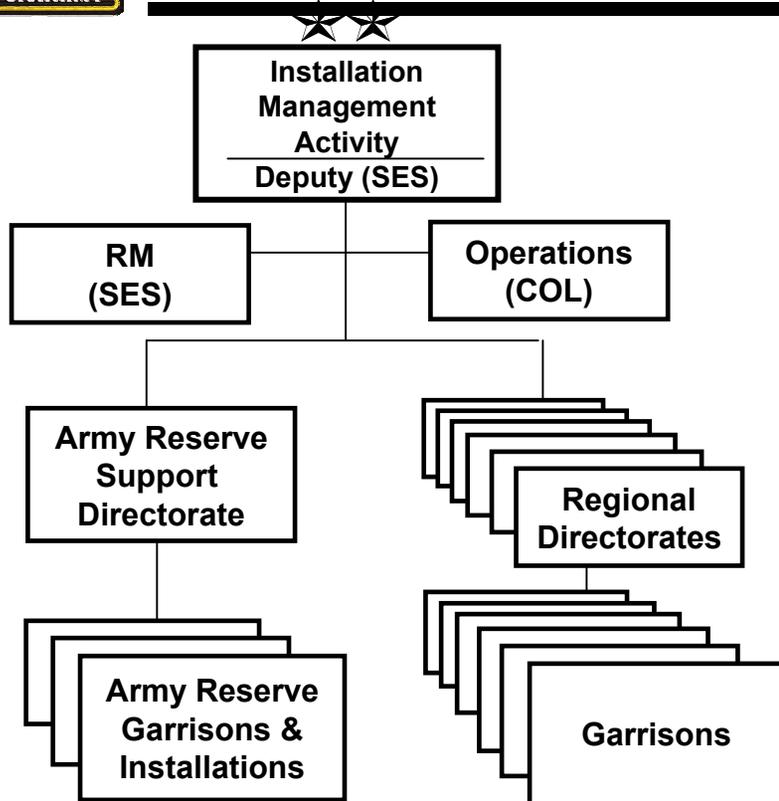
“A rapidly changing world deals ruthlessly with organizations that do not change . . .

We must constantly reshape ourselves to remain relevant and useful members of the joint team”

***- Chief of Staff of the Army
General Peter J. Schoomaker***



Installation Management Activity



IMA Headquarters

- Support the regions and oversee execution
- Fund the garrisons
- Planning, programming and budgeting guidance
- Develop operational plans & Army-wide standards
- Seek Army-wide installation mgmt initiatives
- Standardize implementation of initiatives
- Liaison with congress
- Executive secretary for Board of Directors

Regions

- Support garrisons
- Interface with MACOMs and other services
- Implement policies and programs
- Direct and oversee execution
- Enforce Army-wide standards at installations
- Seek regional efficiencies
- Liaison with congressional delegations
- Regional Director senior rated by ACSIM

Garrisons

- Provide installation support to all units
- Support and enable Mission Commanders
- Coordinate and provide BASOPS services
- Implement Army-wide standards
- Maintain real-property
- Garrison Commander senior rated by Sr Mission Commander

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Leadership Intent



- Provide **corporate structure** focused on installation management
- Support & Enable **Mission Commanders**
- **MACOM Commanders** provide strategic guidance through **Installation Management BOD**
- **Eliminate migration** of Installation Support dollars (BASOPS, Envr, Family Programs, Base Commo, SRM)
- **Achieve regional efficiencies**
- Provide **consistent and equitable services** via “**standards**”
- **Integrate Reserve Components**
- **Enhance Army Transformation**
- **Support** Information Technology and Contracting **centralization** efforts



IMA SUPPORTING THE WARFIGHTER



IMA RESPONSE TO Global War On Terror

- TESTED EARLY-ON, BUT UP TO THE CHALLENGE
- OPERATIONAL CAPABILITY AT HQ, REGION, GARRISONS
- PARTNERSHIPS WITH MACOMs & CONUSAs

GARRISON COMMANDERS IN CHARGE OF INSTALLATIONS

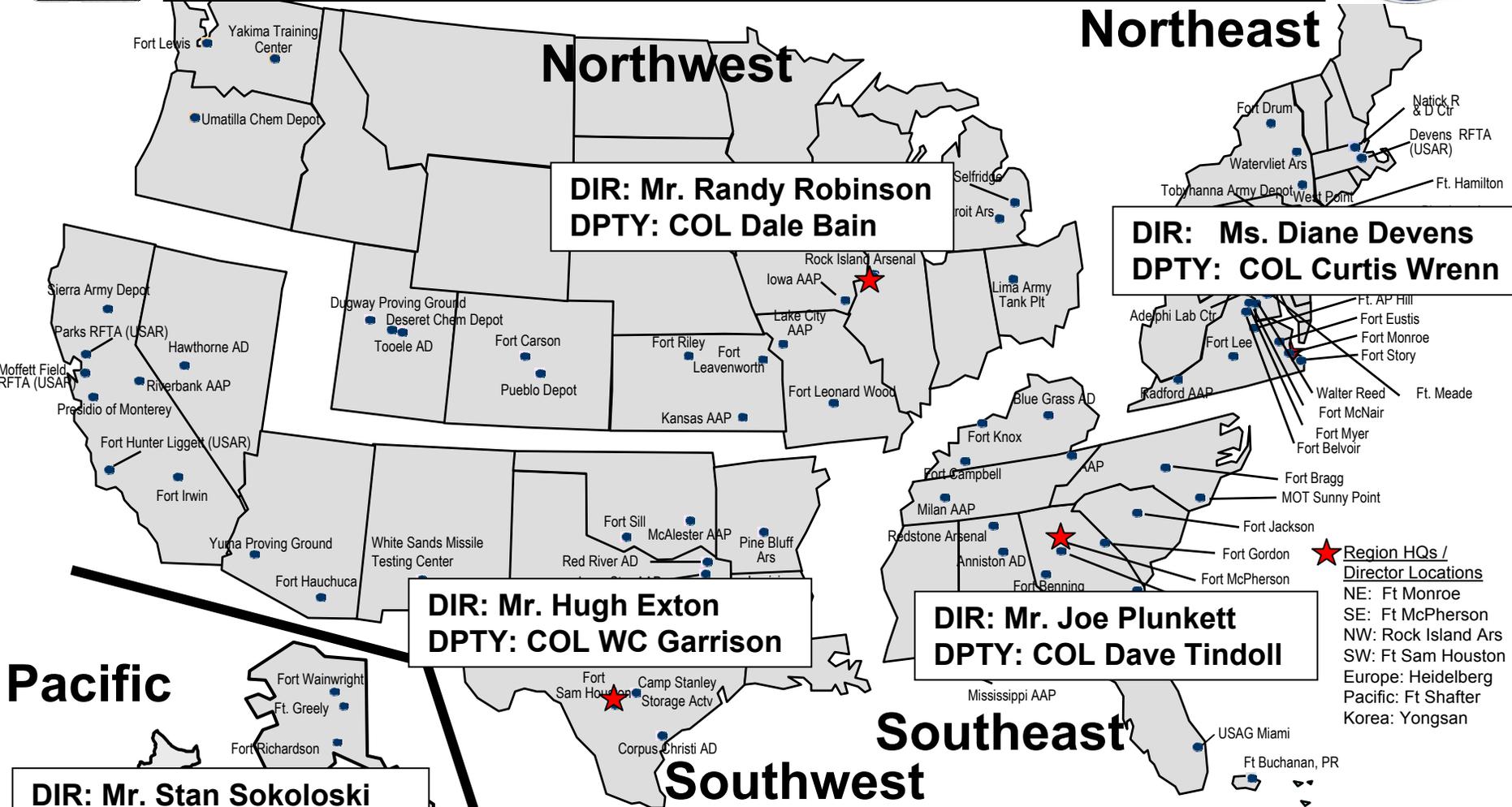
- IMA “STAY HOME” TEAM – HERCULEAN EFFORTS WERE KEY TO READINESS
- WARFIGHTING COMMANDERS FOCUSED ON THE FRONT
- Power Projection Platform and Power Support Platforms PPPs/PSPs
FACILITATE DEPLOYMENTS, ACCOMMODATE MASS MOBILIZATION DENSITIES

KEY INITIATIVES

- Office Clothing and Individual Equipment (OCIE) CROSS-LEVELING
- MOBILIZATION SUPPORT -- STANDARDS/CRITERIA
- INSTALLATION TRANSPORTATION CAPABILITIES/STAFFING



INSTALLATION MANAGEMENT REGION LEADERSHIP



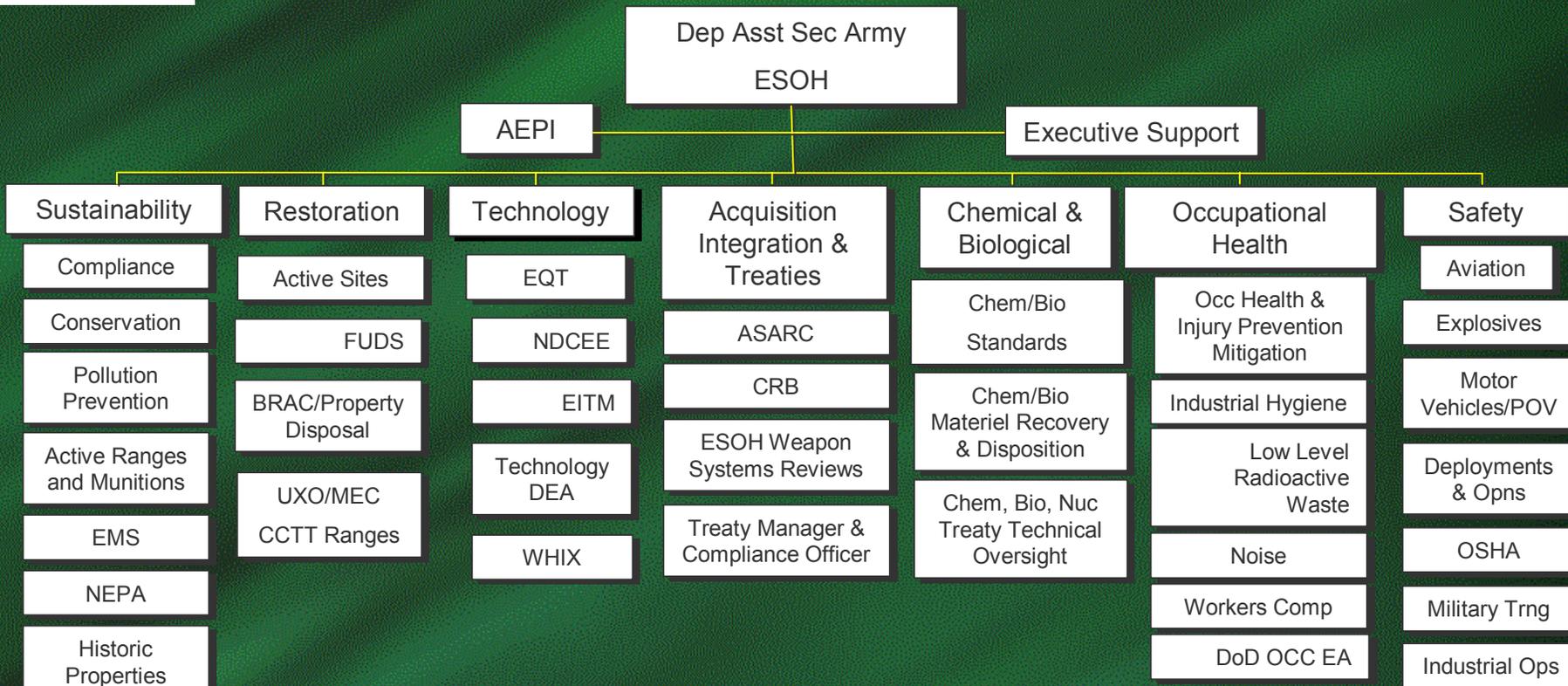


ENVIRONMENTAL CHALLENGES





Deputy Assistant Secretary of the Army Environment, Safety & Occupational Health



LEGEND

ASARC = Army System Acquisition Review Council
 BRAC = Base Realignment & Closure
 CCTT = Close Combat Tactical Trainer
 CRB = Cost Review Board
 DEA = Data Exchange Agreement

EITM = Environmental Information Technology Management
 EMS = Environmental Management Systems
 EQT = Environmental Quality Technology
 FUDS = Formerly Used Defense Sites
 MEC = Munitions & Explosives of Concern

NDCEE = National Defense Center for Environmental Excellence
 NEPA = National Environmental Policy Act
 UXO = Unexploded Ordnance
 WHIX = Western Hemisphere Information Exchange



CURRENT SITUATION



- Environmental issues can threaten readiness
- Environmental funding is under great scrutiny
- Environmental program can't be stove-piped
- Environmental laws probably won't be relaxed
- Involved commanders have the most successful programs
- The Army has a great environmental story, but hasn't told it well



AN ARMY OF ONE





Key Messages



- **Live Training and Testing Are Essential.**
- **Encroachment-Induced Restrictions are limiting realistic preparations for combat.**
- **Targeted Legislative, Regulatory and Administrative Strategies are needed – to provide flexibility to accommodate both military needs and environmental protection.**
- **DoD's outstanding environmental stewardship will continue.**

We must train as we fight

AN ARMY OF ONE





ADMINISTRATION POSITION



- **Balance National Defense imperatives with environmental mandates.**
- **Clarify existing environmental statutes, regulations, and policies.**
- **Promote DoD's ongoing commitment to environmental stewardship and long-term range sustainment.**
- **Work with State governors, communities and NGOs to ensure more effective and compatible land use planning around military lands**

AN ARMY OF ONE





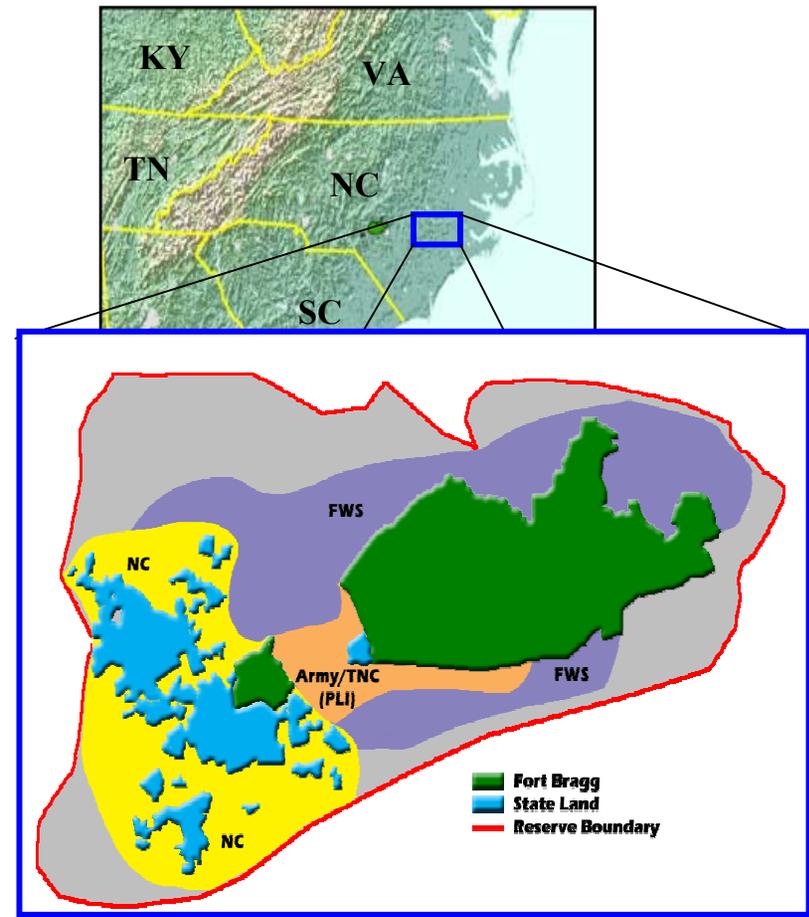
Army Urban Growth Strategy



- Work with Local Communities & NGOs to improve land use planning
 - Ft Bragg “Private Lands Initiative”
- Study land ownership and land use adjacent to Major Army training ranges.
 - Identify opportunities for cooperative land use agreements (buffers).
 - Create a strategy for Army-wide application of Fort Bragg “PLI”

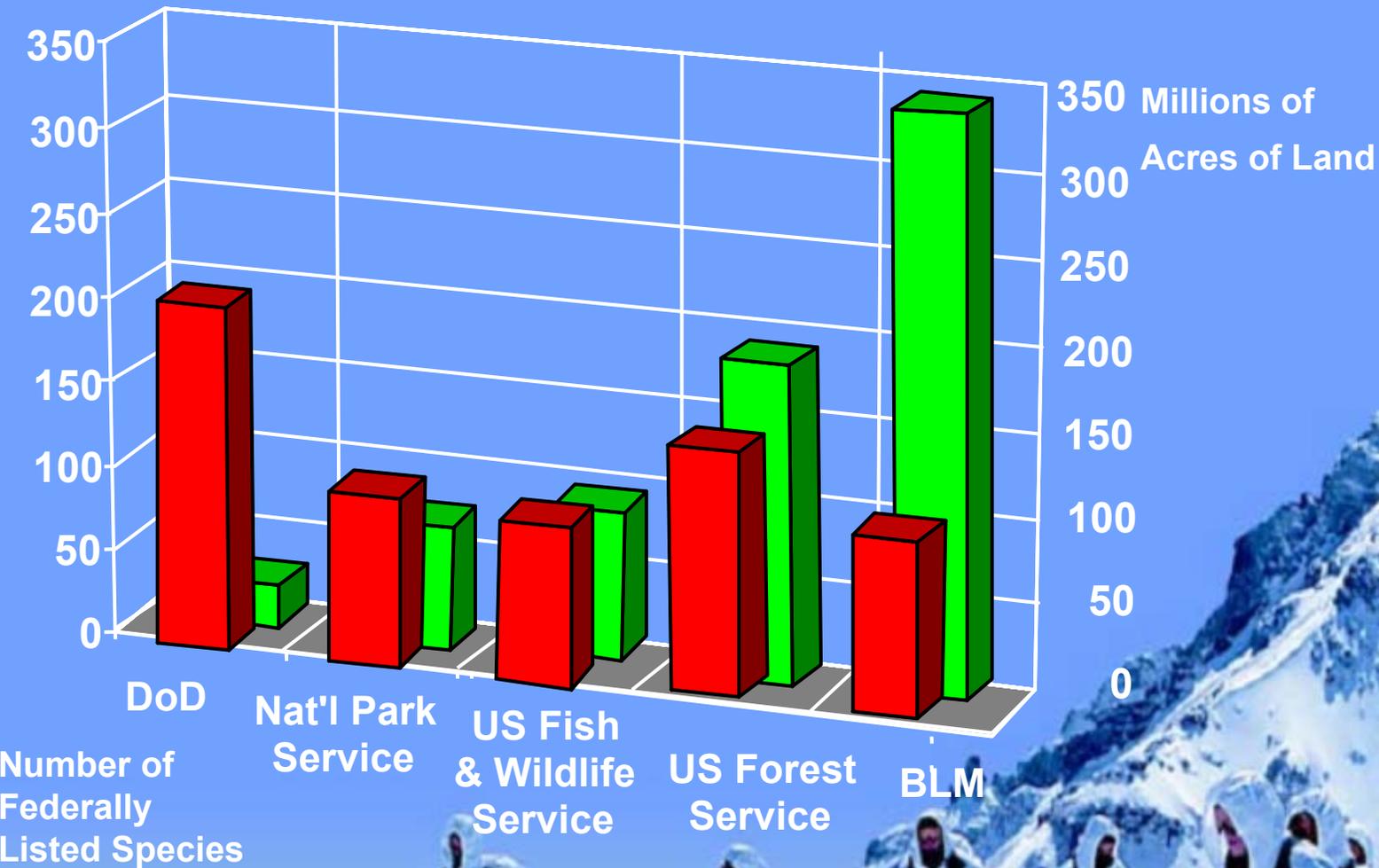


Fort Bragg “PLI”



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DoD's Environmental Stewardship



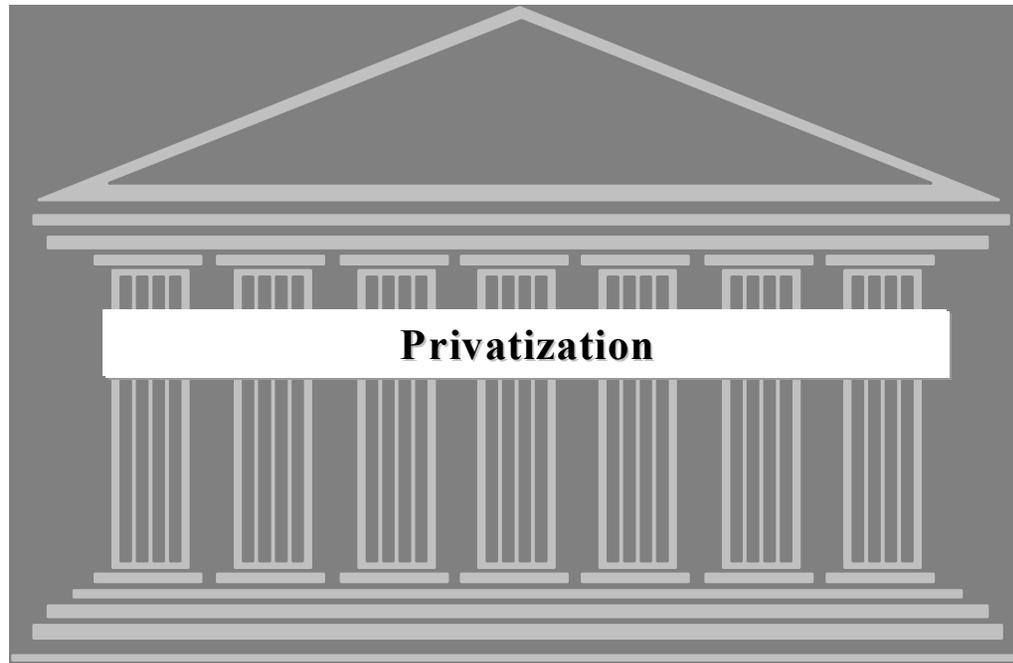
■ Acres of Land
■ Number of Federally Listed Species

*Adapted from Natural Heritage Data Network -

The Nature Conservancy

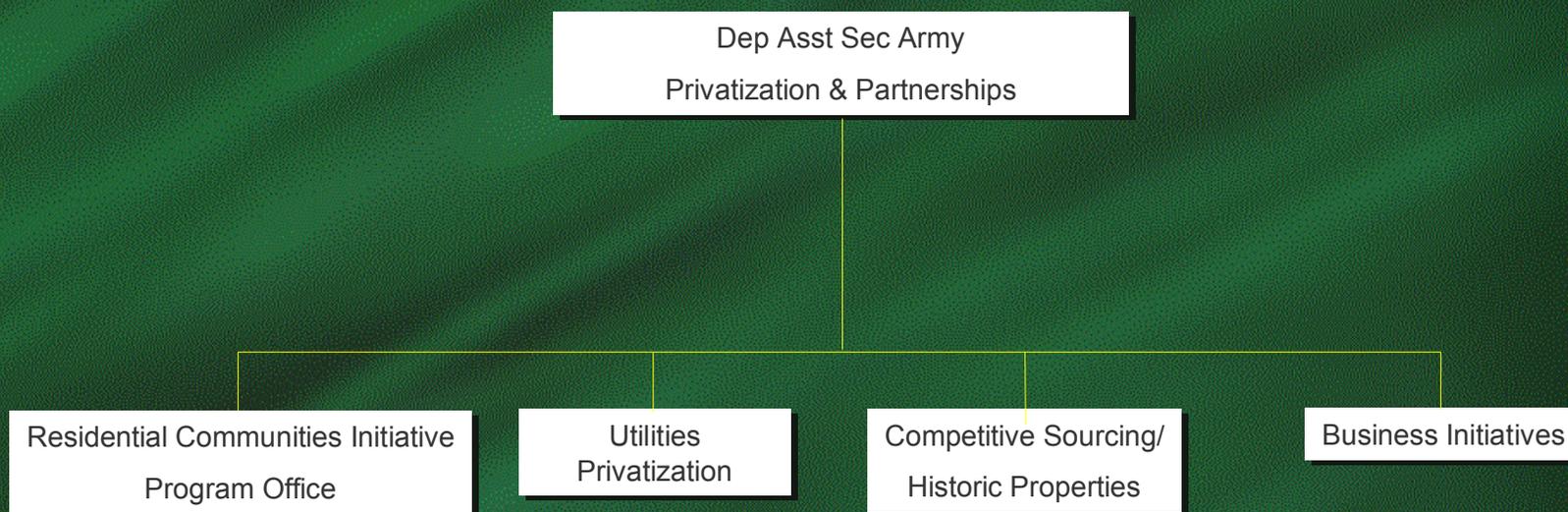


PRIVATIZATION





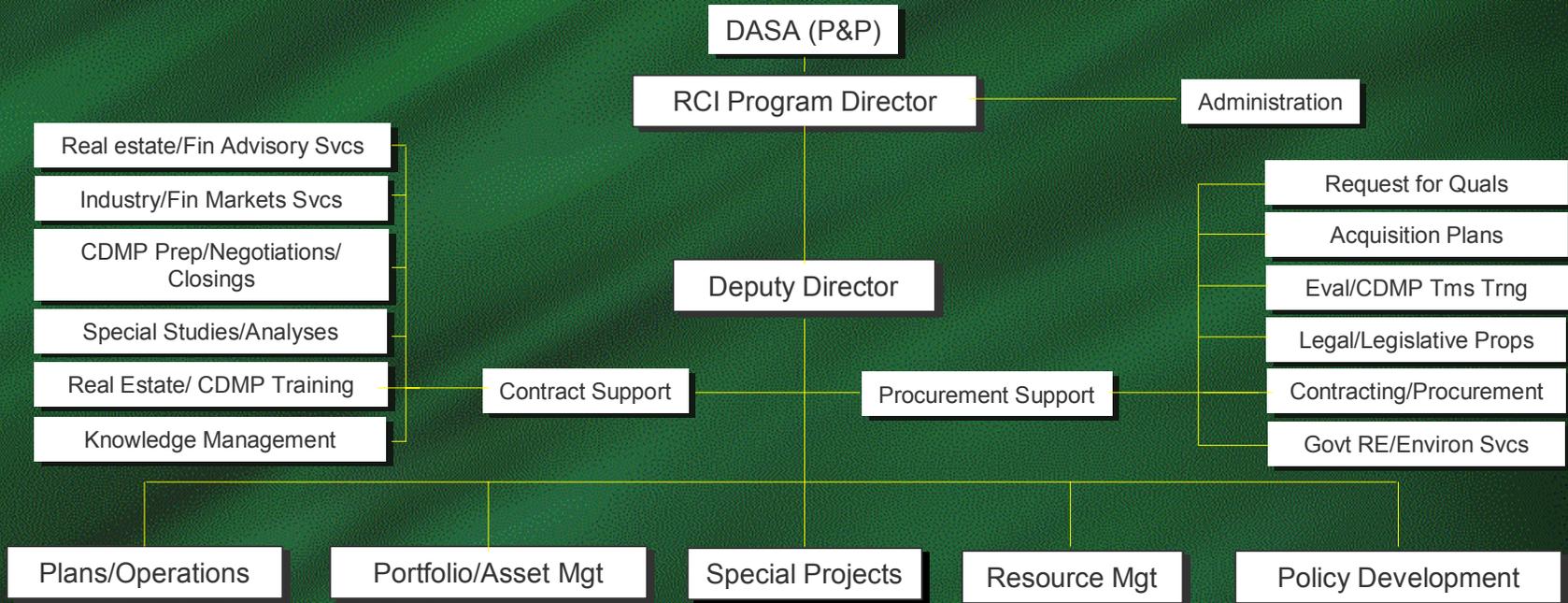
Deputy Assistant Secretary of the Army Privatization and Partnerships





Deputy Assistant Secretary of the Army Privatization and Partnerships

RCI Program Office



LEGEND

CDMP = Contract Data Management Program

DASA (P&P) = Deputy Assistant Secretary of the Army (Policy and Procurement)

RCI = Residential Communities Initiative

RE = Relations

USACE = United States Army Corp of Engineers



RESIDENTIAL COMMUNITIES INITIATIVE



RCI FOCUS

VISION

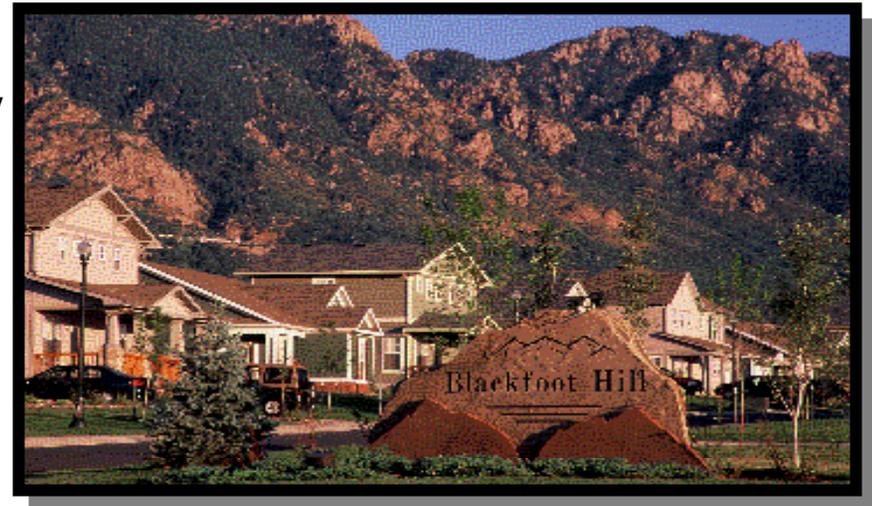
- Develop Quality Residential Communities

GOALS

- Eliminate inadequate Army Family Housing in the U.S. by 2007
- Eliminate the deficit

OBJECTIVES

- Sustain adequate housing
- Leverage assets / funds
- Attract quality partners
- Obtain partner expertise / innovation / capital
- Ensure reasonable profits / incentive based fees
- Maximize use of local (large / small) businesses
- Protect interests with Portfolio / Asset Mgt Program





RESIDENTIAL COMMUNITIES INITIATIVE



CURRENT PLAN -- 26 PROJECTS / STATUS

72,941 Family Housing Units; >80% of U.S. Owned Inventory

9 Transferred Operations

- Fort Carson, CO - 1999
- Fort Hood, TX - 2001
- Fort Lewis, WA - 2002
- Fort Meade, MD - 2002
- Fort Bragg, NC - 2003
- Pres of Monterey-Naval PS, CA - Oct 2003
- Fort Stewart-Hunter AAF, GA - Nov 2003
- Fort Campbell, KY - Dec 2003
- Fort Belvoir, VA - Dec 2003

8 Awarded for CDMP Development -- Transfer Date

- Fort Irwin-Moffett Fed AF-Cp Parks, CA - Feb 2004
- Forts Eustis-Story, VA - Apr 2004
- Fort Hamilton, NY - May 2004
- Fort Polk, LA - Jun 2004
- Walter Reed AMC, DC / Fort Detrick, MD - Aug 2004
- Fort Shafter / Schofield Barracks, HI - Oct 2004
- Fort Leonard Wood, MO - Jan 2005
- Fort Drum - Mar 2005

2003 Solicitations

- Fort Sam Houston, TX
- Fort Bliss, TX
- Fort Monmouth / Picatinny Arsenal, NJ-Carlisle Barracks, PA

2004 Solicitations

- Fort Benning, GA
- Fort Rucker, AL
- Fort Gordon, GA
- Fort Knox, KY
- Fort Leavenworth, KS
- Redstone Arsenal, AL

1st 17 Projects: \$380M Govt Investment Provides \$7.2B in Private Initial Development



RESIDENTIAL COMMUNITIES INITIATIVE



ASSESSMENT OF RCI

- Greatly improves family housing in U.S.
- Obtains private expertise / capital to solve housing problems
- Shifts focus from "Houses" to "Quality Residential Communities"
- Streamlines procurement process
- Shows positive results at 1st 16 sites
- Assures long-term sustainment of adequate housing
- Allows for more local (large and small) business participation
- Increases well-being of ~73,000 soldiers and their families
- Protects our interests with a Portfolio / Asset Mgt Program



Utility Privatization Program



Privatization – Transfer ownership of utility infrastructure and the maintenance/repair responsibility to qualified municipal, regional, or private utility entities

What? An investment strategy to recapitalize utilities systems

Why? Insufficient funds to keep pace with new technology, laws & regulations

How? Title 10 United States Code Section 2688. Utility systems: conveyance authority

When?

DOD – Upgrade infrastructure to C2 condition by 2010 (Defense Planning Guidance)

**Army – Privatize all eligible systems by 2003
Reevaluate residual systems by 2005**

Result: Safe, reliable, efficient utilities services

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<https://www.asaie.army.mil>



Utilities Privatization



Army's Utilities Inventory

US:

- 351 systems - 83 privatized

Europe:

- 589 systems - 172 privatized

Korea:

- 119 systems exempt

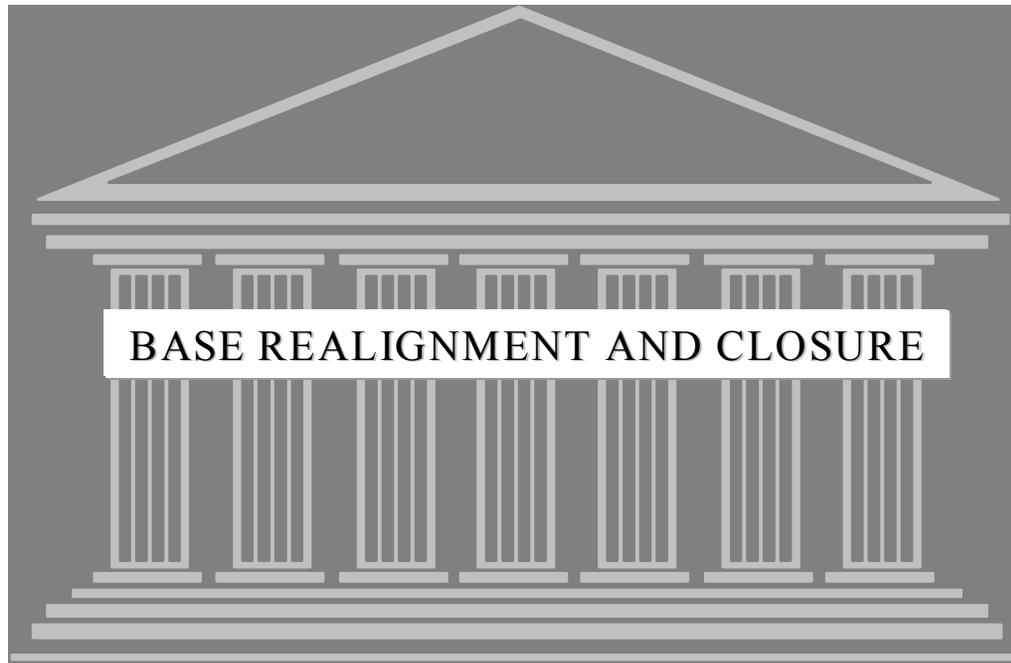
Japan:

- 9 systems exempt

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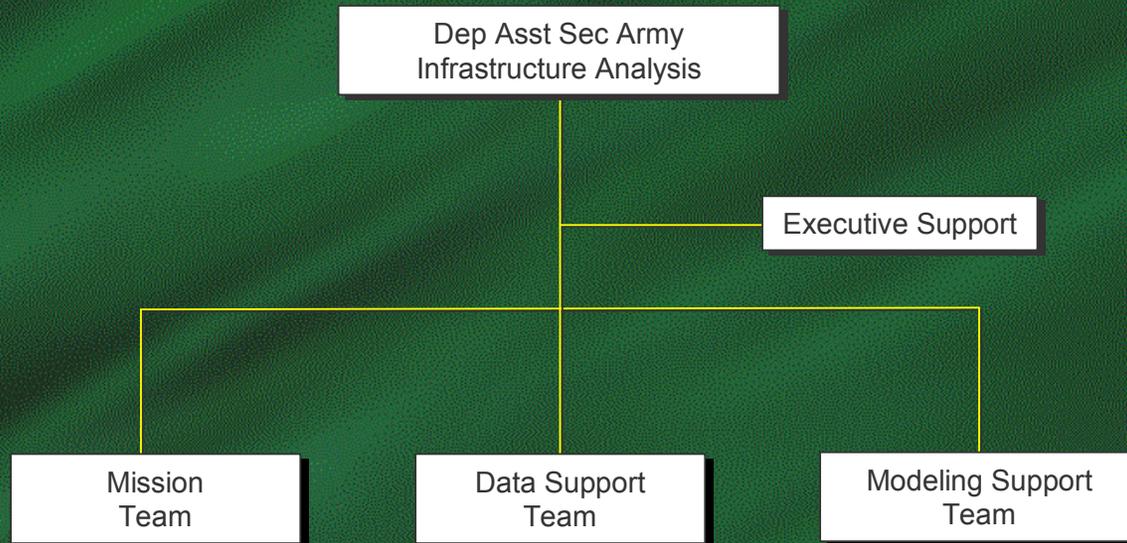


BASE REALIGNMENT AND CLOSURE





Deputy Assistant Secretary of the Army Infrastructure Analysis





The BRAC Mandate



“Our military culture must reward new thinking, innovation, and experimentation. Congress must give defense leaders the freedom to innovate, instead of micromanaging the Defense Department. And every service and every constituency of our military must be willing to sacrifice some of their own pet projects. Our war on terror cannot be used to justify obsolete bases, obsolete programs, or obsolete weapons systems. Every dollar of defense spending must meet a single test: ***It must help us build the decisive power we will need to win the wars of the future.***”

- President George W. Bush, Citadel Speech, 11 December

2001

“At a minimum, BRAC 2005 must eliminate excess physical capacity; the operation, sustainment and recapitalization of which diverts scarce resources from defense capability. However, BRAC 2005 can make an even more profound contribution to transforming the Department by rationalizing our infrastructure with defense strategy.”

- Donald Rumsfeld, Secretary of Defense, 15 November 2002



2005 BRAC Leadership Guidance

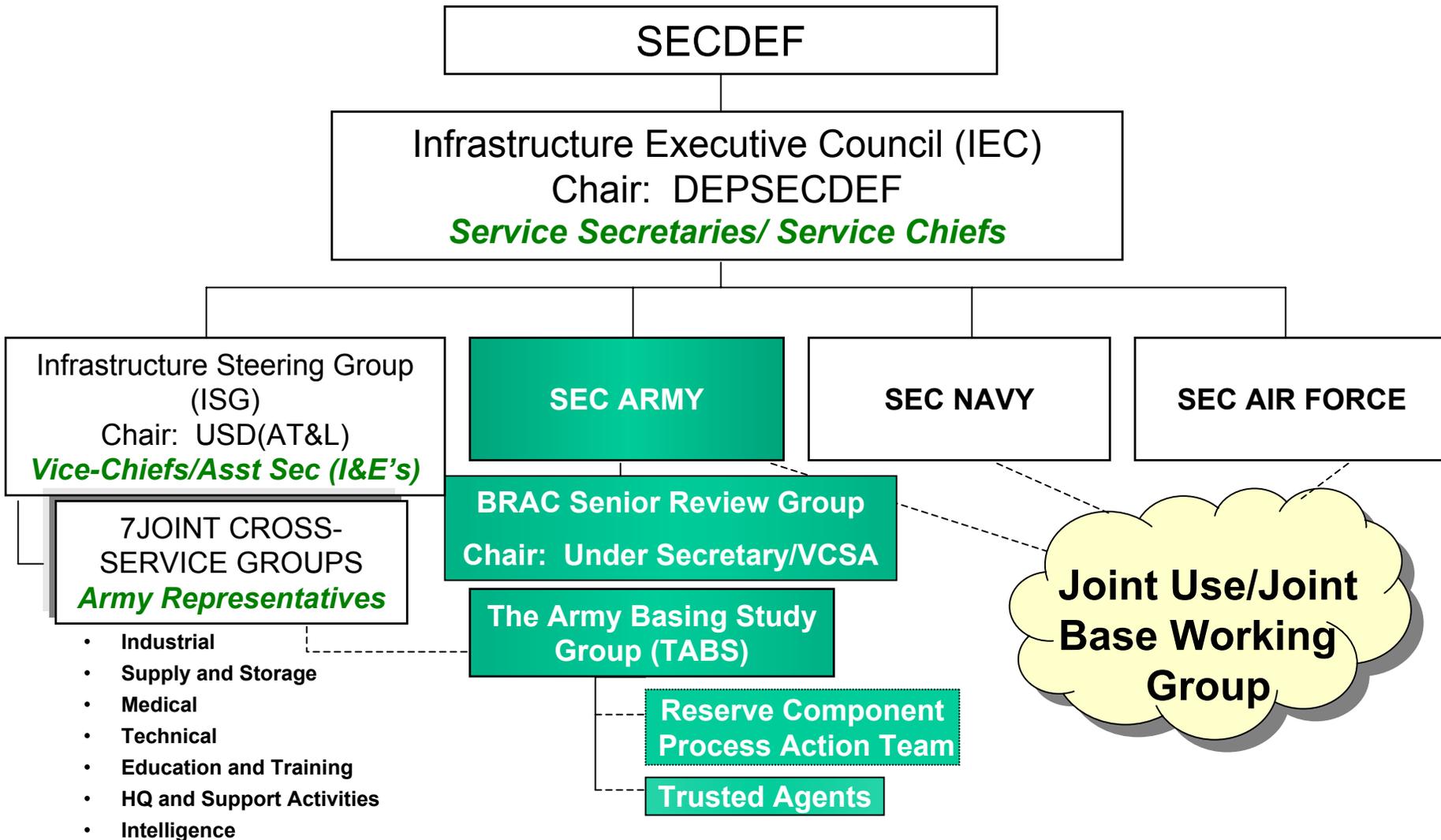


- Review a comprehensive inventory of installations world-wide of each service—active and reserve
- Eliminate excess physical capacity
- Align our base structure to meet our post-Cold War force structure
- Implement opportunities for greater joint activity
- Use joint cross-service teams to analyze common business-oriented support functions
- Treat every installation fairly

SecArmy: BRAC 05 “Will be a critical component of our transformation.”



BRAC Organization





Selection Criteria



Military Value

1. The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.
2. The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and the manpower implications.

Public
comments

Feb



Selection Criteria



Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

Public
comments
due by 16
Feb

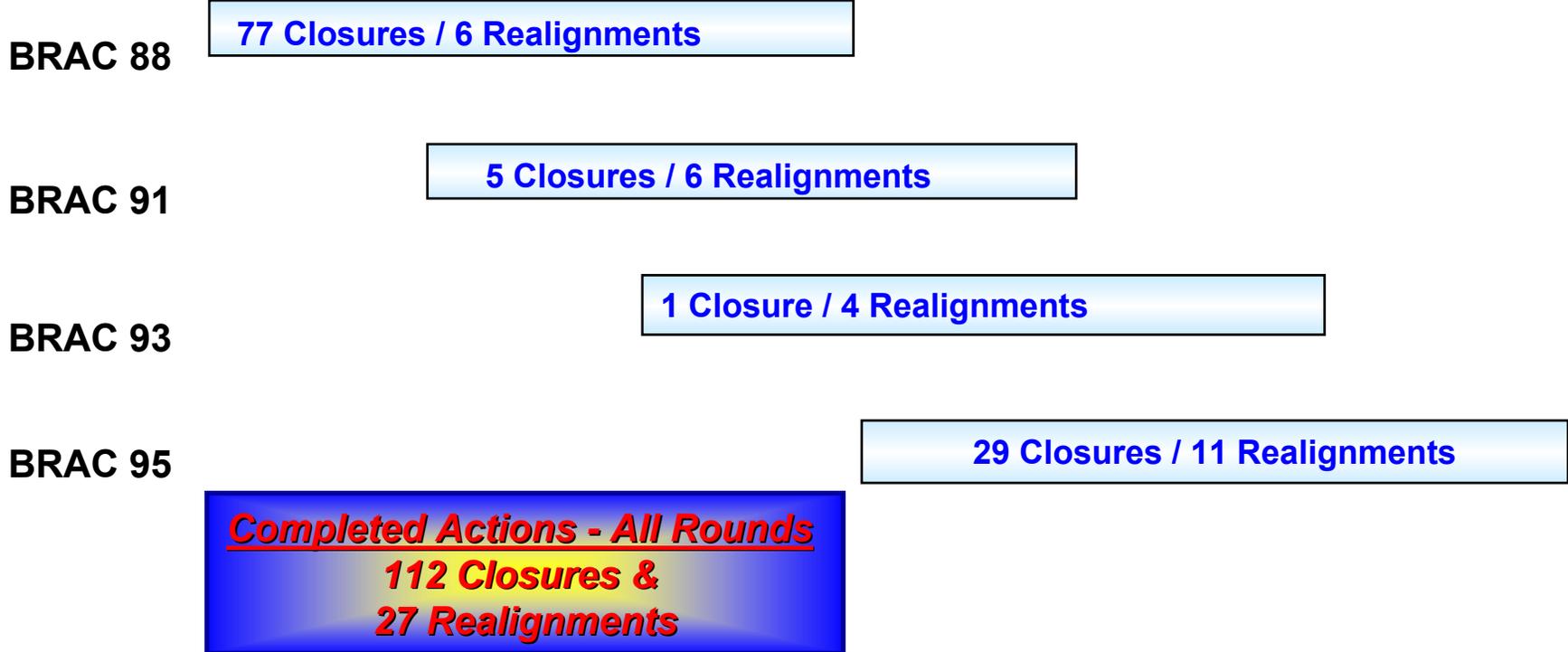


CONUS BRAC Summary



FISCAL YEAR

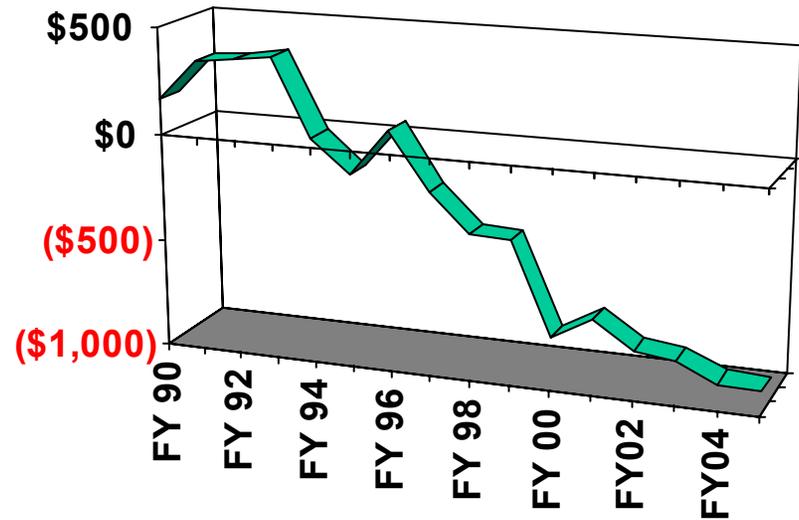
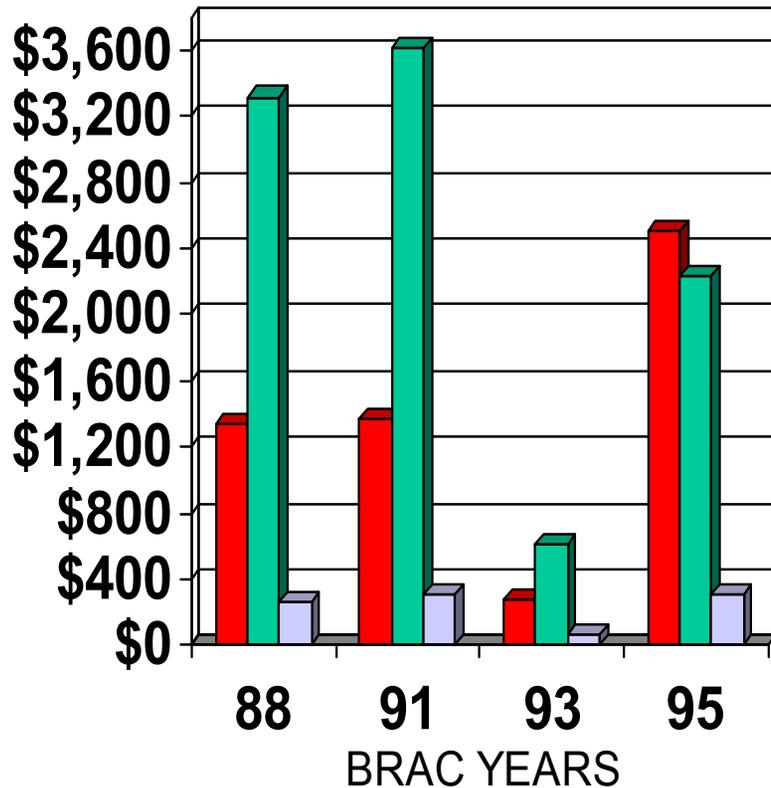
ROUND 89 90 91 92 93 94 95 96 97 98 99 00 01





BRAC Makes \$ense

All \$ in Millions



Army's 4 Rounds of BRAC

Costs	\$5,496
Savings	9,771
Recurring	944

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Legislative Milestones



- 31 December 2003 Draft Selection Criteria Published
- ~ February 2004 With Budget, Force Structure Plan and Infrastructure Inventory to Congress
- 16 February 2004 Final Selection Criteria Published
- ~ February 2005 With Budget, Revisions to Force Structure Plan and Infrastructure Inventory
- 16 May 2005 SECDEF Recommendations Published
- 8 September 2005 Commission's Recommendations
- 23 September 2005 President's Approval or Disapproval
- 20 October 2005 Commission's Revised Recommendations
- 7 November 2005 President's Approval or Disapproval of Revised Recommendations

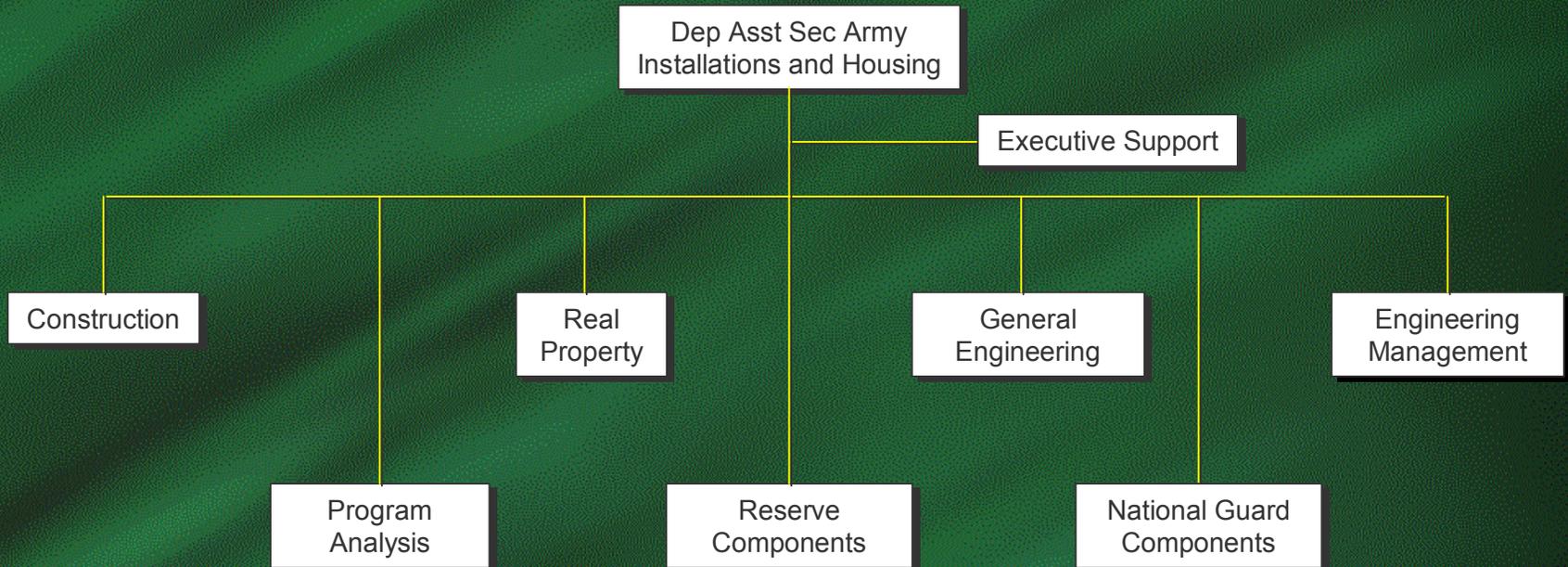


MILITARY CONSTRUCTION PROGRAM





Deputy Assistant Secretary of the Army Installations and Housing





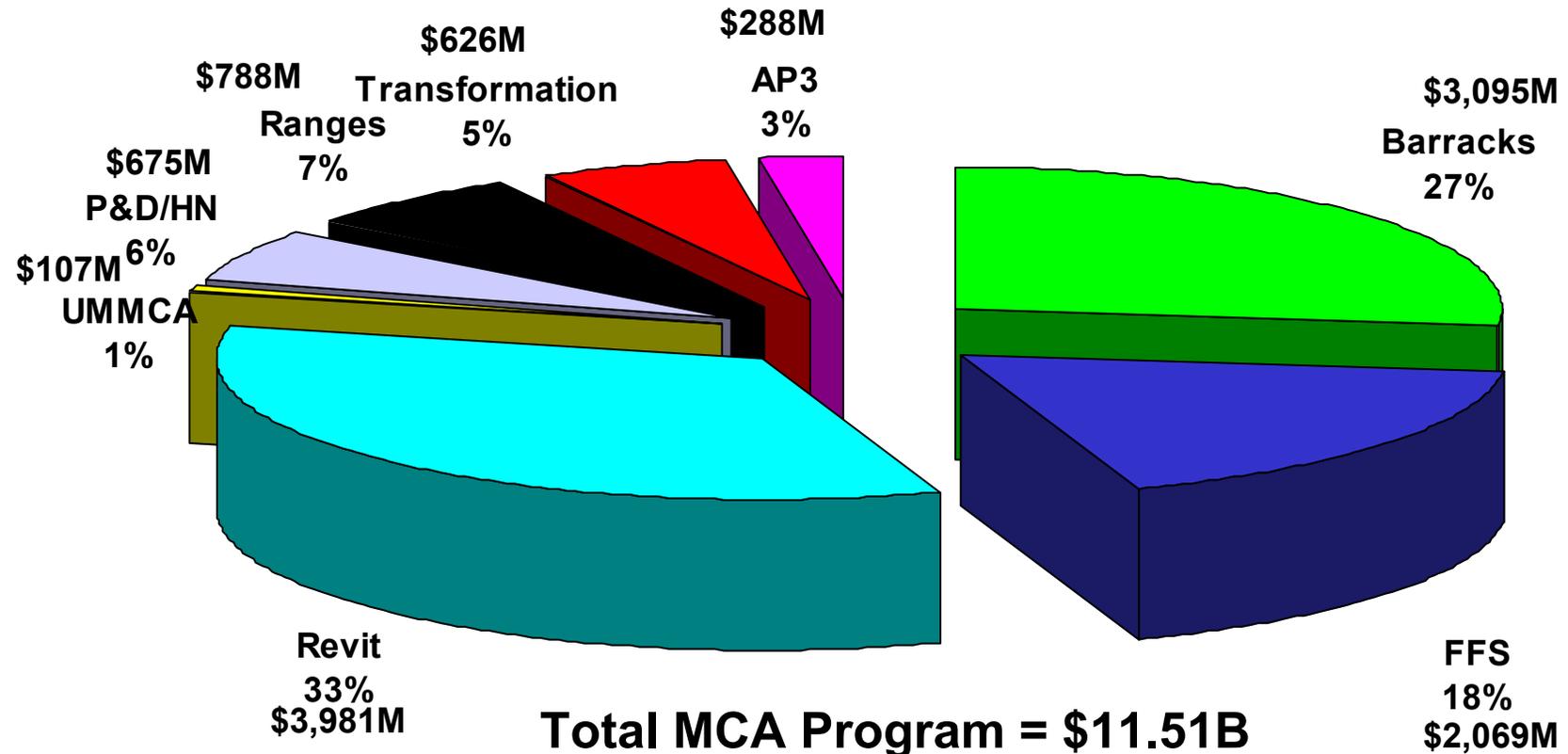
ARMY MILCON OVERVIEW



<u>APPROPRIATION (\$M)</u>	<u>FY03 REQ</u>	<u>FY03 APPR</u>	<u>FY04 REQ*</u>	<u>FY04 APPR</u>
MILCON, Army	1,477	1,684	1,602*	1,448
MILCON, Army Reserve	59	101	68	88
MILCON, National Guard	102	241	168	312
Army Family Housing, Operations	1,119	1,106	1,043	1,033
Army Family Housing, Construction	287	280	409*	384
Homeowners Assistance	0	0	0	0
Base Realignment and Closure	<u>150</u>	<u>167</u>	<u>66</u>	<u>66</u>
TOTAL	3,194	3,579	3,356	3,331
Supplemental				
MCA-Iraq			120	120
MCA-Hurricane Damage			<u>65</u>	<u>42</u>
TOTAL			3,541	3,493

*Amended 1 May 2003

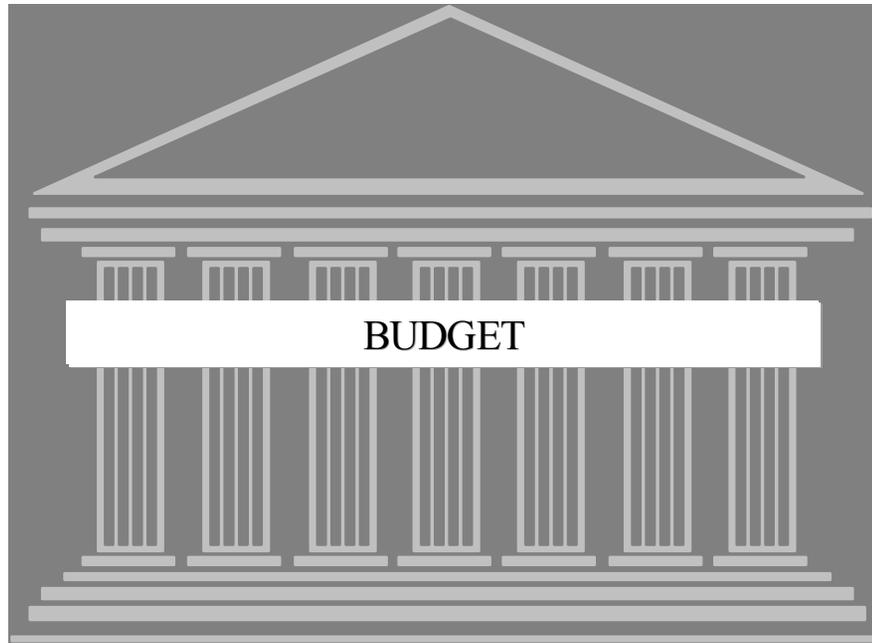
Future Year Defense Program FY05-09 MCA



AP3 = Army Power Projection Platforms P&D = Planning and Design HN = Host Nation Support
 UMMCA = Unspecified Minor Military Construction, Army Revit = Revitalization
 FFS = Focused Facility Strategy



BUDGET





BASE SUPPORT (BOS/SRM) OMA FUNDING FLOW

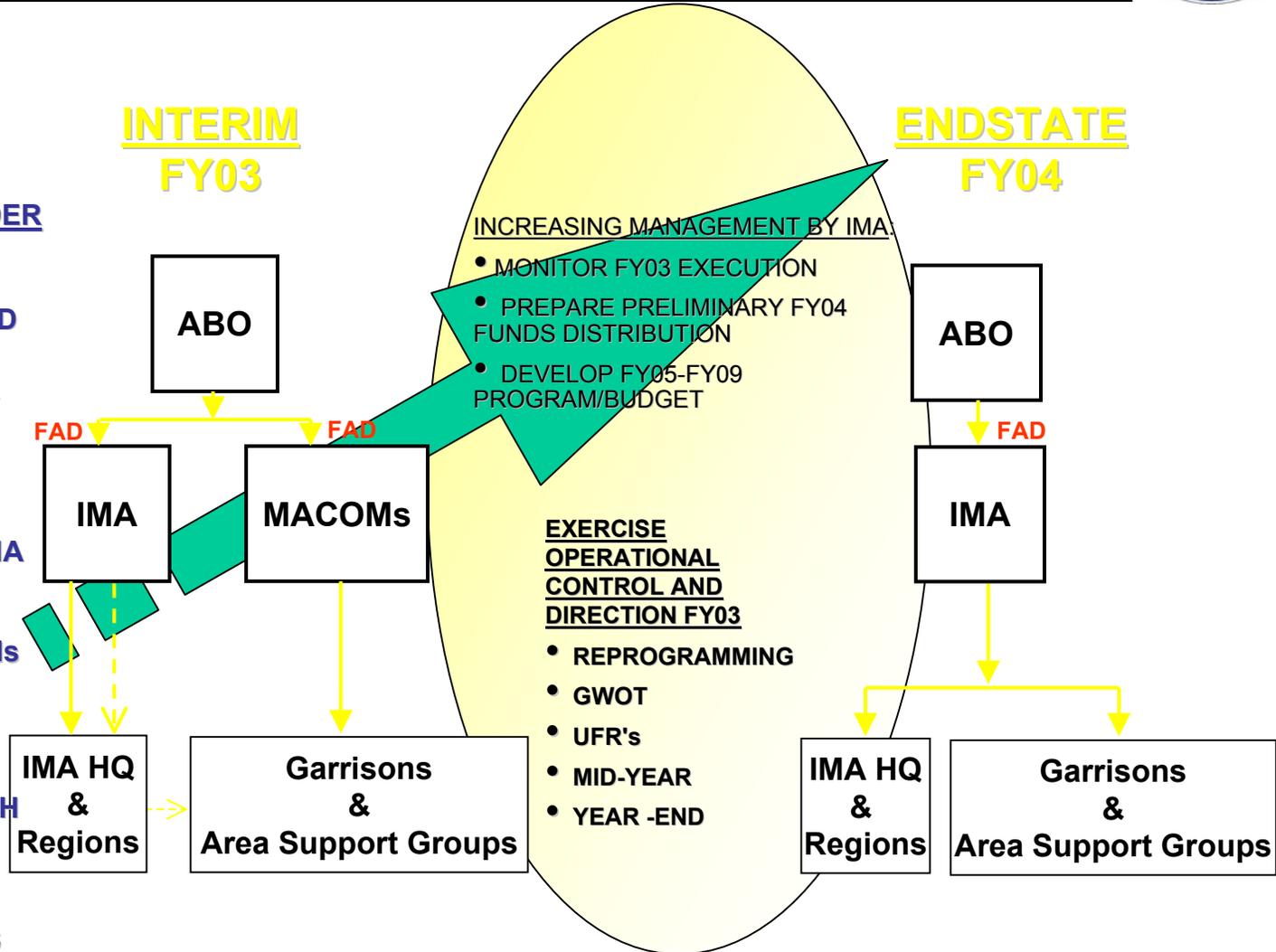


Status quo:

- ABO SENDS ONE FAD TO MACOMs FOR MISSION AND BASE SUPPORT
- INITIAL CHANGES UNDER IMA:
- BASE SUPPORT FUNDS ARE FENCED
- BASE SUPPORT FUNDING IS UNDER THE OPERATIONAL CONTROL AND DIRECTION OF IMA
- MACOMs ARE "BANKERS" FOR IMA BOS/SRM
- OMA FUNDING LETTER TO MACOMs PROVIDED RECOMMENDED INSTALLATION ALLOCATION OF BOS/SRM \$ TO EACH GARRISON/ASG
- IMA WILL MANAGE DIRECTLY ITS OWN OPERATING FUNDS

INTERIM FY03

ENDSTATE FY04



— DIRECT FUNDING
 - - - OPERATIONAL DIRECTION



WHAT IS BASE SUPPORT?



Base Support =

Base Operations Support (BOS) + Sustainment, Restoration and Modernization (SRM) + Facility Demolition/Disposals

Base Operations Support (BOS) = BASOPS,
Family Programs,
Base Communications,
Audio Visual,
Environment
Anti-Terrorism/Force
Protection



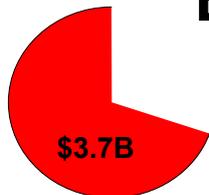
FY04 IMA FUNDING READINESS IMPACTS FUNDING AS % OF REQUIREMENTS



BOS

SRM

70%



\$3.7B

RED

HQDA FUNDING LETTER

94%



\$1.8B

GREEN

81%



\$4.3B

RED

HQIMA FUNDING LETTER TO GARRISONS

70%



\$1.3B

RED

86%



\$4.6B

RED

IMPACT WITH NO ADDITIONAL FUNDING GARRISONS REPROGRAM FOR BOS "MUST FUNDS"

50%



\$0.9B

RED

90%



\$4.8B

AMBER

IMPACT IF HQDA ADDS +\$0.56B (DA UFR #14)

66%



\$1.3B

RED



*What have
you done for
our Soldiers
today?*