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

DAIM-ZA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Environmental Cleanup Strategic Plan for FY 08/09

1. References:

    a. *Army Environmental Cleanup Strategy*, April 2003.

    b. Memorandum, DAIM-ZA, 29 May 2003, Army Environmental Cleanup Strategy.

    c. Memorandum, DAIM-ZA, 28 Jan 2005, Army Environmental Cleanup Strategic Plan.

2. Reference 1.a. states that the Army will develop an environmental cleanup strategic plan to implement the Army's environmental cleanup strategy. Reference 1.b. transmitted the *Army Environmental Cleanup Strategy* and the original Army Environmental Cleanup Strategic Plan. Reference 1.c. transmitted the second version of the Army Environmental Cleanup Strategic Plan. This memorandum supersedes references 1.b. and 1.c.

3. Enclosure 1 is the revised Army Environmental Cleanup Strategic Plan for FY08/09. In order to meet the objectives and targets outlined in the Strategic Plan, each program manager must develop a program management plan (PMP) for the cleanup program area(s) outlined in reference 1.a. Coordinate draft PMPs with the Office of the Director of Environmental Programs beginning in September, and submit a final PMP by 31 October 2007, and annually thereafter.

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

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

Encl

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ARMY

ENVIRONMENTAL

CLEANUP

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PLAN

March 2007

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Foreword

This document identifies a framework for implementing the *Army Environmental Cleanup Strategy* (AECS) during fiscal years 2008-2009, consistent with the most recent Program Objective Memorandum (POM). The AECS identifies overarching objectives to create consistency and accountability across the Army's cleanup program. This Strategic Plan updates documents published in May 2003 and January 2005 by the Assistant Chief of Staff for Installation Management (ACSIM). It identifies specific objectives, targets, success indicators, relative priorities, reporting mechanisms, and management review processes for each of the cleanup program areas identified in the AECS. Specific guidance and procedures for managing the cleanup program in accordance with this Strategic Plan are in each of the cleanup program areas.

Overarching Vision for Army Environmental Cleanup

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.

Army Environmental Cleanup Strategy

The Army's environmental cleanup vision statement communicates the Army's commitment to correct contamination of the environment for which the Army is responsible.

From the vision statement, the Army develops a strategy that sets the stage for development of a strategic plan that is consistent with the principles of an Environmental Management System (ISO 14001) for the Army's cleanup programs.

Army Cleanup Strategic Plan

Key elements of the Strategic Plan are:

Objectives: Overarching outcomes that need to be accomplished within each of the cleanup program areas.

Targets: Specific tasks and the desired time or event milestones for achieving objectives.

Success Indicators: Specific measures of success in accomplishing targets and objectives.

Priorities: Relative priorities for each program area.

Reporting Mechanisms: Collecting, performing quality control, maintaining, and reporting data.

Management Review: Procedures for ensuring that the objectives are sustained.

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ARMY ENVIRONMENTAL CLEANUP STRATEGIC PLAN

The cleanup program areas addressed in this strategic plan include cleanup efforts that have been conducted separately under the defense environmental restoration program (DERP), the base realignment and closure (BRAC) and compliance-related cleanup (CC) programs. Figure 1 depicts the differences and commonalities between the cleanup program areas.

Figure 1: Army Environmental Cleanup Program Areas
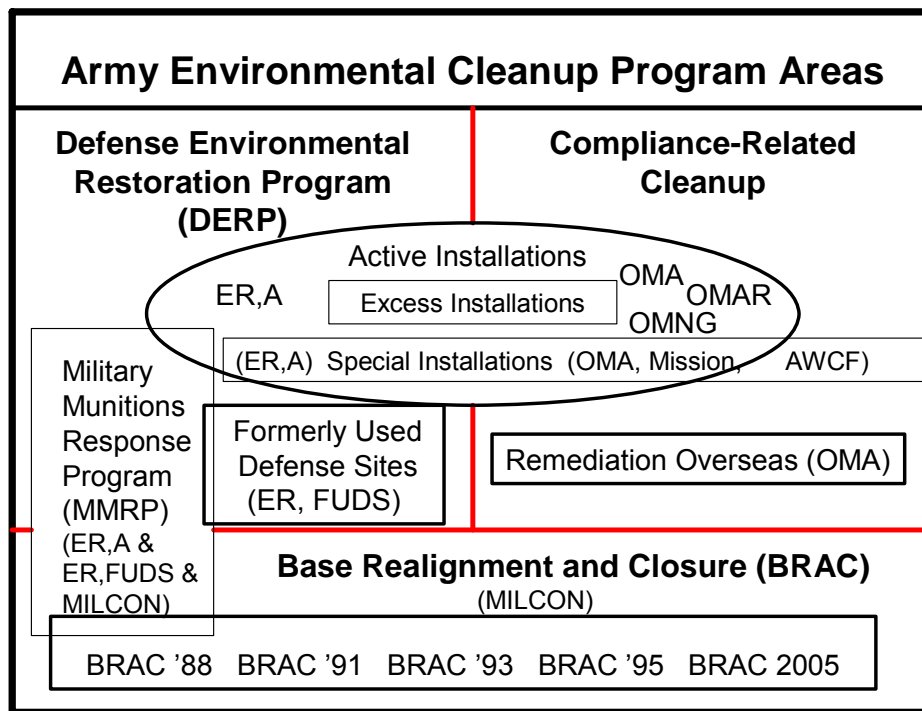
In its September 2001 DERP Guidance, the Department of Defense (DoD) formally established a funding eligibility date of 17 October 1986 for sites in the restoration category of the DERP[1]. Statutory and policy constraints on funding and authority created an organizational divide between cleanup associated with past activities (i.e., restoration) and cleanup of contamination that occurred since that eligibility date (i.e., compliance). As a result, inconsistent and in some cases, duplicated management processes and resources impaired efficiency of these otherwise similar cleanup

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

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

Cleanup Vision

The Army's cleanup vision, established in the AECS, is: 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.

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 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, Tribal, state, local, 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. Formerly, the Army managed its cleanup programs under the separate "pillars" of compliance and restoration. The cleanup strategy provides overarching guidance to all cleanup personnel, regardless of the program driver or funding source.

Programming and Budgeting

Identification of requirements and execution of Army environmental cleanup must continue to be managed according to the discrete funding mechanisms associated with each cleanup program area. Accordingly, program managers (PM) are responsible for participating in programming and budgeting for their respective portions of the Army Environmental Cleanup Program. The US Army Environmental Command (USAEC) is the PM responsible for the active, excess, and Army National Guard (ARNG) installation restoration program (IRP) and the military munitions response program (MMRP), both of which are funded through the Environmental Restoration, Army (ER,A) account. The BRAC Division of the ACSIM office is the PM responsible for BRAC installations cleanup and for non-ER,A eligible cleanup at Army Excess installations. The US Army Corps of Engineers (USACE) is the PM responsible for the execution of the Formerly Used Defense Sites (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).

The Installation Management Command (IMCOM) is the PM responsible for CC using funds from the Operations and Maintenance, Army (OMA) account, to include funds expended overseas. The Army Reserve Directorate, Installations Division (ARID) of ACSIM is the PM responsible for CC using funds from the Operations and Maintenance, Army Reserves (OMAR) account. The ARNG is the PM responsible for CC at ARNG facilities using funds from the Operations and Maintenance, National Guard (OMNG) fund account. During requirements development, requirements are developed at the installation and entered into the Army Environmental Database (AEDB) for compliance-related cleanup (AEDB-CC). The IMCOM, ARID, or ARNG review the requirements in the AEDB-CC, but validation of requirements occurs at the ACSIM level.

Program Management Plan Preparation	
Cleanup Program Area	Preparer
Active and Excess Installation Restoration	USAEC
BRAC Installations Cleanup and non-ERA Eligible Cleanup at Excess Installations	BRAC Division
Formerly Used Defense Sites	USACE
Compliance-related Cleanup at US and Overseas Installations	IMCOM
Compliance-related Cleanup at Army Reserve Installations and Facilities	Army Reserve Directorate
Compliance-related Cleanup at ARNG Facilities	ARNG
Compliance-related Cleanup at Special Installations	Determined on Case-by-Case Basis

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. Compliance-related cleanup projects at special installations are funded from

various mission or Army Working Capital Fund (AWCF) resources, and the source of cleanup funds is largely dependent on the mission activity that caused the contamination.

Cleanup Strategy Management

The Army will implement the AECS in alignment with its mission priorities using the ISO 14001 process depicted in Figure 2. This process entails five steps that are described below; the inner portion of the figure depicts organizational roles (who/what/where/when/why/how) and frequency of updates to various parts of the AECS.

Environmental Strategy

Headquarters elements of the Army Secretariat and Army Staff developed a comprehensive Strategy (the AECS) encompassing all cleanup program areas under a unified vision and overarching objectives. Strategy development occurs in consultation with the program managers for each cleanup program area. The AECS was intended to be an enduring document explaining the "why and what" of the Army's cleanup program. This Strategic Plan, also developed in consultation with the Army Secretariat, presents a framework for AECS implementation that incorporates the ISO 14001 principles of continual improvement. This Strategic Plan is aligned with the Army's Program Objective Memorandum (POM) and explains the "what and when" of the Army's cleanup program.

Planning

Program managers for each cleanup program area establish guidance and procedures for implementing the Strategy and this Strategic Plan within their respective program area in consultation with the Headquarters Army Staff and relevant installations or USACE Districts. Program managers publish guidance and procedures, normally in an annual Program Management Plan (PMP), and include the "who and where" as well as direction concerning management action plan (MAP) preparation for use by installations or USACE District project managers. MAPs are updated annually and describe the "how and when" of the cleanup program. Stakeholders may provide their input to Army project managers. Program managers also prepare input to the programming and budgeting process described earlier.

Implementation and Operation

Installations or USACE Districts execute cleanup in accordance with guidance and procedures for their respective program area and provide notice to and consult with federal and state regulators throughout the cleanup process. Stakeholders may provide advice concerning the cleanup process. To improve accountability and personal responsibility, an individual is designated for each site to ensure milestones are established and schedules are achieved. For many individuals, annual performance appraisals are directly related to achieving site schedules and ultimate site closure.

Figure 2: Cleanup Strategy Management Process
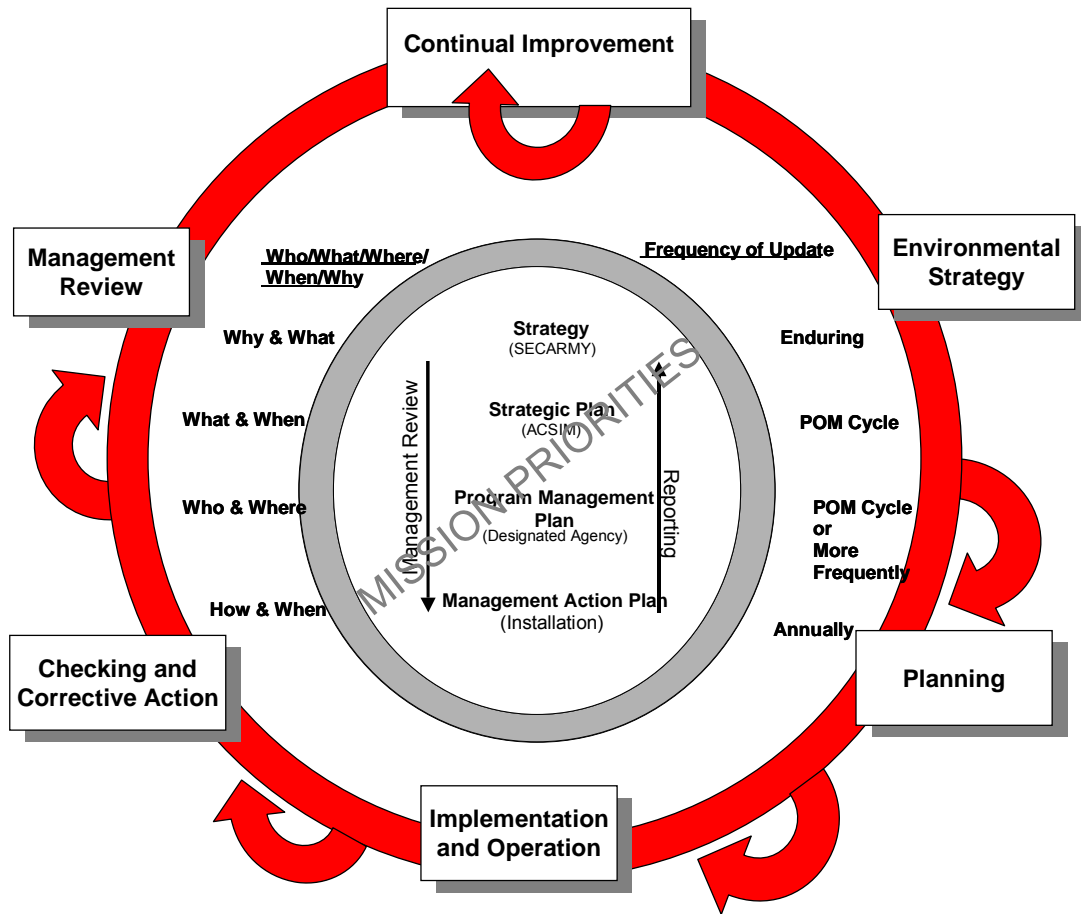
Checking and Corrective Action

Program managers check cleanup execution to achieve targets and make corrections as necessary. For example, if targets are not being met, program managers may recommend resource management changes in the planning, programming, or budgeting portions of the cleanup budget process.

Management Review

The Army Secretariat and Headquarters Army Staff formally review cleanup progress at least semi-annually and consider improvements to the AECS and this Strategic Plan, as well as any necessary resource management changes required.
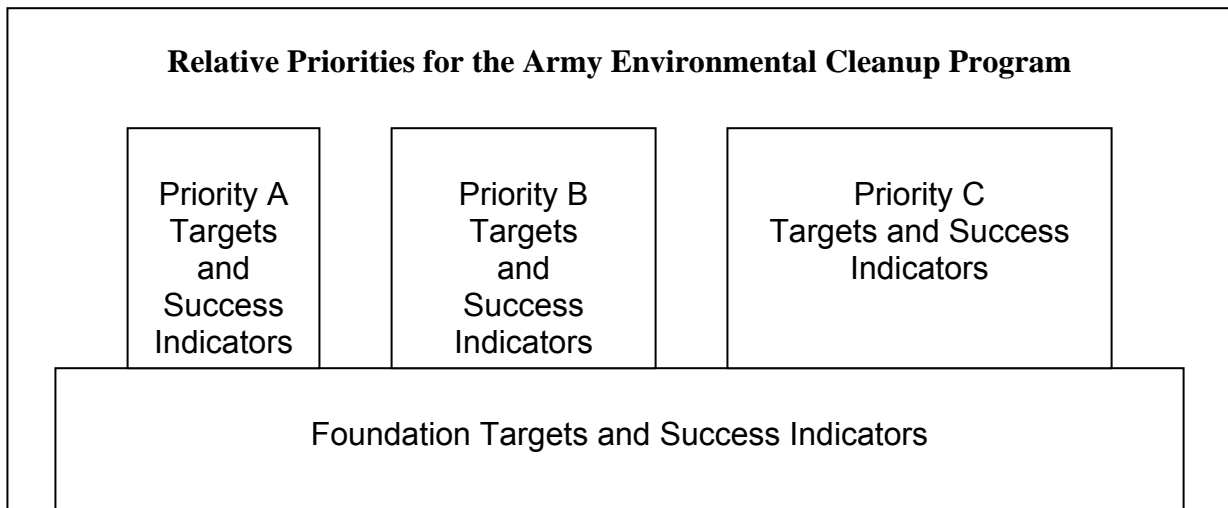
Priorities

This strategic plan lays out many targets and success indicators for each program area. The Army recognizes that not all can be "priority #1." This section describes a baseline cleanup program and priorities for each program area.

The Army cleanup philosophy is that there will be standardization across cleanup programs, especially with respect to overarching objectives; that the ACSIM will provide central direction through this strategic plan; that there will be personal accountability, especially with respect to predicting and then completing particular milestones and sites; that performance driven management will achieve desired results; and that the Army will recognize and reward achievements. The Army Environmental Cleanup Strategy lists nine overarching objectives in relative order of importance, with protection of human health and safety first and management reviews at the end.

The Army and its cleanup program managers can measure progress in many ways, and this strategic plan provides many opportunities to demonstrate success in the cleanup program. Figure 3 is illustrative of the concept. Baseline work serves as a foundation for all cleanup targets, regardless of relative priority. That does not mean all baseline work is funded before any Priority A or Priority B work. Funding is not sequential; and it is not intended that all Priority A work be funded before Priority B work. Further, targets and success indicators in Priorities A and B are not listed in order of priority. Army purposely provides flexibility in actual funds execution.

Figure 3: Relative Priorities for the Army Environmental Cleanup Program

Relative Priorities for the Army Environmental Cleanup Program

Priority A Targets and Success Indicators	Priority B Targets and Success Indicators	Priority C Targets and Success Indicators

Foundation Targets and Success Indicators

Foundation Priorities

Foundation targets in the cleanup program are generally the work effort which 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 five or fewer per program area. Metrics that are properly established and used by management can focus attention and resources to ensure success of a program. Most program areas have a priority A target to achieve a key metric, such as remedy-in-place for each site by a date certain.

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. Obtaining geospatial coordinates for each site for future reconciliation of environmental liability with the real property inventory 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.

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 FY2008 and FY2009. Within a priority group, targets are listed in numerical and 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.

• The DoD formally created the Military Munitions Response Program (MMRP) category in September 2001 to address response actions to unexploded ordnance (UXO), discarded military munitions (DMM), or munitions constituents (MC) on other than operational ranges. The MMRP was a new program for active installations, while at BRAC and FUDS sites, actions to address ordnance and explosives had been ongoing for years. The Army's inventory of MMRP sites was completed in December 2003. In 2004, DoD established two MMRP goals: complete all preliminary assessments (PA) by the end of FY2007 and complete all site inspections (SI) by the end of FY2010. The Army (except for the National Guard) plans to complete MMRP PAs by the end of FY2007 at all known MMRP sites. For Army National Guard facilities, the MMRP inventory identified numerous sites where the ARNG performed training for its federal mission where a formal real estate instrument could not be identified.

Consequently, there may be sites with ARNG contamination that were never under the jurisdiction of the Secretary, a requirement in the DERP authorizing language for a site to be eligible for ER,A funding. The National Defense Authorization Act of 2002 required an inventory and scoring of MMRP sites using the munitions response site prioritization protocol. The Army interpreted that language as authorizing use of ER,A funds for scoring at ARNG sites, but not further action. The ARNG has an aggressive goal to complete all scoring by the end of CY2009. For DERP-eligible cleanup at active and excess installations, the Army plans to continue the Army IRP and begin MMRP while maintaining an overall stable funding profile of about $435 million annually, adjusted for inflation. The Army expects to meet the DoD goal for having a remedy in place or being response complete at IRP sites by 2014, and will continue to work with DoD to establish realistic goals for the MMRP.

- The selection and maintenance of land use controls (LUCs) remain a significant issue at cleanup sites around the country. Regulators and local developers increasingly want permanent remedies that impose no restrictions on use, especially on those properties involving military munitions. In some cases, it may not be technologically feasible to clean to unrestricted use. Additionally, it may not be legally required nor make sense in the overall context of cleanup. For example, the Army should not normally plan to clean to unrestricted use at a site where future use is for industrial purposes. In the cases where a LUC is used at active installations, the restrictions should be incorporated into installation master plans. Land use restrictions are also an important issue for property being transferred from the Army. LUCs must be maintained and enforced after property leaves Army control. All LUCs imposed in Army cleanup documents at property being transferred from the Army should also be outlined in appropriate transfer documents so transferee(s) are aware of restrictions that must be maintained. In certain cases, the Army may use deed restrictions to memorialize LUCs imposed at a transferring site.

- The potential reduction in the maximum contaminant level (MCL) for trichloroethylene (TCE) could have a dramatic effect on the Army's cleanup program when the TCE MCL is determined to be an applicable or relevant and appropriate requirement (ARAR) for a cleanup. Existing cleanup systems addressing TCE contamination have typically been designed to reach current MCLs. Potential changes in the cancer slope factor for TCE may prompt EPA to propose a more stringent MCL or require more detailed evaluations for TCE vapors migrating into occupied buildings. For the vapor intrusion pathway, revised risk estimates will be at least an order of magnitude more conservative than the present risk estimates. Although ARARs are typically "frozen at the time of ROD signature," a new or modified requirement may call into question the protectiveness of the selected remedy. Thus during the five-year review for existing sites, site risks may need to be evaluated if the MCL is reduced. Because TCE was a solvent in widespread use within DoD and private industry, a reduction in the MCL may have a dramatic effect on the cost and technologies used in the Army's cleanup program.

- Significant regulatory and public pressure continues to build for addressing sites potentially contaminated with materials of emerging regulatory interest. The Office of the Under Secretary of Defense for Installations & Environment established the Emerging Contaminants Directorate in 2006 to help the Department of Defense proactively approach emerging contaminants to enable a fully informed, risk based investment decision process that protects human health and DoD operational capabilities. Emerging contaminants 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. The Army actively participates in the EC-IPT and will continue to do so. The IPT is working with the Environmental Protection Agency (EPA) and other federal agencies and state organizations on risk assessment process improvements. The EC-IPT is also working with scientists to identify opportunities to fill data gaps so it can recommend research studies with the potential to reduce scientific uncertainties associated with emerging contaminants important to DoD. Perchlorate was one of the first identified emerging contaminants -- the National Academies of Science (NAS) convened an expert panel to address scientific questions about perchlorate. Following the study, the DoD issued new perchlorate policy that outlines requirements for environmental restoration activities.

- The Army's environmental cleanup liabilities are regularly reported as part of Note 14 to the Army's financial statement. DoD has indicated that it will follow the Federal Accounting Standards Advisory Board's opinion issued in Technical Bulletin 2006-1 and that the Army must account for costs to clean up asbestos when buildings are closed or demolished. The technical bulletin includes nonfriable asbestos containing materials that are part of normal building systems and still in good condition in the definition of asbestos requiring cleanup. The Army's current plan is to record environmental *closure* liabilities separately from environmental *cleanup* liabilities. Additional guidance will be forthcoming and this strategic plan may need to be modified for environmental liability or other reasons.

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 and non-federally owned National Guard facilities that are not supported with federal funds.

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Army Active Installation Restoration

Background

The active installation restoration program was established for responses to address contamination at active installations funded by the Environmental Restoration, Army (ER,A) account. The program addresses contamination caused by past practices (including sites that exceeded the 17 October 1986 eligibility date where the Army initiated response activities under DERP before the eligibility date was established in the September 2001 DERP Management Guidance) but it does not address contamination caused by current or ongoing installation operations.

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, DODD 4715.7, DERP Management Guidance, AR 200-1, and the Army Environmental Cleanup Strategy.

Investment and Progress

From the beginning of the program in the late 1980's through fiscal year 2006, the Army addressed 10,451 potentially contaminated sites at 1,083 installations. Of those sites, 9,568 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 response complete (RC). The Army has spent just over $6 billion in the program through fiscal year 2006, and anticipates spending an additional $0.79 billion to attain RIP/RC at hazardous waste sites by year 2014. The total cost to complete* the environmental restoration portion of the program, including remedial action operations and long-term management, is projected to be $2.1 billion.

The Army completed an inventory of MMRP sites at closed ranges on 157 active installations in December 2003. The current estimated cost to attain RIP/RC at MMRP sites is $2.9 billion, with a total cost to complete* of $3 billion, including long-term management. The Army will gather site inspection information prior to the DoD goal of 2010 and complete DoD munitions response site prioritization protocol, enabling a more refined estimate of the "cost-to-complete" for the MMRP.

The current Program Objective Memorandum (POM) includes requirements for approximately $435 million per year through the POM years, adjusted for inflation and BRAC 2005, 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 hazardous waste sites at active installations at RIP/RC by 2014 and all MMRP sites RIP/RC by 2024.

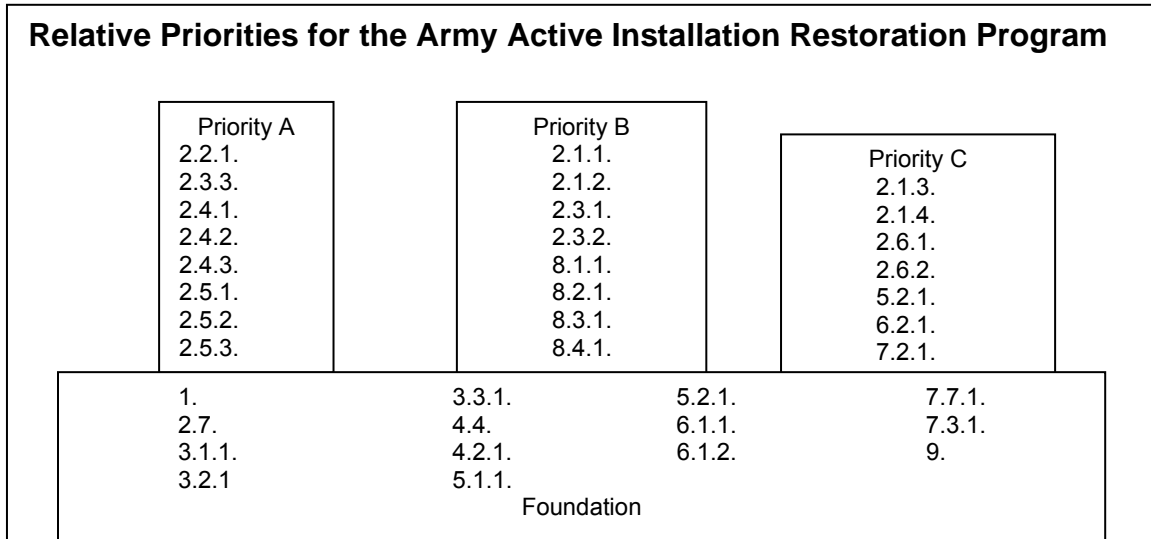* The cost to complete is consistent with the Defense Environmental Programs Annual Report to Congress and does not include program management costs.

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. Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the objectives, targets, and success indicators in this strategic plan. For the active installation restoration program, the following relative priorities are established:

Relative Priorities for the Army Active Installation Restoration Program

Priority A	Priority B		Priority C	
2.2.1.	2.1.1.			
2.3.3.	2.1.2.		2.1.3.	
2.4.1.	2.3.1.		2.1.4.	
2.4.2.	2.3.2.		2.6.1.	
2.4.3.	8.1.1.		2.6.2.	
2.5.1.	8.2.1.		5.2.1.	
2.5.2.	8.3.1.		6.2.1.	
2.5.3.	8.4.1.		7.2.1.	

1.	3.3.1.	5.2.1.	7.7.1.
2.7.	4.4.	6.1.1.	7.3.1.
3.1.1.	4.2.1.	6.1.2.	9.
3.2.1	5.1.1.		

Foundation

Reporting Mechanisms

The Army Environmental Database for Restoration (AEDB-R) is the database of record for the Army Active Installation Restoration Program and the Military Munitions Response 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 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 used by OSD to support development of the Defense Environmental Programs Annual Report to Congress. AEDB-R is also used by the Army to support cleanup program planning, implementation, and semiannual 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.

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 identified in the Objectives, Targets and Success Indicators table below.

Management Review

OSD has established semi-annual environmental management reviews where the Army is required to provide information as of the end of the fiscal year and in mid-year to report progress in meeting objectives and targets. The Assistant Deputy Under Secretary of Defense for Environment, Safety, and Occupational Health is typically the senior reviewer.

The Army also conducts semi-annual management reviews with a focus on program management plans and achievement of targets and success indicators in this strategic plan. The Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA(ESOH) is the senior Army reviewer. Program managers and representatives of the office of the Director of Environmental Programs (ODEP) participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for Army Active Installations Restoration

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
F 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 DoD activities. Maintain relevant cleanup information in a permanent document repository.	2.1. Complete cleanup of contaminated sites as quickly as resources allow using the relative risk site prioritization protocol to schedule sites. Meet the 2014 Defense goal to achieve remedy in place (RIP) or response complete (RC) at all Installation Restoration Program (IRP) category sites. The DoD goal to attain RIP/RC at all high relative risk sites by the end of FY2007 is not attainable. The Army target is to attain RIP/RC at 100% of high relative risk sites by 2011. This metric is reported in SMS.	B 2.1.1. Achieve RIP/RC at 96% of all 1,416 IRP Category high relative risk sites by 2008. ≥95% = GREEN 94% – 90% = AMBER <90% = RED
		B 2.1.2. Achieve RIP/RC at 97% of all 1,416 IRP Category high relative risk sites by 2009. ≥95% = GREEN 94% – 90% = AMBER <90% = RED
		C 2.1.3. Achieve RIP/RC at 75% of all 900 IRP Category medium relative risk sites by 2008. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		C 2.1.4. Achieve RIP/RC at 80% of all 900 IRP Category medium relative risk sites by 2009. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2.(con't) 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.	2.2. Meet annual planned activities as projected in the annual Program Management Plan (PMP), which is based on information from the Army Environmental Database for Restoration (AEDB-R).	A 2.2.1. Achieve actual versus planned annual activities as stated in the PMP. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	2.3. Achieve 10,451 total restoration sites RIP/RC by end of FY14.	B 2.3.1. 10,113 restoration sites at RIP/RC in FY08. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		B 2.3.2. 10,227 restoration sites at RIP/RC in FY09. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		A 2.3.3. Plan to achieve RIP/RC at all 10,451 sites by the 2014 Defense goal. 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED
	2.4. Attain installation RIP/RC for all 1,082 installations by FY14.	A 2.4.1. 36 of 1,082 remaining at the end of FY08. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.4. (con't) Attain installation RIP/RC for all 1,082 installations by FY14.	A 2.4.2. 28 of 1,082 remaining at the end of FY09. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		A 2.4.3. 0 remaining at the end of FY14. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	2.5. Complete MMRP Site Inspections (SI) at all 157 MMRP installations by the end of FY10. This metric is reported in SMS.	A 2.5.1. SI complete at 50% of installations by end of FY08 (79/157). ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		A 2.5.2. SI complete at 75% of installations by end of FY09 (118/157). ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		A 2.5.3. SI complete at 100% of installations by end of FY10 (157/157). ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	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 cleanup at an active installation; 100% of 204 installations have documentation complete at end of FY12. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		C 2.6.2. New documents at all installations submitted within 60 days of receipt. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	F 2.7. Support domestic restationing by coordinating site planning, identifying requirements, and adjusting environmental cleanup priorities.	
3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	3.1. Comply with enforceable cleanup schedules in FFA and RCRA Orders and Agreements. [At the end of FY06, there were approximately 24 FFAs and 3 RCRA Orders or Agreements in effect]	F 3.1.1. No fines or penalties. No new NOVs or <1 open NOV/100 sites = GREEN 1 open NOV / 100 sites = AMBER >1 open NOV / 100 sites = RED
	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, for inclusion in the Army PPBES process.	F 3.2.1. DAIM(EDC) notified within three months of identifying potential impacts. Notification within 3 months = GREEN Notification >3, <6 months = AMBER Notification >6 months = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
3. (con't) Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	3.3. Complete five-year reviews at the Army's universe (as of EOY FY2006) of 49 installations that have sites requiring a five-year review, as required.	F 3.3.1. Five-year reviews completed in year required. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	F 4.1. Recommend changes as required to Army Regulation 200-1.	
	4.2. Update the Army DERP Active Installations Environmental Restoration Program Management Guidance within 180 days of changes to the DoD DERP Management Guidance.	F 4.2.1. Update complete: ≤180 days = GREEN 180 – 365 days = AMBER >365 days = RED
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. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup by EOY FY10.	F 5.1.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED
		F 5.1.2. Site level data in FFMIA compliant database of record (AEDB-R) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = RED
	5.2. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C 5.2.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
6. Develop cleanup partnerships with appropriate federal, Tribal, state, local, territorial, or host-nation authorities.	6.1. Involve regulatory stakeholders in annual IAP development/revision process and incorporate Joint Execution Plan development into the IAP process.	F 6.1.1. Regulatory stakeholders participate in IAP development at the 76 installations remaining in the IRP that have not attained RIP/RC.
		F 6.1.2. IAP Workshops communicate Army cleanup strategic plan targets and success indicators, and produce the Joint Execution Plan input for DSMOA/CA process.
	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.	C 6.2.1. Document the notification of all Natural Resource Trustees by end of FY08.
7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	7.1. Survey community for interest in establishing a RAB every 2 years.	F 7.1.1. Interest determined as scheduled.
	7.2. Involve public stakeholders in annual IAP development/revision.	C 7.2.1. Public stakeholders participate in IAP development.
	7.3. As required by CERCLA, the NCP, and the DERP Management Guidance, maintain an information repository so that CERCLA cleanup information is available to the public.	F 7.3.1. An administrative record at a single location on the installation and an information repository (i.e., administrative record file plus any other background information) available to the public at a location at or near the installation.
8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	8.1. Implement innovative business strategies, commercial practices and incentives to improve overall project performance and completion. Review overall environmental cleanup acquisition strategy for all IRP/MMRP installations with open AEDB-R sites annually.	B 8.1.1. Review complete at percentage of installations with open AEDB-R sites: ≥85% = GREEN 75% – 84% = AMBER <75% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
8. (con't) Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	8.2. Implement performance-based acquisition for ER,A (IRP and MMRP) annually to the maximum extent possible. During each semi-annual Management Review, identify the actual percentage of performance based contracts by contract type (fixed price with incentives, cost plus with incentives, etc.)	B 8.2.1. Percentage of overall program budget obligated on PBA contracts annually: ≥50% = GREEN 40% – 49% = AMBER <40% = RED
	8.3. Streamline program management to maximize the amount of funding going to actual remediation at the restoration sites.	B 8.3.1. Program management costs (including ATSDR and DSMOA costs) are less than 11% of total ER,A program. ≤11% = GREEN 11.1% – 12% = AMBER >12% = RED
	8.4. Streamline project execution to maximize the amount of funding going to actual remediation at the restoration sites.	B 8.4.1. Project management costs are less than 8% of the total ER,A program. ≤8% = GREEN 8.1% – 8.5% = AMBER >8.5% = RED
F 9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.		

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army BRAC Cleanup

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 Military Construction (BRAC) funds to ensure that BRAC property transferred out of Army control is suitable for future use.

Program Drivers
> Several statutes and regulations govern real property disposal, but for the BRAC cleanup program, the program drivers are essentially the same as for the other Army cleanup programs.

Investment and Progress
> From FY1990 thru FY2006, the BRAC program expended $2.1 billion at 2,184 sites for BRAC cleanup. At the end of FY2006, the Army reported future environmental liabilities and disposal liabilities at BRAC installations to be $1.3 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.

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.

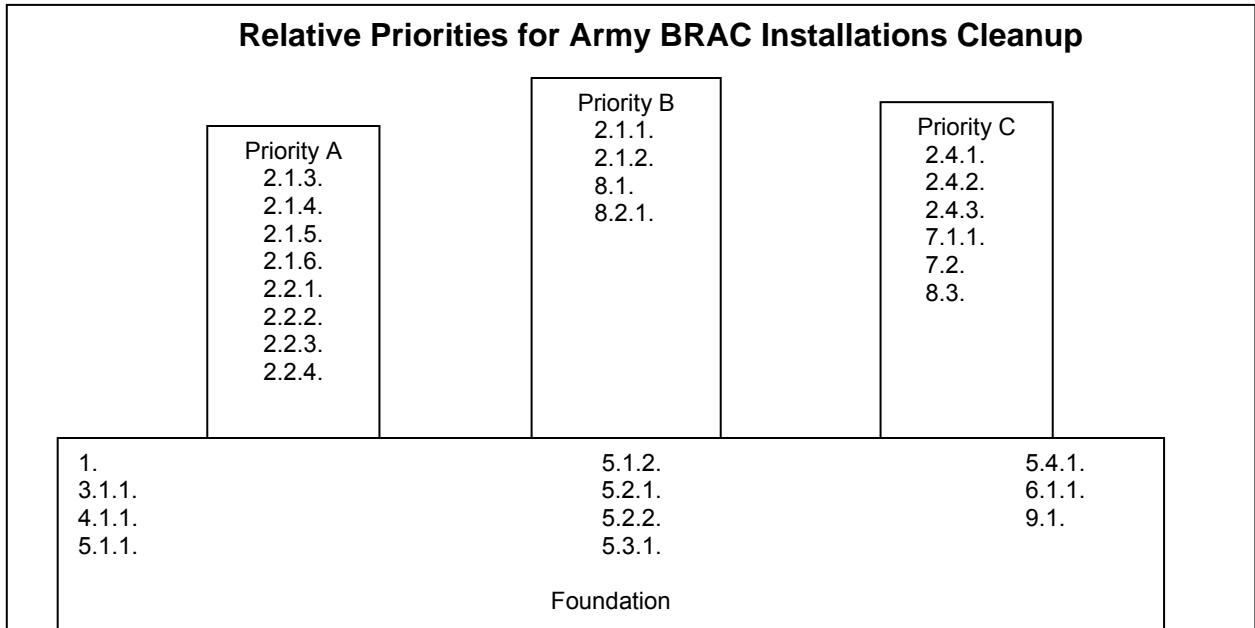| Legacy BRAC Installations		
Alabama AAP	Vint Hill Farms Station	Umatilla AD
Fort Meade	Tooele Army Depot	Camp Bonneville
Fort Wingate Depot Activity	Letterkenny AD	Oakland Army Base
Savanna Army Depot Activity	Pueblo AD	Fort McClellan
Seneca Army Depot Activity	Red River AD (includes Denton)	Fort Ord
Stratford AEP	Sierra AD	

In 2005, the BRAC Commission recommended that 174 Army installations and facilities be closed by September 15, 2011 (except for three chemical demilitarization installations – Umatilla, Newport and Deseret Chemical Depots). These installations will close but the closure date was not set in the BRAC Commission recommendations. Currently only 13 of the 174 installations and facilities have identified cleanup requirements. The closing installations and facilities under BRAC 2005 are presented below, with the 13 installations with cleanup requirements highlighted.

BRAC 2005 Affected Installations and Facilities			
Adrian B. Rhodes AFRC, NC	1Lt Harry B. Colborn USARC, WV	Lone Star AAP, TX	Round Rock USARC, TX
Alice USARC, TX	1Lt John S. Turner USARC, CT	LT Jacob Parrott Reserve Center, OH	Rufus N. Garrett Jr. USARC, AR
Allen Hall USARC, AZ	1LT Paul Lavergne USARC, PA	Lycoming Memorial USARC, PA	Samuel S. Stone USARC, AR
Alton M. Ashworth USARC, OK	1Lt Ray S. Musselman Memorial USARC, PA	MAJ Robert Kirkwood Memorial USARC, DE	San Marcos Memorial USARC, TX
Amityville AFRC, NY	1LT Richard H. Walker USARC, WA	MAJ David P. Oswald USARC, WA	Schroeder Hall USARC, CA
AMSA 69 USARC, CT	Floyd S. Parker USARC, OK	MAJ Leslie Bias USARC, WV	2LT Alfred Sharff USARC, OR
ASMA 72, CT	Fort Gillem, GA	Malvern OMS, AR	2LT Glen Carpenter USARC, NY
AMSA #75, MT	Ft. Hays Memorial USARC, OH	Manuel A. Perez Jr. USARC, OK	2LT Thomas J. McDonald USARC, NY
ASMA 160, VT	Ft. Lawton Complex, WA	Marshall USARC, TX	SGT Jerome Sears USARC, OR
Arkadelphia USARC, AR	Fort McPherson, GA	Marvin J. Roberts USARC, LA	SGT J.W. Kilmer/AMSA 21, NJ
Arthur Macarthur USARC, MA	Fort Monmouth, NJ	Maysville USARC, KY	SGT Joseph E. Muller USARC, NY
BG Theodore Roosevelt Jr. USARC, NY	Fort Monroe, VA	McCook USARC, NE	SFC E.L. Copple USARC, IL
BG William P. Screws USARC, AL	Ft. Tilden, NY	MG Benjamin J Butler USARC, KY	SFC M.L. Downs USARC/AMSA 58, OH
Berlin USARC, VT	G.G. O'Connell Memorial USARC,WI	Middletown USARC, CT	SFC Nelson V Brittin USARC/S-S, NJ
Billy A Krowse USARC, OK	Galt Hall USARC, MT	Miller Memorial USARC, TX	SFC Minoru Kunieda USARC, HI
Bloomsburg USARC, PA	Gen. Beebe USARC/AMSA 111, MN	Mississippi AAP, MS	SSG Roy Clifton Scouten USARC, OH
Blucher S. Tharp Memorial USARC, TX	George C. Farr USARC, OK	Muscatine USARC, IA	St George D. Libby USARC, TX
Bossier City USARC, LA	George D. Keathley USARC, OK	NGA Sumner, MD	Shreveport USARC, LA
Boswell Street USARC, TX	George Dolliver USARC/AMSA 135,MI	Niagara Falls USARC/AMSA 76,NY	Standford C. Parisian USARC, MI
Burlington Memorial USARC, IA	George E. Halliday USARC, IN	North Penn Memorial USARC, PA	Stewart Newburgh USARC, NY
Callaghan Road USARC, TX	Germantown Veterans Memorial USARC, PA	Newport Chemical Depot, IN	SSG Kuhl/AMSA 114 USARC, WV
Cambridge Memorial USARC, MN	Grady L. Robbins USARC, OK	Paducah Memorial USARC, KY	SSG R.E. Walton USARC, IL
Camden USARC, AR	Greentop USARC, MO	Paducah USARC #2, KY	TSGT Vernon Mcgarity USARC, PA
Cpt Jonathan H. Harwood USARC, RI	Guerry USARC, TN	Pasadena USARC, TX	Tony K. Burris USARC, OK
CE Kelly Support Facility, PA	Grimes Memorial USARC, TX	Paul J. Sutcovoy USARC, CT	Truman O. Olson USARC, WI
Cedar Rapids AFRC, IA	Hanby-Hayden USARC, TX	Paul A Doble USARC, NH	Tyler USARC, TX
Chattanooga (VAAP) USARC (BLDG 228), TN	Harry L Gary, Jr USARC, AL	Philadelphia Memorial AFRC, PA	Twaddle AFRC, OK
Chester Memorial USARC, VT	Hastings USARC, NE	Phoenix USARC #2, AZ	Watts-Guillot USARC, TX
Clarksville USARC, TN	Horsham Memorial USARC, PA	PT Lloyd S. Cooper III USARC, RI	USAG Selfridge (Sebille Manor), MI
Cleveland Leight Abbott USARC, AL	Hot Springs USARC, AR	PVT George L. Richey USARC, CA	Umatilla Depot Activity, OR
Columbus USARC, NE	Houston #2 USARC, TX	PFC Daniel L. Wagenaar USARC,WA	Vancouver Barracks, WA
Courcelle Brothers USARC, VT	Houston #3 USARC, TX	PFC Grady C. Anderson USARC, AL	Vicksburg USARC #1, MS
CSM Samuel P. Serrenti Memorial USARC, PA	James W. Reese USARC, PA	PFC Joe E. Mann USARC, WA	Walter Reed Army Medical Center, DC
Danbury USARC, CT	Jenkins AFRC, NM	PFC R.G. Wilson USARC, IL	Waukegan AFRC, IL
David F. Johnson Memorial USARC,ND	Jesse F. Niven Jr., USARC, NC	Quinta-Gamelin USARC, RI	Westover AFRC, MA
Deseret Chemical Depot, UT	Joe A. Smalley USARC,, OK	Rathjen Memorial USARC, TX	Whitehall Memorial USARC, OH
Desiderio Hall USARC, CA	Jones Hall USARC, CA	Red River Army Depot, TX	Wichita Falls USARC, TX
Donald A. Roush USARC, OK	Jonesboro USARC, AR	Richmond USARC, KY	Wilkes-Barre USARC, PA
ECS#15, AR	Jules E. Muchert USARC, TX	Riverbank AAP, CA	William Herzog Memorial USARC, TX
Elkins USARC, WV	Kansas AAP, KS	Robert R. Leisy, WA	Wilson-Kramer USARC, PA
Ernest Veuve Hall USARC, MT	Kearney USARC, NE	Rock Hill Memorial USARC, SC	Wright USARC, AL
Faith Wing USARC, AL	Lewis burg USARC, PA	Roque O. Segura USARC, TX	Wymore USARC, NE
Finnell AFRC, Al	Leroy R. Pound USARC, AR		

Priorities

As described in the introduction, resources for the Army's BRAC installations cleanup program are limited. Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the objectives, targets, and success indicators in this strategic plan. For the BRAC Cleanup program, the following relative priorities are established:

Relative Priorities for Army BRAC Installations Cleanup

Priority B
2.1.1.
2.1.2.
8.1.
8.2.1.

Priority C
2.4.1.
2.4.2.
2.4.3.
7.1.1.
7.2.
8.3.

Priority A
2.1.3.
2.1.4.
2.1.5.
2.1.6.
2.2.1.
2.2.2.
2.2.3.
2.2.4.

1.	5.1.2.	5.4.1.
3.1.1.	5.2.1.	6.1.1.
4.1.1.	5.2.2.	9.1.
5.1.1.	5.3.1.	

Foundation

Reporting Mechanisms

The Army Environmental Database for Restoration (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 Knowledge-Based Corporate Reporting System used by OSD to support development of the DERP Annual Report to Congress. The Army also uses AEDB-R to support cleanup program planning, implementation, and semiannual 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 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 identified in the Objectives, Targets and Success Indicators table below.

Management Reviews

The Army BRAC Division manages the BRAC cleanup program and reviews BRAC installation cleanup workplans on a semi-annual basis and conducts in-progress reviews of selected installations and technical reviews of selected site cleanup projects. The Army BRAC Division Chief is the senior Army reviewer for these reviews.

OSD has established semi-annual environmental management reviews where the Army is required to provide information as of the end of the fiscal year and in mid-year to report progress in meeting objectives and targets. The Assistant Deputy Under Secretary of Defense for Environment, Safety, and Occupational Health is typically the senior reviewer.

The Army also conducts semi-annual management reviews with a focus on program management plans and achievement of targets and success indicators in this strategic plan. The Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA(ESOH) is the senior Army reviewer. Program managers and the ODEP staff participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for BRAC Cleanup:

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
F 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 DoD activities. Maintain relevant cleanup information in a permanent document repository.	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 for all Legacy BRAC installations by 2021.
	
	Note: The Department of Defense Financial Management Regulation (FMR) established goal for the legacy BRAC Installation Restoration Program was 100% of installations at RIP/RC by the end of FY2005. The FMR goal for legacy BRAC IRP was not met. The targets and success indicators herein represent the Army's plan to complete cleanup efforts, given current funding and availability of commercial resources.
	
	Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC for all BRAC 2005 installations by 2009.
	
	The FMR at the time of publication of this Strategic Plan had not established IRP goals for BRAC 2005 installations. The targets and success indicators herein represent the Army's plan, given current funding and availability of commercial resources.
		B. 2.1.1. Attain IRP RIP/RC at 2 Legacy BRAC installations, achieving RIP/RC at all but 9 legacy BRAC installations with IRP requirements by end of FY2009.
		
		≥90% = GREEN
		  80% – 89% = AMBER
		<80% = RED
		
		B.2.1.2. Attain IRP RIP/RC at 5 BRAC 2005 installations, achieving RIP/RC at all 11 BRAC 2005 installations with IRP requirements by end of FY2009.
		
		≥90% = GREEN
		  80% – 89% = AMBER
		<80% = RED
		
		A 2.1.3 Attain IRP Site RIP/RC at 23 Legacy BRAC sites, achieving RIP/RC at 1822 out of 1895 Legacy BRAC sites by end of FY2008.
		
		≥90% of 23 sites = GREEN
		  80% – 89% = AMBER
		<80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
		A 2.1.4. Attain IRP Site RIP/RC at 10 Legacy BRAC sites, achieving RIP/RC at 1832 out of 1895 Legacy BRAC sites by end of FY2009. ≥90% of 10 sites = GREEN 80% – 89% = AMBER <80% = RED
2. (con't) 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.	2.1. (con't) Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC for all Legacy BRAC installations by 2021. Ensure management activities are in place and meet annual planned activities for IRP as quickly as resources allow to achieve RIP or RC for all BRAC 2005 installations by 2009.	A 2.1.5. Attain IRP Site RIP/RC at 11 BRAC 2005 sites, achieving RIP/RC at 71 of 72 BRAC 2005 sites by end of FY2008. ≥90% of 11 sites = GREEN 80% – 89% = AMBER <80% = RED
		A 2.1.6. Attain IRP Site RIP/RC at 1 BRAC 2005 site, achieving RIP/RC at 72 of 72 BRAC 2005 sites by end of FY2009. 100% of 72 sites RIP/RC =GREEN 90% – 99% = AMBER <90% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.2. Ensure management activities are in place and meet annual planned activities for BRAC MMRP as quickly as resources allow to achieve RIP or RC at 100% of legacy BRAC installations by end of 2009 while promoting land reuse and property transfer. This metric is reported in SMS. *Note: The FMR and ASA(I&E) Strategic Plan goal for the legacy BRAC MMRP is for 100% of Legacy BRAC installations to achieve RIP/RC by the end of FY2009. The FMR goal for legacy BRAC MMRP cannot be met until 2031 with funding in the current POM. The targets and success indicators herein represent the Army's plan, given current funding and availability of commercial resources.*	A. 2.2.1. Attain MMRP RIP/RC at 2 Legacy BRAC sites, achieving MMRP RIP/RC at 124 of 173 Legacy BRAC sites by the end of FY2008. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		A 2.2.2. Attain MMRP RIP/RC at 3 Legacy BRAC sites, achieving MMRP RIP/RC at 127 of 173 Legacy BRAC sites by the end of FY2009. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	Ensure management activities are in place and meet annual planned activities for BRAC MMRP as quickly as resources allow to achieve RIP or RC at 100% of BRAC 2005 installations by end of 2023 while promoting land reuse and property transfer. *Note: The Department of Defense FMR at the time of publication of this Strategic Plan had not established MMRP goals for BRAC 2005 installations. The targets and success indicators herein represent the Army's plan, given current funding and availability of commercial resources.*	A 2.2.3. Attain MMRP RIP/RC at 5 BRAC 2005 sites, achieving MMRP RIP/RC at 6 of 44 BRAC 2005 sites by the end of 2008. ≥80% of 5 sites = GREEN 60% – 79% = AMBER <60% = RED
		A 2.2.4. Maintain MMRP RIP/RC at 5 BRAC 2005 sites, achieving MMRP RIP/RC at 6 of 44 BRAC 2005 sites by the end of 2009. ≥90% of 6 sites = GREEN 80% – 89% = AMBER <80% = RED
	F 2.3. Review annual DASA(I&H) established target for the number of acres to transfer and work with BRACD Project Managers to meet environmental requirements to support property transfer. .	

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator

2. (con't) 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.	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.	C 2.4.1. Implement the BRAC Document Repository Implementation Plan developed in FY07 during FY08.
		
		≥50% of BRAC installations complete = GREEN
		  40% – 49% = AMBER
		<40% = RED
		
		C 2.4.2. Comprehensive, up to date, permanent document repository that reflects all BRAC installations have documentation complete at end of FY09.
		
		≥90% = GREEN
		  80% – 89% = AMBER
		<80% = RED

3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	3.1. Anticipate and promptly achieve compliance with new or revised enforceable requirements.	F 3.1.1. No adverse environmental enforcement actions received.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. Update the BRAC Defense Environmental Restoration Program (DERP) Management Guidance within 180 days of changes to the DoD DERP Management Guidance.	F 4.1.1. Update complete: ≤180 days = GREEN 180 – 365 days = AMBER >365 days = RED

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 BRAC appropriations to meet DoD obligation and expense objectives.	F 5.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
		
		≥90% = GREEN
		  80% – 89% = AMBER
		<80% = RED
		
		F 5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 95%, and 100%, as recorded in DFAS.
		
		≥90% = GREEN
		  80% – 89% = AMBER
		<80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.2. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup by EOY FY10.	F 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
		F 5.2.2. Site level data in FFMIA compliant database of record (AEDB-R) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = 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.	F 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. Update annually each BRAC Installation Action Plan (BIAP).	F 5.4.1. Updated requirements are input to BRAC Optimization Model. ≥90% of BIAPs updated = GREEN 80% – 89% = AMBER <80% = RED
6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.	6.1. Update annually BIAP with EPA and State participation, as appropriate, to promote coordination, cooperation, and property transfer.	F 6.1.1. BIAP workshops communicate Army cleanup plan program targets and success indicators and produce the Joint Execution Plan input for the DSMOA/CA process.
7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	7.1. Survey community for interest in establishing a RAB every 2 years.	C 7.1.1. Interest determined every 2 years, as scheduled. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
7. (con't) Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	C 7.2. Involve public stakeholders in annual BIAP development/revision.	
8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	B 8.1. Evaluate and implement as appropriate innovative and/or more efficient or effective technologies, business strategies, commercial practices and incentives in coordination with BRACD Program Manager to meet environmental requirements to support property transfer.	
	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% of total BRAC Cleanup program. ≤15% = GREEN 15.1% – 17% = AMBER >17% = RED
	C 8.3. Evaluate consolidating post remedy-in-place activities on a regional basis, to include exit strategies and incentives for early termination. Implement, as appropriate, consolidation activities by end of FY2008 and report on results in semi-annual management reviews through FY2009.	
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.	

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Excess Installation Cleanup

Background

> In 2003, the Army identified installations (primarily Army Ammunition Plants (AAPs)) that were excess to operational needs and, although not covered by Base Realignment and Closure (BRAC) legislation, the Army plans to dispose of those properties. The Army assigned responsibility for completing necessary cleanup and disposal of these installations to the Army BRAC Division to utilize the staff's expertise with property transfer.

Program Drivers

> Several statutes and regulations affect the excess installations' cleanup program. Most notable are DERP (10 USC §§2701-3), CERCLA, RCRA, EOs 12580 and 13016, DODD 4715.7, DERP Management Guidance, and AR 200-1.

Investment and Progress

> The Army uses ER,A as well as other funds to clean up excess installations. ER,A funds are managed as part of the Army DERP.
>
> Other than DERP requirements at excess installations include lead and asbestos abatement, building demolition and debris removal, as well as hazardous waste cleanup not eligible under the DERP, to enable property transfer. The Army tracks funds for excess installations through the Army financial reporting system using management decision package (MDEP) EXCS.

# Mission Statement for Army Excess Installation Restoration

The mission for Army excess installation restoration is to perform appropriate, cost-effective cleanup to provide property that is safe for transfer and projected reuse, and to protect human health and the environment.

Excess Installations

Badger AAP, Baraboo, WI
Charles Melvin Price Support Center, Granite City, IL
Indiana AAP, Charlestown, IN
Joliet AAP, Joliet, IL
Longhorn AAP, Marshall, TX
Ravenna AAP, Ravenna, OH
Rocky Mountain Arsenal, Commerce City, CO
St. Louis AAP, St Louis, MO
Stanley R. Mickelson Safeguard Complex, ND
Sunflower AAP, DeSoto, KS (transferred in 2006)
Tarheel Army Missile Plant, Burlington, NC
Twin Cities AAP, Arden Hills, MN
Volunteer AAP, Chattanooga, TN

Priorities

As described in the introduction, Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the success indicators in this strategic plan. For the excess installation restoration program, the following relative priorities are established:

Relative Priorities for the Excess Installations Program

	Priority B	
Priority A 10.3.		Priority C

10.2.	10.1.1.
Foundation	
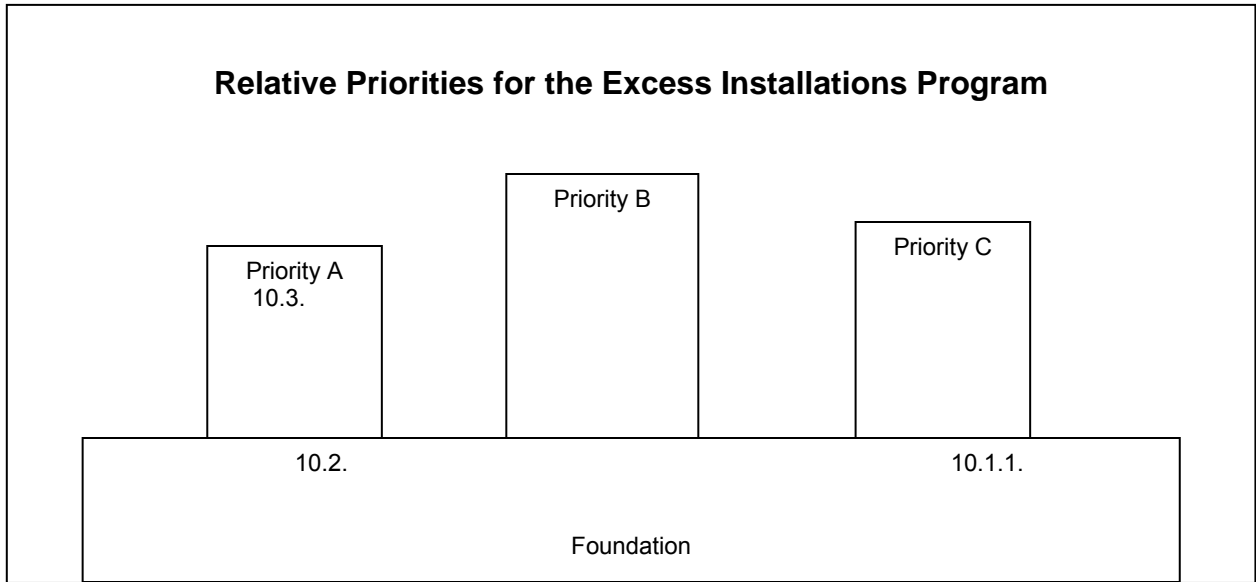
Reporting Mechanisms

The Army uses the AEDB-R database for excess installation cleanup reporting. 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 DERP. In addition, the database contains cost, relative risk, and other information for each site. The USAEC maintains the AEDB and installations update the data semi-annually. The AEDB-R is the source for upward reporting to the Knowledge-Based Corporate Reporting System used by OSD to support development of the DERP Annual Report to Congress. 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.

The Army uses information from AEDB to support cleanup program planning, implementation, and semiannual management reviews.

Management Review

The Army Base Realignment and Closure Division (DAIM-BD) directly manages Operation and Maintenance, Army (OMA) funds to provide caretaking activities at the

excess installations. The USAEC manages the ER,A funds necessary to fund DERP-related cleanup at excess installations. For DERP-related cleanup, OSD has established semi-annual environmental management reviews where the Army is required to provide information as of the end of the fiscal year and in mid-year to report progress in meeting objectives and targets. The Assistant Deputy Under Secretary of Defense for Environment, Safety, and Occupational Health is typically the senior reviewer.

The Army also conducts semi-annual management reviews with a focus on program management plans and achievement of targets and success indicators in this strategic plan. The Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA(ESOH)) is the senior Army reviewer. Program managers and the ODEP staff participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for the Army Excess Installation Restoration Program:

Note: For Objectives 1-9, USAEC conducts the IRP and MMRP for Excess installations just as they do for Active Installation Restoration.

The BRAC Division conducts closure and compliance-related cleanup at excess installations to include lead and asbestos abatement activities and building demolition/debris removal activities.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
10. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment in support of property transfer for non-DERP cleanup and closure, lead and asbestos abatement activities and building demolition/debris removal activities.	10.1. Execute OMA appropriations to meet DoD obligation and expense objectives.	F 10.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	F 10.2. Maintain an OMA work plan and ensure all non-DERP cleanup and closure requirements are captured. Conduct semi-annual OMA meetings with installations to review work plans and project execution.	
	A 10.3. Review annual DASA(I&H) established target for the number of acres to transfer and work with BRACD Project Manager to meet environmental requirements to support property transfer.	

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.

Formerly Used Defense Sites

Background
At former DoD properties, DoD is authorized to accomplish environmental restoration of DoD contamination and removal of building debris/safety hazards where the properties 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 Office of the Secretary of Defense 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 U.S. Army Corps of Engineers (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) projects
- Containerized HTRW (CON/HTRW) projects (typically underground and aboveground storage tanks)
- Military Munitions Response Program (MMRP) projects (formerly designated as OE or Ordnance and Explosives Waste (OEW)) including response actions related to munitions and explosives of concern (MEC), munitions constituents (MC), discarded military munitions (DMM), and chemical warfare material (CWM)
- Building demolition and debris removal (BD/DR) projects
- Potentially responsible party (PRP) projects, including Third-Party-Sites (TPS)

Program Drivers
FUDS is part of the DERP as described earlier. 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 FY2006, there were 9,908 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 6,868 properties are eligible for inclusion in the FUDS program. Requirements for response actions exist at 3,024 properties. The USACE has 4,986 projects in its inventory to address required response actions; many projects are complete, but 3,342 projects are underway or have future actions planned. Additional properties are identified each year.

USACE had obligated $3.87 billion through fiscal year 2006 (annual funding has been about $250 million in recent years) and estimates $18.7 billion to complete the program*. Overall program funding has remained relatively stable in the recent past, and is projected to remain stable until funding for MMRP implementation is increased; targets in this plan are based on stable funding.

	SUMMARY		
	FY02	FY04	FY06
Potential FUDS Properties:	9,334	9,730	9,908
Eligible Properties	6,745	6,789	6,868
Properties w/ Response Action	2,822	2,948	3,024
Projects in Database	4,657	4,871	4,986
Completed Projects	2,565	2,678	#2,481

* The cost to complete is consistent with the DERP Annual Report to Congress and does not include program management costs.
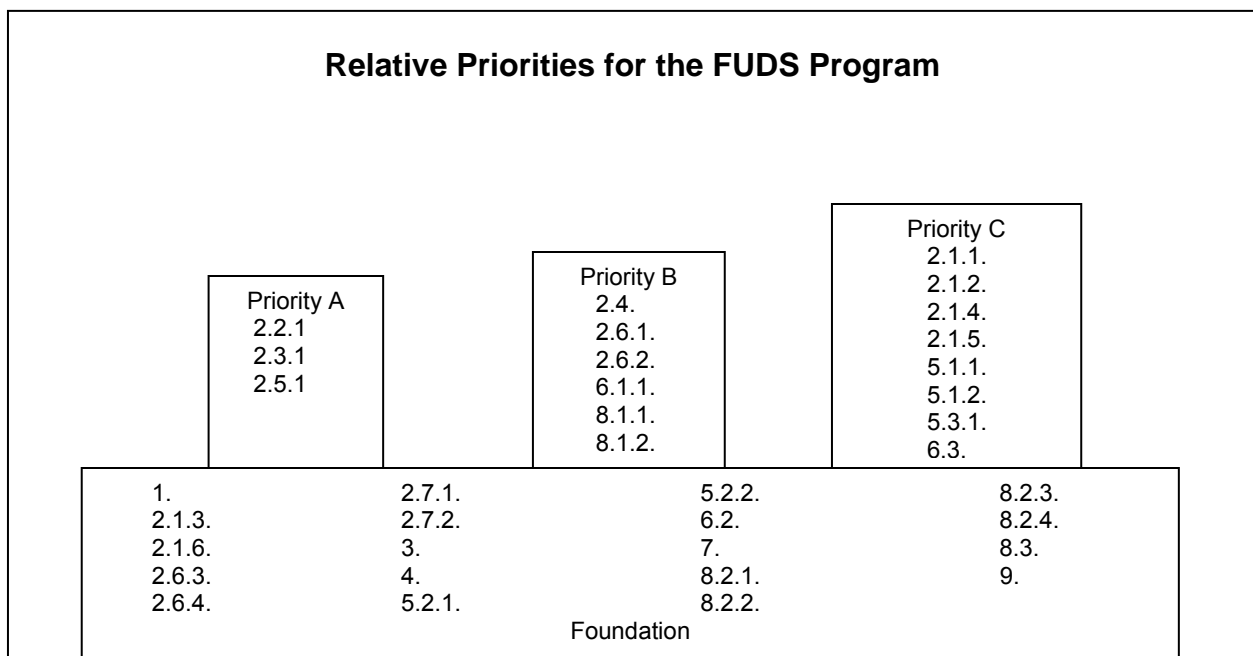\# USACE reopened 197 small arms range projects in FY05 to apply the MRSPP.

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.

Priorities

As described in the introduction, Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the success indicators in this strategic plan. For the FUDS program, the following relative priorities are established:

Relative Priorities for the FUDS Program

		Priority C
		2.1.1.
		2.1.2.
	Priority B	2.1.4.
Priority A	2.4.	2.1.5.
2.2.1	2.6.1.	5.1.1.
2.3.1	2.6.2.	5.1.2.
2.5.1	6.1.1.	5.3.1.
	8.1.1.	6.3.
	8.1.2.	

1.	2.7.1.	5.2.2.	8.2.3.
2.1.3.	2.7.2.	6.2.	8.2.4.
2.1.6.	3.	7.	8.3.
2.6.3.	4.	8.2.1.	9.
2.6.4.	5.2.1.	8.2.2.	

Foundation

Reporting Mechanisms

The DERP Annual Report to Congress (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 FUDSMIS as required when there are status changes to property/project/phase information; and 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

OSD has established semi-annual environmental management reviews where the Army is required to provide information as of the end of the fiscal year and in mid-year to report progress in meeting objectives and targets. The Assistant Deputy Under Secretary of Defense for Environment, Safety, and Occupational Health is typically the senior reviewer.

The Army also conducts semi-annual management reviews with a focus on program management plans and achievement of targets and success indicators in this strategic plan. The Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA(ESOH)) is the senior Army reviewer. Program managers and the ODEP staff participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for the FUDS Program:

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
F 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 DoD activities. Maintain relevant cleanup information in a permanent document repository.	2.1. Complete cleanup of contaminated sites as quickly as resources allow and in accordance with relative risk.
	
	Meet the FMR goal to have a remedy in place (RIP) or be response complete (RC) for all 2,407 Installation Restoration Program (IRP) projects by FY2020.
	
	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.
		C 2.1.1. Percentage of "not evaluated" sites assigned relative risk or MRSPP ranking (based on 256 sites not evaluated at beginning of FY07 (214 HTRW, 36 MMRP, and 6 CWM sites)).
		
		≥50% (of 256) by end of FY08 = GREEN
		  20% – 49% = AMBER
		<20% = RED
		
		C 2.1.2. Percentage of "not evaluated" sites assigned relative risk or MRSPP ranking (based on 256 sites not evaluated at beginning of FY07 (214 HTRW, 36 MMRP, and 6 CWM sites)).
		
		≥70% (of 256) by end of FY09 = GREEN
		  40% – 69% = AMBER
		<40% = RED
		
		F 2.1.3. All IRP projects projected to miss the FY2020 target reviewed and evaluated for management alternatives during semi-annual Management Reviews.
		
		C 2.1.4. 1,672 of 2,407 IRP projects at RIP/RC at EOY FY2008.
		
		≥90% = GREEN
		  80% – 89% = AMBER
		<80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.1. (con't) Complete cleanup of contaminated sites as quickly as resources allow and in accordance with relative risk.	C 2.1.5. 1,710 of 2,407 IRP projects at RIP/RC at EOY FY2009. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.1.6. 2,407 IRP projects at RIP/RC by FY2020.
	2.2. Achieve RIP/RC at 46% of all 357 high relative risk HTRW projects by end of FY2008. Note: The FMR goal was to achieve RIP/RC at all high relative risk IRP sites by the end of FY2007.	A 2.2.1. Percentage of sites with RIP/RC achieved versus scheduled completion date: ≥90% (of 46%) = GREEN 80% – 89% = AMBER <80% = RED
	2.3. RIP/RC achieved at 51% of all 357 high relative risk HTRW projects by end of FY2009.	A 2.3.1. Percentage of sites with RIP/RC achieved versus scheduled completion date: ≥90% (of 51%) = GREEN 80% – 89% = AMBER <80% = RED
	B 2.4. RIP/RC achieved at 48% of all 147 medium relative risk HTRW projects by end of FY2011. Note: The FMR goal to achieve RIP/RC at all medium relative risk IRP sites by 2011 is not attainable.	
	2.5. Meet actual versus planned activities on a quarterly basis as projected in the DASA(ESOH)-approved FUDS Annual Work Plan.	A 2.5.1. Percentage of annual planned projects in AWP that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.6. Complete cleanup at MMRP sites as quickly as resources allow IAW Munitions Response Site Prioritization Protocol. Execute an aggressive MMRP-SI completion initiative by programming and obligating $25M annually until all MMRP SIs are completed. Note: The FMR goal is to complete MMRP SIs by 2010. The Army targets are reflected herein.	B 2.6.1. 40% of baseline (765) SIs complete by end of FY 2008. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		B2.6.2. 55% of baseline (765) SIs complete by end of FY2009. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.6.3. 100% of baseline (765) SIs complete by end of FY 2012.
		F 2.6.4. All (962) SIs completed by end of FY 2014.
	2.7. Continue to execute the FUDS Information Improvement Plan (FIIP). Program and execute $5.5 Million per year until all six tasks are completed for 15,257 property/project folders. Ensure that projects with future costs have Tasks 1-3 completed before moving onto others.	F 2.7.1. 10,500 Task 1, 8,000 Task 2, and 2800 Task 3 complete in FY2008. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.7.2. 12,500 Task 1, 10,000 Task 2, and 3300 Task 3 complete in FY2009. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
F 3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.		
F 4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.		

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable project-level data.	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%, 55%, 80%, and 100%, as recorded in DFAS.
		C 5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 95%, and 100%, as recorded in DFAS.
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable project-level data.	5.2. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup by EOY FY10.	F 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
		F 5.2.2. Site level data in FFMIA compliant database of record (FUDSMIS) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = 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
6. Develop cleanup partnerships with appropriate federal, Tribal, state, local, or territorial authorities.	6.1. Develop Statewide Management Action Plans (SMAPs), with interested State and EPA region participation, to promote coordination and cooperation, subject to willingness of States to participate.	B 6.1.1. SMAPs communicate Army Cleanup Plan targets.
	F6.2. Review state participation in property activities under DSMOA as required.	
6. (con't) Develop cleanup partnerships with appropriate federal, Tribal, state, local, or territorial authorities.	C 6.3. Provide the FUDS PRP inventory (as of 30 Sep) to EPA and the Association of State and Territorial Solid Waste Management Officials annually, not later than 1 December.	

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
F 7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make project-level cleanup information publicly available.		
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 to reach a target of obligating 30% of the total program budget by the end of FY10. During each semi-annual Management Review, identify the actual percentage of performance based contracts by contract type (fixed price with incentives, cost plus with incentives, etc.)	B 8.1.1. 25% of the total program budget obligated in FY 2008 in PBCs. ≥90% (of 25%) = GREEN 80% – 89% = AMBER <80% = RED
		B 8.1.2. 27% of the total program budget obligated in FY 2009 in PBCs. ≥90% (of 27%) = GREEN 80% – 89% = AMBER <80% = RED
	8.2. Streamline program management to maximize the amount of funding going to actual remediation at project sites.	F 8.2.1. Program management costs (excluding ATSDR, DSMOA, FIIP, RAB, and TAPP costs) do not exceed 8.9% of total ER,FUDS program in FY 2008. ≤ 8.9% = GREEN 9% – 9.5% = AMBER >9.5% = RED
		F 8.2.2. Program management costs (excluding ATSDR, DSMOA, FIIP, RAB, and TAPP costs) do not exceed 8.8% of total ER,FUDS program in FY 2009. ≤ 8.8% = GREEN 8.9% – 9.4% = AMBER >9.4% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
8. (con't) Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	8.2. (con't) Streamline program management to maximize the amount of funding going to actual remediation at project sites.	F 8.2.3. Program management costs (including ATSDR, DSMOA, FIIP, RAB, and TAPP costs) do not exceed 15.4% of total ER,FUDS program in FY 2008. ≤ 15.4% = GREEN 15.5% – 16.5% = AMBER >16.5% = RED
		F 8.2.4. Program management costs (including ATSDR, DSMOA, FIIP, RAB, and TAPP costs) do not exceed 13.4% of total ER,FUDS program in FY 2009. ≤ 13.4% = GREEN 14.5% – 15.5% = AMBER >15.5% = RED
	F8.3. Identify innovative and/or more efficient technologies, evaluate for program/project applicability, and implement as appropriate.	
F 9. Perform semi-annual senior management reviews of cleanup progress against established targets, and periodic reviews of projects where contamination remains in place.		

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

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Army Installation Management Command Compliance-Related Cleanup (Non-DERP)

Background
> The Army conducts its operations in compliance with numerous environmental laws and regulations, to include cleanup of environmental contamination associated with its day-to-day (non-combat) operations. Cleanup actions addressed via this program include contamination that has occurred since the enactment of the Superfund Amendment and Reauthorization Act (SARA) in October 1986, and thus by OSD policy are not eligible for inclusion in the Defense Environmental Restoration Program (DERP). In addition, compliance-related cleanup addresses cleanup of contamination, regardless of timeframe, at non-federally owned, federally supported ARNG sites. Post SARA cleanups are funded using operational funds.

Program Drivers
> The Federal Facilities Compliance Act of 1993 clarified that federal facilities are subject to the nation's environmental laws, including provisions that individuals are subject to fines and penalties as they conduct official duties. The Resource Conservation and Recovery Act (RCRA), enacted in 1976, legislated how society manages its solid wastes and provided a definition and a list of wastes considered to be hazardous. Other potential program drivers for compliance-related cleanup include the Comprehensive Environmental Response, Compensation, and Liability Act, the Safe Drinking Water Act, the Toxic Substances Control Act, Federal Insecticide, Fungicide, and Rodenticide Act, the Clean Air Act, and the Clean Water Act.

Program Management
> The Installation Management Command (IMCOM) is the program manager responsible for planning, budgeting and executing compliance-related cleanup at installations where operations are funded from the Operations and Maintenance, Army (OMA) account.
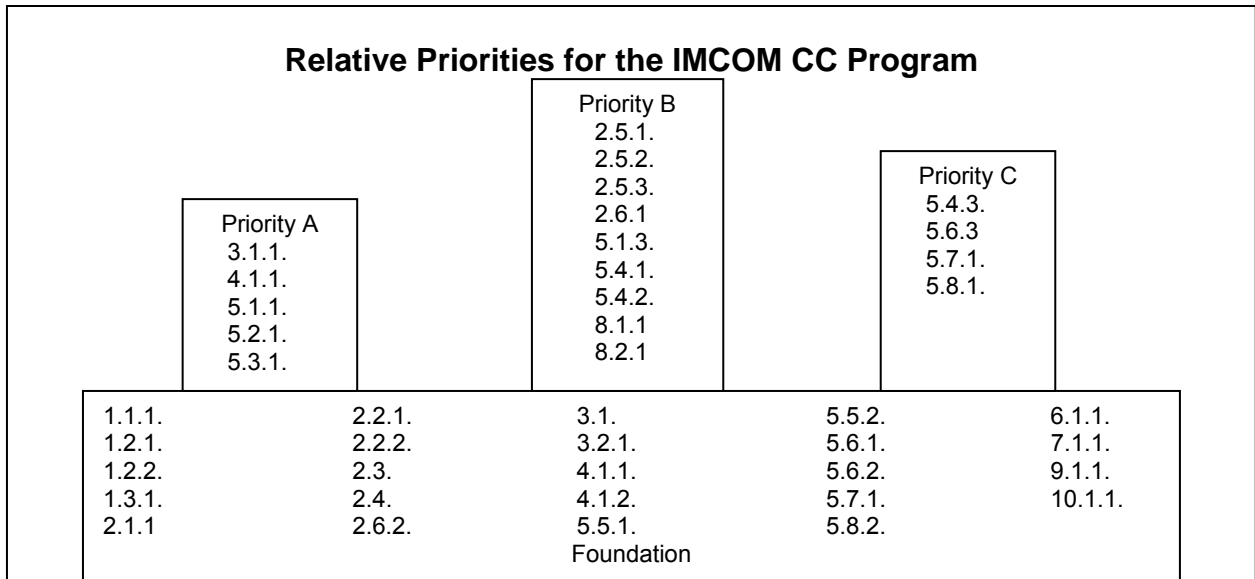
Investment and Progress
> Investment in compliance-related cleanup was highly decentralized until 2004 and past investments were not centrally reported. The Federal Financial Management Improvement Act (FFMIA) created financial liability reporting requirements for all cleanup activities through site 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 FY2005, IMCOM facilities reported 673 sites in the AEDB-CC database, establishing a baseline against which future work can be measured. IMCOM currently spends approximately $40 million annually for CC projects. 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, Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the success indicators in this strategic plan. For the IMCOM Compliance-related Cleanup program, the following relative priorities are established:

Relative Priorities for the IMCOM CC Program

		Priority B 2.5.1. 2.5.2. 2.5.3. 2.6.1 5.1.3. 5.4.1. 5.4.2. 8.1.1 8.2.1		
	Priority A 3.1.1. 4.1.1. 5.1.1. 5.2.1. 5.3.1.		Priority C 5.4.3. 5.6.3 5.7.1. 5.8.1.	

1.1.1.	2.2.1.	3.1.	5.5.2.	6.1.1.
1.2.1.	2.2.2.	3.2.1.	5.6.1.	7.1.1.
1.2.2.	2.3.	4.1.1.	5.6.2.	9.1.1.
1.3.1.	2.4.	4.1.2.	5.7.1.	10.1.1.
2.1.1	2.6.2.	5.5.1.	5.8.2.	

Foundation

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. 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

Management reviews are conducted semi-annually for compliance-related cleanup programs. The framework for management review is this strategic plan and the program management plans that the IMCOM develops annually. Where appropriate, installation action plan workshops address CC requirements. IMCOM is responsible for quality control of all CC projects in the AEDB-CC. The USAEC also participates to provide quality assurance and help resolve any discrepancies as appropriate.

The Army will conduct in-progress reviews for the Army leadership at least to the ODASA(ESOH) level twice a year. Compliance-related cleanup objectives and targets addressed in the Army environmental cleanup strategic plan will provide the foundation for the in-progress review. Program managers and the ODEP staff will participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for IMCOM Compliance-related Cleanup

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	1.1. Protect workers, the public, and the environment as hazards are identified.	F 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.
	1.2. 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.	F 1.2.1. Emergency Response Plans result in minimal impacts to human health, safety, and the environment.
		F 1.2.2. Operational entities are informed of activities that may result in contamination, and are provided possible alternatives.
	1.3. Ongoing cleanup activities create no new threats to human health and the environment.	F 1.3.1. Wastes managed and removed from a cleanup site are properly tracked and accounted for.
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. Maintain an inventory of contaminated sites and incorporate newly identified sites into AEDB-CC and update the database semi-annually.	F 2.1.1. Required information is entered and updated for each site, as required, during semi-annual data calls.
	2.2. Maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2012.	F 2.2.1. 33 percent of installations submit relevant cleanup information for input to permanent document repository by end of FY08. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.2.2. 65 percent of installations submit relevant cleanup information for input to permanent document repository by end of FY09. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.2. (con't) Maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2012.	F 2.2.3. New documents submitted within 60 days of receipt. ≥90% of new documents on time = GREEN 80% – 89% of new documents on time = AMBER <80% of new documents on time = RED
	F 2.3. Work with the Army to establish procedures and standardized data to centrally track and manage land use controls created as part of a cleanup program response action.	
	F 2.4. For each site, obtain geospatial coordinates at a scale commensurate with the scope of the project and send to the US Army Installation Geospatial Information and Services Program office.	
	2.5. For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC). Achieve RIP/RC at all 673 sites included in the FALL 2005 data call in AEDB-CC by 2014.	B 2.5.1. Achieve RIP/RC at 128 of 673 sites in baseline by end of FY08. ≥90% = GREEN 80% - 89% = AMBER <80% =RED

		B 2.5.2. Achieve RIP/RC at 192 of 673 sites in baseline by end of FY09.
		
		  ≥90% = GREEN
		  80% - 89% = AMBER
		  <80% =RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.5. (con't) For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC).	B 2.5.3. Complete SIs at all 673 sites in baseline by end of FY2008. ≥90% = GREEN 80% - 89% = AMBER <80% =RED
	2.6. For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 7 years of site identification.	B 2.6.1. Percentage of new sites with RIP/RC IAW annual plan: ≥90% = GREEN 80% - 89% = AMBER < 80% = RED
	2.6. (con't) For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 7 years of site identification.	F 2.6.2. Program managers have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.
3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	F 3.1. Anticipate and promptly address compliance-related cleanup activities to maintain compliance and address stakeholder concerns as required.	
	3.2. Use the installation's mission-focused ISO 14001 EMS to continually improve performance of the compliance-related cleanup program and where applicable, practice pollution prevention to ensure current operations creates no new threats to human health and the environment.	F 3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. Recommend changes as required to appropriate Army Regulations, policies, and guidance.	F 4.1.1. Appropriate Army policy and guidance is incorporated into program management and guidance documents: Within 180 days of policy issuance = GREEN More than 180 days after policy issuance = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
4. (con't) Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. (con't) Recommend changes as required to appropriate Army Regulations, policies, and guidance.	F 4.1.2. Recommended policy changes are submitted annually. On time = GREEN Within 6 months of target date = AMBER Late by more than 18 months = RED
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. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for non-DERP cleanup by EOY FY10.	F 5.1.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED
		F 5.1.2. Site level data in FFMIA compliant database of record (AEDB-CC) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = RED
		B 5.1.3. Successful quality assurance review and validation of projects by HQDA. ≥90% of projects validated = GREEN 80% – 89% = AMBER <80% of projects validated = RED
	5.2. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C 5.2.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.3. Execute annual Work Plan contained in the Compliance-related Cleanup Program Management Plan (PMP).	A 5.3.1. Percentage of annual projects in Work Plan that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	5.4. Develop and update annually a CC Installation Action Plan (IAP).	B 5.4.1. IAP workshops (or book update) conducted annually. IAP Workshop held as scheduled = GREEN Results of IAP Workshop entered in database >45 days following workshop = AMBER IAP workshop not held = RED
		B 5.4.2. IAP is updated with site specific information based on AEDB-CC. Data meets reporting needs = GREEN Data late for reporting = AMBER Data not available for reporting = RED
		C 5.4.3. Program impacts, including funding requirements and delays meeting established goals, identified to ODEP within three months after IAP workshop.
	5.5. Execute the annual appropriations to meet DoD obligation and expense objectives.	F 5.5.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
		F 5.5.2. Expense targets over 5 years are 22%, 67%, 89%, 96%, and 100%, as recorded in DFAS.
	5.6. Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	F 5.6.1. RACER estimates are used for developing cost estimates where more accurate engineering cost estimates from an RI/FS may not exist.

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.6. (con't) Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	F 5.6.2. Documentation supporting the cost estimate is retained for future audit. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		C 5.6.3. Data properly entered so Note 14 of the financial statement is easily obtained. Data meets reporting needs = GREEN Data late for reporting = AMBER Data late by more than 5 days or not available for reporting = RED
	5.7. Maintain and update AEDB-CC by dates established in data call letters.	C 5.7.1. Updated database available for reporting = GREEN Updated database not available or late for reporting purposes = RED
	5.8. Use AEDB-CC to plan and program remediation projects, developing a cost-to-complete estimate for each project.	C 5.8.1. Requirements for all sites are programmed in AEDB-CC. ≤10% annual site growth = GREEN 11-20% site growth = AMBER >20% site growth = RED
		F 5.8.2. Funding requirements are adequately programmed in the AEDB-CC through the POM years to achieve RIP/RC within 7 years. ≤10% sites with funds required >7 years from site inception = GREEN 11-20% sites require funds >7 years = AMBER >20% site require funds >7 years = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.	6.1. Establish or participate in forums such as EPA/state partnering sessions in each EPA region.	F 6.1.1. Regional environmental offices are aware of compliance-related cleanup issues and assist to resolve as appropriate.
7. Support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	7.1. Establish, for new sites, and maintain for all sites an information repository of cleanup information so that cleanup information is available to the public.	F 7.1.1. An information repository available at a single location at the installation.
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 to reach a target of 50% of the total program budget. During each semi-annual Management Review, identify the actual percentage of performance based contracts by contract type (fixed price with incentives, cost plus with incentives, etc.)	B 8.1.1. Percentage of viable performance-based contracts implemented annually: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	8.2. Streamline program management to maximize the annual 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
9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	9.1. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.	F 9.1.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.
10. Support Army transformation and restationing efforts by aligning cleanup requirements and priorities with the installation master plan.	10.1 Determine cleanup requirements and establish an annual funding plan.	F 10.1.1. Percentage of MILCON or major activities that are not delayed due to inadequate cleanup planning. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Note 1: A = A priority; B = B Priority; C = C Priority; F = Foundation priority.
Note 2: For objectives without targets and targets without success indicators, the Program Manager includes a discussion in the Program Management Plan and/or Management Review concerning meeting the objective or target.

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Army Remediation Overseas

Background
The Army operates numerous installations outside of the United States, its territories, or possessions (hereafter overseas) in support of national security interests. The Army's operations at such facilities have the potential to affect the environment of the host nation (HN), as well as the health and safety of soldiers and civilian personnel. Demonstrating environmental stewardship within host countries is a crucial component to the Army's ability to ensure continued access to overseas installations and facilities in support of US national security interests. Environmental management responsibilities at overseas Army installations are a complex composite of provisions in US laws, Executive Orders (EO), and DoD policies that are specifically applicable to federal facilities overseas, combined with the requirements, flexibilities and latitude of our stationing overseas provided by international agreements. A clear understanding of environmental policies applicable overseas is crucial to ensuring a consistent strategy for management of remediation at Army overseas locations.

Federal legislation generally applies only within the territorial jurisdiction of the US, unless there is specific language that provides a clear intent to extend coverage beyond areas over which the US has sovereignty. Additionally, some EOs (e.g., EO 12088, EO 12114) are written specifically to ensure that federal facilities overseas comply with or address HN environmental considerations appropriately. There are no US laws regarding remediation or environmental contamination cleanup that have extraterritorial applicability. However, the Department of Defense has taken discrete measures to develop and implement an overseas "cleanup" policy. That policy, which is formally promulgated in DoD Instruction (DODI) 4715.8, "Environmental Remediation for DoD Activities Overseas", February 1998, applies to open installations as well as installations designated for return to the HN.

Program Drivers
There are numerous drivers for overseas environmental management and remediation. DODI 4715.8 provides the fundamental policy "driver" applicable to remediation at Army installations overseas, and thus provides the basis for remediation at Army installations and activities overseas. Some of the drivers may be manifested in international agreements, such as a Status of Forces Agreement (SOFA). Implementing instructions for the Compact of Free Association with the Republic of the Marshall Islands (48 U.S.C. 1901) require investigation/restoration when a release has occurred. The overseas remediation program differs significantly from the cleanup program conducted in the United States, which is driven by statutory requirements. Thus, the objectives, targets and success indicators for overseas sites are tailored accordingly, as the Army Compliance-Related Cleanup (Non-DERP) metrics are not necessarily applicable. This strategy document does not supersede or amend any existing remediation policies for environmental contamination overseas. Additionally, neither this strategy, nor the DODI 4715.8 policy and procedures therein, apply to contingency operations, deployments, operations connected with actual or threatened hostilities (e.g., Afghanistan or Iraq), relief operations or peacekeeping missions.

Program Management
The IMCOM is the program manger responsible for planning, budgeting, and executing compliance-related cleanup at overseas installations. IMCOM and overseas installations receive guidance from the component commander and the DoD Environmental Executive Agent.

Investment and Progress
Investment in compliance-related cleanup was highly decentralized and past investments were not centrally reported. Future requirements looked at the next 5-6 years, but not necessarily 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. The AEDB-CC will enable accurate reporting of environmental investments and liabilities as well as progress toward cleanup of compliance-related contamination.
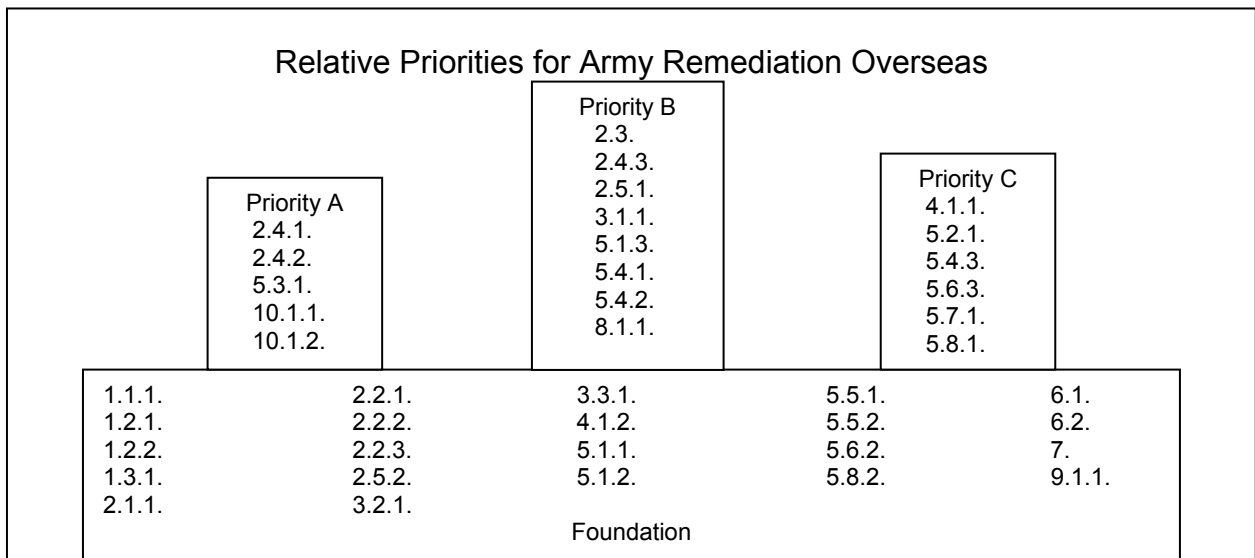
The Army will conduct semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.

Mission Statement for Army Remediation Overseas

The primary cleanup mission at overseas locations is to remediate imminent and substantial endangerments to human health and safety due to environmental contamination caused by past Army operations that are located on or is emanating from an Army installation or facility. Additional mission elements to consider are retaining mission/operational capability, maintaining installation access, protection of human health, and applicable international agreements.

Priorities

As described in the introduction, DASA(ESOH) and ACSIM/ED have attempted to prioritize the success indicators in this strategic plan. For the Army Remediation Overseas program, the following relative priorities are established:

Relative Priorities for Army Remediation Overseas

Priority B
2.3.
2.4.3.
2.5.1.
3.1.1.
5.1.3.
5.4.1.
5.4.2.
8.1.1.

Priority A
2.4.1.
2.4.2.
5.3.1.
10.1.1.
10.1.2.

Priority C
4.1.1.
5.2.1.
5.4.3.
5.6.3.
5.7.1.
5.8.1.

1.1.1.	2.2.1.	3.3.1.	5.5.1.	6.1.
1.2.1.	2.2.2.	4.1.2.	5.5.2.	6.2.
1.2.2.	2.2.3.	5.1.1.	5.6.2.	7.
1.3.1.	2.5.2.	5.1.2.	5.8.2.	9.1.1.
2.1.1.	3.2.1.			

Foundation

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. 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

Management reviews are conducted semi-annually for compliance-related cleanup programs. The framework for management review is this strategic plan and the program management plans that the IMCOM develops annually. IMCOM is responsible for quality control of all CC projects in the AEDB-CC. The USAEC also participates to provide quality assurance and help resolve any discrepancies as appropriate.

The Army will conduct in-progress reviews for the Army leadership at least to the ODASA(ESOH) level twice a year. Compliance-related cleanup objectives and targets addressed in the Army environmental cleanup strategic plan will provide the foundation for the in-progress review. Program managers and the ODEP staff will participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for Army Remediation Overseas

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	1.1. Protect workers, the public, the environment, and maintain operations as hazards are identified.	F 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.
	1.2. 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.	F 1.2.1. Emergency Response Plans result in minimal impacts to human health, safety, and the environment.
		F 1.2.2. Operational entities are informed of activities that may result in contamination, and are provided possible alternatives.
	1.3. Ongoing cleanup activities create no new threats to human health and the environment.	F 1.3.1. Wastes managed and removed from a cleanup site are properly tracked and accounted for.
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 in accordance with policy and procedures prescribed in DODI 4715.8 to address contamination resulting from DoD activities. Maintain relevant cleanup information in a permanent document repository. Specifically included in DODI 4715.8 are: • *Remediation of known imminent and substantial endangerment to human health and safety;* • *Remedial measures required in order to maintain operational capabilities;* • *Protection of human health and safety; and,* • *Consideration of applicable international agreements*	2.1. Maintain an inventory of contaminated sites and incorporate newly identified sites into AEDB-CC and update the database semi-annually.	F 2.1.1.Required information is entered and updated for each site, as required, during semi-annual data calls.
	2.2. Maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2012.	F 2.2.1. 33 percent of installations submit relevant cleanup information for input to permanent document repository by end of FY08. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.2.2. 65 percent of installations submit relevant cleanup information for input to permanent document repository by end of FY09. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.2.3. New documents submitted within 60 days of receipt. ≥90% of new documents on time = GREEN 80% – 89% of new documents on time = AMBER <80% of new documents on time = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	B 2.3. For each site, obtain geospatial coordinates at a scale commensurate with the scope of the project and send to the US Army Installation Geospatial Information and Services Program office.	
2. (con't) Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions in accordance with policy and procedures prescribed in DODI 4715.8 to address contamination resulting from DoD activities. Maintain relevant cleanup information in a permanent document repository.	2.4. For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC). Achieve RIP/RC at all sites included in the FALL 2005 data call in AEDB-CC by 2014.	B 2.4.1. Achieve RIP/RC at sites in baseline by end of FY08, as projected in annual PMP. [Note: IMCOM tracks Overseas remediation in AEDB-CC and reports during its Management Reviews) ≥90% = GREEN 80% - 89% = AMBER <80% =RED
		B 2.4.2. Achieve RIP/RC at sites in baseline by end of FY09, as projected in annual PMP. [Note: IMCOM tracks Overseas remediation in AEDB-CC and reports during its Management Reviews) ≥90% = GREEN 80% - 89% = AMBER <80% =RED
		B 2.4.3. Complete SIs at all sites in baseline by end of FY2008. ≥90% = GREEN 80% - 89% = AMBER <80% =RED
	2.5. For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 7 years of site identification.	B 2.5.1. Percentage of new sites with RIP/RC IAW annual plan: ≥90% = GREEN 80% - 89% = AMBER < 80% = RED
		F 2.5.2. Program managers have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	3.1. Use the standard process established by the DoD Executive Agent for approval of cleanup requirements that includes approval by the combatant commander and consultation with the DoD Executive Agent.	B 3.1.1. Documentation for sites requiring a remedy are assembled and submitted for a cleanup decision within 120 days following the completed feasibility study.
	3.2. Consider mission capabilities and objectives as an integral component of the decision-making process when determining whether the ability to "maintain operations" is sufficient to warrant cleanup expenditures (in consonance with DODI 4715.8).	F 3.2.1. Overseas regions have a system in place for setting site priorities and identifying sites needed to "maintain operations".
	3.3. Monitor projects to ensure that Army funds are spent for projects that meet the criteria established in, or are otherwise eligible for funding in accordance with DODI 4715.8.	F 3.3.1. Overseas remediation sites comply with funding eligibility parameters established in DODI 4715.8. ≥90% = GREEN 80% - 89% = AMBER < 80% = RED
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. Recommend changes as required to appropriate Army Regulations, policies, and guidance.	C 4.1.1. Appropriate Army policy and guidance is incorporated into program management and guidance documents: Within 180 days of policy issuance = GREEN More than 180 days after policy issuance = RED
		F 4.1.2. Recommended policy changes are submitted annually. On time = GREEN Within 6 months of target date = AMBER Late by more than 18 months = RED
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. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for non-DERP cleanup by EOY FY10.	F 5.1.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) 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. (con't) Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for non-DERP cleanup by EOY FY10.	F 5.1.2. Site level data in FFMIA compliant database of record (AEDB-CC) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = RED
		B 5.1.3. Successful quality assurance review and validation of projects by HQDA. ≥90% of projects validated = GREEN 80% – 89% = AMBER <80% of projects validated = RED
	5.2. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C 5.2.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED
	5.3. Execute annual Work Plan contained in the Compliance-related Cleanup Program Management Plan (PMP).	A 5.3.1. Percentage of annual projects in Work Plan that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	5.4. Develop and update annually a CC Installation Action Plan (IAP).	B 5.4.1. IAP workshops (or book update) conducted annually. IAP Workshop held as scheduled = GREEN Results of IAP Workshop entered in database >45 days following workshop = AMBER IAP workshop not held = RED
		B 5.4.2. IAP is updated with site specific information based on AEDB-CC. Data meets reporting needs = GREEN Data late for reporting = AMBER Data not available for reporting = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.4. (con't) Develop and update annually a CC Installation Action Plan (IAP).	C 5.4.3. Program impacts, including funding requirements and delays meeting established goals, identified to ODEP within three months after IAP workshop.
	5.5. Execute the annual appropriations to meet DoD obligation and expense objectives.	F 5.5.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
	5.5. (con't) Execute the annual appropriations to meet DoD obligation and expense objectives.	F 5.5.2. Expense targets over 5 years are 22%, 67%, 89%, 96%, and 100%, as recorded in DFAS.
	5.6. Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	F 5.6.1. RACER estimates are used for developing cost estimates where more accurate engineering cost estimates from an RI/FS may not exist.
		F 5.6.2. Documentation supporting the cost estimate is retained for future audit. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		C 5.6.3. Data properly entered so Note 14 of the financial statement is easily obtained. Data meets reporting needs = GREEN Data late for reporting = AMBER Data late by more than 5 days or not available for reporting = RED
	5.7. Maintain and update AEDB-CC by dates established in data call letters.	C 5.7.1. Updated database available for reporting = GREEN Updated database not available or late for reporting purposes = RED
	5.8. Use AEDB-CC to plan and program remediation projects, developing a cost-to-complete estimate for each project.	C 5.8.1. Requirements for all sites are programmed in AEDB-CC. ≤10% annual site growth = GREEN 11-20% site growth = AMBER >20% site growth = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.8. (con't) Use AEDB-CC to plan and program remediation projects, developing a cost-to-complete estimate for each project.	F 5.8.2. Funding requirements are adequately programmed in the AEDB-CC through the POM years to achieve RIP/RC within 7 years. ≤10% sites with funds required >7 years from site inception = GREEN 11-20% sites require funds >7 years = AMBER >20% site require funds >7 years = RED
6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.	F 6.1. Demonstrate cooperation and coordination with host nation authorities, and ensure use of the claims process where appropriate.	
	F6.2. Discontinue (do not delete) projects in AEDB-CC that are funded through the claims process and retain documentation for audit purposes.	
F 7. Support public stakeholder participation in the cleanup process, as appropriate.		
8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	8.1. Streamline program management to maximize the annual amount of funding going to actual remediation at project sites.	B 8.1.1. Program management costs do not exceed following percentages of total CC program: ≤10% of program = GREEN >10% but < 12% = AMBER ≥12% = RED
9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	9.1. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.	F 9.1.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.
10. Support Army transformation and restationing efforts by aligning cleanup requirements and priorities with the installation master plan.	10.1 Determine cleanup requirements at closing or realigning installations and establish a funding plan annually by the end of the fiscal year.	A 10.1.1. Percentage of closing or realigning installations for which cleanup requirements and funding plan were determined: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		A 10.1.2. Percentage of MILCON or major activities that are not delayed due to inadequate cleanup planning: 100% = GREEN 90% – 99% = AMBER <90% = RED

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Army National Guard Compliance-Related Cleanup (Non-DERP)

Background

This portion of the Army Environmental Cleanup Strategic Plan provides the basis for the National Guard Bureau's (NGB) plan for managing the Compliance-related Cleanup (CC) Program within the 54 States and Territories that constitute the Army National Guard (ARNG). ARNG conducts its operations in compliance with numerous environmental laws and regulations, to include cleanup of environmental contamination associated with its day-to-day (non-combat) operations. Cleanup actions addressed via this program include contamination that has occurred since the enactment of the Superfund Amendment and Reauthorization Act (SARA) in October 1986, and thus by OSD policy are not eligible for inclusion in the Defense Environmental Restoration Program (DERP). In addition, compliance-related cleanup addresses cleanup of contamination, regardless of timeframe, at non-federally owned, federally supported ARNG sites. Post SARA cleanups are funded using operational funds.

Program Drivers

The Federal Facilities Compliance Act of 1993 clarified that federal facilities are subject to the nation's environmental laws, including provisions that individuals are subject to fines and penalties as they conduct official duties. The Resource Conservation and Recovery Act (RCRA), enacted in 1976, legislated how society manages its solid wastes and provided a definition and a list of wastes considered to be hazardous. Other potential program drivers for compliance-related cleanup include the Comprehensive Environmental Response, Compensation, and Liability Act, the Safe Drinking Water Act, the Toxic Substances Control Act, Federal Insecticide, Fungicide, and Rodenticide Act, the Clean Air Act, and the Clean Water Act.

Program Management

The NGB Environmental Programs Division (NGB-ARE) at Headquarters, ARNG is the program manager responsible for planning, budgeting and executing compliance-related cleanup at ARNG facilities where operations are funded from the Operations and Maintenance, National Guard (OMNG) fund account.

Investment and Progress

Investment in compliance-related cleanup was highly decentralized and past investments were not centrally reported. 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 FY2006, ARNG facilities reported 133 sites in 29 States where CC remains to be completed. The ARNG currently spends approximately $30 million annually for CC projects. Annual program management plans provide targets for numbers of site inspections, decision documents, and site completions to be attained in a given year.
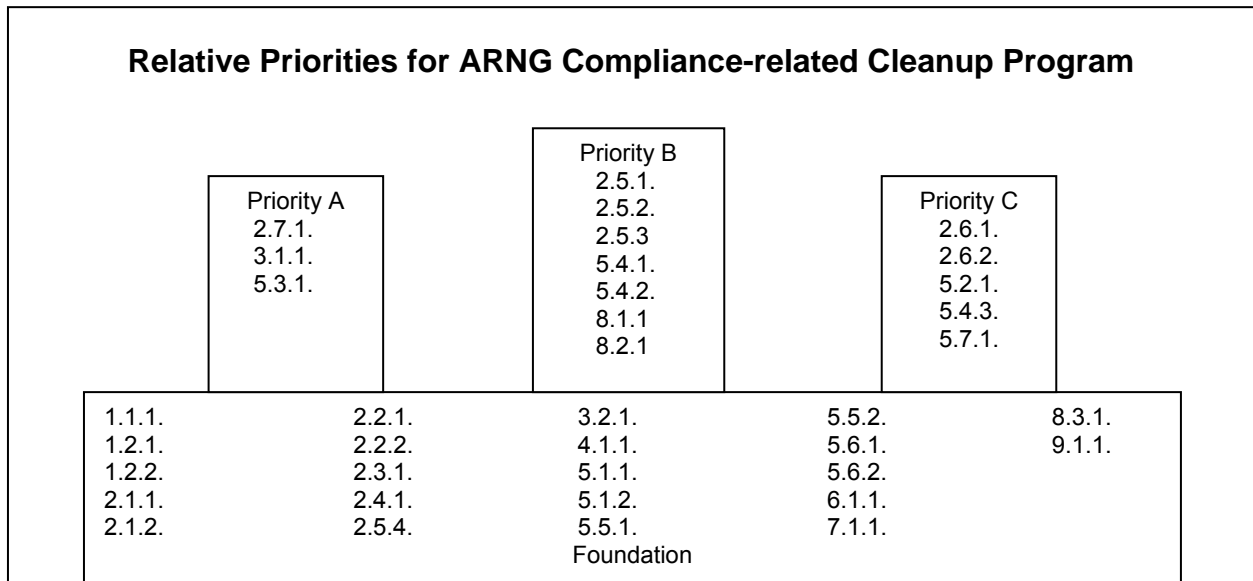
Mission Statement for Army National Guard Compliance-Related Cleanup (Non-DERP)

The mission of Army National Guard compliance-related cleanup program is to accomplish appropriate and cost-effective cleanup that will provide facilities and property that are safe for ARNG and 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 ARNG Compliance-related Cleanup program are limited. Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the objectives, targets, and success indicators in this strategic plan. For the ARNG CC program, the following relative priorities are established:

Relative Priorities for ARNG Compliance-related Cleanup Program

Priority B
2.5.1.
2.5.2.
2.5.3
5.4.1.
5.4.2.
8.1.1
8.2.1

Priority A
2.7.1.
3.1.1.
5.3.1.

Priority C
2.6.1.
2.6.2.
5.2.1.
5.4.3.
5.7.1.

1.1.1.	2.2.1.	3.2.1.	5.5.2.	8.3.1.
1.2.1.	2.2.2.	4.1.1.	5.6.1.	9.1.1.
1.2.2.	2.3.1.	5.1.1.	5.6.2.	
2.1.1.	2.4.1.	5.1.2.	6.1.1.	
2.1.2.	2.5.4.	5.5.1.	7.1.1.	

Foundation

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. 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

Management reviews are conducted semi-annually for compliance-related cleanup programs. The framework for management review is this strategic plan and the

program management plans that the NGB develops annually. Where appropriate, installation action plan workshops address CC requirements. ARNG is responsible for quality control of all CC projects in the AEDB-CC. The USAEC also participates to provide quality assurance and help resolve any discrepancies as appropriate.

The ARNG will conduct in-progress reviews for the Army leadership at least to the ODASA(ESOH) level twice a year. Compliance-related cleanup objectives and targets addressed in the Army environmental cleanup strategic plan will provide the foundation for the in-progress review. Program managers and the ODEP staff will participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for ARNG Compliance-related Cleanup

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	1.1. Protect workers, the public, and the environment as hazards are identified.	F 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.
	1.2. 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.	F 1.2.1. Emergency Response Plans result in minimal impacts to human health, safety, and the environment.
		F 1.2.2. Operational entities are informed of activities that may result in contamination, and are provided possible alternatives.
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. Maintain an inventory of contaminated sites and incorporate newly identified sites into AEDB-CC and update the database semi-annually.	F 2.1.1 Newly identified sites entered in database during semi-annual data call. Updated database available for reporting = GREEN Updated database not available or late-to-need for reporting = RED
		F 2.1.2 Required information entered into the database. Updated database available for reporting = GREEN Updated database not available or late-to-need for reporting = RED
	2.2. Ensure that States submit cleanup information to maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2010.	F 2.2.1. 40 percent of 133 State sites in baseline with relevant cleanup information in a permanent document repository by end of FY08. ≥90% (of stated percentage) = GREEN 80% – 89% = AMBER <80% = RED

	2.2. (con't) Ensure that States submit cleanup information to maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2010.	F 2.2.2. 65 percent of 133 State sites in baseline with relevant cleanup information in a permanent document repository by end of FY09. ≥90% (of stated percentage) = GREEN 80% – 89% = AMBER <80% = RED
	2.3. Work with the Army to establish procedures and standardized data to centrally track and manage land use controls created as part of a cleanup program response action.	F 2.3.1. Information concerning land use controls is transmitted to the central database within 60 days of receipt.
	2.4. For each site, obtain geospatial coordinates at a scale commensurate with the scope of the project and send to the US Army Installation Geospatial Information and Services Program office.	F 2.4.1. Environmental cleanup liability information is identified and available for linking with installation real property inventory.
2. (con't) 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.		B 2.5.1. Achieve RIP/RC at 39 of 133 sites in baseline by end of FY08. ≥90% = GREEN 80% - 89% = AMBER <80% =RED
	2.5. For each site, ensure that management procedures for accountability are identified and in place for forecasting (annually) and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC). Achieve RIP/RC at all sites included in the FALL 2005 datacall in AEDB-CC by 2014.	B 2.5.2. Achieve RIP/RC at 59 of 133 sites in baseline by end of FY09. ≥90% = GREEN 80% - 89% = AMBER <80% =RED
		B 2.5.3. For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 5 years of site identification. Percentage of new sites with RIP/RC IAW annual plan: ≥90% = GREEN 80% - 89% = AMBER < 80% = RED

	2.5. (con't) For each site, ensure that management procedures for accountability are identified and in place for forecasting (annually) and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC). Achieve RIP/RC at all sites included in the FALL 2005 datacall in AEDB-CC by 2014.	F 2.5.4. Program managers have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.
2. (con't) 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.	2.6. Establish an inventory of the approximately 600 Non-DoD owned Non-Operational Defense Sites (NDNODS) and score each site using the Munitions Response Site Prioritization Protocol by the end of calendar year 2009.	C 2.6.1. Complete the inventory and score 50% of the sites by the end of FY2008. ≥90% = GREEN 80% - 89% = AMBER < 80% = RED
		C 2.6.2. Complete the inventory and score 90% of the sites by the end of FY2009. ≥90% = GREEN 80% - 89% = AMBER < 80% = RED
	2.7. Continue to implement a program to assess and put remedies in place to clean up the groundwater affected by the munitions impact area on the operational ranges at the Massachusetts Military Reservation by the end of FY2014.	A 2.7.1. 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 = GREEN Updated PMP not available or late-to-need for reporting = RED
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: No new NOVs or <1 open NOV/100 sites = GREEN 1 open NOV / 100 sites = AMBER >1 open NOV / 100 sites = RED
	3.2. Use the installation's mission-focused ISO 14001 EMS to continually improve performance of the compliance-related cleanup program and where applicable, practice pollution prevention to ensure current operations create no new threats to human health and the environment.	F 3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.

4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. Recommend changes as required to appropriate Army Regulations, policies, and guidance.	F 4.1.1 Appropriate policy and guidance incorporated into regulations and guidance documents: Within 180 days of policy issuance = GREEN More than 180 days after policy issuance = RED
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. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup by EOY FY10.	F 5.1.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED
		F 5.1.2. Site level data in FFMIA compliant database of record (AEDB-CC) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = RED
	5.2. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C 5.2.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED
	5.3. Execute annual Work Plan contained in the Compliance-related Cleanup Program Management Plan (PMP).	A 5.3.1. Percentage of annual projects in Work Plan that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	5.4. Develop and update annually a CC Installation Action Plan (IAP).	B 5.4.1. IAP workshops (or book update) conducted annually. IAP Workshop held as scheduled = GREEN Results of IAP Workshop entered in database >45 days following workshop = AMBER IAP workshop not held = RED

		B 5.4.2. IAP is updated with site specific information based on AEDB-CC. Data meets reporting needs = GREEN Data late for reporting = AMBER Data not available for reporting = RED
5. (cont) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.4. (con't) Develop and update annually a CC Installation Action Plan (IAP).	C 5.4.3. Program impacts, including funding requirements and delays meeting established goals, identified to ODEP within three months after IAP workshop.
	5.5. Execute the annual appropriations to meet DoD obligation and expense objectives.	F 5.5.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
		F 5.5.2. Expense targets over 5 years are 22%, 67%, 89%, 96%, and 100%, as recorded in DFAS.
	5.6. Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	F 5.6.1. RACER estimates are used for developing cost estimates where more accurate engineering cost estimates from an RI/FS may not exist.
		F 5.6.2. Documentation supporting the cost estimate is retained for future audit.
	5.7. Maintain and update AEDB-CC by dates established in data call letters.	C 5.7.1. Updated database available for reporting = GREEN Updated database not available or late for reporting purposes = RED
6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.	6.1. Establish or participate in forums such as EPA/state partnering sessions in each EPA region.	F 6.1.1. Regional environmental offices are aware of compliance-related cleanup issues and assist to resolve as appropriate.
7. Support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	7.1. Establish, for new sites, and maintain for all sites an information repository of cleanup information at States so that cleanup information is available to the public.	F 7.1.1. An information repository available at a single location at the States.

	8.1. Implement the Performance Based Contract (PBC) initiative to reach a target of 50% of the total program budget. During each semi-annual Management Review, identify the actual percentage of performance based contracts by contract type (fixed price with incentives, cost plus with incentives, etc.)	B 8.1.1. Percentage of viable performance-based contracts implemented annually: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	8.2. Streamline program management to maximize the annual 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
	8.3. Support restationing and transformation by determining cleanup requirements and establishing an annual funding plan.	F 8.3.1. Percentage of MILCON or major activities that are not delayed due to inadequate cleanup planning. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	9.1. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.	F 9.1.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

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Army Reserve Compliance-Related Cleanup (Non-DERP)

Background

The Army conducts its operations in compliance with numerous environmental laws and regulations, to include cleanup of environmental contamination associated with its day-to-day (non-combat) operations. Cleanup actions addressed via this program include contamination that has occurred since the enactment of the Superfund Amendment and Reauthorization Act (SARA) in October 1986, and thus by OSD policy are not eligible for inclusion in the Defense Environmental Restoration Program (DERP). In addition, compliance-related cleanup addresses cleanup of contamination, regardless of timeframe, at non-federally owned, federally supported Army Reserve sites. Post SARA cleanups are funded using operational funds.

Program Drivers

The Federal Facilities Compliance Act of 1993 clarified that federal facilities are subject to the nation's environmental laws, including provisions that individuals are subject to fines and penalties as they conduct official duties. The Resource Conservation and Recovery Act (RCRA), enacted in 1976, legislated how society manages its solid wastes and provided a definition and a list of wastes considered to be hazardous. Other potential program drivers for compliance-related cleanup include the Comprehensive Environmental Response, Compensation, and Liability Act, the Safe Drinking Water Act, the Toxic Substances Control Act, Federal Insecticide, Fungicide, and Rodenticide Act, the Clean Air Act, and the Clean Water Act.

Program Management

The Army Reserve Installations Directorate (ARID) of the ACSIM is the program manager responsible for planning, budgeting and executing compliance-related cleanup at installations where operations are funded from the Operations and Maintenance, Army Reserve (OMAR) account.

Investment and Progress

Investment in compliance-related cleanup was highly decentralized until 2004 and past investments were not centrally reported. 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 FY2005, IMCOM facilities reported 673 sites in the AEDB-CC database; 62 of those sites belonged to Army Reserve installations, establishing a baseline against which future work can be measured. ARID currently spends approximately $4 million annually for CC projects. 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 Army Reserve Compliance-Related Cleanup (Non-DERP)

The cleanup mission of Army Reserve 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, Headquarters, Department of the Army (DASA(ESOH) and ACSIM/ED) have attempted to prioritize the success indicators in this strategic plan. For the Army Reserve Compliance-related Cleanup program, the following relative priorities are established:

Relative Priorities for the Army Reserve CC Program

		Priority B		Priority C	
		2.5.1.		5.4.3.	
		2.5.2.		5.6.3	
	Priority A	2.5.3.		5.7.1.	
	3.1.1.	2.6.1			
	4.1.1.	5.4.1.			
	5.1.1.	5.4.2.			
	5.2.1.	8.1.1			
	5.3.1.	8.2.1			
1.1.1.	2.2.2.	3.2.1.	5.6.2.	9.1.1.	
1.2.1.	2.3.	4.1.1.	5.7.1.		
1.2.2.	2.4.	5.5.1.	6.1.1.		
2.1.	2.6.2.	5.5.2.	7.1.1.		
2.2.1.	3.1.	5.6.1.	8.3.1.		
		Foundation			

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. 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

Management reviews are conducted semi-annually for compliance-related cleanup programs. The framework for management review is this strategic plan and the program management plans that the Army Reserve develops annually. Where appropriate, installation action plan workshops address CC requirements. ARNG is responsible for quality control of all CC projects in the AEDB-CC. The USAEC also participates to provide quality assurance and help resolve any discrepancies as appropriate.

The Army will conduct in-progress reviews for the Army leadership at least to the ODASA(ESOH) level twice a year. Compliance-related cleanup objectives and targets addressed in the Army environmental cleanup strategic plan will provide the foundation for the in-progress review. Program managers and the ODEP staff will participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for Army Reserve Compliance-related Cleanup

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	1.1. Protect workers, the public, and the environment as hazards are identified.	F 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.
	1.2. 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.	F 1.2.1. Emergency Response Plans result in minimal impacts to human health, safety, and the environment.
		F 1.2.2. Operational entities are informed of activities that may result in contamination, and are provided possible alternatives.
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.	F 2.1. Maintain an inventory of contaminated sites and incorporate newly identified sites into AEDB-CC and update the database semi-annually.	
	2.2. Maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2010.	F 2.2.1. 40 percent of sites with relevant cleanup information submitted for input to permanent document repository by end of FY08. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
		F 2.2.2. 65 percent of sites with relevant cleanup information submitted for input to permanent document repository by end of FY09. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	F 2.3. Work with the Army to establish procedures and standardized data to centrally track and manage land use controls created as part of a cleanup program response action.	

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	F 2.4. For each site, obtain geospatial coordinates at a scale commensurate with the scope of the project and send to the US Army Installation Geospatial Information and Services Program office.	
2. (con't) 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.	2.5. For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC). Achieve RIP/RC at all sites included in the FALL 2005 data call in AEDB-CC by 2014.	B 2.5.1. Achieve RIP/RC at 17 of 62 sites in baseline by end of FY08. ≥90% = GREEN 80% - 89% = AMBER <80% =RED B 2.5.2. Achieve RIP/RC at 24 of 62 sites in baseline by end of FY09. ≥90% = GREEN 80% - 89% = AMBER <80% =RED B 2.5.3. Complete SIs at all 62 sites in baseline by end of FY2008. ≥90% = GREEN 80% - 89% = AMBER <80% =RED
	2.6. For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 7 years of site identification.	B 2.6.1. Percentage of new sites with RIP/RC IAW annual plan: ≥90% = GREEN 80% - 89% = AMBER < 80% = RED F 2.6.2. Program managers have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
	F 3.1. Anticipate and promptly address compliance-related cleanup activities to maintain compliance and address stakeholder concerns as required.	
3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	3.2. Use the installation's mission-focused ISO 14001 EMS to continually improve performance of the compliance-related cleanup program and where applicable, practice pollution prevention to ensure current operations create no new threats to human health and the environment.	F 3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. Recommend changes as required to appropriate Army Regulations, policies, and guidance.	F 4.1.1. Incorporate appropriate policy and guidance incorporated into regulations and guidance documents: Within 180 days of policy issuance = GREEN More than 180 days after policy issuance = RED
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. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for non-DERP cleanup by EOY FY10.	F 5.1.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED
		F 5.1.2. Site level data in FFMIA compliant database of record (AEDB-CC) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = RED
	5.2. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C 5.2.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.3. Execute annual Work Plan contained in the Compliance-related Cleanup Program Management Plan (PMP).	A 5.3.1. Percentage of annual projects in Work Plan that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	5.4. Develop and update annually a CC Installation Action Plan (IAP).	B 5.4.1. IAP workshops (or book update) conducted annually. IAP Workshop held as scheduled = GREEN Results of IAP Workshop entered in database >45 days following workshop = AMBER IAP workshop not held = RED
		B 5.4.2. IAP is updated with site specific information based on AEDB-CC. Data meets reporting needs = GREEN Data late for reporting = AMBER Data not available for reporting = RED
		C 5.4.3. Program impacts, including funding requirements and delays meeting established goals, identified to ODEP within three months after IAP workshop.
	5.5. Execute the annual appropriations to meet DoD obligation and expense objectives.	F 5.5.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
		F 5.5.2. Expense targets over 5 years are 22%, 67%, 89%, 96%, and 100%, as recorded in DFAS.
	5.6. Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	F 5.6.1. RACER estimates are used for developing cost estimates where more accurate engineering cost estimates from an RI/FS may not exist.
		F 5.6.2. Documentation supporting the cost estimate is retained for future audit.

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.6. (con't) Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	C 5.6.3. Data properly entered so Note 14 of the financial statement is easily obtained. Data meets reporting needs = GREEN Data late for reporting = AMBER Data late by more than 5 days or not available for reporting = RED
	5.7. Maintain and update AEDB-CC by dates established in data call letters.	5.7.1. Updated database available for reporting = GREEN Updated database not available or late for reporting purposes = RED
6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.	6.1. Establish or participate in forums such as EPA/state partnering sessions in each EPA region.	F 6.1.1. Regional environmental offices are aware of compliance-related cleanup issues and assist to resolve as appropriate.
7. Support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	7.1. Establish, for new sites, and maintain for all sites an information repository of cleanup information so that cleanup information is available to the public.	F 7.1.1. An information repository available at a single location at the installation.
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 to reach a target of 50% of the total program budget. During each semi-annual Management Review, identify the actual percentage of performance based contracts by contract type (fixed price with incentives, cost plus with incentives, etc.)	B 8.1.1. Percentage of viable performance-based contracts implemented annually: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	8.2. Streamline program management to maximize the annual 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
	8.3. Support restationing and transformation by determining cleanup requirements and establishing an annual funding plan.	F 8.3.1. Percentage of MILCON or major activities that are not delayed due to inadequate cleanup planning. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	9.1. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.	F 9.1.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

Army Special Installations Compliance-Related Cleanup (Non-DERP)

Background

Special installations refer, for the purposes of this document, to installations that receive mission funds or Army Working Capital Funds (AWCF) to conduct traditional garrison operations in support of their primary mission. The ER,A funded DERP eligible cleanups at the special installations are governed by the same rules and metrics as those identified under the Army Active Environmental Restoration Program. Similarly, mission or working capital funded RCRA corrective action cleanups will have the same metrics as those for OMA funded garrisons. The major difference in how these installations are managed stems from the source of funding. Special installations receive ER,A funds to address DERP eligible projects and are therefore, visible within the DERP metrics. Special installations use mission funds or AWCF to conduct compliance related cleanup. Additionally, DASA(ESOH) established a requirement for commanders of special installations to report environmental liabilities using AEDB-CC and comply with the metrics developed for compliance-related cleanups, regardless of fund source.

Program Drivers

The Federal Facilities Compliance Act of 1993 clarified that federal facilities are subject to the nation's hazardous waste laws, including provisions that individuals are subject to fines and penalties as they conduct official duties. The Resource Conservation and Recovery Act (RCRA), enacted in 1976, legislated how society manages its solid wastes and provided a definition and a list of wastes considered to be hazardous. Other potential program drivers for compliance-related cleanup include the Comprehensive Environmental Response, Compensation, and Liability Act, Safe Drinking Water Act, the Toxic Substances Control Act, Federal Insecticide, Fungicide, and Rodenticide Act, the Clean Air Act, and the Clean Water Act.

Program Management

Army Commands, Army Service Component Commands, and Direct Reporting Units with installation ownership are responsible for compliance-related cleanup at special installations under their command. Day-to-day management may be conducted by a Major Subordinate Command (MSC) or through a Program Executive Officer (PEO). MSCs and PEOs, as appropriate, plan, program, budget, and execute compliance-related cleanup at special installations.

Investment and Progress

Investment in compliance-related cleanup was highly decentralized and past investments were not centrally reported. 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 the fall of 2004. 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 FY2005, special installations reported 10 sites (9 AMC, 1 MEDCOM) in the AEDB-CC database, establishing a baseline against which future work can be measured. Special installations expect to spend approximately $2.8 million annually to clean up sites identified in the FY2005 baseline.
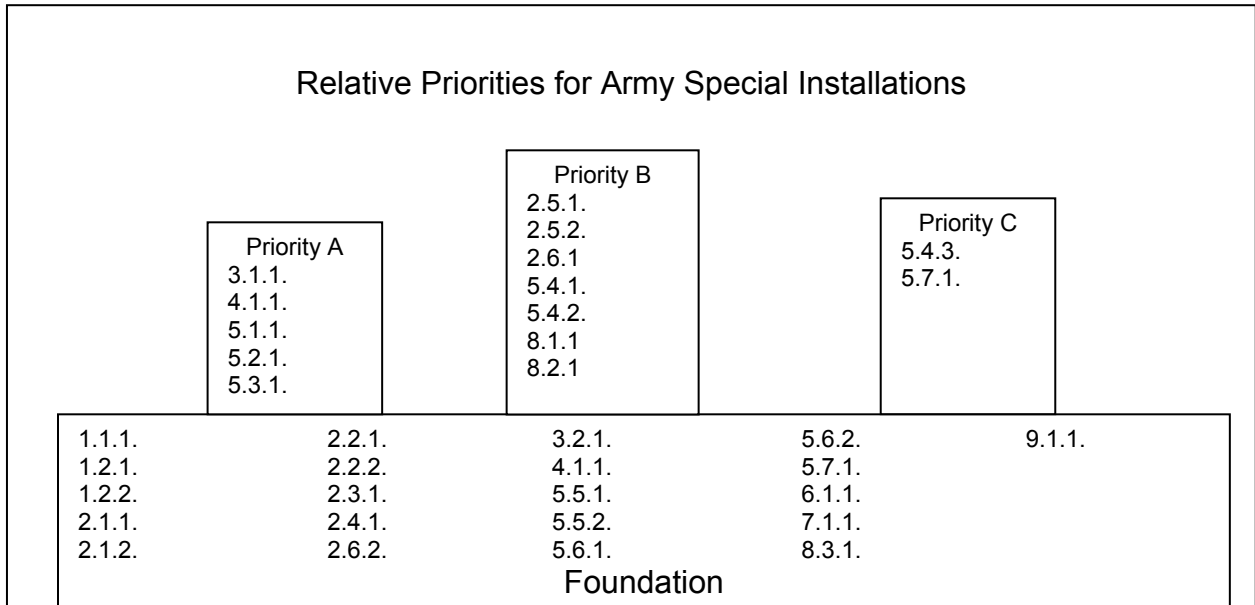
Mission Statement for Special Installations Compliance-Related Cleanup (Non-DERP)

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Special Installations

Installation Name	AC/ASCC/DRU	Funding
Umatilla Chemical Depot	AMC/CMA	OMA Chem Demil
Deseret Chemical Depot	AMC/CMA	OMA Chem Demil
Newport Chemical Depot	AMC/CMA	OMA Chem Demil
Pueblo Chemical Depot	AMC/CMA	OMA Chem Demil
Hawthorne Army Depot	AMC/JMC	Various
Lake City Army Ammunition Plant (AAP)	AMC/JMC	PAA
Louisiana AAP	AMC/JMC	PAA
Milan AAP	AMC/JMC	PAA
Mississippi AAP	AMC/JMC	PAA
Radford AAP	AMC/JMC	PAA
Riverbank AAP	AMC/JMC	PAA
Scranton AAP	AMC/JMC	PAA
Holston AAP	AMC/JMC	PAA
Iowa AAP	AMC/JMC	PAA
Lima Army Tank Plant	AMC/AMCOM/DCMA	PA – WTCV
Kwajalein	SMDC	RDTE
Letterkenny Army Depot	AMC/AMCOM	AWCF
McAlester AAP	AMC/JMC	AWCF
Rock Island Arsenal	AMC/IMCOM	AWCF
Sierra Army Depot	AMC/TACOM	AWCF
Tooele Army Depot	AMC/JMC	AWCF
Watervliet Arsenal	AMC/TACOM	AWCF
Pine Bluff Arsenal	AMC/TACOM	AWCF
Anniston Army Depot	AMC/TACOM	AWCF
Tobyhanna Army Depot	AMC/CECOM	AWCF
Blue Grass Army Depot	AMC/JMC	AWCF
Sunny Point	AMC/SDDC	TWCF
Fort Detrick	MEDCOM	DHP
Concord (Tenant on Navy Facility)	AMC/SDDC	OMA
Crane Ammunition Activity (Tenant on Navy Facility)	AMC/JMC	AWCF
Corpus Christi Army Depot (Tenant on Navy Facility)	AMC/AMCOM	AWCF

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The cleanup 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, DASA(ESOH) and ACSIM/ED have attempted to prioritize the success indicators in this strategic plan. For the Special Installations Compliance-related Cleanup program, the following relative priorities are established:

Relative Priorities for Army Special Installations

		Priority B 2.5.1. 2.5.2. 2.6.1 5.4.1. 5.4.2. 8.1.1 8.2.1		Priority C 5.4.3. 5.7.1.
	Priority A 3.1.1. 4.1.1. 5.1.1. 5.2.1. 5.3.1.			

1.1.1.	2.2.1.	3.2.1.	5.6.2.	9.1.1.
1.2.1.	2.2.2.	4.1.1.	5.7.1.	
1.2.2.	2.3.1.	5.5.1.	6.1.1.	
2.1.1.	2.4.1.	5.5.2.	7.1.1.	
2.1.2.	2.6.2.	5.6.1.	8.3.1.	

Foundation

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. 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

Management reviews are conducted semi-annually for most compliance-related cleanup programs, but have not been held at the Army headquarters for special installations. Where appropriate, installation action plan workshops address CC requirements. Special installations are responsible for quality control of all CC projects in the AEDB-CC. The USAEC also participates to provide quality assurance and help resolve any discrepancies as appropriate.

The Army leadership may conduct in-progress reviews for special installations in the future. The framework for management review will be this strategic plan. Program managers, command representatives, and the ODEP staff will be invited to participate in the management review. Outcomes from the management review will be considered and necessary adjustments made for continual improvement of the environmental cleanup strategy and this strategic plan.

Objectives, Targets, and Success Indicators for Army Special Installations Compliance-related Cleanup

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	1.1. Protect workers, the public, and the environment as hazards are identified.	F 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.
	1.2. 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.	F 1.2.1. Emergency Response Plans result in minimal impacts to human health, safety, and the environment.
		F 1.2.2. Operational entities are informed of activities that may result in contamination, and are provided possible alternatives.
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. Ensure installations maintain an inventory of contaminated sites and incorporate newly identified sites into AEDB-CC and update the database semi-annually.	F 2.1.1 Newly identified sites entered in database during semi-annual data call.

Updated database available for reporting = GREEN
Updated database not available or late-to-need for reporting = RED |
| | | F 2.1.2 Required information entered into the database.

Updated database available for reporting = GREEN
Updated database not available or late-to-need for reporting = RED |
| | 2.2. Ensure installations submit cleanup information to maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2010. | F 2.2.1. 40 percent of installations with relevant cleanup information in a permanent document repository by end of FY08.

≥90% = GREEN
 80% – 89% = AMBER
<80% = RED |

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.2. (con't) Ensure installations submit cleanup information to maintain a permanent document repository of cleanup information, regardless of funding source, for future retrieval by EOY FY2010.	F 2.2.2. 65 percent of installations with relevant cleanup information in a permanent document repository by end of FY09. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	2.3. Work with the Army to establish procedures and standardized data to centrally track and manage land use controls created as part of a cleanup program response action.	F 2.3.1. Information concerning land use controls is transmitted to the central database within 60 days of receipt.
	2.4. For each site, obtain geospatial coordinates at a scale commensurate with the scope of the project and send to the US Army Installation Geospatial Information and Services Program office.	F 2.4.1. Environmental cleanup liability information is identified and available for linking with installation real property inventory.
	2.5. For each site, ensure that management procedures for accountability are identified and in place for forecasting and attaining milestones toward reaching Remedy-in-Place/Response Complete (RIP/RC). Achieve RIP/RC at all sites included in the FALL 2005 datacall in AEDB-CC by 2014.	B 2.5.1. Achieve RIP/RC at 8 of 10 sites in baseline by end of FY08 (7 AMC, 1 MEDCOM). ≥90% = GREEN 80% - 89% = AMBER <80% =RED

		B2.5.2. Achieve RIP/RC at 9 of 10 sites in baseline by end of FY09 (8 AMC, 1 MEDCOM).
		
		  ≥90% = GREEN
		  80% - 89% = AMBER
		  <80% =RED

	2.6. For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 7 years of site identification.	B 2.6.1. Percentage of new sites with RIP/RC IAW annual plan: ≥90% = GREEN 80% - 89% = AMBER < 80% = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
2. (con't) 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.	2.6. (con't) For sites identified after the FALL 2005 AEDB-CC data call, ensure RIP is achieved within 7 years of site identification.	F 2.6.2. Program managers have procedures in place including periodic reviews with supervisory and quality control reviewers to identify and resolve issues that may impede progress.
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: No new NOVs or <1 open NOV/100 sites = GREEN 1 open NOV / 100 sites = AMBER >1 open NOV / 100 sites = RED
	3.2. Use the installation's mission-focused ISO 14001 EMS to continually improve performance of the compliance-related cleanup program and where applicable, practice pollution prevention to ensure current operations create no new threats to human health and the environment.	F 3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of the Army Environmental Cleanup Strategy.	4.1. Recommend changes as required to appropriate Army Regulations, policies, and guidance.	F 4.1.1. Incorporate appropriate policy and guidance incorporated into regulations and guidance documents: Within 180 days of policy issuance = GREEN More than 180 days after policy issuance = RED
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. Achieve CFO Act / FFMIA compliance for reporting environmental liabilities by asserting readiness for an audit for non-DERP cleanup by EOY FY10.	F 5.1.1. All required elements in CFO Strategic Plan on track: 100% on track = GREEN 75% - 99% on track = AMBER <75% on track = RED F 5.1.2. Site level data in FFMIA compliant database of record (AEDB-CC) annually passes QC/QA reviews: ≥90% passes QC/QA review = GREEN 80% – 89% passes QC/QA review = AMBER <80% passes QC/QA review = RED

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5. (con't) Plan, program, budget, and execute cleanup in accordance with DoD and Army directives and guidance using validated, auditable, and documented site-level data.	5.2. Submit input to financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) quarterly by 5th of month following end of quarter.	C 5.2.1. Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED
	5.3. For Army commands with special installations, program management plans are optional. Installations must develop and execute an installation action plan or annual work plan based on the requirements and cleanup strategy in AEDB-CC.	A 5.3.1. Percentage of annual projects in Work Plan or IAP that are completed as projected. ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	5.4. Ensure installations develop and update annually a CC Installation Action Plan (IAP).	B 5.4.1. IAP workshops (or book update) conducted annually. IAP Workshop held as scheduled = GREEN Results of IAP Workshop entered in database >45 days following workshop = AMBER IAP workshop not held = RED
		B 5.4.2. IAP is updated with site specific information based on AEDB-CC. Data meets reporting needs = GREEN Data late for reporting = AMBER Data not available for reporting = RED
		C 5.4.3. Program impacts, including funding requirements and delays meeting established goals, identified to ODEP within three months after IAP workshop.
	5.5. Ensure installations execute the annual work plan to meet DoD obligation and expense objectives.	F 5.5.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
		F 5.5.2. Expense targets over 5 years are 22%, 67%, 89%, 96%, and 100%, as recorded in DFAS.
	5.6. Continue, as required, to implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups.	F 5.6.1. RACER estimates are used for developing cost estimates where more accurate engineering cost estimates from an RI/FS may not exist.

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	5.7. Ensure installations maintain and update AEDB-CC by dates established in data call letters.	5.7.1. Updated database available for reporting = GREEN Updated database not available or late for reporting purposes = RED
6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.	6.1. Ensure installations establish or participate in forums such as EPA/state partnering sessions in each EPA region.	F 6.1.1. Regional environmental offices are aware of compliance-related cleanup issues and assisting to resolve as appropriate.
7. Support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	7.1. Ensure installations, where appropriate, establish for new sites, and maintain for all sites, an information repository of cleanup information at installations so that cleanup information is available to the public.	F 7.1.1. An information repository available at a single location at the installation.
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 to reach a target of 50% of the total program budget. During each semi-annual Management Review, identify the actual percentage of performance based contracts by contract type (fixed price with incentives, cost plus with incentives, etc.)	B 8.1.1. Percentage of viable performance-based contracts implemented annually: ≥90% = GREEN 80% – 89% = AMBER <80% = RED
	8.2. Streamline program management to maximize the annual 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
	8.3. Support restationing and transformation by determining cleanup requirements and establishing an annual funding plan.	F 8.3.1. Percentage of MILCON or major activities that are not delayed due to inadequate cleanup planning. ≥90% = GREEN 80% – 89% = AMBER <80% = RED

Army Environmental Cleanup Strategy Overarching Objective	Army Environmental Cleanup Strategic Plan Target	Army Environmental Cleanup Strategic Plan Success Indicator
9. Perform semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.	9.1. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.	F 9.1.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

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Acronyms

AAP	Army Ammunition Plant
ACSIM	Assistant Chief of Staff, Installation Management
AECS	Army Environmental Cleanup Strategy
AEDB	Army Environmental Database
AEDB-R	Army Environmental Database, Restoration
AEDB-CC	Army Environmental Database, Compliance-related Cleanup
AEP	Army Engine Plant
AFDE	Assessment and Findings for Determination of Eligibility
AMC	US Army Materiel Command
AMCOM	US Army Aviation and Missile Life Cycle Management Command
AD	Army Depot
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
ASTM	American Society for Testing and Materials
ATSDR	Agency for Toxic Substances and Disease Registry
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	US 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	US Army Chemical Materials Agency
CON/HTRW	Containerized Hazardous, Toxic, and Radioactive Waste
CONUS	Continental United States
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
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
EE/CA   Engineering Evaluation/Cost Analysis
EMS   Environmental Management System
EO   Executive Order
EOY   End of Year
EPA   US Environmental Protection Agency
EPR   Environmental Program Requirements
ER   Engineer Regulation
ER,A   Environmental Restoration [account], Army
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   Groundwater Extraction and Treatment Effectiveness Review
HN   Host Nation
HQDA   Headquarters, Department of the Army
HTRW   Hazardous, Toxic, and Radioactive Waste

I&E	Installations and Environment
IAP	Installation Action Plan
IAW	In Accordance With
IMCOM	Installation Management Command
IPR	In-Progress Review
IRA	Interim Remedial Action
IRP	Installation Restoration Program
ISO	International Organization for Standardization
JMC	US Army Joint Munitions Command
LTM	Long Term Management
LUC	Land Use Control(s)
MAP	Management Action Plan
MC	Munitions Constituents
MCL	Maximum Contaminant Level
MDW	US Army Military District of Washington
MEC	Munitions and Explosives of Concern
MEDCOM	US Army Medical Command
MILCON	Military Construction
MMRP	Military Munitions Response Program
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
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
OMNG	Operations and Maintenance, National Guard
OSD	Office of the Secretary of Defense
PA	Preliminary Assessment
PBC	Performance-Based Contracting
PEO	Program Executive Office
PM	Program Manager
PMP	Program Management Plan
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

RAB	Restoration Advisory Board
RAC	Risk Assessment Code
RA(C)	Remedial Action Construction
RA(O)	Remedial Action Operations
RACER	Remedial Action Cost Engineering and Requirements
RC	Response Complete
RD	Remedial Design
RCRA	Resource Conservation and Recovery Act
RCWM	Recovered Chemical Warfare Material
RI/FS	Remedial Investigation/Feasibility Study
RIP	Remedy in Place
ROD	Record of Decision
RRSE	Relative Risk Site Evaluation
SI	Site Inspection
SDDC	US Army Surface Deployment and Distribution Command
TACOM	US Army Tank-Automotive and Armaments Command
TCE	Trichloroethylene
TPS	Third Party Site
USACE	US Army Corps of Engineers
USACHPPM	US Army Center for Health Promotion and Preventive Medicine
USAEC	US Army Environmental Command
USC	United States Code
UST	Underground Storage Tank
UXO	Unexploded Ordnance

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 (e.g., 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 United States 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 (i.e., 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.