



DEPARTMENT OF THE ARMY
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT
600 ARMY PENTAGON
WASHINGTON DC 20310-0600

DAIM-ZA

MAR 23 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Environmental Cleanup Strategic Plan

1. References:

- a. *Army Environmental Cleanup Strategy*, Apr 03.
- b. Memorandum, DAIM-ZA, 29 May 03, Army Environmental Cleanup Strategy.
- c. Memorandum, DAIM-ZA, 20 Mar 07, Army Environmental Cleanup Strategic Plan.

2. The purpose of the Army Environmental Cleanup Strategic Plan (AECSP) is to implement the Army's environmental cleanup strategy found in reference 1.a. We revised the AECSP several times since we first published it with the *Army Environmental Cleanup Strategy* and the first AECSP in reference 1.b. We transmitted the third version of the AECSP for fiscal years 2008 and 2009 in reference 1.c.

3. The following is the FY10/11 revised Army Environmental Cleanup Strategic Plan. This latest version identifies specific objectives, targets, success indicators, relative priorities, reporting mechanisms, and management review processes. In order to meet the objectives and targets outlined in the AECSP, each program manager must develop a program management plan (PMP) for the cleanup program area(s) outlined in reference 1.a. Program Execution Managers (PEMs) will coordinate draft PMPs with my Installation Services Environmental (ISE) Division beginning in September 2009 and submit to it a final PMP by 31 October 2009 and annually thereafter. Additionally, each PEM will provide quarterly reviews of site level execution information and funding obligations starting in April 2009.

4. The DASA(I&E)/ESOH and OACSIM-ISE will conduct an environmental cleanup management review in October and April each year.

5. The POC for the Army Environmental Cleanup Strategic Plan is Ms. Kristine Kingery, (703) 601-1598, e-mail Kristine.Kingery@hqda.army.mil.

Encl

A handwritten signature in black ink that reads "Robert Wilson".

ROBERT WILSON
Lieutenant General, USA
Assistant Chief of Staff
for Installation Management



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Lieutenant General, USA
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SUBJECT: Army Environmental Cleanup Strategic Plan

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**FY2010-2011
ARMY
ENVIRONMENTAL
CLEANUP
STRATEGIC
PLAN**

March 2009

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Introduction

The Army Environmental Cleanup Strategic Plan (Strategic Plan) provides a framework for implementing the Army's vision for environmental cleanup. This Strategic Plan updates documents published in April 2003, January 2005, and March 2007 by the Office of the Assistant Chief of Staff for Installation Management (OACSIM) and provides targets and success indicators for fiscal years (FY) 2010 and 2011.

Cleanup Vision

The Army's cleanup vision is, as follows: The Army will be a national leader in cleaning up contaminated land to protect human health and the environment as an integral part of its mission.

The Army Environmental Cleanup Strategy (AECS) establishes this vision. The primary purpose of the AECS is to identify common objectives for creating consistency and accountability across the Army's Cleanup Program. It provides overarching guidance to all cleanup personnel—regardless of the program driver or funding source — indicating that cleanup to protect human health, public safety, and the environment is an integral element of supporting the Army mission.

Overarching Objectives

The AECS established nine overarching objectives for all cleanup programs, as follows:

1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.
2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past Department of Defense (DoD) activities. Maintain relevant cleanup information in a permanent document repository.
3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.
5. Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.
6. Develop cleanup partnerships with appropriate federal, state, local, tribal, territorial, or host-nation authorities.
7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.
8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

9. Perform semi-annual program management reviews of cleanup progress against established targets and periodic reviews of sites where contamination remains in place.

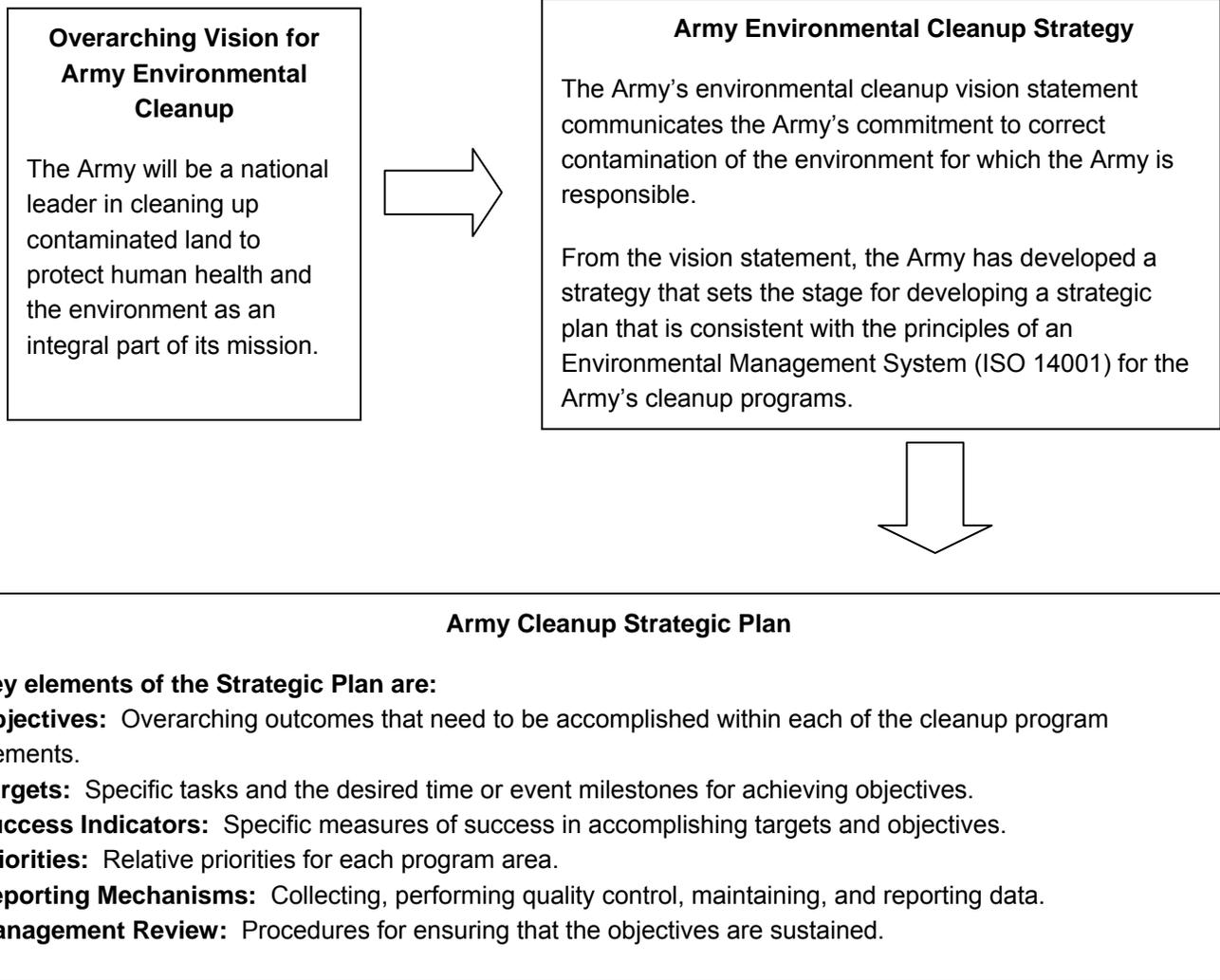
Unified Strategy

The AECS, taken in whole, describes the Army's unified cleanup strategy. The cleanup strategy demonstrates commitment to address contamination resulting from past and current operations, and supports the objectives of Army transformation. The cleanup strategy provides overarching guidance to all cleanup personnel, regardless of the program driver or funding source and supports standardization across cleanup programs, especially with respect to the following overarching objectives:

- The Office of the Assistant Chief of Staff for Installation Management (Army Staff) will provide central direction through this strategic plan;
- There will be accountability, especially with respect to predicting and then completing particular milestones;
- Performance driven management will achieve desired results; and
- The Army will recognize achievements.

The Strategic Plan expands on the AECS by providing the mechanics for accomplishing the unified Army vision. The strategic plan outlines specific targets and success indicators for achieving each of the nine AECS objectives as well as relative priorities, reporting mechanisms, and management review processes for each of the cleanup program elements.

Figure 1. Army Vision, Strategy, and Strategic Plan



Description of Cleanup Programs

Army environmental cleanup programs address contamination on a variety of current or former Army properties, including active installations (including Reserves), installations closed or realigned under the Base Realignment and Closure Act (BRAC), Formerly Used Defense Sites (FUDS), excess, and special installations, remediation at Army overseas installations and cleanup at federally-owned as well as non-federally owned, federally-supported Army National Guard (ARNG) sites.

In prior Army Environmental Cleanup Strategic Plans, cleanup of contaminated sites was grouped into two programs, the Defense Environmental Restoration Program (DERP) and Compliance-Related Cleanup (CC) program with separate funding sources. Both programs use

a CERLCA-like framework to address contamination from site identification through site closeout, including delisting activities for national priorities list (NPL) sites. Per former Office of the Secretary of Defense (OSD) policy and guidance, only those sites contaminated prior to 17 October 1986 for were eligible for restoration under the DERP. ¹ DERP sites are funded from the environmental restoration accounts (ERAs) and BRAC accounts. The cleanup of contamination not eligible for the DERP was addressed in the CC program. CC sites are funded under the Army operation and management or working capital funds.

These policy constraints on eligibility and funding authority created an organizational divide between cleanup associated with past activities (that is, restoration) and cleanup of contamination that occurred since that eligibility date (that is, compliance). Because restoration and compliance cleanups were managed under different policies and funded under different accounts, inconsistent and, in some cases, duplicative management processes impaired efficiency of these otherwise similar cleanup programs.

In April 2003, the Assistant Secretary of the Army (Installations and Environment) issued the AECS and directed the Army staff to manage cleanup programs under a unified vision and overarching strategy. The Army determined that management of cleanup efforts at installations funded with ERAs, BRAC account, operation and maintenance, mission or working capital funds, and at overseas facilities would gain efficiency and accountability by inclusion under one management strategy. To that end, the Army developed the AECS with a cleanup vision, overarching objectives, and a unified strategy for environmental cleanup.

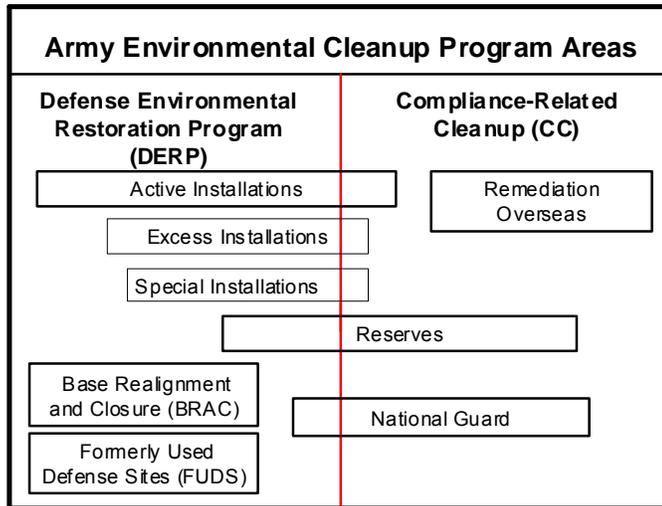
In a December 2008 memorandum, *Interim Policy for Defense Environmental Restoration Program (DERP) Eligibility*, DoD revised its policy related to DERP eligibility, the ERAs, and the BRAC account. Effective January 2009, the 1986 eligibility requirement is no longer valid.² Consequently, many CC sites will now be eligible for DERP funding and will be managed as part of the DERP. DoD will be revising the Management Guidance for the DERP and will be issuing a DoD Manual in calendar year (CY) 2009.

As a result of past Army efforts to manage environmental cleanup in a consistent manner, the Army is well positioned to respond quickly and seamlessly to the changes in DERP eligibility. The cleanup program elements addressed in this strategic plan include revised metrics to capture newly-eligible DERP sites and ensure consistent management of cleanup efforts that will continue to be conducted separately under the DERP and CC programs. Figure 2 depicts the differences and commonalities between the cleanup program elements.

¹ Management Guidance for the Defense Environmental Restoration Program, September 2001, Paragraph 7.2.1.1.

² The 17 October 1986 eligibility date for the FUDS program will not change.

Figure 2. Army Environmental Cleanup Program Elements



Programming and Budgeting

While the Army continues to provide a unified management approach for all cleanup programs, execution of environmental cleanup must be managed according to the discrete funding mechanisms associated with each cleanup program element. Accordingly, program execution managers (PEMs) are responsible for participating in programming and budgeting for their respective portions of the Army Environmental Cleanup Program.

The Army’s Defense Environmental Restoration Program (DERP) consists of the Installation Restoration Program (IRP), the Military Munitions Response Program (MMRP), and the Building Debris/ Demolition Removal (BD/DR) Program. These programs are managed by three PEMs and funded through different accounts as listed below.

- The U.S. Army Environmental Command (USAEC) is the PEM responsible for the active, excess, and Army National Guard (ARNG) IRP and MMRP, both of which are funded through the Environmental Restoration, Army (ER,A) account.
- The BRAC Division of the OACSIM office is the PEM responsible for BRAC installations cleanup and is funded by the Army BRAC account.
- The U.S. Army Corps of Engineers (USACE) is the PEM responsible for the execution of the FUDS program using funds from the Environmental Restoration, FUDS (ER,FUDS) account that are programmed and budgeted by the Office of the Secretary of Defense (OSD).

Responsibility and funding for CC is also spread among several PEMs and account funds.

- The Installation Management Command (IMCOM) is responsible for overseeing the CC program for Active installations (including overseas) and the Reserves. CC cleanup at U.S. and overseas installations is funded from the Operations and Maintenance, Army (OMA) account. Cleanup at Army reserve installations is funded from the Operations and Maintenance, Army Reserves (OMAR) account.
- The National Guard Bureau (NGB) provides oversight for the federally-owned and non-federally owned, federally support facilities under their command and is the PEM responsible for CC at ARNG facilities. CC at ARNG facilities is funded from the Operations and Maintenance, National Guard (OMNG) fund account.
- The Army Commands and Direct Reporting Units that continue to oversee industrial or special mission installations are responsible for CC at the installations under their command. CC projects at special installations are currently funded from various mission or Army Working Capital Fund (AWCF) resources, but changes in DERP eligibility will include funding all CC from the OMA account.³

Table 1. Army Funding for Environmental Cleanup

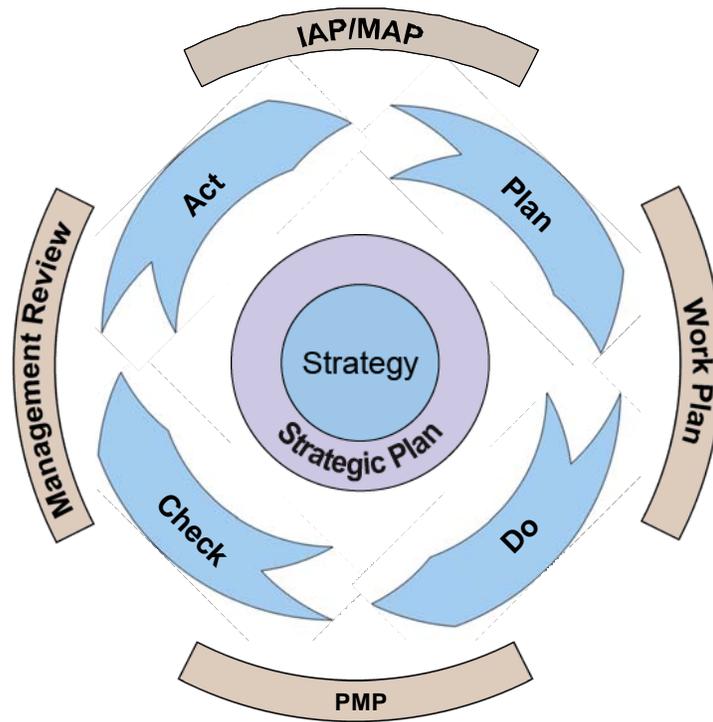
Site Type	Program Execution Manager	Funding Source
Active Restoration	USAEC	ER,A
BRAC Restoration	BRAC	BRAC
FUDS Restoration	USACE	ER, FUDS
Domestic CC	IMCOM	OMA
Overseas CC		OMAR
Reserve CC		OMNG
National Guard CC	NGB	OMNG
Special Installation CC	Special Installations	FY09 and prior- AWCF Starting in FY10- OMA

Cleanup Strategy Management

The Army’s management of its cleanup strategy closely follows an ISO 14001 “Plan, Do, Check, Act” framework. The ISO 14001 framework helps the Army implement a management structure to develop a plan for executing their vision outlined in the AECS, do (or implement) activities according to the plan, check progress to see if actual performance reflects what was planned, and act to change or improve elements that did not provide the intended results. Figure 3 illustrates the relationship between the “Plan, Do, Check, Act” framework and both mission priorities and the frequency of updates for various parts of the AECS.

³ While the majority of projects at special installations fall under the CC program, there will still be some projects that are ER,A eligible at these special installations.

Figure 3. Cleanup Strategy Management Process



Environmental Strategy (Plan)

The Deputy Assistant Secretary for the Army, Environmental Safety and Occupational Health (Army Secretariat) and Army Staff define Army environmental priorities used to set and review program objectives. The Army's comprehensive strategy (the AECS) encompasses all cleanup program elements under a unified vision and communicates the Army's overarching objectives. Every two years Army Staff work closely with PEMs for each of the cleanup program elements to obtain input for the development of success indicators and targets for each objective. These targets and success indicators are documented in the Strategic Plan.

The Army Environmental Cleanup Strategic Plan is a central feature of the Army's cleanup program implementation. In developing the Strategic Plan, Army Staff carefully evaluate aspects of Army activities that can be controlled or influenced, prioritize activities, and design a system that allows PEMs to focus on priority issues. While the input of the PEM is taken into consideration during the development of the Strategic Plan, Army Staff is responsible for developing a Plan that presents a framework for AECS implementation.

After publication of the Strategic Plan and in consultation with Headquarters Army Staff and relevant installations or USACE Districts, the PEM (for example, USAEC, BRAC, USACE, IMCOM, NGB, or Special Installations) for each cleanup program element is responsible for establishing guidance and procedures for implementing the AECS and the Strategic Plan within their respective program areas.

Installation or district level annual program planning is captured in annual management action plans (MAPs) and annual work plans. MAPs are used by PEMs to plan for annual cleanup activities. MAPs (sometimes called Installation Action Plans) are updated annually, encompass all cleanup programs at an installation, and provide additional details about how and when cleanup program activities will be carried out. As part of Army outreach activities, stakeholders may provide input on the MAPs to Army project managers. Input received is included as part of the continuous improvement process and used by PEMs during their input into the programming and budgeting process. Individual installations identify their funding requirements for a particular year and the PEM uses the Work Plan to prioritize annual actions by installation.

Implementation and Operation (Do)

After receiving a clear understanding of the resources, roles, responsibilities, and authorities in the Strategic Plan and work plans, the installations or USACE Districts execute cleanup. The Army expects cleanup to be executed in accordance with the guidance and procedures outlined for each program area, including providing notice to and consulting with federal and state regulators throughout the cleanup process. The Army provides adequate training to personnel who deal with environmental issues and is committed to ensuring that personnel are capable of performing their responsibilities. To improve accountability and personal responsibility, an individual at each site is designated to ensure milestones are established and schedules are achieved. In many instances, annual performance appraisals are tied directly to achieving site schedules and ultimately site closure.

The Army understands that successful implementation of the cleanup program includes documenting actions and controlling documents. This Strategic Plan includes targets and success indicators that reflect the importance of documentation. Documenting and recording actions taken in the cleanup program helps to ensure the Army has information necessary to effectively plan and operate the program.

Checking and Corrective Action (Check)

PEMs regularly check cleanup execution to monitor and measure progress towards achieving targets and to make any necessary corrections. The Army's procedure for evaluating performance includes documenting information necessary to monitor progress, operational controls, and conformance with the objectives and targets in the Strategic Plan. Throughout the year the PEM for each cleanup program element evaluates the performance of the cleanup program and compliance with Army environmental policies and requirements.

Each cleanup program element PEM is responsible for developing and publishing an annual Program Management Plan (PMP). The PMP is designed to capture and report on current progress as well as outline plans for improving program performance. The PMP is a tool for PEMs to use to communicate and describe how they are working to achieve the objectives, targets, and success indicators set in the Strategic Plan. A suggested outline for annual PMPs is included in Appendix A.

Management Review (Act)

The Army Secretariat and Army Staff formally review cleanup progress at least semi-annually and consider improvements to the AECS and this Strategic Plan, determine any need for changes to environmental policy or guidance, as well as identify any necessary resource management changes required. The primary purpose of the Army's management review is to ensure the continuing suitability, adequacy, and effectiveness of the Strategy and Strategic Plan.

The PMPs are a plan for executing the Army cleanup programs, but also provide a method of communication with Army Secretariat and Army Staff. After drafting the PMPs, the PEMs for each program area provide the PMP to Army Staff for comment and review. Army Staff comments are then incorporated and the PMPs are finalized. At the beginning of each fiscal year, each PEM then briefs the Army Secretariat and Army Staff on the cleanup program performance for the prior year and on the program plan for the coming fiscal year. This is the first of the two semi-annual reviews.

The second management review by Army Secretariat and Army Staff occurs at mid-year and is a status check on program progress against the PMP. During the reviews Army Secretariat and Army Staff provide comment and input to PEMs, including identifying problems, providing suggestions for improvement, and considering issues that may need headquarters involvement. Any deficiencies identified during management reviews undergo additional review to enable continual improvement sought by the cleanup strategy management process. The Army Secretariat and Army Staff compile the input received from each of the PEMs and use that information to help prepare for semi-annual Environmental Management Reviews conducted by OSD.

The Army Secretariat and Army Staff management review schedule for FY2010-2011 is included in Table 2.

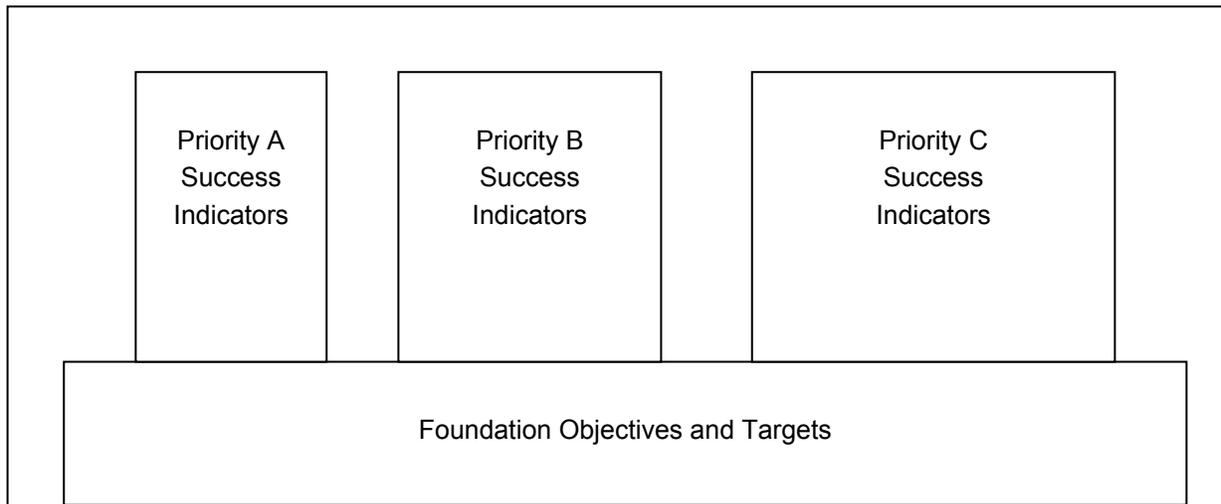
Table 2. FY2010-2011 Program Management Review Schedule

Activity	Timing	Lead
Develop FY10-11 Strategic Plan	February 2009	Headquarters Army Staff
Draft FY10 PMP for Review	30 September 2009	Program Managers for Cleanup Programs
Comments on PMP Provided	15 October 2009	Headquarters Army Staff
Final FY10 PMP	31 October 2009	Program Managers for Cleanup Programs
FY09 End of Year (EOY) Management Review	November 2009	Army Secretariat / Headquarters Army Staff
FY10 Mid-Year Management Review	April 2009	Army Secretariat / Headquarters Army Staff
Draft FY11 PMP for Review	30 September 2010	Program Managers for Cleanup Programs
Comments on PMP Provided	15 October 2010	Headquarters Army Staff
Final FY11 PMP	31 October 2010	Program Managers for Cleanup Programs
FY10 EOY Management Review	November 2010	Army Secretariat / Headquarters Army Staff
Develop FY12-13 Strategic Plan	February 2011	Headquarters Army Staff
FY11 Mid-Year Management Review	April 2011	Army Secretariat / Headquarters Army Staff

Priorities

The AECS outlines nine objectives to ensure consistent management of all Army cleanup programs. This strategic plan outlines targets and success indicators tailored to each program area and designed to achieve each of the nine objectives. Targets represent specific strategies for achieving an objective while success indicators are definable, measurable, and achievable metrics to evaluate progress on meeting an associated target and objective. While all are significant, limited resources for cleanup programs require prioritization. The Army recognizes that objectives and targets representing the foundation of the cleanup programs necessitate continual focus. Figure 4 is illustrative of the concept.

Figure 4. Relative Priorities for the Army Environmental Cleanup Program



Foundation Priorities

Foundation objectives and targets serve as a basis for all cleanups, regardless of relative priority. Foundation priorities do not have measurable success indicators but should serve as guiding principles in the overall successful completion of an environmental program. Foundation targets in the cleanup program are generally the work effort that forms the basis of any program and that, as tailored by this strategic plan, are expected in management of the cleanup program. All foundation targets will not be fully funded in each year, but funds will be available as needed to manage the program.

Priority A Targets

Priority A targets are those that are very important for the program to achieve. Very few targets are Priority A—generally fewer than five per program area. Metrics that are properly established as described above (that is definable, measurable, and achievable) and used by management can focus attention and resources to ensure success of a program. Most program areas have a Priority A endeavor to achieve a key metric, such as remedy-in-place for each site by a certain date.

Priority B Targets

Priority B targets are important, but not as important as Priority A. Priority B targets are limited in number but can advance an Army initiative. Successful quality control review and validation of projects by Headquarters Department of the Army (HQDA) is an example of a Priority B target.

Priority C Targets

Priority C targets in this strategic plan serve as a means to achieve standardization across cleanup programs.

Priority targets are a detailed performance requirement and have success indicators that allow for the evaluation of progress towards the target. Each success indicator is created in a manner so that it is definable, measurable, and achievable. While priorities are categorized, it is important to note that funding is not sequential; it is not intended that all Priority A work be funded before Priority B work. The Army purposely provides flexibility in actual funds execution to support best management practices. Furthermore, targets and success indicators in Priorities A and B are not listed in order of priority.

The discussion above attempts to demonstrate there can be no numeric [1, 2, 3, ...n] prioritization of funding or of objectives, targets, and success indicators for the Army's cleanup program. Nevertheless, the Army Secretariat and the Army Staff have attempted to show the relative priority of targets for each program area in this Strategic Plan for FY2010 and FY2011. Within a priority group, targets are listed in numerical order, not necessarily in order of importance.

Issues Impacting Army Cleanup

Several programmatic, technical, and/or legal issues present significant challenges to executing the Army environmental cleanup program in accordance with established objectives and targets. Some of the most significant issues facing the Army cleanup program are described below. These issues are listed in alphabetical order and this order does not reflect either the scope or impact each issue will have on the Army cleanup programs.

Emerging Contaminants

Significant regulatory and public pressure continues to build for addressing sites potentially contaminated with materials of emerging regulatory interest, Emerging Contaminants (EC). The Office of the Secretary of Defense (Installations and Environment) (OSD[I&E]) established the Emerging Contaminants Directorate in 2006 to help DoD proactively approach emerging contaminants to enable a fully informed, risk based investment decision process that protects human health and DoD operational capabilities. Emerging contaminants and changing regulatory standards can have a significant impact on human health, the environment, management of the Department's land assets, the development of weapon systems, military training and readiness, logistics, and industrial base operations. An Emerging Contaminants Integrated Product Team (the EC-IPT) was established with representatives of DoD functional

areas to integrate information to enhance decisions. In participation with the EC-IPT, the EC Directorate and the Army are working with the Environmental Protection Agency (EPA) and other federal agencies and state organizations on risk assessment process improvements. They are also working with scientists to identify opportunities to fill data gaps so they can recommend research studies with the potential to reduce scientific uncertainties associated with emerging contaminants important to DoD.

The Army cleanup program has focused on reactive compliance with current regulations. Emerging or yet unregulated contaminants present both a technical and financial challenge to the Army cleanup program. The DoD EC Action List contains those materials that have been assessed and judged to have a significant potential impact on people or the DoD mission. Contaminants on the Action List include perchlorate, trichloroethylene (TCE), Royal Demolition Explosive (RDX), naphthalene, hexavalent chromium, beryllium, and perfluorooctanoic acid (PFOA). The Army will continue to monitor and assess the impact emerging contaminants have on cleanup programs and make new efforts to proactively address their impact.

MMRP Progress

The MMRP was established in 2001 to manage the environmental, health, and safety issues presented by munitions and explosives of concern (MEC), which includes unexploded ordnance (UXO), discarded military munitions (DMM), and munitions constituents (MC). The Army is continuing to execute the MMRP to the fullest extent possible. To address current issues, the Army has developed additional Munitions Response Site Prioritization Protocol (MRSP) policy, is developing RI/FS Guidance, and is addressing the question “how clean is clean.” To address implementation issues identified by the quality assurance panel review, the Army has developed new MRSP policy to outline specifics on when to apply the protocol, additional direction on the mechanics of protocol application, clarification from risk assessment processes, and directions for including sites in the inventory. The Army is also developing guidance to provide remedial project managers (RPMs), which includes assigned government and contractor project managers providing oversight and execution of an RI/FS, with the process and tools to successfully plan and execute an RI/FS at munitions response sites. In addition, the Army is cognizant that the unique acute risk posed by munitions contamination makes complete risk removal through remediation difficult. While the ability of a response or remedial action to successfully detect and remove munitions items in the field has increased significantly, the Army continues to struggle with the uncertainty that all munitions risks can be removed at a site. The Army continues to work to associate a level of confidence in the site characterization technologies chosen to investigate and remediate munitions contamination, as well as effectively communicate any residual risk.

National Contingency Plan Programmatic Expectations

The Army takes response measures consistent with the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) deemed necessary to protect the public health or welfare or the environment. However, the Army continues to work to resolve disagreements with EPA over the interpretation of NCP programmatic expectations. At issue is the question “is it always “reasonable” to expect ground water to be a future source of drinking water?” EPA currently relies on the NCP programmatic expectation to restore ground water to beneficial use,

rather than risk, to drive cleanup decisions. The Army's Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) response actions are selected using the nine NCP criteria. Included in the selection process is preventing or limiting exposure through the incorporation of land use controls when water is not being used as a drinking water source and returning usable ground waters to their beneficial uses whenever practicable in a reasonable timeframe given site circumstances. As required by CERCLA and the NCP, Army identifies unacceptable risk (either current and or the foreseeable future) prior to triggering an analysis of applicable or relevant and appropriate requirements (ARARs). The Army will continue to work towards resolution with EPA and will make cleanup decisions that consider risk and technical practicability while making protection of human health a top priority.

Non-Department of Defense Owned Non-Operational Defense Site Program

The Army National Guard Non-Department of Defense Owned Non-Operational Defense Site Program (NDNODS) is a nationwide effort to identify former training areas where Guardsmen used munitions for training. This effort is focused on training that historically occurred on non-DoD, federal, state, tribal, or privately-owned properties that were never owned by the military. The NDNODS inventory is an extension of the DoD's responsibility under the MMRP to identify and address old training areas where munitions or constituents from munitions, if present, could cause a risk to human health or the environment.

Currently, NGB, the USACE, and USAEC are overseeing the inventory of the NDNODS sites for the National Guard in 54 states, territories, and the District of Columbia. The inventory is a four-step process that includes:

1. Completing research to identify potential sites;
2. Performing site visits;
3. Completing a comprehensive state inventory report that categorizes all potential NDNODS sites as eligible or ineligible for the DERP; and
4. Assigning each site a draft score ranking for future investigation in terms of their relative hazard potential.

The Army anticipates completion of the NDNODS inventory by December 2009. While performing the inventory has been eligible for DERP funding, addressing contamination on these properties remains ineligible for DERP. Upon completion of the inventory, NDNODS sites will be entered into the CC program for management, further assessment, and/or remediation. While the limited resources of the CC program may make remediation of these sites difficult, the Army is committed to cleaning up these sites as determined by the inventory.

Operational Range Program

The Operational Ranges Assessment Program (ORAP) was created to determine whether a release or substantial threat of release of MC has occurred from an operational range to an off-range area that creates an unacceptable risk to human health or the environment. Operational range assessments are completed in two phases: Phase I is a qualitative assessment (paper study) and Phase II is a quantitative assessment (collect samples). From FY2005-2009, the

Army conducted assessments (Phase I) at all 378 facilities in the United States and territories with range complexes or ranges. In FY2009, the Army will complete Phase I assessments for all 378 facilities, publish ORAP guidance, and begin Phase II assessments, as required. The standards for the Phase II assessments are under review and will help the Army ensure that a consistent approach is applied to the sampling of surface water, ground water, and/or soil at Army installations. In FY2010-2011 the Army challenge is to ensure the ORAP continues to:

- Conduct appropriate, cost-effective, scientifically defensible efforts to identify, evaluate, and determine if a release or substantial threat of release of MC from an operational range or range complex to an off-range area poses an unacceptable risk to human health or the environment.
- Plan, program, budget, and execute ORAs in accordance with DoD and Army directives and guidance.
- Promote and support public stakeholder participation within the guidelines of DoD and Army directives and guidance.
- Support the development and use of cost-effective approaches and technologies to improve program efficiency.
- Provide a smooth transition from the ORAP to the appropriate cleanup program for sites that have MC migration off-range at levels that threaten human health or the environment.

Vapor Intrusion

Vapor intrusion (VI) is defined as vapor phase migration of volatile organic and/or inorganic compounds into occupied buildings from underlying contaminated ground water and/or soil. Until recently, this transport pathway was not routinely considered in the Resource Conservation and Recovery Act (RCRA), CERCLA, or Underground Storage Tank (UST) investigations. Therefore, the number of buildings where vapor intrusion has occurred or is occurring is undefined. A variety of different factors including site geology, building design and materials, and chemical properties can all influence the risk of vapor intrusion at a specific site. The Army will continue to navigate the differing procedural guidance and/or standards for indoor air quality/vapor intrusion assessment issued by the EPA Office of Solid Waste and Emergency Response (OSWER), American Society for Testing and Materials (ASTM) International, and many state regulatory authorities. While differing procedural guidance and standards for VI assessment pose challenges, current EPA guidance is consistent with the current DoD approach.

Future Direction of the Cleanup Program

Green Remediation

The Army is increasingly concerned about the effects on the environment resulting from the implementation of remedies at restoration sites. As part of implementing the sustainability efforts introduced in Executive Order (E.O.) 13423, "Strengthening Federal Environmental, Energy,

and Transportation Management” and reducing its environmental footprint, the Army is encouraging project managers to seek opportunities to incorporate options for minimizing the impact on the environment of cleanup actions undertaken at Army installations. E.O. 13423 defines “sustainable” as “[creating] and [maintaining] conditions, under which humans and nature can exist in productive harmony, that permit fulfilling social, economic, and other requirements of present and future generations of Americans.” The Army will seek to incorporate best management practices that help to decrease the demand placed on the environment during remedial action operation and minimize the potential for collateral environmental damage. The Army’s approach to “green remediation” seeks to preserve our natural resources, minimize energy use, minimize carbon dioxide emissions, maximize recycling and reuse of materials, and minimize the Army’s environmental footprint.

SMART Cleanup

The Army continues to make the efficient use of funding a priority for continued operations. In order to ensure continued efficiencies in environmental restoration, the Army is encouraging a “SMART Cleanup” approach to achieving unrestricted use of the Army’s contaminated sites. The SMART Cleanup approach will allow for the efficient use of available funding for achieving appropriate cleanup of the Army’s contaminated sites, taking into account flexibility of Army land use, overall long term redevelopment costs, the incorporation of sustainable remediation and operational practices, and tangible benefits to involved parties. In order for SMART Cleanup to succeed, the future reuse of a

SMART Cleanup

S	Sustainable
M	Management of
A	Available
R	Resources and
T	Technology

contaminated site must be an early consideration during site remediation strategy. Feasibility studies, which have long served as the mechanism to evaluate remediation options, both by cost and likelihood of achieving regulatory goals (that is a “no further action [NFA]” letter), must evaluate land reuse and cleanup levels resulting in a unrestricted use instead of a restrictive reuse, such as an activity use restriction (AUR). Consideration of land use as a higher priority in the feasibility study will allow future reuse to be considered in setting achievable goals, allow for additional funding for sites that demonstrate positive return on investment for unrestricted use versus restrictive closure, and ensure the most appropriate remedy is selected during the initial remediation attempt. In order to elevate clean closure to the forefront of remedial strategy, during the review of feasibility study reports, key environmental staff at each installation must confirm that the installation’s master plan and or Master Planner have been consulted before the cleanup remedy was selected. Feasibility study reports deficient in this area shall not be submitted to regional environmental personnel until consultation with the plan or Planner have been confirmed. Success of the SMART Cleanup approach and associated feasibility studies should clearly demonstrate which sites warrant an initial increase in remedial funding (to achieve unrestricted use) in order to save the Army future costs in developing a less desirable site for an already identified need. The greater flexibility in the reuse of contaminated land and improved use of the Army’s resources will allow the Army to demonstrate the fiscal efficiency in environmental cleanup that is instituted throughout the other areas of the Army.

Transition to New Administration

This Strategic Plan incorporates and addresses known priorities and concerns of the new Obama Administration. Even early in the new administration, the Army recognizes the renewed importance and focus on the energy and environmental challenges facing our country. The Army will continue to manage its environmental cleanup program in a manner consistent with President's goals of reducing U.S. dependence on foreign oil, increasing investment in alternative and renewable energy, reducing the Army's overall greenhouse gas emissions, and complying with environmental regulations and requirements.

Applicability

This Strategic Plan does not apply to cleanup efforts by the USACE arising from Army Civil Works program (dams, locks, etc.), the Formerly Utilized Sites Remedial Action Program, or for other federal agencies. Furthermore, for some sites and properties, the DoD is one of two or more contributors to site contamination, and is thus considered a potentially responsible party (PRP). However, the Army's strategic objectives and targets for cleaning up PRP sites are beyond the scope of this Strategic Plan, as are cleanup efforts associated with Army wartime operations.

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Army Active Installation Restoration

Background

The active installation restoration program was established to address contamination at active installations and is funded by the ER,A account. The active restoration program is divided into two main components, IRP and MMRP. The IRP category refers to environmental responses (for example, investigation, cleanup) to hazardous substances, pollutants, contaminants, and petroleum, oil, and lubricants (POL). The MMRP category refers to munitions responses to UXO, DMM, or MC. Eligible cleanup activities at Army IRP and MMRP installations are consistent as those defined in the September 2001 Management Guidance for the Defense Environmental Restoration Program (DERP) and in the December 2008 DoD policy memo, Interim Policy for Defense Environmental Restoration Program (DERP) Eligibility. The AEC manages the cleanup at active installations and is ultimately responsible for funds allocated under the ER,A account.

Program Drivers

There are several statutes and regulations affecting the active installation environmental restoration program. Most notable are DERP (10 USC §§2701-10), CERCLA, RCRA, Executive Orders 12580 and 13016, DOD Directive (DoDD) 4715.7, Management Guidance for the DERP, the December 29, 2008 Interim Policy for DERP Eligibility memorandum, DERP Management Guidance for Active Installations, AR 200-1, and the Army Environmental Cleanup Strategy.

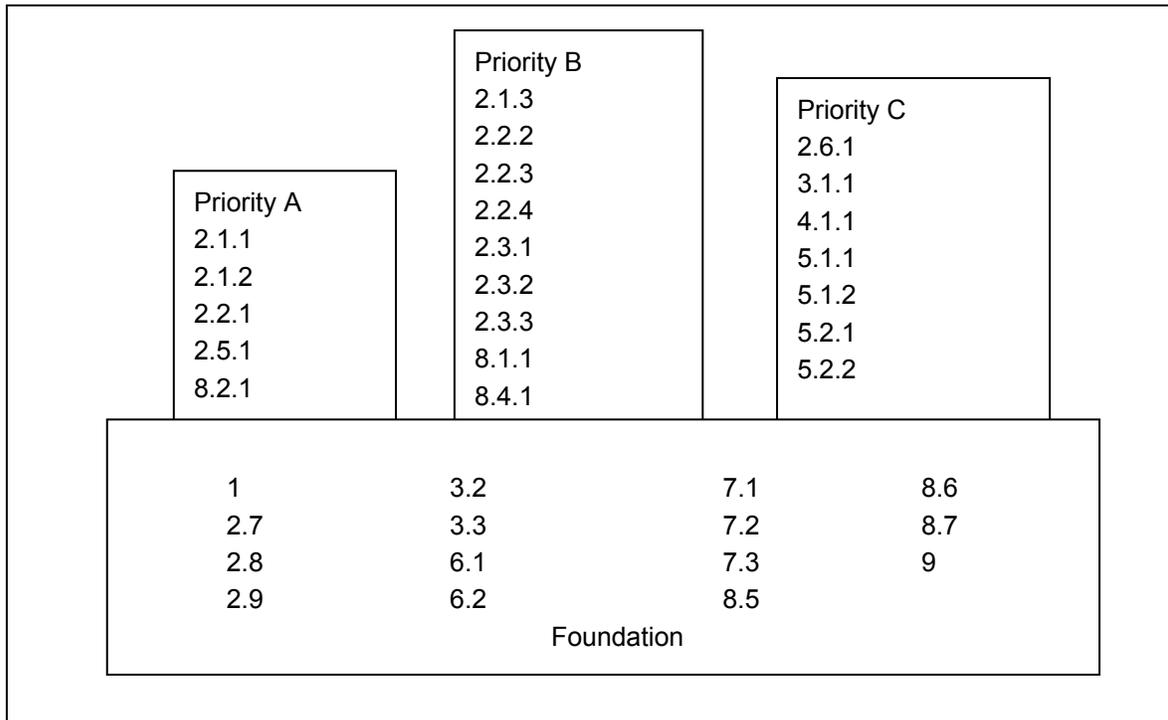
Investment and Progress

From the beginning of the program in the late 1980s through fiscal year 2008, the Army active IRP addressed 10,482 potentially contaminated sites at 1,083 installations. Of those sites, 9,965 require no further action, either due to site characterization that revealed no threat to human health and the environment (no contamination, or no pathways and receptors), or due to cleanup actions that achieved RIP/RC. In addition to sites handled under the IRP, the Army completed an inventory of all MMRP sites in December 2003. Currently, there are 896 sites located at closed ranges on 158 installations. Of these sites, 373 require no further action.

The Army has spent just over \$6 billion on the IRP program through FY2007, and anticipates the total cost to complete (CTC) for the environmental restoration portion of the program, including remedial action operations and long-term management, to be \$2.1 billion. In addition, the current estimated CTC at MMRP sites is \$2.9 billion. The Army will gather site inspection information prior to the DoD goal of FY2010 and complete the DoD Munitions Response Site Prioritization Protocol, enabling a more refined estimate of the MMRP CTC.

The current Program Objective Memorandum (POM) includes requirements for approximately \$435 million per year through the POM years, adjusted for inflation, which is consistent with recent levels of investment. The Army plans to sustain a level of investment beyond the POM years with the intent to meet the DoD goal of having all known IRP sites at active installations at RIP/RC by 2014 and all MMRP sites RIP/RC by 2020.

Figure 5. Relative Priorities for the Army Active Restoration Program



Mission Statement for the Army Active Installations Restoration

The mission for Army active installations restoration is to perform appropriate, cost effective cleanup to provide property that is safe for installation use, and to protect human health and the environment.

Priorities

As described in the introduction, resources for the Army environmental restoration program are limited. Army Staff and Army Secretariat have prioritized the objectives, targets, and success indicators in this strategic plan. For the active installation restoration program, relative priorities are established as shown in Figure 5, above.

Priority and foundation numbers referenced above correspond to the Table 3, Objectives, Targets, and Success Indicators for Active Army Installations presented on subsequent pages.

Reporting Mechanisms

The Army Environmental Database for Restoration (AEDB-R) is the database of record for the Army Active IRP and the MMRP. The AEDB-R contains site level detail by phase of cleanup (study, design and construction, long-term management) for contaminated sites being addressed by the Army. In addition, the database contains cost, relative risk, and other information for each site. The AEDB-R is managed by USAEC, is updated semi-annually by the installations, and is used for upward reporting to the Knowledge-Based Corporate Reporting

System (KBCRS) used by OSD to support development of the Defense Environmental Programs Annual Report to Congress (DEP ARC). AEDB-R is also used by the Army to support cleanup program planning, implementation, and semiannual management reviews. Currently a business process re-engineering effort is underway that could make the database more of a day-to-day management tool with specific reports available at any time.

Some targets and success indicators in this plan are also reported as a portion of the Army Strategic Management System (SMS). SMS is a tool in use by the Secretary of the Army to assess the overall status of particular programs. The success indicators reported in SMS are also identified in the Objectives, Targets, and Success Indicators table below.

Management Review

The management of all Army environmental programs closely follows an ISO 14001 “Plan. Do. Check. Act.” framework. While this framework was discussed earlier in the document, this section focuses on the details of the “Plan. Do. Check. Act.” framework for active installations. The targets and success indicators that assist the Army in meeting the AECS nine objectives for active installations are detailed on the subsequent pages.

As part of the planning phase for active installations, each installation receiving ER,A funds is required to prepare an IAP annually. The IAP outlines the total multi-year integrated, coordinated approach to achieving an installation's DERP goals. The USAEC, as PEM, provides review of IAPs for each AEDB-R site requiring ER,A funding for technical soundness and internal consistency. USAEC and installations use the IAP to monitor requirements, schedules, and budgets.

In addition to the multi-year planning in the IAP, active installations identify their DERP funding requirements for the current year in the work plan. USAEC coordinates the work plan with Army Commands prior to submitting to the Army Staff for review and approval. USAEC combines the installation input into an Active Installations Work Plan, containing a prioritized listing of the current year's Army total DERP requirements and the proposed obligation of funds by month.

The USAEC oversees the execution of the DERP at active installations while the Garrison Commander, or other designated authority when there is no Garrison Commander, is responsible for executing the installation's environmental programs. Upon approval of the work plan by the Army Staff and Army Secretariat, USAEC manages execution of funds for DERP cleanup on active installations and ensures remedy solutions meet regulatory requirements and stakeholders acceptance. To assist cleanup execution, Army Staff has the signature authority for Records of Decision (RODs) /decision documents (DDs) with a value equal to or greater than \$10 million dollars. Army Staff will delegate signature authority through promulgated guidance for ROD/DDs with values less than \$10 million dollars. Additionally, all issues identified at project site/installation level must be shared with the Army Commands on a routine basis. Army Command should coordinate with USAEC and installations to resolve all issues in a timely manner and raise unresolved issues to headquarters in case of an impasse.

To ensure management controls are in place, USAEC regularly monitors progress on cleanup activities at active installations. USAEC is also responsible for drafting an active installation PMP (see Appendix A) to report on the progress on the current IAP and work plan, as well as

the targets and success indicators in this plan. The draft PMP is provided to Army Staff , prior to signature, for review and comment and the final PMP is provided to Army Staff and Army Secretariat.

Tools to modify cleanup approaches or “act” to improve processes are discussed twice a year at management review meetings with Army Staff and Army Secretariat. At the beginning of each fiscal year, USAEC will brief Army Staff and Army Secretariat on program performance the previous year and plans for the coming year. At the mid-year program review Army Staff and Army Secretariat review program progress for the year and USAEC is responsible to provide updated on any deficiencies identified during the first management review. Both management reviews focus on the targets and success indicators included for active installations on the subsequent pages.

Table 3. Objectives, Targets, and Success Indicators for Army Active Restoration

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
Objective 1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	
Objective 2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DoD activities. Maintain relevant cleanup information in a permanent document repository.	
<p>2.1. Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC at all 10,482 Active IRP sites by FY2014.</p>	<p>A.2.1.1. Achieve RIP/RC at 97.7 percent or 10,239 Active IRP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>A.2.1.2. Achieve RIP/RC at 98 percent or 10,310 Active IRP sites by the end of FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B.2.1.3. Achieve RIP/RC at 100 percent or all 10,482 Active IRP sites by the end of FY2014. 100% on track = GREEN <100% on track = RED</p>
<p>2.2. Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to achieve RIP or RC at all 769 Active MMRP sites by FY2020.</p> <p><i>Note: While there are a total of 896 Active MMRP sites, 127 required no further action at the preliminary assessment (PA) phase. There are 769 Active MMRP sites requiring site inspections (SIs) or that may require addition remediation action.</i></p>	<p>A.2.2.1. Achieve SI completion at 100 percent or all 769 MMRP site requiring an SI by the end of FY2010. 100% = GREEN <100% = RED</p> <p>B.2.2.2. Achieve RIP/RC at 55 percent or 425 Active MMRP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B.2.2.3. Achieve RIP/RC at 56 percent or 429 Active MMRP sites by the end of FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	B.2.2.4. Achieve RIP/RC at 100 percent or all 769 Active MMRP sites by the end of FY2020. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
2.3. For all DERP sites identified after FY2009, ensure management activities are in place and meet annual planned activities as quickly as resources allow to achieve RIP or RC within seven (7) years of site identification. <i>Note: Work plans will identify DERP sites scheduled for RIP/RC each year.</i>	B.2.3.1. Complete the inventory of all newly eligible DERP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED B.2.3.2. Achieve SI completion at 45 percent of all newly eligible DERP sites by the end of FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED B.2.3.3. Percentage of new sites achieving RIP/RC, as identified in the annual work plan: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
2.5. Meet annual planned cleanup phases as projected in the annual Program Management Plan (PMP), which is based on information from the AEDB-R.	A.2.5.1. Achieve actual versus planned annual activities as stated in the PMP. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
2.6. Populate and maintain a permanent document repository for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.	C.2.6.1. Comprehensive, up to date, permanent document repository that reflects all environmental cleanups at an active installation documentation completed or updated annually. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
F.2.7. PEMs have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.	
F 2.8. Participate in design and development of the new Army environmental data management system to replace AEDB-R.	
F 2.9. Support domestic repositioning by coordinating site planning, identifying requirements, and adjusting environmental cleanup priorities.	
Objective 3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	
3.1. Meet annual planned five-year reviews, as outlined in the annual PMP.	C.3.1.1. Achieve actual versus planned five-year reviews, as stated in the PMP. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
F 3.2. Comply with enforceable cleanup schedules in FFA and RCRA Orders and Agreements.	
F 3.3. Identify potential program impacts, including funding requirements and delays to meeting established goals, when chemicals of emerging concern are indicated, such as perchlorate.	
Objective 4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	
4.1. Update the Active DERP Management Guidance within 180 days of changes to the DoD DERP Manual.	C.4.1.1. Update complete in time required: ≤180 days = GREEN 180 – 365 days = AMBER >365 days = RED
Objective 5. Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	
5.1. Execute the annual DERP appropriation for the Active program to meet DoD obligation and expense objectives.	C.5.1.1. Obligations targets by quarter are 28 percent, 55 percent, 80 percent, and 100 percent, as recorded in Defense Financial Accounting System (DFAS). ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	C.5.1.2. Expense targets over five years are 22 percent, 67 percent, 89 percent, 95 percent, 98 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
5.2. Achieve and maintain annual Chief Financial Officers (CFO) Act / Federal Financial Management Improvement Act (FFMIA) compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup.	C.5.2.1. All required elements in CFO Strategic Plan on track: ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	C 5.2.2. Site level data in FFMIA compliant database of record (AEDB-R) annually passes QA reviews: 100% = GREEN 75% - 99% = AMBER <75% = RED
5.3. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C.5.3.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED
Objective 6. Develop cleanup partnerships with appropriate federal, state, local, tribal, territorial, or host-nation authorities.	
F.6.1. Involve regulatory stakeholders in annual Installation Action Plan (IAP) development and revision process and incorporate Joint Execution Plan development into the IAP process.	
F.6.2. Ensure installations are fulfilling their lead agent responsibilities under CERCLA §104 for notification and coordination of studies and response actions with Natural Resource Trustees.	
Objective 7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	
F 7.1. Survey community for interest in establishing a Restoration Advisory Board (RAB) every two years.	
F 7.2. Involve public stakeholders in annual IAP development/revision.	
F 7.3. As required by CERCLA, the NCP, and the DoD DERP Management Guidance, maintain an information repository so that CERCLA cleanup information is available to the public. The administrative record should be housed at a single location on the installation and an information repository (that is, administrative record file plus any other background information) should be made available to the public at a location at or near the installation.	
Objective 8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	
8.1. Implement performance-based acquisition for ER,A (IRP and MMRP) annually to the maximum extent possible.	B.8.1.1. Percentage of overall program budget obligated on Performance-Based Acquisition (PBA) contracts annually: ≥50% = GREEN 40% – 49% = AMBER <40% = RED
8.2. Streamline program management to maximize the amount of funding going to actual remediation at the restoration sites.	A.8.2.1. Program management costs (including the Agency for Toxic Substances and Disease Registry [ATSDR] and Defense State Memorandum of Agreement [DSMOA] costs) do not exceed 11 percent of total ER,A program. ≤11% = GREEN 11.1% – 12% = AMBER >12% = RED

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
8.3. Streamline project execution to maximize the amount of funding going to actual remediation at the restoration sites.	B.8.3.1. Project management costs do not exceed 8 percent of the total ER,A program. ≤8% = GREEN 8.1% – 8.5% = AMBER >8.5% = RED
8.4. Review overall environmental cleanup acquisition strategy for all IRP/MMRP installations with AEDB-R sites annually.	B.8.4.1. Complete validation of 100 percent new sites and sites that change phase. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
F.8.5. Evaluate and implement as appropriate innovative and/or more efficient or effective technologies, business strategies, commercial practices and incentives in coordination with installation environmental personnel and Army Commands to meet environmental requirements.	
F 8.6. Consider green remediation approaches to existing and future remedies.	
F 8.7. Employ the Army’s SMART cleanup strategy when making remedy selection decisions.	
Objective 9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	

Additional Notes:

The objectives, targets, and success indicators herein represent the active Army's plan to complete cleanup efforts in FY2010 and 2011. There are a number of cases where active targets indicate cleanup will not be complete by the end of FY2011. In these cases, additional out-year metrics were considered and measurable, definable, and achievable success indicators were developed for FY2012 and beyond to reach overall program targets. Please find out-year success indicators, as needed, below.

Target 2.1. Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC at all 10,482 Active IRP sites by FY2014.

Fiscal Year	Total number of sites projected RIP/RC at EOY
FY2012	98.5 percent or 10,324 sites
FY2013	99 percent or 10,377 sites
FY2014	100 percent or 10,482 sites

Target 2.2. Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to achieve RIP or RC at all 769 Active MMRP sites by FY2020.

Fiscal Year	Total number of sites projected RIP/RC at EOY
FY2012	60 percent or 461 sites
FY2013	65 percent or 500 sites
FY2014	70 percent or 538 sites
FY2015	73 percent or 561 sites
FY2016	75 percent or 577 sites
FY2017	78 percent or 600 sites
FY2018	80 percent or 615 sites
FY2019	90 percent or 692 sites
FY2020	100 percent or 769 sites

Army BRAC Restoration

Background

The Army established the Base Realignment and Closure (BRAC) program to meet the requirements of the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990, as amended. Congress authorized an additional BRAC round in FY2005. The Army conducts environmental cleanup using BRAC Military Construction funds to ensure that BRAC property transferred out of Army control is suitable for future use.

Program Drivers

There are several statutes and regulations affecting the BRAC environmental restoration program. Most notable are DERP (10 USC §§2701-10), CERCLA, RCRA, Executive Orders 12580 and 13016, DoDD 4715.7, Management Guidance for the DERP, the December 29, 2008 Interim Policy for DERP Eligibility memorandum, DERP Management Guidance for Active Installations, AR 200-1, and the Army Environmental Cleanup Strategy.

Investment and Progress

The Army closed 116 and realigned 27 installations as a result of BRAC Commission actions in 1988, 1991, 1993, and 1995. Currently there are 17 of the installations with continuing cleanup actions. These 17 installations are referred to as legacy BRAC installations. In 2005, the BRAC Commission recommended that an additional 174 Army installations and facilities be closed by September 15, 2011 (except for three chemical demilitarization installations: Umatilla, Newport, and Deseret Chemical Depots). Currently 13 of the 174 installations and facilities have identified cleanup requirements. These 13 installations are referred to as BRAC 2005 installations. Presently, there are 140 open IRP sites and 57 open MMRP sites at BRAC installations.

From FY1990 thru FY2008, the BRAC program expended \$2.1 billion at 2,319 sites for BRAC cleanup. At the end of FY2008, the Army reported future environmental liabilities and disposal liabilities at BRAC installations to be \$1.7 billion.

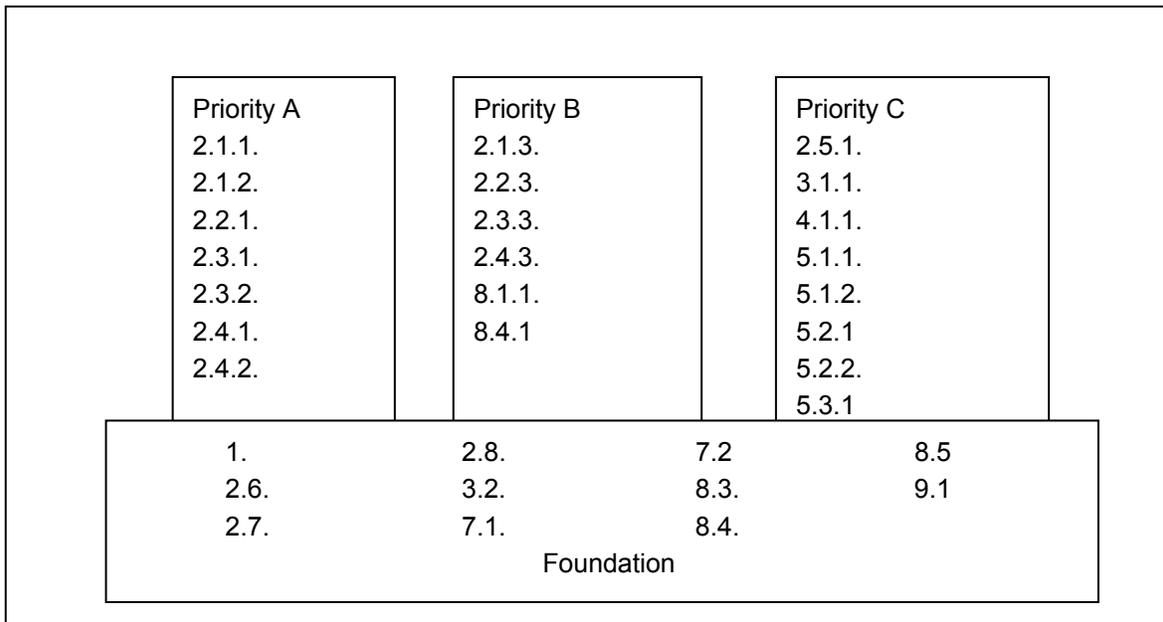
Mission Statement for BRAC Cleanup

The mission for BRAC cleanup is to perform appropriate, cost-effective cleanup to provide property that is suitable for transfer and anticipated reuse, and protective of human health and the environment.

Priorities

As described in the introduction, resources for the Army's BRAC installations cleanup program are limited. Army Secretariat and Army Staff have prioritized the objectives, targets, and success indicators in this strategic plan. For the BRAC Cleanup program, the following relative priorities are established:

Figure 6. Relative Priorities for Army BRAC Restoration Program



Priority and foundation numbers referenced above correspond to Table 4: Objectives, Targets, and Success Indicators for Army BRAC Installations presented on subsequent pages

Reporting Mechanisms

The AEDB-R is the database of record for the Army BRAC Cleanup program. The AEDB-R contains site level detail by phase of cleanup (studies, design and construction, long-term management) for contaminated sites being addressed by the Army. In addition, the database contains cost, relative risk, and other information for each site. The USAEC maintains the AEDB-R and supports the BRAC Division with AEDB-R data management; the installations update the data semi-annually. The AEDB-R is used for upward reporting to the KBCRS used by OSD to support development of the DEP ARC. The Army also uses AEDB-R to support cleanup program planning, implementation, and semi-annual management reviews. The database is updated semi-annually, but a business process re-engineering effort is underway that could make the database more of a day-to-day management tool with specific reports available at any time.

One target and success indicator in this plan is also reported as a portion of the Army SMS. SMS is a tool in use by the Secretary of the Army to assess the overall status of particular programs. The success indicators reported in SMS are identified in the Objectives, Targets, and Success Indicators table below.

Management Reviews

The management of all Army environmental programs closely follows an ISO 14001 “Plan. Do. Check. Act.” framework. While this framework was discussed earlier in the document, this section focuses on the details of the “Plan. Do. Check. Act.” framework for BRAC installations.

The targets and success indicators that assist the Army in meeting the AECS nine objectives for BRAC installations are detailed on the subsequent pages.

As part of the planning phase, BRAC installations identify their DERP funding requirements for a particular year in a work plan. The BRAC Division prepares the BRAC Work Plan for the current year and uses BRAC Optimization Model to prioritize program requirements. Installations provide input to the BRAC Work Plans prior to the semi-annual BRAC Work Plan Reviews.

BRAC Division oversees the execution of the DERP at BRAC installations while the Garrison Commander, or other designated authority when there is no Garrison Commander, is responsible for executing the installation's environmental programs. The work plan is approved by the Chief, BRAC Division and the Army Secretariat, while the BRAC Division manages execution of funds for DERP cleanup on BRAC installations and ensures remedy solutions meet regulatory requirements and stakeholders acceptance. To assist cleanup execution, Army Staff has the signature authority for ROD/DDs with a value equal to or greater than \$10 million dollars. Army Staff will delegate signature authority through promulgated guidance for ROD/DDs with values less than \$10 million dollars. Additionally, all issues identified at project site/installation level are shared with the Army Commands on a routine basis. Army Command should talk to Army Staff , BRAC Division, and Installation to resolve all issues in a timely manner and raise unresolved issues to headquarters in case of an impasse.

To ensure management controls are in place, the BRAC Division regularly monitors progress on cleanup activities at BRAC installations. The BRAC Division is also responsible for drafting a BRAC installation PMP (see Appendix A) to report on the progress on the current IAP and work plan, as well as the targets and success indicators in this plan. The draft PMP is provided to Army Staff, prior to signature, for review and comment and the final PMP is provided to Army Staff and Army Secretariat.

Tools to modify cleanup approaches or "act" to improve processes are discussed twice a year at management review meetings with Army Staff and Army Secretariat. At the beginning of each fiscal year, the BRAC Division will brief Army Staff and Army Secretariat on program performance the previous year and plans for the coming year. At the mid-year program review Army Staff and Army Secretariat review program progress for the year and the BRAC Division is responsible to provide updated on any deficiencies identified during the first management review. Both management reviews focus on the targets and success indicators included for BRAC installations on the subsequent pages.

Table 4. Objectives, Targets, and Success Indicators for BRAC Restoration

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
Objective 1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	
Objective 2: Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DoD activities. Maintain relevant cleanup information in a permanent document repository.	
<p>2.1. Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC at all 1902 Legacy BRAC IRP sites by 2015.</p> <p><i>Note: The targets and success indicators herein represent the Army's plan to complete cleanup efforts, given current funding. At current funding levels, the Army projects to have achieved RIP/RC at 99.3 percent of 1902 Legacy BRAC IRP sites by the end of FY2015. Please see additional notes for out-year goals.</i></p>	<p>A. 2.1.1. Achieve RIP/ RC at 94 percent or 1787 Legacy BRAC IRP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>A. 2.1.2. Achieve RIP/ RC at 95 percent or 1804 Legacy BRAC IRP sites by the end of FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B.2.1.3. Achieve RIP/ RC at 100 percent or 1902 Legacy BRAC IRP sites by the end of FY2015. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>
<p>2.2 Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC at all 97 BRAC 2005 IRP sites by 2010.</p> <p><i>Note: The DoD established goals for the BRAC 2005 IRP was 100 percent of installations at RIP/RC by the end of FY2010. The targets and success indicators herein represent the Army's plan to complete cleanup efforts at the 72 BRAC 2005 sites identified in FY2005 by the end of FY2010 as well as for the 25 newly discovered sites, given current funding and availability. Please see additional notes for out-year goals.</i></p>	<p>A 2.2.1 Achieve RIP/ RC at 100 percent or all 72 baseline BRAC 2005 IRP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>A 2.2.2. Achieve RIP/ RC at 20 percent or 5 newly discovered BRAC 2005 IRP sites by the end of FY2011. ≥90% of 10 sites = GREEN 80% – 89% = AMBER <80% = RED</p>

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	<p>B 2.2.3. Achieve RIP/ RC at 100 percent or 25 newly discovered BRAC 2005 IRP sites by the end of FY2015.</p> <p>≥90% of 10 sites = GREEN 80% – 89% = AMBER <80% = RED</p>
<p>2.3. Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to achieve RIP or RC at all 134 legacy BRAC MMRP sites.</p> <p><i>Note: The targets and success indicators herein represent the Army's plan, given current funding. At current funding levels, the Army projects to achieve MMRP RIP/RC at 100 percent of Legacy BRAC sites by the end of FY2035. Please see additional notes for out-year goals..</i></p>	<p>A. 2.3.1. Achieve RIP/RC at 60 percent or 81 legacy BRAC MMRP sites by the end of FY2010.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>A 2.3.2. Achieve RIP/RC at 62 percent or 83 legacy BRAC MMRP sites by the end of FY2011.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B 2.3.3. Achieve RIP/RC at 100 percent or 134 legacy BRAC MMRP sites by the end of FY2035.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>
<p>2.4 Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to achieve RIP or RC at all 51 BRAC 2005 sites by end of FY2016.</p> <p><i>Note: Please see additional notes for out-year goals.</i></p>	<p>A 2.4.1. Achieve RIP/RC at 45 percent or 23 BRAC 2005 MMRP sites by the end of 2010.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>A 2.4.2. Achieve RIP/RC at 53 percent or 27 BRAC 2005 MMRP sites by the end of 2011.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B 2.4.3. Achieve RIP/RC at 100 percent or 51 BRAC 2005 MMRP sites by the end of 2016.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2.5. Populate and maintain a permanent document repository for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.	C.2.5.1. Comprehensive, up to date, permanent document repository that reflects all environmental cleanups at an active installation have documentation completed or updated annually. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
F.2.6. PEMs have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.	
F.2.7. Participate in design and development of the new Army environmental data management system to replace AEDB-R.	
F.2.8. Support domestic repositioning by coordinating site planning, identifying requirements, and adjusting environmental cleanup priorities.	
Objective 3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	
3.1. Meet annual planned five-year reviews, as outlined in the annual PMP.	C.3.1.1. Achieve actual versus planned five-year reviews, as stated in the PMP. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
F.3.2. Identify potential program impacts, including funding requirements and delays to meeting established goals, when chemicals of emerging concern are indicated, such as perchlorate.	
Objective 4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	
4.1. Update the BRAC DERP Management Guidance within 180 days of changes to the DoD DERP Manual.	C.4.1.1. Update complete in time required. ≤180 days = GREEN 180 – 365 days = AMBER >365 days = RED
Objective 5. Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	
5.1. Execute the annual DERP appropriation for the BRAC program to meet DoD obligation and expense objectives.	C.5.1.1. Obligation targets by quarter are 28 percent, 55 percent, 80 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	C 5.1.2. Expense targets over 5 years are 22 percent, 67 percent, 89 percent, 95 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
5.2. Achieve CFO Act / FFMI compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup by end of FY2011.	C 5.2.1. All required elements in CFO Strategic Plan on track: 100% = GREEN 75% - 99% = AMBER <75% = RED C 5.2.2. Site level data in FFMI compliant database of record (AEDB-R) annually passes QA reviews: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
5.3. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5 th of month following end of quarter.	C 5.3.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED
Objective 6. Develop cleanup partnerships with appropriate federal, state, local, tribal, territorial, or host-nation authorities.	
Objective 7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	
F 7.1. Survey community for interest in establishing a RAB every 2 years.	
F 7.2. Involve public stakeholders in annual IAP development/revision.	
Objective 8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	
8.1 Review overall environmental cleanup requirements for all IRP/MMRP installations with AEDB-R sites annually.	B 8.1.1. Complete validation of 100 percent new sites and sites that change phase. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
8.2. Streamline program management to maximize the amount of funding going to actual remediation at the restoration sites.	B 8.2.1. Program management costs (including ATSDR and DSMOA costs) do not exceed 15 percent of total BRAC Cleanup program. ≤15% = GREEN 15.1% – 17% = AMBER >17% = RED
F 8.3. Evaluate and implement as appropriate innovative and/or more efficient or effective technologies, business strategies, commercial practices and incentives in coordination with the installation environmental personnel to meet environmental requirements to support property transfer.	
F 8.4. Consider green remediation approaches to existing and future remedies.	
F 8.5. Employ the Army's SMART cleanup strategy when making remedy selection decisions.	
Objective 9. Perform semi-annual program management reviews of cleanup progress against established targets and periodic reviews of sites where contamination remains in place	
F 9.1. Establish responsibility prior to property transfer for conducting five-year reviews at NPL sites where contamination remains in place during long-term management.	

Additional Notes:

The objectives, targets, and success indicators herein represent the Army BRAC plan to complete cleanup efforts in FY2010 and 2011. There are a number of cases where BRAC targets indicate cleanup will not be complete by the end of FY2011. In these cases, additional out-year metrics were considered and measurable, definable, and achievable success indicators were developed for FY2012 and beyond to reach overall program targets. Please find out-year success indicators, as needed, below.

Target A2.1. Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC at all 1902 Legacy BRAC IRP sites by 2015.

Fiscal Year	Total number of sites projected RIP/RC at EOY
FY2010	1787
FY2011	1804
FY2012	1822
FY2013	1842
FY2014	1862
FY2015	1888
+ FY2015	1902

Target A2.2. Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC at all BRAC 2005 installations by 2010.

Fiscal Year	Total number of sites projected RIP/RC at EOY
FY2011	5
FY2012	10
FY2013	15
FY2014	20
FY2015	25

Target A 2.3. Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to achieve RIP or RC at all 134 legacy BRAC MMRP sites. *To continue working toward achieving MMRP RIP/RC, the BRAC programs plans to achieve RIP/RC at the following number of Legacy BRAC MMRP sites each year.*

Fiscal Year	Total number of sites projected RIP/RC at EOY	Fiscal Year	Total number of sites projected RIP/RC at EOY	Fiscal Year	Total number of sites projected RIP/RC at EOY
FY2012	85	FY2020	101	FY2028	117
FY2013	87	FY2021	103	FY2029	119
FY2014	89	FY2022	105	FY2030	121
FY2015	91	FY2023	107	FY2031	123
FY2016	93	FY2024	109	FY2032	126
FY2017	95	FY2025	111	FY2033	129
FY2018	97	FY2026	113	FY2034	131
FY2019	99	FY2027	115	FY2035	134

Target A.2.4. Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to achieve RIP or RC at all 51 BRAC 2005 MMRP sites by end of FY2016.

Fiscal Year	Total number of sites projected RIP/RC at EOY
FY2011	27
FY2012	31
FY2013	36
FY2014	41
FY2015	46
FY2016	51

FUDS Restoration

Background

DoD is authorized to conduct environmental restoration of DoD contamination and removal of building debris and safety hazards at properties that were last under the jurisdiction of the Secretary of Defense and owned by, leased to, or possessed by the United States prior to 17 October 1986. The OSD is responsible for overall FUDS program policy and budget guidance, developing and defending the budget, and reviewing program performance. The Army is the executive agent for the FUDS program, and the USACE is the program's executing agent and day-to-day manager. Because DoD no longer owns or uses the FUDS properties, a USACE District commander serves as each property's installation commander, executing environmental restoration projects and fulfilling associated responsibilities. USACE has traditionally categorized projects at FUDS properties as hazardous, toxic, and radioactive wastes (HTRW) and containerized HTRW (CON/HTRW) projects, both completed under the IRP; MMRP projects; building demolition and debris removal (BD/DR) projects; or potentially responsible party (PRP) projects, including third-party-sites (TPS).

Program Drivers

FUDS is part of the DERP. The DERP Management Guidance further describes objectives for the program. Detailed instructions for conducting the program are in USACE Engineer Regulation 200-3-1, FUDS Program Policy.

Investment and Progress

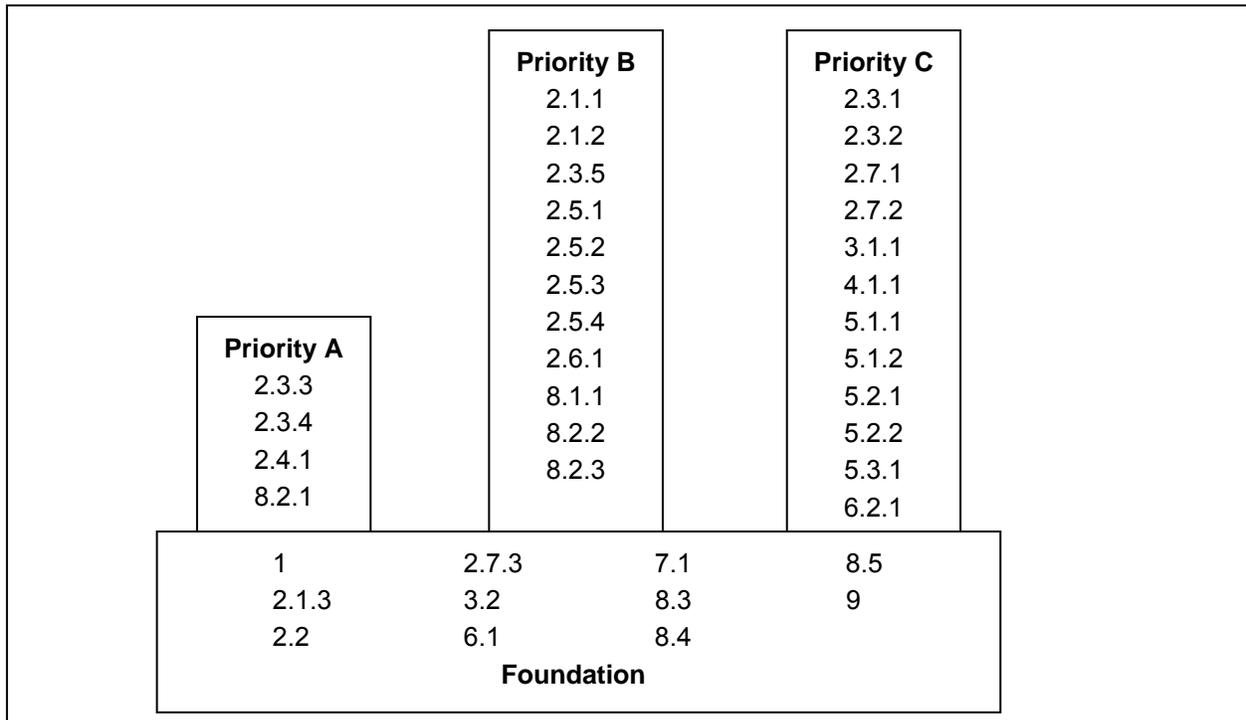
At the end of FY2008, there were 9,989 potential FUDS properties in the United States and its territories that had been entered in the FUDS inventory database. In determining whether a property was eligible for inclusion in the FUDS program, preliminary information was reviewed and 6,948 properties were determined to be eligible for inclusion in the FUDS program. Requirements for response actions exist at 2,682 properties. The USACE has 4,657 projects in its inventory to address required response actions; 2,588 projects are complete (RIP/RC), but 2,069 projects are underway or have future actions planned. Additional properties are identified each year.

USACE had obligated \$4.4 billion through FY2008 (annual funding has been about \$250 million in recent years). USACE estimates \$17.8 billion to complete the program.

Mission Statement for the FUDS Program

The cleanup mission for the FUDS program is to employ a risk management approach to perform appropriate, cost-effective cleanup of contamination caused by DoD and to protect human health, safety, and the environment.

Figure 7. Relative Priorities for the FUDS Program



Priorities

As described in the introduction, resources for the Army environmental restoration program are limited. Army Staff and Army Secretariat have prioritized the objectives, targets, and success indicators in this strategic plan. For the FUDS program, relative priorities are established as shown in Figure 6.

Priority and foundation numbers referenced above correspond to Table 5: Objectives, Targets, and Success Indicators for Active Army Installations presented on subsequent pages.

Reporting Mechanisms

The DEP ARC requires collection of data concerning phase progress and meeting milestones, and serves as the catalyst for reporting in the FUDS program. Preparation of the annual President's budget further drives reporting of FUDS program requirements and justification for those future expenditures. USACE Districts update FUDS Management Information System (FUDSMIS) as required when there are status changes to property/project/phase information; the information is used at all levels to manage the program. Snapshots taken from FUDSMIS are used for upward reporting and to provide data for ARC preparation, environmental liabilities reporting, and budget preparation.

Management Review

The management of all Army environmental programs closely follows an ISO 14001 "Plan. Do. Check. Act." framework. While this framework was discussed earlier in the document, this

section focuses on the details of the “Plan. Do. Check. Act.” framework for FUDS properties. The targets and success indicators that assist the Army in meeting the AECS nine objectives for FUDS properties are detailed on the subsequent pages.

As part of the planning phase for FUDS properties, each property prepares a MAP annually. The property specific MAP is generated by FUDSMIS and summarizes funding for project, response actions, schedules, and other information for the life cycle of the property. State regulators are invited to participate in the development of a Statewide Management Action Plan (SMAP) to address the life-cycle plans for the investigation and cleanup of all FUDS properties within a state.

In addition to the multi-year planning in the MAP and SMAP, FUDS properties identify funding requirements for the current year in the annual work plan. Headquarters, USACE (HQUSACE) coordinates the work plan with the Regional Business Centers prior to submitting to the Army Staff for review and approval. HQUSACE combines the installation input into a complete FUDS Annual Work Plan, containing a prioritized listing of the current year’s total DERP requirements and the proposed obligation of funds by month.

The FUDS Program Management (PM) District is responsible for executing the property’s environmental programs. Upon approval of the work plan by Army Staff and Army Secretariat, HQUSACE manages execution of funds for DERP cleanup on FUDS properties and ensures remedy solutions meet regulatory requirements and stakeholders acceptance. To assist cleanup execution, Army Staff has the signature authority for ROD/DDs with a value equal to or greater than \$10 million dollars. Army Staff will delegate signature authority through promulgated guidance for ROD/DDs with values less than \$10 million dollars. Additionally, all issues identified at project site/property level must be shared with the Districts, Divisions, and HQUSACE on a routine basis. FUDS Execution Districts should coordinate with the Region Business Centers, Divisions, and HQUSACE to resolve all issues in a timely manner and raise unresolved issues to Army Staff in case of an impasse.

To ensure management controls are in place, HQUSACE regularly monitors progress on cleanup activities at FUDS properties. The HQUSACE is also responsible for drafting a FUDS PMP (see Appendix A) to report on the progress on the current IAP and work plan, as well as the targets and success indicators in this plan. The draft PMP is provided to Army Staff , prior to signature, for review and comment and the final PMP is provided to Army Staff and Army Secretariat.

Tools to modify cleanup approaches or “act” to improve processes are discussed twice a year at management review meetings with Army Staff and Army Secretariat. At the beginning of each fiscal year, USACE will brief Army Staff and Army Secretariat on program performance the previous year and plans for the coming year. At the mid-year program review Army Staff and Army Secretariat review program progress for the year and USACE is responsible to provide updated on any deficiencies identified during the first management review. In addition to management reviews, Army Staff and Army Secretariat may request additional detail on projects of interest to Army staff or secretariat. Both management reviews and review of projects of special interest focus on the targets and success indicators included for FUDS properties on the subsequent pages.

Table 5. Objectives, Targets, and Success Indicators for the FUDS Program

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
Objective 1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	
Objective 2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DoD activities. Maintain relevant cleanup information in a permanent document repository.	
<p>2.1. Ensure management activities are in place and meet annual planned activities for IRP, as quickly as resources allow, to achieve RIP or RC at all 2,422 FUDS IRP sites by FY2020.</p> <p><i>Note: Throughout the FUDS section of this document, IRP means HTRW and CON/HTRW projects, but not PRP/HTRW projects, unless otherwise noted. High and medium relative risk goals are for HTRW projects only—CON/HTRW projects are not scored for relative risk.</i></p>	<p>B 2.1.1. Achieve RIP/RC at 1,801 (74 percent) of 2,422 FUDS IRP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B 2.1.2. Achieve RIP/RC at 1,878 (78 percent) of 2,422 FUDS IRP sites by the end of FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>F 2.1.3. Achieve RIP/RC at 100 percent or all 2,422 FUDS IRP sites by the end of FY2020.</p>
<p>F 2.2. All IRP projects projected to miss the FY2020 target reviewed and evaluated for management alternatives during semi-annual Management Reviews.</p>	
<p>2.3. Complete Relative Risk Site Evaluation for all IRP projects in accordance with DoD requirements and preferentially achieve RIP/RC at sites with high and medium relative risk before sites with low relative risk, as resources allow.</p> <p><i>Note: The DoD established goal for FUDS was 100 percent of medium relative risk HTRW projects at RIP/RC by the end of FY2010, but the Army has acknowledged that this goal is not achievable for the FUDS Program. The targets and success indicators herein represent the Army's</i></p>	<p>C 2.3.1. Percentage of “not evaluated” sites assigned relative risk (based on 214 HTRW sites not evaluated at beginning of FY2008). ≥10% (of 214) by end of FY2010 = GREEN 5% – 9% = AMBER <5% = RED</p> <p>C 2.3.2. Percentage of “not evaluated” sites assigned relative risk (based on 214 HTRW sites not evaluated at beginning of FY2008). ≥20% (of 214) by end of FY2011 = GREEN 10% – 19% = AMBER <10% = RED</p>

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
<p><i>plan to complete RIP/RC efforts, given current funding. At current funding levels, the Army projects to have achieved RIP/RC at 52 percent of all 159 medium relative risk HTRW projects by end of FY2011.</i></p>	<p>A 2.3.3. Achieve RIP/RC at 55 percent of the 374 high relative risk HTRW projects by end of FY2010. ≥90% (of 55%) = GREEN 80% – 89% = AMBER <80% = RED</p>
	<p>A 2.3.4. Achieve RIP/RC at 60 percent of the 374 high relative risk HTRW projects by end of FY2011. ≥90% (of 60%) = GREEN 80% – 89% = AMBER <80% = RED</p>
	<p>B 2.3.5. Achieve RIP/RC at 52 percent or all 159 medium relative risk HTRW projects by end of FY2011.</p>
<p>2.4. Meet annual planned phase completion targets as projected in the annual PMP, which is based on information FUDSMIS.</p>	<p>A.2.4.1. Achieve actual versus planned annual phase completion targets as stated in the PMP. ≥70% = GREEN 60% – 69% = AMBER <60% = RED</p>
<p>2.5. Ensure management activities are in place and meet annual planned activities for MMRP as quickly as resources allow to complete Site Inspections (SI) at all 1,073 MMRP sites by FY2010. <i>Note: The DoD established goals for the FUDS MMRP was 100 percent of installations at SI completion by the end of FY2010. The targets and success indicators herein represent the Army's plan to complete SI efforts at the 765 baseline FUDS sites by the end of FY2010 as well as for the additional newly discovered 197 sites identified in FY2005 (962 total) and the 111 sites identified in FY2007 (1,073 total), given current funding and availability.</i></p>	<p>B 2.5.1. Achieve SI completion at 90 percent or all 765 baseline MMRP sites by the end of FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>
	<p>B 2.5.2. Achieve SI completion at 90 percent or 866 of the 962 FY2005 baseline total MMRP sites the by end of FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>
	<p>B 2.5.3. Achieve SI completion at 90 percent or 962 FY2005 baseline total MMRP sites by the end of FY2012. ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	B 2.5.4. Achieve SI completion at 90 percent or all 1,073 FY2007 baseline total MMRP sites by end of FY2013. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
2.6. Meet annual planned MMRP activities as projected in the annual PMP to achieve RIP or RC at all 1,073 FUDS MMRP sites. <i>Note: Quickly initiate and work towards RIP/RC at highest risk (MRSPP Priority 1, 2, or 3) sites in the inventory.</i>	B 2.6.1. Achieve actual versus planned RIP/RC targets as stated in the PMP. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
2.7. Continue to execute the FUDS Information Improvement Plan (FIIP). Program and execute \$5.5M per year until the effort is complete for 15,257 property/project folders. Ensure that FIIP is initiated on projects with future costs before moving onto sites with no future costs identified.	C 2.7.1. Complete 44 percent or 6,713 FIIP projects in FY2010. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	C 2.7.2. Complete 58 percent or 8,849 FIIP projects in FY2011. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	F 2.7.3. Complete FIIP effort by the end of FY2012.
Objective 3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	
3.1. Complete five-year reviews at FUDS-lead NPL sites requiring a five-year review, as outlined in the annual PMP.	C.3.1.1. Five-year reviews conducted in year required. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
F 3.2. Comply with enforceable cleanup schedules, such as interagency agreements (IAGs), for NPL sites.	
Objective 4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	
4.1. Submit revised version of Engineering Regulation 300-2-1 within 180 days of changes to the DoD DERP Manual.	C 4.1.1. Submission complete in time required. ≤180 days = GREEN 180 – 365 days = AMBER >365 days = RED
Objective 5. Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5.1. Execute the annual DERP appropriation for the FUDS program to meet DoD obligation and expense objectives.	C 5.1.1. Obligation targets by quarter are 28 percent, 55 percent, 80 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	C 5.1.2. Expense targets over 5 years are 22 percent, 67 percent, 89 percent, 95 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
5.2. Achieve and maintain annual CFO Act/FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup.	C 5.2.1. All required elements in CFO Strategic Plan on track. 80% = GREEN 60% - 79% = AMBER <60% = RED
	C 5.2.2. Site level data in FFMIA compliant database of record (FUDSMIS) annually passes internal quality control reviews. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
5.3. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5 th of month following end of quarter.	C 5.3.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED
Objective 6. Develop cleanup partnerships with appropriate federal, state, local, tribal, territorial, or host-nation authorities.	
F 6.1. Develop and update, as appropriate, Statewide Management Action Plans (SMAPs) with interested States and EPA regions to promote coordination and cooperation. Action is subject to willingness of states to participate.	
6.2. Update and maintain the FUDS PRP inventory.	C 6.2.1. Provide the FUDS PRP inventory (as of 30 Sep) to Army Staff and Army Secretariat annually, before 1 December. ≤6 days = GREEN 7 – 14 days = Amber ≥14 days = RED

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
Objective 7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	
F 7.1. As required by CERCLA, the NCP, and the DoD DERP Management Guidance, maintain an information repository so that CERCLA cleanup information is available to the public. The official administrative record should be housed at a single location and an information repository (that is, administrative record file plus any other background information) should be made available to the public at a location near the property.	
Objective 8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	
8.1. Implement PBA for ER-FUDS annually to the maximum extent possible.	B.8.1.1. Percentage of overall program budget obligated on PBA contracts annually. ≥25% = GREEN 15% – 25% = AMBER <15% = RED
8.2. Streamline program management to maximize the amount of funding going to actual remediation at project sites. <i>Note: Appropriately fund FUDS programmatic costs to include the following: SMAPs, MMRP Realignment, Agency for Toxic Substances and Disease Registry (ATSDR), DSMOA, FIIP, Project Information Retrieval System (PIRS)/Cold Fusion Database, Permanent Records, Restoration Advisory Board (RAB), Technical Assistance for Public Participation (TAPP), and support to both Headquarters Department of the Army (HQDA).</i>	A 8.2.1. Program management costs (excluding SMAPs, MMRP Realignment, ATSDR, DSMOA, FIIP, PIRS/Cold Fusion Database, RAB, TAPP, and support to HQDA costs) do not exceed 9.0 percent of total ER, FUDS program annually. ≤ 9.0% = GREEN 9.1% – 10.0% = AMBER >10.0% = RED B 8.2.2. Programmatic costs (including SMAPs, MMRP Realignment, ATSDR, DSMOA, FIIP, PIRS/Cold Fusion Database, Permanent Records, RAB, TAPP, and support to HQDA costs) do not exceed 15.8 percent of total ER, FUDS program in FY2010. ≤ 15.8% = GREEN 15.9% – 16.9% = AMBER >16.9% = RED B 8.2.3. Programmatic costs (including SMAPs, MMRP Realignment, ATSDR, DSMOA, FIIP, PIRS/Cold Fusion Database, Permanent Records, RAB, TAPP, and support to HQDA costs) do not exceed 13.8 percent of total ER, FUDS program in FY2011. ≤ 13.8% = GREEN 13.9% – 14.9% = AMBER >14.9% = RED
F 8.3. Evaluate and implement as appropriate innovative and/or more efficient or effective technologies, business strategies, commercial practices, and incentives in coordination with the FUDS District Program Managers to meet environmental requirements.	
F 8.4. Consider green remediation approaches to existing and future remedies.	
F 8.5. Employ the Army's SMART cleanup strategy when making remedy selection decisions.	
Objective 9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	

Army Compliance-Related Cleanup (Non-DEHP)

Background

The purpose of the compliance-related cleanup (CC) at Army installations and facilities is to perform appropriate, cost-effective cleanup to protect human health, safety, and the environment, and sustain operational readiness and training. The CC program described herein provides a structured approach for identifying, evaluating, and cleaning up eligible sites where the Army has released contaminants to the environment. CC cleanup goals are determined site-by-site. The Army's CC program is just one element of the unified AECS, published in April 2003. Generally, CC projects are undertaken to further investigate, and, when necessary, conduct response actions to address contaminant releases at Army sites. CC is the Army environmental cleanup program component covering contamination resulting from operations at sites not eligible for cleanup under DEHP.

The CC Program is divided into three main PEMs, according to the type or location of the installation as defined in Section 1.2 and the *Army Environmental Cleanup Strategic Plan*, March 2007. The Army CC PEMs are responsible for participating in programming and budgeting for their respective portions of the Army's environmental cleanup program. The Installation Management Command (IMCOM) is responsible for CC sites on active installations and facilities located both in the United States and its Territories and Overseas, and U.S. Army Reserve installations and facilities. The National Guard Bureau (NGB) is responsible for CC sites located at Army National Guard installations and facilities and NDNOD sites. The specific Army commands are responsible for CC sites located on special installations (belonging to U.S. Army Materiel Command [AMC], U.S. Army Medical Command [MEDCOM], Space and Missile Defense Command [SMDC]).

Program Drivers

The CC program is very broad in scope, and is therefore subject to a variety of legal drivers and local conditions in the United States and territories, or overseas installations. Applicable regulations include: RCRA, CERCLA, DoD Initiative (DoDI) 4715.8, *Environmental Remediation for DoD Activities Overseas*, DoDD 4715.11, *Environmental and Explosives Safety Management on Operational Ranges within the United States*, DoD 6055.9-STD, *DoD Ammunition and Explosives Safety Standard*, and binding international agreements (for DoD activities overseas)—Status of Forces Agreements (SOFA).

Investment and Progress

Investment in compliance-related cleanup was highly decentralized until 2004. The Federal Financial Management Improvement Act (FFMIA) created financial liability reporting requirements for all cleanup activities through site closure. The Army developed the Army Environmental Database for Compliance-related Cleanup (AEDB-CC) as the database of record for compliance-related cleanup and began populating the database in FY04. By the end of FY06, the AEDB-CC enabled accurate reporting of environmental investments and liabilities as well as progress toward cleanup of compliance-related contamination.

At the end of Fall 2008 data call, IMCOM facilities reported 707 sites in the AEDB-CC database. Of the 707 IMCOM sites referenced above, 61 of those sites belonged to Army Reserve installations. In FY2008, ARNG facilities reported that 70 CC sites were funded. At the end of FY2005, special installations reported 10 sites (9 AMC, 1 MEDCOM) in the AEDB-CC database.

IMCOM currently spends approximately \$40 million annually for CC projects. IMCOM estimates that the cost to complete for CC projects is approximately \$305 million. The Army Reserve spent approximately \$2.5 million in 2008 for CC projects. The ARNG received approximately \$16.43 million in funding in FY08 for the 70 sites mentioned above. The ARNG currently projects approximately \$100.1 million as the total estimated cost to complete (as of the Fall 2008 data call). Special installations expect to spend approximately \$2.8 million annually to clean up sites identified in the FY2005 baseline. Annual program management plans provide targets for numbers of site inspections, decision documents, and site completions to be attained in a given year.

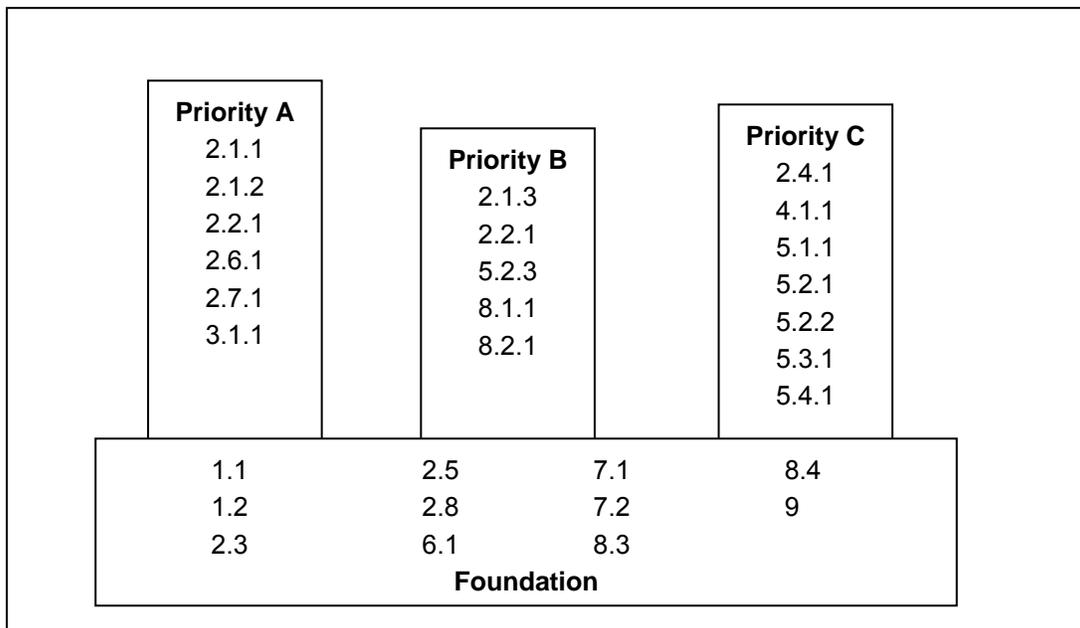
Mission Statement for Compliance-Related Cleanup (Non-DERP)

The mission of Army compliance-related cleanup is to perform appropriate, cost-effective cleanup to provide property that is safe for Army use, will sustain operations and training, and is protective of human health and the environment.

Priorities

As described in the introduction, resources for the Army environmental restoration program are limited. Headquarters, Army Staff and Army Secretariat have prioritized the objectives, targets, and success indicators in this strategic plan. For the CC program, relative priorities are established as shown in Figure 8 below.

Figure 8. Relative Priorities for the CC Program



Priority and foundation numbers referenced above correspond to Table 6: Objectives, Targets, and Success Indicators for Active Army Installations presented on subsequent pages.

Reporting Mechanisms

In the fall of 2004, the Army began using the AEDB-CC to gather requirements and report financial liability. AEDB-CC is the database of record for reporting environmental financial liability and utilized for the upward reporting of liabilities to OSD. The database is updated semi-annually, but a business process re-engineering effort is underway that could make the database more of a day-to-day management tool with specific reports available at any time.

Management Reviews

The management of all Army environmental programs closely follows an ISO 14001 “Plan. Do. Check. Act.” framework. While this framework was discussed earlier in the document, this section focuses on the details of the “Plan. Do. Check. Act.” framework for CC. The targets and success indicators that assist the Army in meeting the AECS nine objectives for CC are detailed on the subsequent pages.

As part of the planning phase for CC projects, each PEM conducts initial/emergency response activities to investigate, contain, or prevent further migration of contamination. Initial/emergency response activities are not CC-eligible projects. If response action beyond initial/emergency response is required, the PEMs initiate a CC project and enter these projects in the AEDB-CC. Requirements for CC projects will be captured in the scope of an existing IAP or PEMs will determine the requirement for an IAP. In addition to the IAP, PEMs identify CC projects funding requirements for the current year in the work plan. The work plan is submitted to the Army Staff for review and approval.

PEMs manage execution of funds for CC projects and ensure remedy solutions meet regulatory requirements and stakeholders acceptance. All issues identified at the installation project site/property level are shared with the PEMs on a routine basis, coordinate to resolve all issues in a timely manner, and raise unresolved issues to headquarters in case of an impasse.

To ensure management controls are in place, PEMs regularly monitor progress on cleanup activities at installation CC projects. PEMs are responsible for drafting PMPs (see Appendix A) to report on the progress on the current IAP and work plan, as well as the targets and success indicators in this plan. The draft PMPs is provided to Army Staff, prior to signature, for review and comment and the final PMP is provided to Army Staff and Army Secretariat.

Tools to modify cleanup approaches or “act” to improve processes are discussed twice a year at management review meetings with Army Staff and Army Secretariat. At the beginning of each fiscal year, PEMs will brief Army Staff and Army Secretariat on program performance the previous year and plans for the coming year. At the mid-year program review Army Staff and Army Secretariat review program progress for the year and PEMs are responsible to provide updated on any deficiencies identified during the first management review. Both management reviews focus on the targets and success indicators included for the CC program on the subsequent pages. All targets and success indicators are differentiated by CC PEM (IMCOM, NGB, Reserves, and Special Installations).

Table 6. Objectives, Targets, and Success Indicators for the CC Program

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator			
	IMCOM	NGB	Reserve	Special Installation
Objective 1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment				
F.1.1. Protect workers, the public, and the environment as hazards are identified. Provide advice and expertise to operational commanders, as required, to respond to and minimize imminent and substantial threats to human health, safety, and the environment. Make appropriate notification(s) to command, regulators and public in accordance with established plans. Ensure Emergency Response Plans result in minimal impacts to human health, safety, and the environment and all operational entities are informed of activities that may result in contamination, and are provided possible alternatives.				
F.1.2. Ongoing cleanup activities create no new threats to human health and the environment. Ensure wastes managed and removed from a cleanup site are properly tracked and accounted for.				
Objective 2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from DoD activities. Maintain relevant cleanup information in a permanent document repository.				
2.1. For sites included in the Fall 2005 data call in the AEDB-CC, ensure management activities are in place and meet annual planned activities as quickly as resources allow to achieve RIP or RC at all sites by FY2014. <i>Note: The sites eligible for the CC program will be adjusted based on changes to DERP eligibility.</i>	A 2.1.1. Achieve RIP/RC at 50 percent of CC sites in baseline by end of FY2010. ≥90% = GREEN 80% - 89% = AMBER <80% =RED			
	A 2.1.2. Achieve RIP/RC at 65 percent of CC sites in baseline by end of FY2011. ≥90% = GREEN 80% - 89% = AMBER <80% =RED			
	B 2.1.3. Achieve RIP/RC at 100 percent of CC sites in baseline by end of FY2014. ≥90% = GREEN 80% - 89% = AMBER <80% =RED			
2.2. For sites identified after the Fall 2005 AEDB-CC data call, ensure management activities are in place and meet annual planned activities as quickly as resources allow to	B 2.2.1. Percentage of new sites with RIP/RC scheduled in accordance with the annual work plan: ≥90% = GREEN 80% - 89% = AMBER < 80% = RED			

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator			
	IMCOM	NGB	Reserve	Special Installation
<p>achieve RIP or RC within 7 years of site identification.</p> <p><i>Note: The RIP/ RC milestone is not scheduled for the first new CC sites until FY2013 and beyond the scope of this plan. Out-year schedules and plans for achieving the RIP/RC milestones in 7 years from site identification are contained in the annual work plan. Compliance with the annual work plan ensures actions are taken to meet this target.</i></p>				
F.2.3. Maintain an inventory of contaminated sites, incorporate newly identified sites into AEDB-CC, and update the database semi-annually.				
<p>2.4. Populate and maintain a permanent document repository for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.</p>	<p>C.2.4.1. Comprehensive, up to date, permanent document repository that reflects all environmental cleanups at an active installation have documentation completed or updated annually.</p> <p>≥90% = GREEN 80% – 89% = AMBER <80% = RED</p>			
F 2.5. Participate in design and development of the new Army environmental data management system to replace AEDB-CC.				
<p>2.6. (National Guard) Continue to implement a program to assess and put remedies in place to clean up the ground water affected by the munitions impact area on the operational ranges at the Massachusetts Military Reservation by the end of FY2014.</p>	N/A	<p>A 2.6.1. An annual program management plan is published that outlines the program management approach, resource requirements, acquisition strategy, and reporting mechanisms. Updated PMP available for use by 31 October =</p>	N/A	N/A

Army Environmental Cleanup Strategic Plan Target		Army Environmental Cleanup Strategic Plan Success Indicator			
		IMCOM	NGB	Reserve	Special Installation
			GREEN Updated PMP not available or late-to-need for reporting = RED		
2.7. Execute annual Work Plan contained in the Compliance-related Cleanup Program Management Plan (PMP).	A 2.7.1. Percentage of annual projects in Work Plan that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED				
F. 2.8. Support domestic repositioning by coordinating site planning, identifying requirements, and adjusting environmental cleanup priorities.					
Objective 3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.					
3.1. Anticipate and promptly address compliance-related cleanup activities to maintain compliance and address stakeholder concerns as required.	A 3.1.1. Number of compliance agreements, consent orders, enforcement actions, etc., received related to compliance-related cleanup: <1 open NOV/100 sites = GREEN 1 open NOV/100 sites = AMBER >1 open NOV 100 sites = RED				
Objective 4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.					
4.1. Update policy and guidance within 180 days of changes to the DoD policy and/or guidance.	C 4.1.1. Update complete in time required. ≤180 days = GREEN 180 – 365 days = AMBER >365 days = RED				N/A
Objective 5. Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.					
5.1. Execute the annual appropriations to meet DoD obligation and expense objectives.	C 5.1.1. Obligation targets by quarter are 28 percent, 55 percent, 80 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED				
	C 5.1.2. Expense targets over 5 years are 22 percent, 67 percent, 89 percent, 96 percent, and 100 percent, as recorded in DFAS. ≥90% = GREEN				

Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator			
	IMCOM	NGB	Reserve	Special Installation
	80% – 89% = AMBER <80% = RED			
5.2. Achieve CFO Act/FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit of compliance-related cleanup sites by end of FY2010.	<p>C 5.2.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED</p> <p>C 5.2.2. Site level data in FFMIA compliant database of record (AEDB-CC) annually passes quality control reviews: ≥90% = GREEN 80% – 89% = AMBER <80% = RED</p> <p>B 5.2.3. Successful quality control review and validation of projects by HQDA. ≥90% of projects validated = GREEN 80% – 89% = AMBER <80% of projects validated = RED</p>			
5.3. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5 th of month following end of quarter.	C 5.3.1. Required Report Submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED			
5.4. Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	C 5.4.1. Documentation supporting the cost estimate is retained for future audit. ≥90% = GREEN 80% – 89% = AMBER <80% = RED			N/A
Objective 6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.				
F 6.1. Involve regulatory stakeholders in annual IAP development/revision process and incorporate Joint Execution Plan development into the IAP process.				
Objective 7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.				
F 7.1 Involve public stakeholders in annual IAP development/revision.				
F 7.2. Maintain an information repository so that CERCLA cleanup information is available to the public. The administrative record should be housed at a single				

Army Environmental Cleanup Strategic Plan Target		Army Environmental Cleanup Strategic Plan Success Indicator			
		IMCOM	NGB	Reserve	Special Installation
location on the installation and an information repository (that is, administrative record file plus any other background information) should be made available to the public at a location at or near the installation.					
Objective 8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.					
8.1. Implement the Performance Based Contract (PBC) initiative annually to the maximum extent possible.	B 8.1.1. Percentage of overall program budget obligated on performance-based contracts annually: ≥45% = GREEN 35% – 44% = AMBER <35% = RED				
8.2. Streamline program management to maximize the amount of funding going to actual remediation at project sites.	B 8.2.1. Program management costs do not exceed following percentages of total CC program: ≤10% of program = GREEN >10% but < 12% = AMBER ≥12% = RED				
F 8.3. Consider green remediation approaches to existing and future remedies.					
F 8.4. Employ the Army’s SMART cleanup strategy when making remedy selection decisions.					
Objective 9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.					

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Acronyms

AAP	Army Ammunition Plant
ACSIM	Assistant Chief of Staff, Installation Management
AD	Army Depot
AECS	Army Environmental Cleanup Strategy
AEDB	Army Environmental Database
AEDB-CC	Army Environmental Database, Compliance-related Cleanup
AEDB-R	Army Environmental Database, Restoration
AEP	Army Engine Plant
AFDE	Assessment and Findings for Determination of Eligibility
AMC	U.S. Army Materiel Command
AMCOM	U.S. Army Aviation and Missile Life Cycle Management Command
AR	Army Regulation
ARAR	Applicable or Relevant and Appropriate
ARC	Annual Report to Congress
ARID	Army Reserve Installations Directorate
ARNG	Army National Guard
ASA (ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ASA (FM&C)	Assistant Secretary of the Army, Financial Management and Comptroller
ASA (I&E)	Assistant Secretary of the Army for Installations and the Environment
ASCC	Army Service Component Command
ASOSD	Assistant Deputy Under Secretary of Defense
ASTM	American Society for Testing and Materials
ATSDR	Agency for Toxic Substances and Disease Registry
AUR	Activity Use Restriction
AWCF	Army Working Capital Fund
BASOPS	Base Operations
BCP	BRAC Cleanup Plan
BD/DR	Building Demolition/Debris Removal
BEC	BRAC Environmental Coordinator
BIAP	BRAC Installation Action Plans
BRAC	Base Realignment and Closure
BRACD	BRAC Division
CC	Compliance-related Cleanup
CECOM	U.S. Army Communications-Electronics Life Cycle Management Command
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERFA	Community Environmental Response Facilitation Act
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CMA	U.S. Army Chemical Materials Agency
CON/HTRW	Containerized Hazardous, Toxic, and Radioactive Waste
CONUS	Continental United States
CTC	Cost to Complete
CTT	Closed, Transferred, and Transferring (ranges)
CWM	Chemical Warfare Material
CY	Calendar Year
DAIM-BD	Army BRAC Office (ACSIM)
DAIM-ED	Army Environmental Office (ACSIM)
DAIM-EDC	Army Cleanup Office (ACSIM)

DASA	Deputy Assistant Secretary of the Army
DCMA	Defense Contract Management Agency
DD	Decision Document
DDD	Defense Distribution Depot
DEP ARC	Department of Environmental Programs Annual Report to Congress
DERP	Defense Environmental Restoration Program
DFAS	Defense Financial Accounting System
DLA	Defense Logistics Agency
DMM	Discarded Military Munitions
DoD	Department of Defense
DoDD	DoD Directive
DoDI	DoD Instruction
DOJ	Department of Justice
DPSC	Defense Personnel Support Center
DRU	Direct Reporting Unit
DSMOA	Defense State Memorandum of Agreement
EBS	Environmental Baseline Survey
EC-IPT	Emerging Contaminants Integrated Product Team
EE/CA	Engineering Evaluation/Cost Analysis
EMS	Environmental Management System
EO	Executive Order
EOY	End of Year
EPA	U.S. Environmental Protection Agency
EPR	Environmental Program Requirements
ER	Engineer Regulation
ER,A	Environmental Restoration [account], Army
ERA	Environmental Restoration Account
ER,FUDS	Environmental Restoration [account], Formerly Used Defense Sites
ESCA	Environmental Services Cooperative Agreement
ESOH	Environment, Safety, and Occupational Health
FFMIA	Federal Financial Management Improvement Act
FIIP	FUDS Information Improvement Plan
FMR	Financial Management Regulation
FO	Field Office
FOSET	Finding of Suitability for Early Transfer
FOST	Finding of Suitability to Transfer
FUDS	Formerly Used Defense Site
FUDSMIS	FUDS Management Information System
FY	Fiscal Year
GIS	Geographic Information System
GO/CO	Government Owned/Contractor Operated
GPRA	Government Performance and Results Act
GSA	General Services Administration
GWETER	Ground Water Extraction and Treatment Effectiveness Review
HN	Host Nation
HQDA	Headquarters, Department of the Army
HQUSACE	Headquarters, U.S. Army Corps of Engineers
HTRW	Hazardous, Toxic, and Radioactive Waste
I&E	Installations and Environment

IAG	Interagency Agreement
IAP	Installation Action Plan
IAW	In Accordance With
IMCOM	Installation Management Command
IPR	In-Progress Review
IRA	Interim Remedial Action
IRP	Installation Restoration Program
ISE	Installation Services—Environment
ISO	International Organization for Standardization
JMC	U.S. Army Joint Munitions Command
KBCRS	Knowledge-Based Corporate Reporting System
LTM	Long Term Management
LUC	Land Use Control(s)
MAP	Management Action Plan
MC	Munitions Constituents
MCL	Maximum Contaminant Level
MDW	U.S. Army Military District of Washington
MEC	Munitions and Explosives of Concern
MEDCOM	U.S. Army Medical Command
MILCON	Military Construction
MMRP	Military Munitions Response Program
MRSP	Munitions Response Site Prioritization Protocol
MSC	Major Subordinate Command
NAS	National Academies of Science
NCP	National Oil and Hazardous Substances Contingency Plan
NDAI	No DoD Action Indicated
NDNODS	Non-DoD owned Non-Operational Defense Sites
NFA	No Further Action
NGB	National Guard Bureau
NPL	National Priorities List
NRI	Natural Resource Injury
ODASA	Office of the Deputy Assistant Secretary of the Army
ODEP	Office of the Director, Environmental Programs
OE	Ordnance and Explosives
OEW	Ordnance and Explosives Waste
OMA	Operations and Maintenance, Army
OMAR	Operations and Maintenance, Army Reserves
OMNG	Operations and Maintenance, National Guard
ORAP	Operational Ranges Assessment Program
OSD	Office of the Secretary of Defense
OSWER	Office of Solid Waste and Emergency Response
PA	Preliminary Assessment
PBA	Performance-Based Acquisition
PBC	Performance-Based Contracting
PEM	Program Execution Manager
PEO	Program Executive Office
PFOA	Perflourooctanoic acid
PM	Program Manager
PMP	Program Management Plan

POL	Petroleum, Oil, and Lubricants
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting and Execution System
PPI	POM Preparation Instructions
PRMRF	Pentagon Reservation Maintenance Revolving Fund
PRP	Potentially Responsible Party
QA/QC	Quality Assurance/Quality Control
RA	Remedial Action
RA(C)	Remedial Action Construction
RA(O)	Remedial Action Operations
RAB	Restoration Advisory Board
RAC	Risk Assessment Code
RACER	Remedial Action Cost Engineering and Requirements
RC	Response Complete
RCRA	Resource Conservation and Recovery Act
RCWM	Recovered Chemical Warfare Material
RD	Remedial Design
RDX	Royal Demolition Explosive
RI/FS	Remedial Investigation/Feasibility Study
RIP	Remedy in Place
ROD	Record of Decision
RPM	Remedial Project Manager
RRSE	Relative Risk Site Evaluation
SDDC	US Army Surface Deployment and Distribution Command
SI	Site Inspection
SMAP	Statewide Management Action Plans
SMDC	Space and Missile Defense Command
SMS	Strategic Management System
SOFA	Status of Forces Agreement
TACOM	US Army Tank-Automotive and Armaments Command
TAPP	Technical Assistance for Public Participation
TCE	Trichloroethylene
TPS	Third Party Site
USACE	U.S. Army Corps of Engineers
USACHPPM	U.S. Army Center for Health Promotion and Preventive Medicine
USAEC	U.S. Army Environmental Command
USC	United States Code
UST	Underground Storage Tank
UXO	Unexploded Ordnance
VI	Vapor Intrusion

Glossary

Army Environmental Database (AEDB) – A Web-based automated information management system (which is operated and maintained by the U.S. Army Environmental Center) for integrating the Army's cleanup, conservation, compliance, and pollution prevention environmental data.

Action Memorandum – A memorandum that documents a CERCLA removal action decision. The responsible party prepares it subsequent to an Engineering Evaluation/Cost Analysis (EE/CA). For time critical removal actions, both the EE/CA and Action Memorandum may be prepared after the fact.

Assessment and Findings for Determination of Eligibility (AFDE) – Assessment conducted to identify the program responsible for funding. An AFDE is not part of a DERP or CC project.

BRAC Cleanup Plan – An annual plan that documents the status of and plans for cleanup activities at BRAC installations.

Decision Document – Documentation of removal or interim remedial action (IRA) and remedial action (RA) decisions undertaken in accordance with CERCLA and the NCP at non-National Priorities List (NPL) installations, and sites at NPL installations at which removal or IRA decisions have been made.

Defense Site – Per 10 U.S.C. 2710(e)(1), locations that are or were owned by, leased to, or otherwise possessed or used by the Department of Defense. The term does not include any operational range, operating storage or manufacturing facility, or facility that is or was permitted for the treatment or disposal of military munitions.

Environmental Program Requirements (EPR) – A system formerly used for annual reporting of compliance-related cleanup requirements.

Excess Installation – A group of former installations, not covered by BRAC legislation, which the Army has identified as excess to operational needs. The BRAC Division of the Office of the Assistant Chief of Staff for Installation Management (ACSIM) has been assigned responsibility for property transfer at Excess installations.

Initial/Emergency Response Action – Action taken immediately after occurrence or discovery of a release to prevent further migration. Initial/emergency response actions include, but are not limited to, preliminary investigations to determine the initial extent of contaminant migration; physical containment, removal, and/or excavation of excess contaminant and contaminated soil or material; over packing in drums (if needed); transport for disposal; and disposal at an approved disposal facility. An Initial/Emergency Response Action is not a CERCLA Preliminary Assessment/Site Investigation or a RCRA Facility Assessment.

Installation Action Plan – An annual plan that outlines the status of and plans for investigation and/or cleanup activities at active and excess installations.

ISO 14001 – An international standard that provides a framework for an overall, strategic approach to an organization's environmental policy, plans, and actions.

Land Use Controls (LUCs) – Physical, legal, or administrative mechanisms that restrict the use of or limit access to contaminated property in order to reduce risk to human health and the environment.

Long-Term Management (LTM) – Term used for environmental monitoring, review of site conditions, and/or maintenance of a response action to ensure continued protection as designed once a site achieves Response Complete. Examples of LTM include landfill cap maintenance, leachate disposal, fence monitoring and repair, five-year review execution, and land use control enforcement actions.

Management Action Plan – An annual plan that outlines the status of and plans for restoration activities at active and excess installations. The Army uses IAPs, BIAPs, and BCPs as MAPs.

Munitions and Explosives of Concern (MEC) – The term, which distinguishes specific categories of military munitions that may pose unique explosives safety risks, means (1) Unexploded Ordnance (UXO) as defined in 10 U.S.C. 101(e)(5)(A)-(C); (2) discarded military munitions (DMM), as defined in 10 U.S.C. 2710(e)(2); or (3) munitions constituents (for example, TNT, RDX), as defined in 10 U.S.C. 2710(e)(3), present in high enough concentrations to pose an explosive hazard.

Military Construction – The term military construction (MILCON) includes any construction, development, conversion, or extension of any kind carried out with respect to a military installation, (10 USC 2801).

Munitions Response – Response actions (removal or remedial) to investigate and address explosive hazards and threats to human health and the environment presented by unexploded ordnance or discarded military munitions, or munitions constituents.

Non-Federal, Federally Supported – A term that describes Non-Federally owned installations, facilities, activities, and properties that currently receive or have received Federally appropriated funds or are used to support the federal missions of the Army National Guard. Such missions include but are not limited to, the training of troops, the firing of military munitions, and any other operation required for maintaining their status as a reserve component of the U. S. military.

Record of Decision – A CERCLA document that outlines the selected remedy, the alternatives considered when selecting the remedy, the facts relating to cleanup, and the laws or regulations that may govern cleanup at both NPL and non-NPL remediation sites. The Record of Decision also includes a Responsive Summary or responses to public comments on the alternatives and proposed remedy.

Remedy or Remedial Action – Those actions consistent with permanent remedy taken instead of or in addition to removal actions in the event of a release or threatened release of a hazardous substance into the environment, and to prevent or minimize the release of hazardous substances so that they do not migrate and pose an unacceptable risk to present or future public health, welfare, or the environment.

Removal – The cleanup or removal of released hazardous substances from the environment. The requirements for removal actions are addressed in 40 CFR §§300.410 and 300.415. The three types of removals are emergency, time-critical, and non time-critical removals.

Response Actions – Response actions (emergency, removal, or remedial) to investigate and address hazards and threats to human health and the environment.

Restoration Advisory Board – A forum composed of representatives of the Department of Defense (DoD), the U.S. Environmental Protection Agency (EPA), state and local governments, tribal governments, and the affected community. RAB members provide their individual advice to the Installation Commander or District Engineer concerning environmental cleanup at military installations or FUDS. The RAB should reflect the diverse makeup of the community, give all stakeholders the opportunity to participate in the cleanup process, monitor cleanup progress, and provide the opportunity to make the community views known to the decision-makers.

Site (as defined in the Restoration Management Information System Data Element Dictionary for a SITE_ID) – A unique name given to a distinct area of an installation or property containing one or more releases or threatened releases of hazardous substances treated as a discreet entity or consolidated grouping for response purposes. Includes any building, structure, impoundment, landfill, storage container, or other site or area where a hazardous substance was or has come to be located, including formerly used defense sites eligible for building demolition/debris removal. Installations, properties, and ranges may have more than one site.

Special Installation – An installation that primarily uses funds other than operation and maintenance funds (that is, mission funds) to conduct traditional garrison operations in support of its primary mission. Special installations are generally industrial, and typically do not have a stand-alone installation staff. Command, control, manpower, and funding remain with the Army Commands or Direct Reporting Units. Several mission fund types are used in the operation of these installations, including: Army Working Capital Funds (AWCF); Transportation Working Capital Funds (TWCF); Chemical Program funds; Defense Health Program (DHP) funds; Procurement Army Ammunition (PAA) funds; and Research, Development, Test, & Evaluation (RDT&E) funds.

Third Party Site (TPS) – A facility or site that is not currently owned by, leased to, or otherwise possessed by the United States and under the jurisdiction of the Secretary of Defense or was not previously under the jurisdiction of the Secretary and owned by, leased to, or otherwise possessed by the United States, and where the Department of Defense is a potentially responsible party under CERCLA.

Appendix A

OUTLINE FOR PROGRAM MANAGEMENT PLAN WITH SUPPLEMENTARY GUIDANCE

[This is a generic outline for a program management plan (PMP); each PEM should supplement or augment the plan with additional information as required.]

Cover Sheet

- Executive Summary (with signatures of PEM and organization principal/deputy).
 - Signatures indicate that the plan is viable and every attempt will be made to adhere to the plan.
 - Army Staff understands that things happen during the course of a year and plans must sometimes change.

Introduction

- Purpose and scope of the program.
- Background.
- History.
 - One to two pages to set the stage for the reader. The PMP is a stand-alone document.

Program Implementation

- What, why, who, where, when for the program.
 - Describe the roles and responsibilities of the various principals/players in the cleanup program element.
 - Describe how requirements are identified and prioritized.
 - Describe what you do to “manage” your program.
 - What sites or issues are your outliers?
 - Which sites or installations miss established targets?
 - What are you doing to keep track of those sites?
 - Are the outliers on the alternative schedule you have established to achieve RIP/RC?

(For dedicated programs [currently only Massachusetts Military Reservation], a separate program management plan must be developed. Any installation with costs exceeding \$5 million in one year is subject to becoming a designated program.)

- How and when the objective met.
 - Describe how the cleanup objective will be met and when it will be met, with key milestones along the way.
 - Describe the state of the environment at the end of the cleanup program.
 - Using the Army’s risk-based cleanup approach, contamination will remain in place at which installations, requiring long-term management?
 - The Army strategy for funding MMRP is to complete the IRP and migrate funds within the Army DERP.
 - How long will your IRP need LTM funds?
 - A pictogram to show when each installation achieves last RIP and ultimately RC and site closeout could summarize this section.
- Program management approach.
 - The Army’s cleanup program is a “managed program” versus a “reactive program” with endless demands from outside the Army.
 - Describe any initiatives and expected outcomes from those initiatives.
 - For example, a discussion about remedial investigation (RI) as the end point of characterization, leading to a performance-based contract where the contractor and regulator determine the most appropriate course of future action.
- Program Resources.
 - Describe program requirements and resources, using a table format, and discussion to address any differences in requirements and resources, actions to live within a constrained budget and POM, and the risks associated with the constrained program.
 - Describe (and show) any installation with projected expenditures in the PMP year greater than \$5 million.
 - Describe where major reductions or increases occurred and any risks for the planned PMP year.
 - Describe project versus program management costs and discuss steps to control program management costs, especially with respect to duplication of effort (document reviews, etc.).

(\$M)	Thru 2006	FY07	Current 2008	PMP 2009	2010	2011	2012	2013	2014
Requirements									
Program									
(installation x with its own PMP)									
(Program Mgt Costs)									

Acquisition Strategy

- Program execution method/means
 - Describe which agency(s) will execute the program (Army Contracting Agency or U.S. Army Corps of Engineers, etc.).
 - For major initiatives such as performance-based contracting, describe (table format is recommended) which installations will be included in meeting program targets for the initiative.

Year	2008	2009	2010	2011
% PBC Achieved				
	[List of installations]	[List of installations]	[List of installations]	[List of installations]

Reporting Mechanisms

- Use database of record.
 - Establish phase milestones in IAP and annual work plan and report actual versus planned RIP/RC quarterly.
 - Include a table with sites and the quarter in which the site is projected to reach RIP/RC.
- DFAS for quarterly obligations.
 - DFAS is the Army's official holder of obligation data—if the \$\$ are not obligated in DFAS, they are not obligated.
- DFAS for annual and past 5 years expenditures.

- Most cleanup funds are operations and maintenance funds of one color or another, and therefore subject to annual obligation and expenditure within 5 years.
- If obligated funds are not being expended, it means cleanup is not occurring and future years funding is sometimes jeopardized if Congress perceives that excess funds exist.

Management Review

- PMP review and approval.
 - Preparation of the PMP should begin no later than 1 July for the next fiscal year that begins 1 October.
 - Share the draft PMP with the Army Staff proponent by 1 August.
 - The Army Staff proponent will provide comments by 10 August, enabling the PEM to make final revisions and begin formal staffing by 1 September for principal's signature
 - Submit final PMP to Army Staff by 15 September.
 - Army Staff and Army Secretariat reviews will occur and briefings to Army Secretariat for work plan approval will occur in late September.
- Program manager review and oversight consistent with EMS framework.
 - Describe how often you as PEM conduct reviews and oversight of your program, subjects covered, etc.
 - Describe how you implement necessary changes.
- Army Staff and Army Secretariat semi-annual reviews.
 - Army Staff and Army Secretariat perform management reviews of each program area semi-annually.
 - The November/December review typically looks at prior year execution and accomplishment of targets and success indicators.
 - The mid-year review in April is typically a quick look at execution to date and a forward look to future requirements and resource issues.

Objectives, Targets, and Success Indicators

Using and expanding upon the information above, describe using bullet statements what you plan to do to achieve the applicable targets and success indicators in the Army Environmental Cleanup Strategic Plan. In conducting your plan, you will help the Army achieve its overarching objectives and attain its vision to be a national leader in cleaning up contaminated land to protect human health and the environment as an integral part of the Army mission.

1. Objective 1.
 - 1.1. Target 1.1.
 - 1.1.1. Success indicator 1.1.1.
- Plan:
 - Prompt action to mitigate...
 - Make necessary changes to...
 - Achieve...
 - Etc.
2. Objective 2.
 - 2.1. Target 2.1.
 - 2.1.1. Success indicator 2.1.1.
- Plan:
 - Incorporate changes in...
 - Provide information to...
 - Achieve...
 - Etc.
- 2.2. Target 2.2.
 - 2.2.1. Success indicator 2.2.1.

Conclusion

- Program exit strategy.
 - In a conclusion statement, describe your plan to complete the cleanup program.

Attachments

1. Budget year work plan with signature page
2. Cost-to-complete projection