US ARMY ENVIRONMENTAL COMMAND

FY08 PROGRAM MANAGEMENT PLAN

ACTIVE SITES
ENVIRONMENTAL RESTORATION PROGRAM

EXECUTIVE SUMMARY

This Program Management Plan (PMP) was developed to implement the objectives outlined in the March 2007 update of the Army Environmental Cleanup Strategic Plan for FY2008-2009 which was based on the Army's Environmental Cleanup Strategy (AECS). The AECS established common objectives for ensuring consistency and accountability across the Army's Cleanup Program and the Cleanup Strategic Plan identified specific objectives, targets success indicators, reporting mechanisms, and management review processing for each of the Cleanup Program areas identified in the AECS.

This PMP is a continuation of the US Army Environmental Command's (USAEC) annual planning effort for managing the Army's Installation Restoration Program (IRP) and Military Munitions Response Program (MMRP) at active/operating and excess Army installations. This Plan also includes, as appendices, USAEC's support to the BRAC and Compliance Cleanup Program areas of the Strategic Plan. Since this is a living document that will be updated annually, only FY08 actions are discussed in detail, with a brief summary of actions for FY09 and beyond

This PMP also documents the Approved FY08 Annual Work Plan, Appendix I.

As Program Manager for the Active Installation Restoration Program, it is agreed that this Command's best efforts will be put forward to accomplish the planned FY08 actions identified in the Plan. Success will require all involved in this program to implement this approach for achieving program progress as outlined in this plan. The USAEC will also provide its best efforts to support the BRAC and Compliance Cleanup Programs.

/S/_____

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22 Oct 07
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USAEC PROGRAM MANAGEMENT PLAN
Active Environmental Restoration Program

Introduction

Purpose and Scope of the Program. The Army's Active Installation Restoration Program (IRP) is a comprehensive program to identify, investigate and clean up contamination at active/ operating Army installations. Eligible sites include those contaminated by past defense activities that require response under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) as amended by the Superfund Amendments and Reauthorization Act (SARA), and certain corrective actions required by the Resource Conservation Recovery Act (RCRA). The Army's Military Munitions Response Program (MMRP) was established in September 2001, to address responses to unexploded ordnance (UXO), discarded military munitions (DMM) and munitions constituents (MC) contamination at locations outside of operational ranges. Eligible cleanup activities at Army IRP and MMRP installations are the same as those defined in the Defense Environmental Restoration Program (DERP) Management Guidance.

Background. The DERP was formally established by Congress in 1986, and is codified at Title 10 United States Code (USC) 2701 – 2710. The program provides for the cleanup of Department of Defense (DOD) sites. 10 USC 2701 authorizes the Secretary of Defense to carry out the DERP at facilities under the jurisdiction of the Secretary. The Office of the Deputy Under Secretary of Defense for Installations and Environment (ODUSD (I&E)) establishes program goals and provides program management oversight. ODUSD (I&E) establishes DERP goals for the Services' restoration programs in the Financial Management Regulation (FMR) and implementation guidance and procedures to achieve those goals are provided in the DERP Management Guidance. The Army, Navy, Air Force, and Defense Agencies program, budget and manage individual transfer accounts. The Army transfer account is known as Environmental Restoration, Army (ER,A). The Army's restoration program under the DERP at active/operating Army installations is the Active IRP and the MMRP.

Program Implementation

The US Army Environmental Command (USAEC) is the program manager for the Active and Excess IRP. The USAEC develops the active installation DERP budget, compiles obligation plans and tracks obligation of funds, reports on progress through the Office of the Assistant Chief of Staff for Installation Management (OACSIM) to the Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health (DASA(ESOH)) for input to the ODUSD(I&E) Environmental Management Reviews (EMRs), develops Army-wide implementation guidance, and coordinates program activities with the Installation Management Command (IMCOM) and other Army Commands supported by the DERP efforts. The USAEC oversees the execution of the DERP at active/operating and excess installations. The USAEC has assigned Environmental Restoration Managers (ERMs) to serve as the technical environmental link to installation or garrison environmental offices. The ERMs are responsible for monitoring the execution of the Army DERP for assigned installations. The ERM assists the installation with the prioritization of Army DERP requirements, monitors project execution for obligation and reporting, and provides technical and financial guidance to assigned installations. The USAEC has assigned Program Coordinators to work with the installations and ERMs on reporting requirements such as the Army Environmental Database – Restoration (AEDB-R), obligation plans, and quarterly progress reports.

The Garrison Commander, or other designated authority when there is no Garrison Commander, is responsible for executing the installation's environmental programs, including the IRP and MMRP. The Garrison Commander is responsible for tasking the installation's DERP executors, reporting to their USAEC ERM, coordinating regulatory and community involvement, and for ensuring compliance with DOD policies, to include explosive safety policies, and applicable federal and state laws and regulations. The Remedial Project Manager (RPM) is the installation coordinator of the restoration activities among the Army, the US Environmental Protection Agency (USEPA), state agencies, and the local community. The RPM position is assigned to the Garrison Commander and has overall responsibility for the DERP execution at the installation. The DERP Executor conducts remedial responses (identification, investigation, and cleanup of contamination) at active installations at the direction of the RPM. Army installations may execute projects or use the US Army Corps of Engineers or the US Army Center for Health Promotion and Preventive Medicine (USACHPPM) to execute specific projects for the DERP.

To ensure consistency in the manner in which the Army's DERP is implemented to meet the FMR goals, several databases, documents, and reports play key roles in the process. The Installation Action Plan (IAP) and AEDB-R are the key tools for building and managing the cleanup program. Each must be internally coordinated to ensure overall consistency within the Army's DERP.

> ***Installation Action Plan (IAP) -*** The key planning document in the management and execution of the DERP is the IAP. The IAP outlines the total multi-year integrated, coordinated approach to achieving an installation's DERP goals. The plan is used by the USAEC, NGB, Army commands, IMCOM, and installations to monitor requirements, schedules, and budgets. For each site within the AEDB-R, the IAP documents DERP requirements, the rationale for the technical approach, and corresponding financial requirements. Prior year funding and supportable cost estimates, through the entire remedial process, are included. The IAP contains DERP history, current AEDB-R status, contaminants of concern, response actions taken, past milestones, future response actions, and exit strategies. Each installation receiving ER,A funds is required to prepare an IAP annually. The USAEC facilitates Validation Meetings/Conference Calls for the Active and Excess installations to coordinate the update with the installation cleanup team to ensure all parties are involved in the planning efforts.

> ***Army Environmental Database – Restoration (AEDB-R) -*** The AEDB-R is the database of record for all Active and Excess cleanup sites included in the DERP. The AEDB-R provides an automated, internet-based application to manage, track, and query data on activities conducted under the Army DERP. The AEDB-R holds all documentation required to support the cost estimates to ensure the Army's ER,A liabilities are auditable. The AEDB-R data are used to meet planning and upward reporting requirements and are a source of information for the following:

>> - Defense Environmental Programs Annual Report to Congress
>> - Army's Environmental Restoration Financial Liability Statement
>> - Program Objective Memorandum (POM)
>> - President's budget/Budget Estimate Submission (BES)
>> - DERP Obligation Plans
>> - OACSIM and DoD Environmental Management Reviews
>> - DoD Measures of Merit
>> - Installation Action Plans
>> - Quarterly Program Reviews (Smart Cards)

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As discussed in the Management Review section below, the AEDB-R data and IAPs serve as the baseline for the installation reviews, both internal and external. The USAEC uses the AEDB-R data to establish the planned objectives (installation and site IRP Remedy in Place/Response Complete (RIP/RC) plans) for each fiscal year and conducts periodic reviews of installation progress towards those objectives. The USAEC also uses the data to project IRP progress against the long term FMR Goals of achieving RIP or RC at all sites by the end of FY14 and determining the long-term requirements that follow. Figure 1 shows the projected IRP site and installation completion schedule currently projected by AEDB-R data overlain with cost projections for Remedial Action Operations and Long Term Management that will continue. By actively managing the program, the USAEC can adjust the program to ensure continued progress toward long-term objectives while maximizing opportunities for implementing cost-saving initiatives such as performance-based acquisition and installation buyouts in the short term. Active management also provides a focus on those installations that present the most difficult technical and regulatory challenges to achieving the IRP completion goals (i.e., Redstone Arsenal, Aberdeen Proving Ground, Dugway Proving Ground, Anniston Army Depot, and Volunteer Army Ammunition Plant). Frequent reviews and technical assistance are applied to these installations to ensure continued progress.
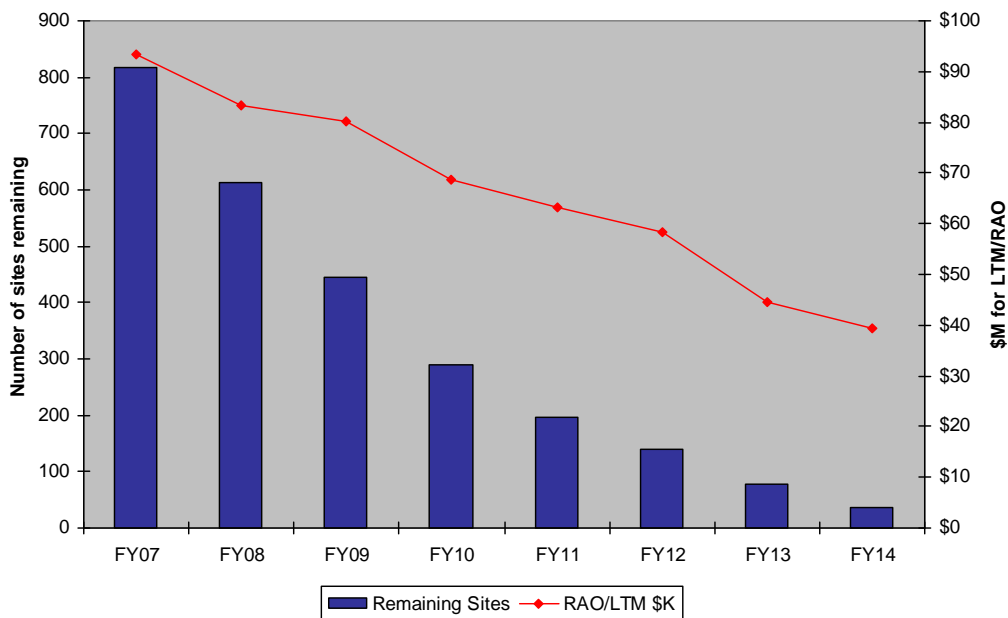
Total sites = 10,487

FIGURE 1 – Projected Completions and Long-Term Liabilities

IRP/MMRP Transition. One of the drivers for completion of the IRP is the need to fund the recently established MMRP. Environmental Restoration, Army funds are used to meet the requirements of both the IRP and the MMRP. Currently, DoD has established the following objectives for the MMRP: (1) completion of the inventory by Dec 03, (met); (2) completion of preliminary assessments by FY07 (met); and (3) completion of all Site Inspections by FY10 (on track). Figure 2 shows the planned ramp-down of IRP funding as objectives are achieved and the

planned ramp-up of the MMRP to meet the FY10 objective and follow-on objectives, assuming a stable ER,A funding profile. Specific long-term budgets for the MMRP will be established after 2010 when program priorities are better understood and program goals have been set.

FIGURE 2 – IRP/MMRP Transition
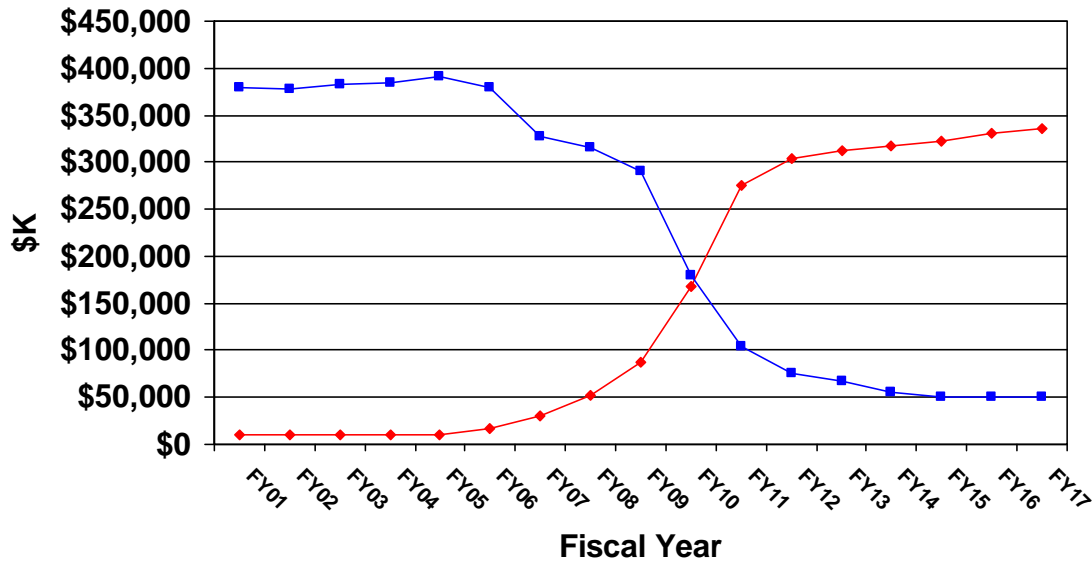
Program Management Approach. As discussed above, the USAEC actively manages the IRP and MMRP efforts to ensure sound planning and effective execution of the program to meet the short-term and long-term objectives. In addition to the continual involvement of the USAEC ERMs in the project teams, periodic progress reviews, and technical assistance provided to the installations, the USAEC has implemented several initiatives to ensure continued progress and cost-effectiveness.

>   *Performance-Based Acquisition (PBA) -*   The USAEC is entering the fifth full year of implementation of the PBA effort, following the pilot efforts conducted in FY03. To date, 61 PBA contracts have been awarded for a total value of approximately $636M covering 92 installations and 932 sites. Resulting cost savings over the traditional contracting method are estimated at $306M compared to the cost-to-complete estimates and $170M compared to the independent government cost estimate for the efforts. In FY07, the IRP missed the goal of awarding 60% of the program through PBA contracts due to the reduction in the number of IRP installations not already covered by PBA, the state of those programs, and the increasing share of MMRP project funding. The percentage of ER,A funds awarded on PBA contracts for FY07 totaled 52%. As described in the objectives below, and as specified in the Mar 07 Cleanup Strategic Plan, the FY08 goal is to award 50% of the program through PBA contracts.

>   *Installation Action Plan Workshops -*   Initiated under FORSCOM, the IAP Workshops have become a key component to the Active Sites IRP/MMRP planning efforts. The Workshops promote effective communication between the Army, regulatory agencies, and other stakeholders on key issues such as program objectives, schedules, budgets, path forward, and exit strategies. They also serve a critical role in the collection of supporting documentation needed to ensure the Army's cleanup liability estimates are fully supported and auditable. During FY07, USAEC successfully employed a new automated tool for

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developing the IAP from the AEDB database of record to ensure consistency between the installation action plan and the database of record. Also in FY07, USAEC conducted a Lean Six Sigma project to evaluate the IAP, AEDB, and CTC development process to improve the data collection process, to improve consistency and completeness of cost backup, and to provide more assistance to the installations in meeting the requirements to provide adequate supporting data for environmental liabilities reporting. The new process will be employed in FY08 in lieu of the IAP Workshops, but will include onsite meetings, as needed, to assist the installations in data collection and cost estimating.

Remedial Action Operations/Long-Term Management Optimization - The Army recognizes that many sites will require a long-term commitment of resources through operations to meet cleanup goals and through long-term management and monitoring. Optimization of remedial action-operation (RAO) and long-term management (LTM) has been the focus of technical assistance efforts, Groundwater Treatment Systems Reviews, Five-Year Reviews, and PBAs over the past several years. Future initiatives will place even more emphasis on the use of PBAs employing price incentives and regional contracting vehicles. The USAEC continues to pursue incremental funding authority, which will allow optimum use of incentives in RAO/LTM contracts resulting in long-term cost savings for the Army. The first of planned RAO/LTM PBA contracts which contain incentives for ramp down and exit strategy implementation is scheduled for award in early FY08.

Five-Year Review Centralization – In order to provide consistency and independent and cost-effective review, the USAEC has contracted with the Omaha District HTRW Center of Expertise (CX) to conduct the majority of the Five-Year Reviews required at Active and Excess installations. Where the CX does not conduct the Five-Year Review (PBA sites and select installations), they will provide an independent review to ensure consistency and completeness. The independent review will ensure that RAO/LTM optimization is given the fullest consideration and provides a follow-up mechanism to ensure recommendations are implemented.

Program Resources. Table 1 provides a summary of the ER,A program resources. The ER,A program continues to be funded at a stable level of just over $400M per year. The program is adequately funded to meet the established program objectives. Since FY03, the USAEC has reduced both program management costs ($42M cumulative reduction) and project execution costs ($46M cumulative reduction), which places more funds each year on actual cleanup projects. As discussed in the FY07 Workplan briefing and in the Cleanup Strategic Plan revision workgroup, further reductions in installation program management costs are expected as more installations reach RIP/RC and installation personnel costs are reduced; however, no significant program management cost reductions are anticipated over the next few years due to the need to continue central management of cost savings initiatives such as PBA, Five-Year Reviews, and RAO/LTM optimization.

Table 1: ER,A Resources

	FY05	FY06	FY07	FY08 PMP	FY09	FY10	FY11	FY12	FY13
Budget	$401.3	$395.3	$402.8	$434.9	$451.3	$427.1	$472.2	$482.6	$493.2
IRP Projects	$341.1	$329.0	$324.7	$343.3	$303.6	$190.5	$112.9	$84.3	$76.4
MMRP Projects	$6.7	$12.4	$22.0	$36.5	$91.4	$178.8	$300.2	$338.3	$355.5
Program Mgmt	$53.5	$53.8	$56.2	$55.1	$56.3	$57.8	$59.1	$60.0	$61.3

Acquisition Strategy

The IRP is executed through the installations and their supporting Corps districts using a variety of contract mechanisms and in-house expertise. Since FY03, the USAEC has championed the use of performance-based acquisition (PBAs) as a means to lock cleanup liabilities and improve schedule performance, building on successful PBA pilots at Fort Gordon and Fort Leavenworth. The PBAs are awarded through the ACSIM ID/IQ contract managed by the Aberdeen Proving Ground Directorate of Contracting Environmental Team and through a number of contract vehicles held by the Corps Districts. Table 2 below summarizes the successes of the PBA initiative through FY07 and installations planned for review in FY08. Based on projections of opportunities to employ PBA and the growing percentage of ER,A allocated to MMRP, the goal for this initiative was reduced from 60% to 50% of the annual ER,A program budget in the March 2007 Cleanup Strategic Plan.

Table 2 – PBA Successes/Plans

Year	'05	'06	'07	'08
PBA Target %	50%	60%	60%	50%
Installations	Hawaii Camp Navajo APG FT Gillem FT Meade FT Pickett Ravenna AAP Los Alamitos Camp Roberts Longhorn AAP Red River AD Camp Bullis FT Sam Houston Camp Crowder FT Chafee Soldier Systems Joliet AAP FT Knox Redstone Arsenal	Dugway PG Picatinny Arsenal Volunteer AAP APG FT Leonard Wood FT McClellan Hawthorne AAP Radford AAP APG Hawaii MMRP SI contracts	Aberdeen PG Alaska - Haines Terminal Fort Bragg Fort Campbell Fort Eustis Fort Lee Fort Leonard Wood Letterkenny AD Yuma PG	APG - New O-Field Anniston AD DPG Phase III Fort Carson Fort Lewis Hunter AAF/Stewart Picatinny Phase II Radford AAP II RAO/LTM Ravenna AAP III Redstone Phase II Volunteer AAP II White Sands MR
# Sites	280	288	60	TBD
Contract Value	$173M	$113M	$65M	TBD
Cost Savings - vs CTC - vs IGCE	 $68M $33M	 $72M $59M	 $10.4M $9.1M	 TBD
PBA Actual %	50%	54%	52%	TBD

Reporting Mechanisms

The AEDB-R is the database of record for the Army's Active IRP and MMRP. The AEDB-R contains site level detail by phase of cleanup (studies, design, construction, operations and long-term management) for contaminated sites being addressed by the Army. In addition, the database contains cost, relative risk, and other information for each site. The AEDB-R is managed by USAEC, is updated semi-annually by the installations, and is used for upward

reporting to the Knowledge-Based Corporate Reporting System (KBCRS), the restoration management information system used by OSD to support development of the Defense Environmental Programs Annual Report to Congress. The AEDB-R is also used by the Army to support cleanup program planning, implementation, and semiannual management reviews.

The AEDB-R, in conjunction with the IAP, provides the basis for managing program progress. Within the IRP, the key measurement indicators of program progress are site completion (either RIP or RC) and installation completion (i.e., all sites on the installation have achieved RIP or RC). Site RIP/RCs for FY08, are projected directly from the AEDB-R Fall 07 data call. As discussed in Target 2.3, 158 sites are planned for RIP/RC in FY08. In FY07, the Army achieved 218 site RIP/RCs out of the planned 244 sites for completion rate of 89%. Appendix F provides a list of the FY08 sites with projected completion dates. Installation completion dates are derived from the AEDB-R data as the final site RIP/RC for the installations. Appendix G provides a list of the 16 installations projecting final RIP/RC in FY08 and those projected beyond FY08, based on the Fall 07 data call. FY07 installation RIP/RCs totaled 15 against a plan of 23 installation RIP/RCs. A third indicator of program progress is achievement of phase completions. Phase completion projections for FY08, are provided in Appendix H. In FY07, the Army completed 453 phase completions or 81% of the 556 planned phase completions. Within the MMRP, the key measurement indicator is the completion of the Site Inspection (SI) phase with an ultimate goal of completing all SIs by the end of FY10. Through FY07, 48 SIs have been completed; exceeding the goal of 40. The USAEC aggressively manages the Active Installation Cleanup Program through continual participation of assigned Restoration Managers on the installation project teams, internal management reviews (see below), and through direct assistance to the installations to resolve issues and to help implement centrally managed initiatives such as performance-based acquisition and IAP Workshops.

The Defense Finance and Accounting System (DFAS) serves as the record of both obligations and disbursements over the life of the ER,A funds. Quarterly reports are generated and reconciled against internal accounting records to ensure obligations are timely and accurately recorded. To minimize the lag time between funds issuance and recording of obligations in DFAS, USAEC requires installations or their executors to provide proof of negotiated amounts on all contract-funding requests. Quarterly disbursement reports are also scrutinized to ensure that obligated funds are disbursed in accordance with prescribed expenditure rates to ensure past requirements do not become future bills. The USAEC reviews all funds requests submitted by the installations to determine whether they can be paid with prior year funds (e.g., cost growths, cost adjustments, cost overruns) to ensure that available prior year funds are obligated and disbursed to the fullest extent possible.

Management Review

The OSD has established semi-annual ESOH 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 Installations and Environment, Safety and Occupational Health (ESOH) is typically the senior reviewer. The OACSIM and DASA(ESOH) perform management reviews of each program area semi-annually. The October/November review typically reviews prior year execution and accomplishment of targets and success indicators. The mid-year review in April is typically a brief assessment of execution to date and a forward look to future requirements and resource issues.

As the Army prepares to brief OSD, the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health is the senior Army reviewer. Program specific issues that OSD requires are included, as well as Army-specific objectives and targets addressed in the Army

environmental cleanup strategic plan. The USAEC and the OACSIM staff participate in the management review of the Active IRP and MMRP. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental cleanup strategy, the environmental cleanup strategic plan, and the annual Active Sites Environmental Restoration PMP.

The USAEC Cleanup Division is structured to provide oversight at the installation level. Restoration Managers are assigned to multiple installations to participate on the cleanup project teams to provide guidance and oversight to the cleanup programs. The three Cleanup Division Oversight Branches (Northeast, Northwest (including Alaska), and South (Southeast and Southwest (including Hawaii)) have been structured around the USEPA regions to provide consistency and continuity of actions within the various USEPA regions. Cleanup Division proactively manages the Active IRP and MMRP through periodic and systematic review of installation progress against measurement indicators, as discussed above. As the foundation for progress toward site and installation completion, the USAEC Restoration Manager and installation project team regularly review progress toward projected phase completions. Cleanup Division continually stresses the importance of progress toward site and installation RIP/RCs with installations and actively works with the installations to resolve issues that may potentially delay completion and to identify sites and installations for possible acceleration.

Internal USAEC management reviews include monthly branch meetings providing progress reports to the oversight branch chiefs, quarterly to bi-monthly division reviews of progress with the branches, and quarterly Performance Management Reviews with the Commander and Technical Director. USAEC routinely invites the OACSIM technical representative for the Active Cleanup Program to the quarterly division reviews to further enhance coordination and alert the Army leadership on any major Army-wide issues. All of these reviews focus on the key measurement indicators of site and installation RIP/RC as well as on specific program initiatives such as performance-based acquisition. The USAEC also prepares and submits quarterly summaries of program progress to OACSIM covering the key program metrics (i.e., site and installation RIP/RC, phase completions, and performance-based acquisition).

Army Environmental Cleanup Strategy and Army Environmental Cleanup Strategic Plan

The Army Environmental Cleanup Strategy identifies the vision for Army environmental cleanup as: *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.* [1] The Strategy provides a roadmap to guide the Army in attaining its environmental cleanup vision, and identifies nine overarching objectives for the cleanup program. The Strategy also identifies seven program areas, one of which is Active Installation Cleanup Program and their mission. The mission for Army active installation cleanup is to perform appropriate, cost-effective cleanup so that the property is safe for installation use and to protect human health and the environment.

The Army Environmental Cleanup Strategic Plan identifies a framework for implementing the Strategy by identifying specific objectives, targets, success indicators, reporting mechanisms, and management review processes for each of the nine objectives in the Strategy, and for each of the seven program areas.

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[1] Army Environmental Cleanup Strategy, ASA (I&E), April 24, 2003.

This Program Management Plan identifies the responsibilities, deliverables, and timeframes for implementing the Army Environmental Cleanup Strategy and Strategic Plan for the IRP and MMRP, and provides:

- A detailed description for the actions that will be taken to implement a task or program;

- The resources that are responsible for the implementation of that action; and

- The expected time frame for the implementation of each action.

Presented below is the USAEC's Program Management Plan for the IRP and MMRP and support to other cleanup programs (Appendices A through E). Appendices F-H reflect reporting requirements. Appendix I contains the FY08 ER,A Active Sites Work Plan and Appendix J provides the Out-year Planning Forecast. An acronym key is found in Appendix K.

Conclusion

The Active Sites Environmental Restoration Program continues to progress toward completion of the IRP sites in accordance with the FMR goals. Through the PBA initiative and active management and oversight, the Army is reducing the projected costs for reaching cleanup goals and is locking in the schedules to reach RIP/RC. Cost-to-complete reductions, including reductions in project costs over the POM years, is allowing re-allocation of ER,A funds to sites originally budgeted later in the program. In addition, initial studies to establish a sound MMRP are on track to meet the OSD objective of completing all site inspections (SI) by FY10. Application of PBA to the MMRP SI efforts and lessons learned from the initial SI contracts have resulted in reduced costs and time to conduct the site inspections, ensuring the FY10 SI completion deadline will be met and accelerating the availability of resources to conduct response actions and further study.

While achieving the FMR goals of IRP site completion by FY14 is a major goal of the IRP, the overall ER,A program will continue well beyond FY14 meeting remedial action operations and long term management requirements and addressing munitions responses at closed ranges under the MMRP. As the Army transitions its focus from the IRP category sites to the MMRP category sites, the focus of the IRP will shift to reducing the long term operations and management costs associated with the IRP sites. RAO and LTM of the IRP sites following final site RIP/RC have an associated cost-to-complete currently estimated at over $1.2B. Optimization efforts for both the RAO and LTM are now being integrated into the various IRP management and technical reviews to ensure cost-effective LTM.

PROGRAM MANAGEMENT PLAN

Objective, Targets and Success Indicators	Action Items
Objective 1 Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.	
Target 1.1 Protect workers, the public, and the environment as hazards are identified. Success Indicators 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.	
	FY08 Actions • Follow the guidelines for the DA clean-up strategy and implement the DA clean-up strategic plan. • Ensure all actions are protective of human health and environment. • Ensure all appropriate actions are reviewed by CHPPM. • Program for CHPPM to conduct public health assessments and consultations as needed. FY09 and Beyond Actions • Ensure all actions are protective of human health and environment. • Ensure all appropriate actions are reviewed by CHPPM. • Program for CHPPM to conduct public health assessments and consultations as needed.

Objective, Targets and Success Indicators	Action Items

Objective 2

Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and environment, conduct response actions to address contamination resulting from past DOD activities. Maintain relevant cleanup information in a permanent document repository.

Target
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 FMR goal to achieve remedy in place (RIP) or response complete (RC) at all Installation Restoration Program (IRP) category sites.

Success Indicators
2.1.1. 96% of all 1416 IRP Category high relative risk sites at RIP/RC by the end of 2008.
2.1.2. Achieve RIP/RC at 97% of all 1416 IRP Category high relative risk sites by 2009.
2.1.3. Achieve RIP/RC at 75% of all 900 IRP Category medium relative risk sites by 2008.
2.1.4. Achieve RIP/RC at 80% of all 900 IRP Category medium relative risk sites by 2009.
2.1.5 Achieve RIP/RC at 100% of all IRP Category sites at RIP/RC by 2014.

FY08 Actions
- Monitor projected RIP/RC sites quarterly to determine if sites are on track.
- Review data for opportunities to accelerate RIP/RC.
- Modify data reporting at locations undergoing performance based contracting by consolidating sites.
- Investigate the feasibility of centrally updating the data reporting system to improve accuracy.
- Achieve RIP/RC at 158 sites.

FY09 and Beyond Actions
- Increase use of performance based contracting, where appropriate, to ensure RIP/RC.

<u>Target</u>
2.2. Meet annual planned activities for IRP category sites as projected in the annual Program Management Plan (PMP), which is based on information from the Army Environmental Database for Restoration (AEDB-R).

<u>Success Indicators</u>
2.2.1. Achieve actual versus planned annual activities as stated in the PMP:
- 90% or higher = GREEN
- 80% to 89% = AMBER
- Less than 80% = RED

FY08 Actions
- During the Fall 07 AEDB-R review, require USAEC Restoration Managers to validate FY08 phase projections.
- Work with the installations to proactively address issues that threaten to delay phase completions (428 projected for FY08).
- List projections in individual performance standards and hold managers accountable.
- At semi-annual In Progress Reviews, show installation scorecards.
- Accelerate performance based contracting initiatives where projections are consistently missed.
- Coordinate FY08 projections with IMCOM HQ, IMCOM Regions, and Army commands to ensure that installation RPMs are held accountable for accomplishment.
- Coordinate FY08 projections with USACE supporting Districts to ensure executing project managers are held accountable for accomplishment.
- Implement streamlined CTC/AEDB-R development process to provide real-time data entry to improve reporting accuracy and consistency.
- Emphasize requirements at the Dec 07 IRP/MMRP Workshop.

FY09 and Beyond Actions
Achieve better emphasis on reporting and improve accuracy by centrally updating data, if feasible.

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Target

2.3 Achieve 10,487 total IRP sites RIP/RC by end of FY14.
 	
    Success Indicators
        2.3.1   10,041 IRP sites at RIP/RC by the end of FY08.
                90% or greater of annually planned site RIP/RCs= GREEN
                80%-89% of annually planned site RIP/RCs = AMBER
                Less than 80% of annually planned site RIP/RC= RED
        2.3.2   10,290 IRP sites at RIP/RC by the end of FY10.
                90% or greater of annually planned site RIP/RCs= GREEN
                80%-89% of annually planned site RIP/RCs = AMBER
                Less than 80% of annually planned site RIP/RC= RED
        2.3.3   10,487 IRP sites at RIP/RC by end of FY14.
                90% or greater of annually planned site RIP/RCs= GREEN
                80%-89% of annually planned site RIP/RCs = AMBER
                Less than 80% of annually planned site RIP/RC= RED

	FY08 Actions
	• During the Fall 07 AEDB-R review, require USAEC Restoration Managers to validate FY08 RIP/RC projections. • Achieve 158 site RIP/RCs in FY08, which equates to a cumulative site RIP/RC count of 10,041 through FY08. • List projections in individual performance standards and hold managers accountable. • At semi-annual In Progress Reviews, show installation scorecards. • Accelerate performance based contracting initiatives where projections are consistently missed. • Coordinate FY08 projections with IMCOM HQ, IMCOM Regions, and Army commands to ensure that installation RPMs are held accountable for accomplishment. • Coordinate FY08 projections with USACE supporting Districts to ensure executing project managers are held accountable for accomplishment. • Implement streamlined CTC/AEDB-R development process to provide real-time data entry to improve reporting accuracy and consistency. • Emphasize requirements at the Dec 07 IRP/MMRP Workshop. FY09 and Beyond Actions • Achieve better emphasis on reporting and improve accuracy by centrally updating data, if feasible.

<u>Target</u>
2.4   Attain installation RIP/RC for 1083 IRP category installations by FY14.

<u>Success Indicators</u>
2.4.1   48 of 1083 remaining at the end of FY08.
        90% or greater of annually planned installation RIP/RCs = GREEN
        80%-89% of annually planned installation RIP/RCs = AMBER
        Less than 80% of annually planned installation RIP/RCs = RED
2.4.2   36of 1083 remaining at the end of FY09.
        90% or greater of annually planned installation RIP/RCs = GREEN
        80%-89% of annually planned installation RIP/RCs = AMBER
        Less than 80% of annually planned installation RIP/RCs = RED
2.4.3   0 of 1083 remaining by the end of FY14.
        90% or greater of annually planned installation RIP/RCs = GREEN
        80%-89% of annually planned installation RIP/RCs = AMBER
        Less than 80% of annually planned installation RIP/RCs = RED

FY08 Actions
- In FY08 achieve RIP/RC at 16 installations/facilities.
- Review current programs to determine opportunities to accelerate RIP/RC.
- List projections in individual performance standards and hold managers accountable.
- Coordinate FY08 projections with IMCOM HQ, IMCOM Regions, and Army commands to ensure that installation RPMs are held accountable for accomplishment.
- Monitor installations quarterly to see if they are on track.

FY09 and Beyond Actions
- Aggressively pursue performance-based contracting.
- Future RIP/RC schedule attached in Appendix G.

<u>Target</u>
2.5   Complete all MMRP Site Inspections (SI) at all 158 installations by the end of FY10.

   <u>Success Indicators</u>
2.5.1   SI complete at 50% of installations by end of FY08 (79/158).
      90% or greater of annual SI completion plan = GREEN
      80%-89% of annual SI completion plan = AMBER
      Less than 80% of annual SI completion plan = RED
2.5.2   SI complete at 75% of installations by end of FY09 (118/158).
      90% or greater of annual SI completion plan = GREEN
      80%-89% of annual SI completion plan = AMBER
      Less than 80% of annual SI completion plan = RED
2.5.3   SI complete at 100% of installations by end of FY10 (158/158).
      90% or greater of annual SI completion plan = GREEN
      80%-89% of annual SI completion plan = AMBER
      Less than 80% of annual SI completion plan = RED

FY08 Actions
- Initiate final 26 installation SIs.
- Complete 25 additional installation SIs (cumulative total of 79 or higher).

FY09 and Beyond Actions
- Complete 39 installation SIs in FY09 (cumulative total of 118).
- Complete 39 installation SIs in FY10 (cumulative total of 158).

Target

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.

Success Indicators

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 the end of FY12.

> 90% of installations or greater = GREEN
>
> 80% to 89% of installations = AMBER
>
> Less than 80% of installations = RED

2.6.2 New documents at all installations submitted within 60 days of receipt.

> 90% of documents or greater = GREEN
>
> 80% to 89% of documents = AMBER
>
> Less than 80% of documents = RED

FY08 Actions
- All available documents uploaded for 96 total installations by end of FY08.
- Brief Permanent Cleanup Document Repository (PCDR) guidance, PCDR repository overview, and requirement for electronic deliverables for all future documents in contracts (including COE) at the Dec 07 IRP/MMRP Workshop.
- USAEC Environmental Restoration Managers will identify data gaps in installation cleanup records; notify installations and their Program Managers.
- Provide QA/QC for uploaded documents.

FY09 and Beyond Actions
- All available documents uploaded for 121 total installations by end of FY09.
- All available documents uploaded for 146 total installations by end of FY10.
- All available documents uploaded for 171 total installations by end of FY11.
- All available documents uploaded for 100% of installations (204) by end of FY12.

<u>Target</u>
2.7 Support domestic restationing by coordinating site planning, identifying requirements, and adjusting environmental cleanup priorities.

  <u>Success Indicators (subject to availability of funding)</u>
   2.7.1 Cleanup priorities established to support domestic restationing to the maximum extent practicable.
   2.7.2 Funding needs balanced to support land transfer goals at excess property installations with competing MMRP requirements.

FY08 Actions
- Coordinate with IMCOM Regions and Army Commands to identify IRP and MMRP sites requiring priority response to support restationing/BRAC construction.
- Adjust funding plan to support restationing/BRAC support requirements

FY09 and Beyond Actions
- Continuation of FY08 actions.

<u>Target</u>
2.8 Develop MMRP guidance and funding strategy to meet program goals.

  <u>Success Indicators (subject to availability of funding)</u>
   2.8.1 Score all MMRP sites using the 3 modules of the Munitions Response Prioritization Protocol (MRS-PP) by the end of FY10.

   2.8.2 Response actions funded to address imminent public safety threats identified during the SI phase without affecting the Army's goal of completing all SIs by the end of FY10.

   2.8.3 Funding needs balanced to support land transfer goals (excess property) and construction requirements (restationing/BRAC) with competing MMRP requirements.

   2.8.4 Guidance in place to execute the post-SI phases by FY09.

FY08 Actions
- Coordinate with IMCOM Regions to identify MMRP sites requiring priority response to support restationing/BRAC construction.
- Complete application of all 3 MRS-PP modules to all MR sites at 25 additional installations.
- Issue final Active Installation MMRP Guide for staffing by Dec 07.
- Issue final Army-wide MMRP RI/FS Guidance for staffing by Oct 08.
- Submit Risk-Management Response Policy for MMRP to ESOH by Mar 08.

	FY09 and Beyond Actions
	• Complete the application of all 3 MRS-PP modules to all MR sites at a cumulative total of 118 installations by the end of FY09 and all 158 by the end of FY10.
	• All post-SI guidance in place by FY09.
	• Finalize Risk-Management Response Policy for MMRP by FY09.

Target

2.9 Establish by FY08 a strategy to develop and maintain a centralized database to track and manage land use controls (LUCs) created as part of a restoration program response action.

Success Indicators

2.9.1   GIS layers of all IRP/MMRP sites with future liabilities developed by Mar 08.

2.9.2   Develop list of LUC attributes to track through Rapid Improvement Events by end of Jan 08.

2.9.3   GIS layers of all IRP/MMRP sites developed by the end of FY08.

	FY08 Actions
	• Document the business process and define requirements for scope of effort - Dec 07
	• Develop plan to manage LUCs (Management means to track LUCs and to assess and report LUC effectiveness (internally and externally)) - Mar 08.
	• Prepare new, or update existing, LUC management guidance that defines the business process for LUC management - Mar 08.
	• Generate cleanup site GIS layers for sites with future liabilities by end of Mar 08.
	• Generate cleanup site GIS layers for all sites with LUCs by the end of 4th quarter FY08.
	• Develop LUC management database by end of 4th quarter FY08.
	FY09 and Beyond Actions
	• Populate LUC database in FY09.
	• Produce 1st LUC management report by the end of FY09.
	• Maintain LUC database.
	• Support inspections of LUCs.

Objective, Targets and Success Indicators	Action Items
Objective 3 Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.	
<u>Target</u> 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]. <u>Success Indicators</u> 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	
	FY08 Actions 　• Expedite reviews of primary documents under FFAs and RCRA Orders and Agreements. 　• Notify management of any issues that require higher level resolution to avoid penalties. FY09 and Beyond Actions 　• Continue FY08 process on an annual basis.
<u>Target</u> 3.2. Identify potential program impacts, including funding requirements and delays to meeting established goals, where chemicals of emerging concern are indicated, such as perchlorate, for inclusion in the Army PPBES process <u>Success Indicators</u> 3.2.1 DAIM(ISE) notified within three months of identifying potential impacts. 　　　Notification within 3 months = GREEN 　　　Notification between 3 and 6 months = AMBER 　　　Notification later than 6 months = RED	
	FY08 Actions 　• Support MERIT through funding of CHPPM execution of chemical Watch List. 　• Support development of toxicological data for military unique compounds. FY09 and Beyond Actions 　• Continuation of FY08 actions.

Target

3.3. Complete Five-Year Reviews at the Army's universe of 49 installations (as of EOY FY2006) that have sites requiring a five-year review, as required.

Success Indicators

3.3.1 Five-Year Reviews completed in year required.
90% or greater = GREEN
80% to 90% = AMBER
Less than 80% = RED

FY08 Actions
- Populate the Five-Year Review database (Excel spreadsheet) with data from the Five-Year Review completed to date by the USACE Omaha CX.
- Produce report that documents progress made towards corrective action implementation.
- Notify installations and the USACE Omaha CX of all Five-Year Review requirements that are overdue or due in the next 12-month period by 15 Oct 07.
- Check mid-year progress and re-baseline site/installation list from the AEDB-R Installation Report (Remedial Action Five-Year Review) by 31 Mar 08.
- The USAEC Environmental Restoration Manager (ERM) will review/comment on draft Five-Year Review reports.
- Ensure Five-Year Reviews evaluate the potential for implementing innovative technologies to optimize, enhance, and/or replace current systems.

FY09 and Beyond Actions
- Retrieve site/installation list from the AEDB-R Installation Report (Remedial Action Five-Year Review) by 15 Oct, to confirm that all Five-Year review requirements have been completed.
- Baseline site/installation list from the AEDB-R Installation Report (Remedial Action Five-year Review) by 1 Nov, of the FY.
- Notify installations and the USACE CX of all Five-Year Review requirements due in the upcoming 12-month period.
- Check mid-year progress and re-baseline site/installation list from the AEDB-R Installation Report (Remedial Action Five-Year Review) by 30 Apr of the FY.
- The USAEC ERMs will review/comment on draft Five-Year Review reports.

Objective, Targets and Success Indicators	Action Items
Objective 4 Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.	
<u>Target</u> 4.1. Recommend changes, as required, to Army Regulation 200-1.	
	FY08 Actions • Participate in revision of Cleanup Section of AR 200-1, as necessary. • Solicit ideas for changes/corrections to AR 200-1 from the Army cleanup community. • Submit proposals for change to OACSIM, as required. FY09 and Beyond Actions • Continue FY08 process on an annual basis.
<u>Target</u> 4.2. Update the Army DERP Active Installations Environmental Restoration Program Management Guidance and related implementation guidance within 180 days of changes to DOD DERP Management Guidance.	

	FY08 Actions
	• Issue updates to the following implementation guidance documents:
	  • Army DERP Active Installations Management Guidance - Jul 08.
	  • LUC Management Guidance - Mar 08.
	  • Army Guide on Documenting LUCs for Cleanup - Mar 08.
	  • Issue final Active Installation MMRP Guide for staffing by Dec 07.
	  • Issue final Army-wide MMRP RI/FS Guidance for staffing by Oct 08.
	
	FY09 and Beyond Actions
	• Participate in revisions to the DOD DERP Management Guidance and revise Army guidance as needed.

<u>Target</u>
4.3. Develop specific performance metrics and describe the program management approach for accomplishing installation restoration cleanup by developing an annual Program Management Plan (PMP).

<u>Success Indicators</u>
4.3.1 Specific metrics established with annual submission of the PMP.

4.3.2 PMP delivered to DAIM(ISE) NLT 31 October each year.

FY08 Actions
- Develop FY08 PMP by 31 Oct 07 based on Environmental Cleanup Strategic Plan objectives, and installation action plans and data calls.
- Conduct periodic reviews to track progress toward achieving PMP objectives.

FY09 and Beyond Actions
- Develop annual PMP based on program data and Strategic Plan objectives for submission to DAIM(ISE) by 31 Oct of each year.

Objective, Targets and Success Indicators	Action Items
Objective 5 Plan, program, budget and execute cleanup in accordance with DOD and Army directives and guidance using validated, auditable, and documented site-level data.	

<u>Target</u>
5.1 Achieve Chief Financial Officer's Act (CFO) compliance for reporting environmental liabilities by asserting readiness for an audit for DERP cleanup by EOY FY10.

<u>Success Indicators</u>

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

5.1.2 Site level data in FFMIA compliant database of record (AEDB-R) annually passes QA/QC reviews:
90% or more of data passes QA/QC review = GREEN
80%-89% passes QA/QC review = AMBER
<80% passes QA/QC review = RED

	FY08 Actions
	- Documentation Trail – Collect and review supporting documentation in conjunction with FY08 IAP development effort. - Supervisory Reviews – Continue requirement for Supervisory Review checklists submission with AEDB-R data. - Quality Control of AEDB-R financial data - Issue FY08 QC Plan - Nov 07. - Quality Control of AEDB-R financial data – Implement FY08 QC Plan. Coordinate with installations, RMs, and IAP Team to address discrepancies. - Ensure quality of documentation meets audit standards - Jun 08. - Incorporate parcel identifier (Real Property Unique Identifier Code - RPUID) into AEDB-R - Jul 08. - Record and maintain environmental sites record data with all of the applicable real property records - Jul 08. - Reconcile environmental restoration sites with Real Property Inventory (RPI) - Jun 08 - Quality Assurance - Continue conducting QA Reviews with cross-section of installations annually. - Conduct FY08 data calls and conduct QC efforts to ensure all data submission requirements are adhered to. FY09 and Beyond Actions - Assertion – 4th Quarter FY10

Target

5.2 Submit input to quarterly financial statement Note 14 (disclosures and reasons for fluctuations and abnormalities) by 5th of month following end of quarter.

Success Indicators

5.2.1 Required report submitted:
    On time = GREEN
    Within 5 days of target date = AMBER
    Late by more than 5 days = RED

	FY08 Actions
	- Work with FHRD to report liabilities on rolling 12 month basis - Work with FHRD to insure accurate information is provided in the report FY09 and Beyond Actions - Continue FY08 actions on annual basis

	Target
	5.3 Execute annual DERP ER,A appropriation for the active installation restoration program to meet DOD obligation and expense objectives.
	Success Indicators
	5.3.1 Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
	5.3.2 Expense targets over 6 years are 22%, 67%, 89%, 95%, 98% and 100%, as recorded in DFAS.
	FY08 Actions • Maintain Obligation Plan and conduct quarterly reviews. • Request FHRD report on current year expenses semi-annually. • At mid-year, evaluate expenditures (outlays) for all FYs. • Identify executors with consistently low expenditure rates and high de-obligation rates; take corrective actions as necessary. **FY09 and Beyond Actions** • Define requirements to enhance reporting systems to allow electronic tracking of obligations and expenditures over a five-year period on a site-level basis and implement reporting system enhancements.
Objective, Targets and Success Indicators	**Action Items**
Objective 6 Develop cleanup partnerships with appropriate federal, Tribal, state, local, territorial, or host-nation authorities.	
	Target 6.1. Involve regulatory stakeholders in annual IAP development/revision process and incorporate Joint Execution Plan development into the IAP process. Success Indicators 6.1.1. Regulatory stakeholders participate in IAP development at the installations remaining in the IRP that have not attained RIP/RC. 6.1.2. IAP Workshops (or equivalent) communicate Army cleanup strategic plan targets and success indicators and produce the Joint Execution Plan input for DSMOA/CA process.
	FY08 Actions • Develop and distribute the IAP development schedule NLT 31 Oct 07. • Ensure IAP development schedule is updated and accessible to allow the installations time to coordinate with the regulatory stakeholders. • Discuss the need for regulatory stakeholder involvement during IAP training.

	• For installations with final MMRP SI Reports, discuss each site's MRS PP score with the IAP development participants and finalize the scores. FY09 and Beyond Actions • Develop and distribute the IAP development schedule NLT 31 Oct. • Ensure IAP development schedule is updated and accessible to allow the installations time to coordinate with the regulatory stakeholders. • Continue the discussion of MRS PP scores during annual IAP development effort.
	Target 6.2 Ensure installations are fulfilling their lead agent responsibilities under CERCLA §106 for notification and coordination of studies and response actions with Natural Resource Trustees. Success Indicators 6.2.1 Document the notification of all Natural Resource Trustees by end of FY08.
	FY08 Actions • USAEC Restoration Managers query installations for records of Natural Resource Trustee Notifications and NRT responses - Jan 08 • Work with installations to complete required notifications by Sep 08. FY09 and Beyond Actions • Continue to monitor natural resource trustee notification and coordination by installations.
	Target 6.3 Review state participation in installation activities under DSMOA annually. Success Indicators 6.3.1 States and installations coordinate with each other according to the six- step cooperative agreement process.
	FY08 Actions • Ensure state estimates are consistent with Joint Execution Plans for active Army installations. • Review state estimated total DSMOA requirements and approve by May 2008. • Implement requirements of revised DSMOA Cooperative Agreement Guidance. FY09 and Beyond Actions • Continue annual review, approval, and monitoring process.

Objective, Targets and Success Indicators	Action Items
Objective 7 Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.	
<u>Target</u> 7.1 Survey community for interest in establishing a RAB every 2 years. <u>Success Indicators</u> 7.1.1 Interest determined as scheduled.	
	FY08 Actions • Ensure installations without a RAB are determining interest every two years (Reported through IAP). FY09 and Beyond Actions • Ensure installations seek public interest in forming RABs.
<u>Target</u> 7.2 Involve public stakeholders in annual IAP development/revision. <u>Success Indicators</u> 7.2.1 Public stakeholders participate in IAP development.	
	FY08 Actions • Develop and distribute the IAP development schedule NLT 31 Oct 07. • Ensure IAP development schedule is updated and accessible to allow the installations time to coordinate with the regulatory stakeholders. • Discuss the need for public stakeholder involvement during IAP training. FY09 and Beyond Actions • Develop and distribute the IAP development schedule NLT 31 Oct. • Ensure IAP development schedule is updated and accessible to allow the installations time to coordinate with the regulatory stakeholders.

Target 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. Success Indicators 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.	
	FY08 Actions • USAEC Environmental Restoration Managers conduct annual inspections of installation Administrative Records with Installation RPMs. FY09 and Beyond Actions • USAEC Environmental Restoration Managers conduct annual inspections of installation Administrative Records with Installation RPMs.

Objective, Targets and Success Indicators	Action Items
Objective 8 Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.	
Target 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. Success Indicators 8.1.1 Review complete at percentage of installations with open AEDB-R sites: 85% or more = GREEN 75%-84% = AMBER <75% = RED	
	FY08 Actions • Evaluate 100% of installations for PBA application by 01 Oct 07. FY09 and Beyond Actions • Continue annual evaluation.

Target

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.).

Success Indicators

8.2.1 Percentage of overall program budget obligated on PBA contracts annually.
50% or more = GREEN
40%-49% = AMBER
<40% = RED

FY08 Actions
- Screen 100% of installations for PBA application by 01 Oct 07.
- Establish FY08 PBA installation list by 1 Oct 07.
- Fund PBA prior year award = $129 million.
- Award $90 million of new PBA.
- Baseline ER-A Program (i.e., scrub cost to complete and schedule).
- Provide Technical Assistance to PBA Team to baseline and develop technically feasible path forward for ~3 installations.
- Continue outreach to: vendor community, stakeholders, and installations.
- Update and expand guidance and training and disseminate on an Army-wide basis.
- Formally integrate use of PBA into day-to-day operations of cleanup program execution.
- Conduct Lean Six Sigma effort to streamline the process of evaluating and selecting installations for PBA and the procurement process.
- Expand use of PBA to Compliance Cleanup
- Develop and maintain matrix of contractor performance against performance objectives.

FY09 and Beyond Actions
- Continue annual planning and contracting actions.

<u>Target</u>
8.3 Streamline program and project management to maximize the amount of funding going to actual remediation at the restoration sites.

<u>Success Indicators</u>
8.3.1 Program management costs (including ATSDR and DSMOA costs) are less than 11% of total ER,A program.

       11% or less = GREEN

       11.1% - 12% = AMBER

       >12% = RED

FY08 Actions
- Monitor plans for Rocky Mountain Arsenal and Aberdeen Proving Ground to reduce program management cost in the cleanup program.
- Continually seek ways to streamline and consolidate functions.
- Automate processes where possible.
- Capture PM reductions associated with achievement of installation RIP/RC.

FY09 and Beyond Actions
- Continually seek ways to streamline and consolidate functions.
- Automate processes where possible.

 <u>Target</u>
8.4 Streamline project execution to maximize the amount of funding going to actual remediation at the restoration sites.

 <u>Success Indicators</u>
8.4.1 Project Management costs are less than 8% of the total ER,A program:

      8% or less = GREEN
      8.1% - 8.5% = AMBER
      >8.5% = RED

FY08 Actions
- Negotiate appropriate level of technical oversight of contracted efforts.
- Track project management costs.

FY09 and Beyond Actions
- Explore regional management of RAO/LTM efforts.

Objective, Targets and Success Indicators	Action Items
Objective 9 Perform semiannual program management reviews of cleanup progress against established targets, and conduct periodic reviews of sites where contamination remains in place.	
Target 9.1. Develop the schedule for mid-year and year-end reviews NLT 31 December of each year. Success Indicators 9.1.1. Meetings occur IAW the established schedule.	
	FY08 Actions • Select critical installations for review - Nov 07. • Schedule mid-year reviews for Feb-Mar 08 - 31 Dec 07. • Conduct mid-year reviews - Feb-Mar 08. • Identify actions for follow-up - Feb-Mar 08. • Schedule end-of-year reviews for Jul-Aug 08 - Apr 08. • Conduct end-of-year reviews - Jul-Aug 08. • Identify actions for follow-up - Jul-Aug 08. FY09 and Beyond Actions • Repeat review actions specified in FY08 each FY.

Appendix A
Excess Installation Restoration

NOTE - ALL OF THE OBJECTIVES, TARGETS, AND ACTIONS FOR THE ACTIVE IR PROGRAM APPLY TO THE EXCESS PROGRAM AS WELL. WE DON'T DIFFERENTIATE OUR MANAGEMENT OF THE TWO. THE ONLY THING THAT CHANGES IS THE COORDINATION WITH BRAC DIVISION. THE OBJECTIVES, TARGETS AND ACTIONS FOR THE ACTIVE IR/MR PROGRAM NEED TO BE CAPTURED FOR THE EXCESS SITES AS WELL.

Action Items
FY08 Actions
- Periodic reviews (see 9.1 Active Sites Cleanup).   - All Active Sites Cleanup objectives/actions apply to Excess installations.   - Assess application of PBA at new Badger AAP sites.   - Conduct IPRs with BRAC Division twice a year to evaluate clean up priorities to support property transfer initiatives.   - Perform Quality Control activities on the FY08 AEDB-R Data Call financial data.   - Perform Quality Assurance CTC Reviews at selected installations.   - PAO and security review of IAP Public Versions as requested by BRACD.
FY09 and Beyond Actions
- Periodic reviews (see 9.1 of Active Sites Cleanup).   - All Active IRP and MMRP objectives/actions apply.   - Conduct IPRs with BRAC Division twice a year to evaluate clean up priorities to support property transfer initiatives.   - Perform Quality Control activities on the annual AEDB-R Data Call financial data.   - Perform Quality Assurance CTC Reviews at selected installations.

Appendix B
BRAC Cleanup Program

NOTE: USAEC'S BRAC PROGRAM MANAGEMENT SUPPORT EFFORTS NEED TO BE COVERED HERE. THE SPECIFIC SUPPORT ACTIONS PLANNED FOR FY04 AND BEYOND NEED TO BE DEVELOPED BY THE CLEANUP DIVISION PROGRAM MANAGEMENT BRANCH AND THE IERD REPORTING BRANCH. I ONLY COVER THOSE SUPPORT EFFORTS PROVIDED BY THE RESTORATION MANAGERS SINCE THOSE EFFORTS ARE INSTALLATION SUPPORT EFFORTS WITH WHICH THE RESTORATION MANAGERS ARE INVOLVED.

Action Items
FY08 Actions
- Periodic reviews with USAEC ERMs (See 9.1 under Active Sites Cleanup).   - Support to BRAC Program Reviews.   - Program management support (AEDB-R, Report to Congress, Workplan, etc - most of the program management objectives we do for Active Sites Cleanup).   - Provide analysis support on program progress.   - Coordinate and conduct BRAC IAP development efforts and develop IAPs for Legacy and BRAC 05 installations.   - Establish periodic management meetings to review support requirements with BRAC Division.   - Conduct periodic management meetings to review support requirements and performance IAW established schedule.   - Perform Quality Control activities on the FY08 AEDB-R Data Call financial data.   - Perform Quality Assurance Cost-to-Complete Reviews at selected BRAC installations.   - Support BRAC Environmental Liabilities Corrective Action Plan.   - Provide support to complete Five-Year Reviews and to manage and track Five-Year Review recommendations.   - Complete Phase II ECPs for BRAC 05 installations by Jul 08.   - Communicate with regulators, public stakeholders and potential buyers of Army's Liability to address unknown environmental threats that are discovered post-property transfer.   - Assist BRAC Division in evaluating awarding, and tracking PBA initiatives.
FY09 and Beyond Actions
- Periodic reviews with ERMs (See 9.1 under Active Sites Cleanup).   - Support to BRAC program reviews.   - Program management support (AEDB-R, Report to Congress, Workplan, etc., - Most of the program management objectives we do for Active Cleanup Sites.   - Conduct periodic management meetings to review support requirements and performance - IAW established schedule.   - Perform Quality Control activities on the annual AEDB-R Data Call financial data.   - Perform Quality Assurance CTC Reviews at selected BRAC installations.

Appendix C
Compliance Related Cleanup

Action Items
FY08 Actions   - Support IMCOM NGB, BRAC Division, and Army Commands to determine program eligibility and program guidance.   - Support IMCOM, NGB, BRAC Division, and Army Commands with technical assistance as requested and as funded.   - Conduct IAP development efforts to capture financial liabilities and completion schedules.   - Assist IMCOM, NGB, BRAC Division, and Army Commands in assessing and analyzing program requirements for eligibility and effective use of resources.   - Participate in revisions to the Compliance Cleanup Guide.   - Assist IMCOM, NGB, BRAC Division, and Army Commands to implement non-DERP Quality Control activities similar to the DERP and BRAC programs.   - Perform Quality Control activities on the FY08 AEDB-CC Spring Data Call financial data.   - Perform Quality Assurance CTC Reviews at selected installations.   - Assist IMCOM, NGB, BRAC Division, and Army Commands in evaluating, awarding, and tracking PBA initiatives.   FY09 and Beyond Actions   - Support IMCOM, NGB, BRAC Division, and Army Commands with technical assistance as requested.   - Assist IMCOM, NGB, BRAC Division, and Army Commands in assessing and analyzing program requirements for eligibility and effective use of resources.   - Assist IMCOM, NGB, BRAC Division, and Army Commands in performing Quality Control activities on the annual AEDB-CC Data Call financial data.   - Perform Quality Control activities on the AEDB-CC Spring Data Call financial data.   - Perform Quality Assurance CTC Reviews at selected installations.

Appendix D
Special Installation Cleanup

Action Items
FY08 Actions • All Active Sites Cleanup objectives/tasks apply. FY09 and Beyond Actions • All Active Sites Cleanup objectives/tasks apply.

Appendix E
Remediation Overseas

Action Items
FY08 Actions • Assist IMCOM and Army commands in assessing and analyzing program requirements for eligibility and effective use of resources. • Assist IMCOM and Army commands in performing Quality Control activities on the annual AEDB-CC Data Call financial data. • Perform Quality Control activities on the AEDB-CC Spring Data Call financial data. • Perform Quality Assurance CTC Reviews at selected installations. FY09 and Beyond Actions • Continue FY08 actions annually.

APPENDIX F

Site RIP/RC Schedule for FY08
Fall 2007 Data

INSTALLATION	SITE	RC DATE	RIP DATE
ABERDEEN PROVING GROUND	AAOA01	30-Sep-08	
ABERDEEN PROVING GROUND	AAWB02	30-Sep-08	
ABERDEEN PROVING GROUND	AAWB04	30-Sep-08	
ABERDEEN PROVING GROUND	EABR18-E	30-Sep-08	
ABERDEEN PROVING GROUND	EALC09-F	30-Sep-40	30-Sep-08
ABERDEEN PROVING GROUND	EAWW02-D	31-Jul-08	
ABERDEEN PROVING GROUND	EAWW10-B	30-Sep-08	
BADGER ARMY AMMUNITION PLANT	BAAP-009	31-Oct-07	
CAMP BULLIS	SITE 08	30-Nov-14	31-Jan-08
DUGWAY PROVING GROUND	DPG-009	31-Dec-07	
DUGWAY PROVING GROUND	DPG-031	30-Sep-08	
DUGWAY PROVING GROUND	DPG-041	30-Nov-07	
DUGWAY PROVING GROUND	DPG-115	31-Dec-07	
DUGWAY PROVING GROUND	DPG-197	31-Dec-07	
DUGWAY PROVING GROUND	DPG-209	30-Jun-08	
DUGWAY PROVING GROUND	DPG-210	30-Jun-08	
DUGWAY PROVING GROUND	PBC at Dugway	31-Dec-17	31-Dec-07
FORT BELVOIR	FTBL-64	31-Oct-07	
FORT BRAGG	FTBR-069	30-Sep-27	31-Dec-07
FORT BRAGG	FTBR-103	30-Sep-37	30-Apr-08
FORT BRAGG	PBC @ Ft Bragg	30-Sep-16	30-Jun-08
FORT CAMPBELL	FCPB-10	30-Nov-10	31-Dec-07
FORT CAMPBELL	FCPB-43	30-Sep-26	30-Apr-08
FORT CAMPBELL	FCPB-64	31-Aug-11	31-May-08
FORT DETRICK	FTD 49	31-Aug-08	31-Aug-08
FORT DETRICK	FTD 50	31-Aug-08	31-Aug-08
FORT DETRICK	FTD 51	31-Aug-08	31-Aug-08
FORT DETRICK	FTD 69	31-Aug-08	31-Aug-08
FORT DETRICK	FTD 71	30-Sep-08	30-Sep-08
FORT DETRICK	FTD70	31-Aug-08	31-Aug-08
FORT DIX	FTDX-16	30-Sep-08	
FORT DIX	FTDX-18	30-Sep-08	
FORT DIX	FTDX-36	31-Oct-07	
FORT EUSTIS	FTEUST-29	30-Sep-08	
FORT GEORGE G MEADE	FGGM 07	30-Sep-13	30-Sep-08
FORT GEORGE G MEADE	FGGM 17	30-Sep-08	
FORT GEORGE G MEADE	FGGM 74	30-Jun-08	
FORT GEORGE G MEADE	FGGM 87	30-Sep-13	30-Sep-08
FORT GEORGE G MEADE	PBC at Meade	30-Sep-12	30-Sep-08

APPENDIX F

Site RIP/RC Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	RC DATE	RIP DATE
FORT GORDON	FTGD-009	30-Sep-17	30-Sep-08
FORT GREELY	FGLY-019	30-Sep-08	
FORT GREELY	FGLY-027	30-Sep-08	
FORT GREELY	FGLY-032	30-Sep-08	
FORT GREELY	FGLY-050	30-Sep-08	
FORT GREELY	FGLY-075	30-Sep-08	
FORT GREELY	FGLY-076	30-Sep-08	
FORT JACKSON	FTJA-06	30-Sep-08	
FORT JACKSON	FTJA-32	30-Sep-08	
FORT JACKSON	FTJA-39	30-Sep-17	30-Sep-08
FORT LEAVENWORTH	FTL-08	30-Sep-08	
FORT LEAVENWORTH	FTL-69	30-Jun-08	
FORT LEAVENWORTH	FTL-70	30-Jun-08	
FORT LEAVENWORTH	FTL-71	30-Jun-08	
FORT LEE	FTLE-06	30-Sep-08	
FORT LEWIS	FTLE-51	30-Sep-08	
FORT MCCLELLAN ARNG	FTMCN-004	30-Sep-08	
FORT MCCLELLAN ARNG	FTMCN-009	30-Sep-16	31-Aug-08
GERSTLE RIVER TEST SITE	GRTS-001	30-Sep-08	
HAWTHORNE ARMY DEPOT	PBC@Hawthorne	30-Sep-10	30-Sep-08
HUNTER ARMY AIRFIELD	HAA-15	31-Oct-12	31-Oct-07
IOWA ARMY AMMUNITION PLANT	IAAP-004G	30-Nov-27	30-Nov-07
IOWA ARMY AMMUNITION PLANT	IAAP-010G	30-Nov-27	30-Nov-07
IOWA ARMY AMMUNITION PLANT	IAAP-012G	30-Nov-27	30-Nov-07
IOWA ARMY AMMUNITION PLANT	IAAP-013	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-015	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-017	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-018	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-025	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-028	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-032G	30-Nov-27	30-Nov-07
IOWA ARMY AMMUNITION PLANT	IAAP-039G	30-Nov-27	30-Nov-07
IOWA ARMY AMMUNITION PLANT	IAAP-041	31-Dec-07	
IOWA ARMY AMMUNITION PLANT	IAAP-044G	30-Nov-27	30-Nov-07
IOWA ARMY AMMUNITION PLANT	IAAP-047	31-Dec-07	
JOLIET AAP	JAAP-0L3	31-Dec-07	
JOLIET AAP	PBC at Joliet	30-Sep-12	31-Dec-07
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-010	30-Sep-08	
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-018	30-Sep-37	31-Jan-08

APPENDIX F

Site RIP/RC Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	RC DATE	RIP DATE
LETTERKENNY ARMY DEPOT	LEAD-029	30-Jun-13	30-Sep-08
LETTERKENNY ARMY DEPOT	LEAD-036	31-Jul-08	
LETTERKENNY ARMY DEPOT	LEAD-040	30-Apr-08	
LETTERKENNY ARMY DEPOT	LEAD-044	30-Apr-08	
LETTERKENNY ARMY DEPOT	LEAD-077	30-Jun-13	30-Sep-08
LETTERKENNY ARMY DEPOT	LEAD-107	30-Jun-13	30-Sep-08
LETTERKENNY ARMY DEPOT	LEAD-112	30-Apr-08	
LINCOLN AMSA 68	SITE 5	30-Jun-10	31-May-08
LOS ALAMITOS	LAAFRC-002	31-May-08	31-May-08
LTA, MARION ENGR DEPOT EAST	LTA-01	31-May-08	
MIDDLETOWN USARC	SITE 08	29-Feb-08	
PARKS RESERVE FORCES TRAINING AREA	PARKS7	31-Jan-08	
PICATINNY ARSENAL	PICA-002	30-Sep-08	
PICATINNY ARSENAL	PICA-008	30-Sep-13	30-Sep-08
PICATINNY ARSENAL	PICA-013	30-Sep-13	31-Jul-08
PICATINNY ARSENAL	PICA-022	30-Sep-08	
PICATINNY ARSENAL	PICA-058	30-Sep-08	
PICATINNY ARSENAL	PICA-079	30-Sep-13	30-Sep-08
PICATINNY ARSENAL	PICA-111	30-Sep-08	
PICATINNY ARSENAL	PICA-204	30-Jun-38	30-Sep-08
PICATINNY ARSENAL	PICA-205	30-Jun-38	31-May-08
PICATINNY ARSENAL	PICA-206	30-Sep-08	
RADFORD ARMY AMMUNITION PLANT	RAAP-003	30-Sep-08	
RADFORD ARMY AMMUNITION PLANT	RAAP-021	31-Mar-08	
RADFORD ARMY AMMUNITION PLANT	RAAP-022	30-Jun-08	
RADFORD ARMY AMMUNITION PLANT	RAAP-026	30-Apr-08	
RAVENNA ARMY AMMUNITION PLANT	PBC at Ravenna	30-Sep-08	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-02	31-Dec-07	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-04	31-Dec-07	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-05	31-Aug-08	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-12	31-Jul-08	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-16	31-Jul-08	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-28	30-Sep-08	
RAVENNA ARMY AMMUNITION PLANT	RVAAP-49	30-Sep-08	
REDSTONE ARSENAL	RSA-049	28-Feb-13	31-Mar-08
REDSTONE ARSENAL	RSA-057	31-Jan-11	30-Apr-08
REDSTONE ARSENAL	RSA-094	31-Aug-08	
ROCK ISLAND ARSENAL	RIA-014	31-Dec-07	31-Dec-07
SIERRA ARMY DEPOT	SIAD-014	30-Sep-08	

APPENDIX F

Site RIP/RC Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	RC DATE	RIP DATE
SIERRA ARMY DEPOT	SIAD-058	30-Sep-08	
SIERRA ARMY DEPOT	SIAD-PBC	30-Sep-08	
SOLDIER SYSTEMS CENTER	NRDEC-07	30-Sep-08	
SOLDIER SYSTEMS CENTER	NRDEC-09	31-Dec-07	
SOLDIER SYSTEMS CENTER	NRDEC-17	30-Sep-08	
SUNFLOWER ARMY AMMUNITION PLANT	PBC Sunflower	30-Sep-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-002	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-004	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-005	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-006	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-018	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-031	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-043	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-051	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-067	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-116	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-123	31-Jan-08	
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-124	31-Jan-08	
TOOELE ARMY DEPOT	TEAD-05	30-Jun-08	
TOOELE ARMY DEPOT	TEAD-12	30-Jun-08	
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-01	30-Sep-13	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-05	30-Jun-16	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-06	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-07	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-09	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-10	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-11	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-12	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-13	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-15	30-Sep-40	31-Jan-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-20	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-21	30-Sep-08	30-Sep-08
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-23	31-Jul-08	
USARC FORT NATHANIEL GREENE	SITE 7	31-May-08	
USARC FORT NATHANIEL GREENE	SITE 8	31-May-08	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-32	31-Mar-08	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-37	31-Dec-07	
WHITE SANDS MISSILE RANGE	WSMR-05	31-Dec-07	
WHITE SANDS MISSILE RANGE	WSMR-53	30-Sep-08	
WHITE SANDS MISSILE RANGE	WSMR-78	30-Sep-08	
WHITE SANDS MISSILE RANGE	WSMR-83	30-Sep-08	

Appendix G
Installation RIP/RC Schedule for FY08 and Beyond
Fall 2007 Data

Fiscal Year	Installation	RIP RC Date
2008	CAMP BULLIS	Jan-08
2008	FORT BRAGG	Jun-08
2008	FORT DIX	Sep-08
2008	FORT JACKSON	Sep-08
2008	GERSTLE RIVER TEST SITE	Sep-08
2008	HUNTER ARMY AIRFIELD	Nov-07
2008	JOLIET AAP	Dec-07
2008	LAKE CITY ARMY AMMUNITION PLANT	Sep-08
2008	LINCOLN AMSA 68	May-08
2008	LOS ALAMITOS	May-08
2008	LTA, MARION ENGR DEPOT EAST	May-08
2008	MIDDLETOWN USARC	Feb-08
2008	SIERRA ARMY DEPOT	Sep-08
2008	SUNFLOWER ARMY AMMUNITION PLANT	Sep-08
2008	TOOELE ARMY DEPOT	Jun-08
2008	USARC FORT NATHANIEL GREENE	May-08
2009	CHARLES MELVIN PRICE SUPPORT CENTER	Oct-08
2009	DUGWAY PROVING GROUND	Sep-09
2009	FORT BUCHANAN	Sep-09
2009	FORT CAMPBELL	Sep-09
2009	FORT RUCKER	Nov-08
2009	HAWTHORNE ARMY DEPOT	Sep-09
2009	LONGHORN ARMY AMMUNITION PLANT	Apr-09
2009	PARKS RESERVE FORCES TRAINING AREA	Dec-08
2009	ROCK ISLAND ARSENAL	Dec-08
2009	SOLDIER SYSTEMS CENTER	Jun-09
2009	WALTER REED ARMY MEDICAL CENTER	Apr-09
2009	YUMA PROVING GROUND	Sep-09
2010	AMSA 137	Sep-10
2010	FORT BELVOIR	Oct-09
2010	FORT EUSTIS	Jan-10
2010	FORT GEORGE G MEADE	Oct-09
2010	FORT LEE	Aug-10
2010	FORT MCCLELLAN ARNG	Sep-10
2010	FORT RICHARDSON	May-10
2010	FORT WAINWRIGHT	Sep-10
2010	MCALESTER ARMY AMMUNITION PLANT	Dec-09
2010	MILAN ARMY AMMUNITION PLANT	Jan-10
2010	PHOENIX MILITARY RESERVATION	Sep-10

Appendix G
Installation RIP/RC Schedule for FY08 and Beyond
Fall 2007 Data
(CONT)

Fiscal Year	Installation	RIP RC Date
2010	PINE BLUFF ARSENAL	Jan-10
2010	TWIN CITIES ARMY AMMUNITION PLANT	Jul-10
2010	VOLUNTEER ARMY AMMUNITION PLANT	Aug-10
2011	ANNISTON ARMY DEPOT	Sep-11
2011	FORT DETRICK	May-11
2011	FORT LEAVENWORTH	Sep-11
2011	FORT LEONARD WOOD	Oct-10
2011	FORT LEWIS	Dec-10
2011	FORT STEWART	Jan-11
2011	HAINES PIPELINE	May-11
2011	IOWA ARMY AMMUNITION PLANT	Sep-11
2011	ROCKY MOUNTAIN ARSENAL	Apr-11
2011	ST LOUIS ORDNANCE PLANT	Sep-11
2011	WHITE SANDS MISSILE RANGE	Sep-11
2012	ABERDEEN PROVING GROUND	Oct-11
2012	BADGER ARMY AMMUNITION PLANT	Sep-12
2012	FORT CARSON	Oct-11
2012	FORT GORDON	Sep-12
2012	FORT RILEY	Sep-12
2012	LETTERKENNY ARMY DEPOT	Oct-11
2013	FORT GREELY	Sep-13
2013	PICATINNY ARSENAL	Sep-13
2013	RADFORD ARMY AMMUNITION PLANT	Sep-13
2014	RAVENNA ARMY AMMUNITION PLANT	Sep-14
2014	REDSTONE ARSENAL	Sep-14

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data

INSTALLATION	SITE	PHASE	END DATE
ABERDEEN PROVING GROUND	AAOA01	RAC	9/30/2008
ABERDEEN PROVING GROUND	AAOA01	RD	9/30/2008
ABERDEEN PROVING GROUND	AAOA01	RI	5/31/2008
ABERDEEN PROVING GROUND	AAWB02	RI	9/30/2008
ABERDEEN PROVING GROUND	AAWB04	RI	9/30/2008
ABERDEEN PROVING GROUND	EABR11-A	RI	9/30/2008
ABERDEEN PROVING GROUND	EABR11-B	RI	9/30/2008
ABERDEEN PROVING GROUND	EABR11-F	RI	9/30/2008
ABERDEEN PROVING GROUND	EABR15-A	RD	9/30/2008
ABERDEEN PROVING GROUND	EABR15-A	RI	5/31/2008
ABERDEEN PROVING GROUND	EABR15-B	RD	9/30/2008
ABERDEEN PROVING GROUND	EABR15-B	RI	5/31/2008
ABERDEEN PROVING GROUND	EABR18-E	RI	9/30/2008
ABERDEEN PROVING GROUND	EACC1A-B	RD	9/30/2008
ABERDEEN PROVING GROUND	EACC3N	RD	9/30/2008
ABERDEEN PROVING GROUND	EALC09-F	RAC	9/30/2008
ABERDEEN PROVING GROUND	EAOE23	IRA	12/31/2007
ABERDEEN PROVING GROUND	EAWW02-D	RAC	7/31/2008
ABERDEEN PROVING GROUND	EAWW10-B	RAC	9/30/2008
ANNISTON ARMY DEPOT	ANAD-48	SI	9/30/2008
BADGER ARMY AMMUNITION PLANT	BAAP-001	IRA	12/31/2007
BADGER ARMY AMMUNITION PLANT	BAAP-009	RAC	10/31/2007
BADGER ARMY AMMUNITION PLANT	BAAP-33	RD	6/30/2008
BADGER ARMY AMMUNITION PLANT	BAAP-40	RAC	9/30/2008
CAMP BULLIS	SITE 08	RAC	1/31/2008
CHARLES MELVIN PRICE SUPPORT CENTER	CMPSC-040	RAC	9/30/2008
CHARLES MELVIN PRICE SUPPORT CENTER	CMPSC-040	RI	3/31/2008
CORNHUSKER ARMY AMMUNITION PLANT	CAAP-003	LTM	9/30/2008
DUGWAY PROVING GROUND	DPG-009	IRA	12/31/2007
DUGWAY PROVING GROUND	DPG-009	RAC	12/31/2007
DUGWAY PROVING GROUND	DPG-031	RI	6/30/2008
DUGWAY PROVING GROUND	DPG-041	RI	11/30/2007
DUGWAY PROVING GROUND	DPG-115	RAC	12/31/2007
DUGWAY PROVING GROUND	DPG-197	RAC	12/31/2007
DUGWAY PROVING GROUND	DPG-209	RI	6/30/2008
DUGWAY PROVING GROUND	DPG-210	RI	6/30/2008
DUGWAY PROVING GROUND	DPG-212	RAC	12/31/2007
DUGWAY PROVING GROUND	DPG-212	RAO	12/31/2007
DUGWAY PROVING GROUND	PBC at Dugway	RAC	12/31/2007
EAST WINDSOR USARC	SITE 18	LTM	7/31/2008
FORT BELVOIR	FTBL-64	RI	10/31/2007
FORT BENNING	FBSB-39	RAO	9/30/2008
FORT BENNING	FBSB-70	RAO	12/31/2007

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
FORT BENNING	FBSB-87	LTM	9/30/2008
FORT BENNING	FBSB-88	RAO	9/30/2008
FORT BENNING	FBSB-94	RAO	9/30/2008
FORT BENNING	FBSB-95	RAO	9/30/2008
FORT BLISS	FTBL-011	LTM	11/30/2007
FORT BLISS	FTBL-012	LTM	11/30/2007
FORT BLISS	FTBL-013	LTM	11/30/2007
FORT BLISS	FTBL-015	LTM	9/30/2008
FORT BRAGG	FTBR-069	RAC	12/31/2007
FORT BRAGG	FTBR-069	RD	10/31/2007
FORT BRAGG	FTBR-103	RAC	4/30/2008
FORT BRAGG	FTBR-103	RD	10/31/2007
FORT BRAGG	PBC @ Ft Bragg	RAC	6/30/2008
FORT BRAGG	PBC @ Ft Bragg	RI	11/30/2007
FORT CAMPBELL	FCPB-10	RAC	12/31/2007
FORT CAMPBELL	FCPB-43	RAC	4/30/2008
FORT CAMPBELL	FCPB-43	RI	3/31/2008
FORT CAMPBELL	FCPB-64	IRA	10/31/2007
FORT CAMPBELL	FCPB-64	RAC	5/31/2008
FORT CAMPBELL	FCPB-64	RI	5/31/2008
FORT CARSON	FTC-041	LTM	10/31/2007
FORT CARSON	FTC-047	LTM	1/31/2008
FORT DETRICK	FTD 49	RAC	8/31/2008
FORT DETRICK	FTD 49	RAO	8/31/2008
FORT DETRICK	FTD 49	RD	2/29/2008
FORT DETRICK	FTD 49	RI	12/31/2007
FORT DETRICK	FTD 50	RAC	8/31/2008
FORT DETRICK	FTD 50	RAO	8/31/2008
FORT DETRICK	FTD 50	RD	2/29/2008
FORT DETRICK	FTD 51	RAC	8/31/2008
FORT DETRICK	FTD 51	RAO	8/31/2008
FORT DETRICK	FTD 51	RD	2/29/2008
FORT DETRICK	FTD 51	RI	12/31/2007
FORT DETRICK	FTD 69	RAC	8/31/2008
FORT DETRICK	FTD 69	RAO	8/31/2008
FORT DETRICK	FTD 69	RD	2/29/2008
FORT DETRICK	FTD 69	RI	12/31/2007
FORT DETRICK	FTD 71	RAC	9/30/2008
FORT DETRICK	FTD 71	RAO	9/30/2008
FORT DETRICK	FTD 71	RD	2/29/2008
FORT DETRICK	FTD 71	RI	12/31/2007
FORT DETRICK	FTD70	RAC	8/31/2008
FORT DETRICK	FTD70	RAO	8/31/2008
FORT DETRICK	FTD70	RD	2/29/2008

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
FORT DETRICK	FTD70	RI	12/31/2007
FORT DIX	FTDX-06	RI	8/31/2008
FORT DIX	FTDX-16	RI	9/30/2008
FORT DIX	FTDX-18	RI	9/30/2008
FORT DIX	FTDX-22	RI	5/31/2008
FORT DIX	FTDX-24	RI	4/30/2008
FORT DIX	FTDX-26	RI	8/31/2008
FORT DIX	FTDX-36	RI	10/31/2007
FORT DRUM	FTD-030C	RAO	9/30/2008
FORT EUSTIS	FTEUST-29	RAC	9/30/2008
FORT EUSTIS	FTEUST-30	RD	9/30/2008
FORT EUSTIS	FTEUST-30	RI	7/31/2008
FORT EUSTIS	FTEUST-36	RD	9/30/2008
FORT EUSTIS	FTEUST-36	RI	7/31/2008
FORT GEORGE G MEADE	FGGM 07	RAC	9/30/2008
FORT GEORGE G MEADE	FGGM 07	RD	4/30/2008
FORT GEORGE G MEADE	FGGM 13	RI	6/30/2008
FORT GEORGE G MEADE	FGGM 17	RI	9/30/2008
FORT GEORGE G MEADE	FGGM 47	RAC	9/30/2008
FORT GEORGE G MEADE	FGGM 47	RD	3/31/2008
FORT GEORGE G MEADE	FGGM 74	RI	6/30/2008
FORT GEORGE G MEADE	FGGM 86	RAC	9/30/2008
FORT GEORGE G MEADE	FGGM 86	RD	5/31/2008
FORT GEORGE G MEADE	FGGM 87	RAC	9/30/2008
FORT GEORGE G MEADE	FGGM 88	RD	4/30/2008
FORT GEORGE G MEADE	FGGM 89	RD	4/30/2008
FORT GEORGE G MEADE	FGGM 90	RD	4/30/2008
FORT GEORGE G MEADE	FGGM 92	RD	4/30/2008
FORT GEORGE G MEADE	PBC at Meade	RAC	9/30/2008
FORT GORDON	FTGD-009	RAC	9/30/2008
FORT GREELY	FGLY-006	IRA	9/30/2008
FORT GREELY	FGLY-006	RI	9/30/2008
FORT GREELY	FGLY-019	RI	9/30/2008
FORT GREELY	FGLY-027	RI	9/30/2008
FORT GREELY	FGLY-032	SI	9/30/2008
FORT GREELY	FGLY-050	RI	9/30/2008
FORT GREELY	FGLY-075	RI	9/30/2008
FORT GREELY	FGLY-076	RAC	9/30/2008
FORT HUACHUCA	FTHU-85	RAO	9/30/2008
FORT HUACHUCA	FTHU-90	RAO	9/30/2008
FORT JACKSON	FTJA-06	RI	9/30/2008
FORT JACKSON	FTJA-32	RI	9/30/2008
FORT JACKSON	FTJA-39	RAC	9/30/2008
FORT LEAVENWORTH	FTL-08	RAC	9/30/2008

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
FORT LEAVENWORTH	FTL-08	RD	5/31/2008
FORT LEAVENWORTH	FTL-08	RI	10/31/2007
FORT LEAVENWORTH	FTL-24	RI	6/30/2008
FORT LEAVENWORTH	FTL-69	RI	6/30/2008
FORT LEAVENWORTH	FTL-70	RI	6/30/2008
FORT LEAVENWORTH	FTL-71	RI	6/30/2008
FORT LEAVENWORTH	FTL-72	RD	9/30/2008
FORT LEAVENWORTH	FTL-72	RI	5/31/2008
FORT LEE	FTLE-05	RI	12/31/2007
FORT LEE	FTLE-06	RAC	9/30/2008
FORT LEE	FTLE-24	RAC	9/30/2008
FORT LEE	FTLE-24	RD	9/30/2008
FORT LEONARD WOOD	FLW-002	RD	7/31/2008
FORT LEONARD WOOD	FLW-002	RI	5/31/2008
FORT LEONARD WOOD	FLW-003	RD	7/31/2008
FORT LEONARD WOOD	FLW-003	RI	5/31/2008
FORT LEWIS	FTLE-51	RAC	3/31/2008
FORT LEWIS	FTLE-51	RI	10/31/2007
FORT MCCLELLAN ARNG	FTMCN-004	RI	9/30/2008
FORT MCCLELLAN ARNG	FTMCN-008	RD	2/29/2008
FORT MCCLELLAN ARNG	FTMCN-008	RI	11/30/2007
FORT MCCLELLAN ARNG	FTMCN-009	RAC	8/31/2008
FORT MCCLELLAN ARNG	FTMCN-009	RD	5/31/2008
FORT MCCLELLAN ARNG	FTMCN-009	RI	10/31/2007
FORT MCCOY	FTMC-02	LTM	5/31/2008
FORT MCCOY	FTMC-03	LTM	5/31/2008
FORT MCCOY	FTMC-06	LTM	9/30/2008
FORT RILEY	FTRI-027	RD	9/30/2008
FORT RILEY	FTRI-027	RI	3/31/2008
FORT RILEY	FTRI-040	LTM	9/30/2008
FORT RILEY	FTRI-047	LTM	9/30/2008
FORT WAINWRIGHT	FTWW-102	RI	7/31/2008
GERSTLE RIVER TEST SITE	GRTS-001	RI	9/30/2008
HAWTHORNE ARMY DEPOT	HWAAP-B20	RAO	9/30/2008
HAWTHORNE ARMY DEPOT	HWAAP-B26	RD	8/31/2008
HAWTHORNE ARMY DEPOT	HWAAP-I02	RD	6/30/2008
HAWTHORNE ARMY DEPOT	HWAAP-I02	RI	5/31/2008
HAWTHORNE ARMY DEPOT	HWAAP-K05	RAO	10/31/2007
HAWTHORNE ARMY DEPOT	PBC@Hawthorne	RAC	9/30/2008
HUNTER ARMY AIRFIELD	HAA-03	LTM	6/30/2008
HUNTER ARMY AIRFIELD	HAA-09	RAC	11/30/2007
HUNTER ARMY AIRFIELD	HAA-12	RAO	10/31/2007
HUNTER ARMY AIRFIELD	HAA-15	RAC	10/31/2007
INDIANA ARMY AMMUNITION PLANT	INAAP-28	RAO	12/31/2007

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
INDIANA ARMY AMMUNITION PLANT	INAAP-54	RAO	12/31/2007
INDIANA ARMY AMMUNITION PLANT	INAAP-59	RAO	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-004G	RAC	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-004G	RD	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-004G	RI	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-010G	RAC	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-010G	RD	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-010G	RI	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-012G	RAC	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-012G	RD	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-012G	RI	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-013	RAC	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-013	RD	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-013	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-015	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-017	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-018	RAC	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-018	RD	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-018	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-020G	RD	10/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-020G	RI	10/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-025	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-028	RAC	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-028	RD	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-028	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-032G	RAC	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-032G	RD	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-032G	RI	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-039G	RAC	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-039G	RD	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-039G	RI	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-041	RAC	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-041	RD	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-041	RI	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-044G	RAC	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-044G	RD	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-044G	RI	11/30/2007
IOWA ARMY AMMUNITION PLANT	IAAP-047	RAC	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-047	RD	12/31/2007
IOWA ARMY AMMUNITION PLANT	IAAP-047	RI	12/31/2007
JOLIET AAP	JAAP-004	RAO	12/31/2007
JOLIET AAP	JAAP-0L3	IRA	12/31/2007
JOLIET AAP	JAAP-0L3	RAC	12/31/2007
JOLIET AAP	PBC at Joliet	RAC	12/31/2007

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-010	RAC	9/30/2008
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-018	IRA	1/31/2008
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-018	RAC	1/31/2008
LETTERKENNY ARMY DEPOT	LEAD-029	RAC	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-029	RD	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-029	RI	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-036	RI	7/31/2008
LETTERKENNY ARMY DEPOT	LEAD-039	RI	7/31/2008
LETTERKENNY ARMY DEPOT	LEAD-040	RI	4/30/2008
LETTERKENNY ARMY DEPOT	LEAD-044	RI	4/30/2008
LETTERKENNY ARMY DEPOT	LEAD-048	IRA	8/31/2008
LETTERKENNY ARMY DEPOT	LEAD-077	RAC	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-077	RD	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-077	RI	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-107	RAC	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-107	RD	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-107	RI	9/30/2008
LETTERKENNY ARMY DEPOT	LEAD-112	RI	4/30/2008
LINCOLN AMSA 68	SITE 4	RAC	5/31/2008
LINCOLN AMSA 68	SITE 5	RAC	5/31/2008
LOS ALAMITOS	LAAFRC-002	IRA	5/31/2008
LOS ALAMITOS	LAAFRC-002	RAC	5/31/2008
LOS ALAMITOS	LAAFRC-002	RAO	5/31/2008
LTA, MARION ENGR DEPOT EAST	LTA-01	RAC	5/31/2008
LTA, MARION ENGR DEPOT EAST	LTA-01	RI	3/31/2008
MCALESTER ARMY AMMUNITION PLANT	MCAAP-046	RD	9/30/2008
MIDDLETOWN USARC	SITE 08	RAC	2/29/2008
MIDDLETOWN USARC	SITE 08	RI	2/29/2008
MILAN ARMY AMMUNITION PLANT	MAAP-011	RD	9/30/2008
MILAN ARMY AMMUNITION PLANT	MAAP-011	RI	7/31/2008
MILAN ARMY AMMUNITION PLANT	MAAP-034	RI	9/30/2008
NATIONAL TRAINING CENTER AND FORT IRWIN	FTIR-01	LTM	9/30/2008
NATIONAL TRAINING CENTER AND FORT IRWIN	FTIR-11	LTM	9/30/2008
PARKS RESERVE FORCES TRAINING AREA	PARKS7	RAC	10/31/2007
PARKS RESERVE FORCES TRAINING AREA	PRFTA-02	RI	12/31/2007
PARKS RESERVE FORCES TRAINING AREA	PRFTA-13	RAO	5/31/2008
PICATINNY ARSENAL	PICA-001	RD	8/31/2008
PICATINNY ARSENAL	PICA-001	RI	8/31/2008
PICATINNY ARSENAL	PICA-002	RAC	9/30/2008
PICATINNY ARSENAL	PICA-002	RD	4/30/2008
PICATINNY ARSENAL	PICA-006	RD	8/31/2008
PICATINNY ARSENAL	PICA-006	RI	8/31/2008
PICATINNY ARSENAL	PICA-008	RAC	9/30/2008
PICATINNY ARSENAL	PICA-008	RD	7/31/2008

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
PICATINNY ARSENAL	PICA-008	RI	6/30/2008
PICATINNY ARSENAL	PICA-013	RAC	7/31/2008
PICATINNY ARSENAL	PICA-013	RD	7/31/2008
PICATINNY ARSENAL	PICA-013	RI	6/30/2008
PICATINNY ARSENAL	PICA-022	RAC	9/30/2008
PICATINNY ARSENAL	PICA-022	RD	9/30/2008
PICATINNY ARSENAL	PICA-022	RI	9/30/2008
PICATINNY ARSENAL	PICA-058	RI	9/30/2008
PICATINNY ARSENAL	PICA-072	RD	2/29/2008
PICATINNY ARSENAL	PICA-072	RI	2/29/2008
PICATINNY ARSENAL	PICA-077	RAO	6/30/2008
PICATINNY ARSENAL	PICA-079	RAC	9/30/2008
PICATINNY ARSENAL	PICA-079	RD	7/31/2008
PICATINNY ARSENAL	PICA-079	RI	5/31/2008
PICATINNY ARSENAL	PICA-085	RD	9/30/2008
PICATINNY ARSENAL	PICA-085	RI	9/30/2008
PICATINNY ARSENAL	PICA-102	RD	6/30/2008
PICATINNY ARSENAL	PICA-102	RI	5/31/2008
PICATINNY ARSENAL	PICA-111	RI	9/30/2008
PICATINNY ARSENAL	PICA-143	RD	8/31/2008
PICATINNY ARSENAL	PICA-143	RI	8/31/2008
PICATINNY ARSENAL	PICA-163	RD	8/31/2008
PICATINNY ARSENAL	PICA-163	RI	10/31/2007
PICATINNY ARSENAL	PICA-171	RD	8/31/2008
PICATINNY ARSENAL	PICA-171	RI	8/31/2008
PICATINNY ARSENAL	PICA-184	RI	5/31/2008
PICATINNY ARSENAL	PICA-192	RD	8/31/2008
PICATINNY ARSENAL	PICA-192	RI	8/31/2008
PICATINNY ARSENAL	PICA-195	RI	5/31/2008
PICATINNY ARSENAL	PICA-199	RD	8/31/2008
PICATINNY ARSENAL	PICA-199	RI	8/31/2008
PICATINNY ARSENAL	PICA-204	RAC	9/30/2008
PICATINNY ARSENAL	PICA-204	RD	5/31/2008
PICATINNY ARSENAL	PICA-204	RI	4/30/2008
PICATINNY ARSENAL	PICA-205	RAC	5/31/2008
PICATINNY ARSENAL	PICA-205	RD	2/29/2008
PICATINNY ARSENAL	PICA-205	RI	1/31/2008
PICATINNY ARSENAL	PICA-206	RI	6/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-001	RAC	2/29/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-001	RD	2/29/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-001	RI	1/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-003	RI	9/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-010	RI	5/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-013	RD	9/30/2008

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
RADFORD ARMY AMMUNITION PLANT	RAAP-013	RI	7/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-014	RI	8/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-016	RD	5/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-018	RD	9/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-018	RI	7/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-021	RI	3/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-022	RI	6/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-025	RD	9/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-025	RI	7/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-026	RI	4/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-028	RD	9/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-028	RI	2/29/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-038	RI	7/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-040	IRA	6/30/2008
RAVENNA ARMY AMMUNITION PLANT	PBC at Ravenna	RAC	9/30/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-01	RD	1/31/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-01	RI	12/31/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-02	RI	12/31/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-04	RI	12/31/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-05	RAC	8/31/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-05	RD	11/30/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-08	IRA	6/30/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-09	IRA	6/30/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-10	IRA	6/30/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-11	IRA	6/30/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-12	RAC	7/31/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-12	RD	12/31/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-12	RI	11/30/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-16	RAC	7/31/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-16	RD	12/31/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-16	RI	11/30/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-28	RI	9/30/2008
RAVENNA ARMY AMMUNITION PLANT	RVAAP-49	IRA	11/30/2007
RAVENNA ARMY AMMUNITION PLANT	RVAAP-49	RI	9/30/2008
REDSTONE ARSENAL	RSA-049	RAC	3/31/2008
REDSTONE ARSENAL	RSA-057	RAC	4/30/2008
REDSTONE ARSENAL	RSA-087	RD	9/30/2008
REDSTONE ARSENAL	RSA-087	RI	2/29/2008
REDSTONE ARSENAL	RSA-088	RI	10/31/2007
REDSTONE ARSENAL	RSA-094	RI	8/31/2008
REDSTONE ARSENAL	RSA-122	RI	4/30/2008
REDSTONE ARSENAL	RSA-143	RAO	7/31/2008
REDSTONE ARSENAL	RSA-157	SI	1/31/2008
REDSTONE ARSENAL	RSA-183	RI	8/31/2008

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
ROCK ISLAND ARSENAL	RIA-014	RAC	12/31/2007
ROCK ISLAND ARSENAL	RIA-014	RAO	12/31/2007
SIERRA ARMY DEPOT	SIAD-014	RAC	6/30/2008
SIERRA ARMY DEPOT	SIAD-058	RI	9/30/2008
SIERRA ARMY DEPOT	SIAD-PBC	RAC	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-07	RAC	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-07	RD	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-07	RI	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-09	RI	12/31/2007
SOLDIER SYSTEMS CENTER	NRDEC-10	RD	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-10	RI	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-17	RAC	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-17	RD	9/30/2008
SOLDIER SYSTEMS CENTER	NRDEC-17	RI	9/30/2008
SUNFLOWER ARMY AMMUNITION PLANT	PBC Sunflower	RAC	9/30/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-002	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-004	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-005	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-006	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-011	LTM	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-018	RAC	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-018	RD	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-031	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-043	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-045	LTM	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-051	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-067	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-116	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-123	RI	1/31/2008
SUNFLOWER ARMY AMMUNITION PLANT	SAAP-124	RI	1/31/2008
TOOELE ARMY DEPOT	TEAD-05	RAC	6/30/2008
TOOELE ARMY DEPOT	TEAD-12	RAC	6/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-01	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-05	IRA	1/31/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-05	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-06	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-06	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-07	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-07	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-09	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-09	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-10	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-10	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-11	RAC	9/30/2008

APPENDIX H
Phase Completion Schedule for FY08
Fall 2007 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-11	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-12	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-12	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-13	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-13	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-15	RAC	1/31/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-20	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-20	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-21	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-21	RAO	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-23	RI	7/31/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-28	RAC	9/30/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-28	RI	9/30/2008
USARC FORT NATHANIEL GREENE	SITE 7	LTM	9/30/2008
USARC FORT NATHANIEL GREENE	SITE 7	RAC	5/31/2008
USARC FORT NATHANIEL GREENE	SITE 8	RI	5/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-02	RD	2/29/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-02	RI	12/31/2007
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-18	RD	6/30/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-18	RI	3/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-20	RD	1/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-21	RD	3/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-32	RAC	12/31/2007
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-35	RD	8/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-35	RI	12/31/2007
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-36	IRA	2/29/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-36	RI	9/30/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-37	IRA	12/31/2007
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-37	RI	12/31/2007
WHITE SANDS MISSILE RANGE	WSMR-05	RAC	12/31/2007
WHITE SANDS MISSILE RANGE	WSMR-53	RI	9/30/2008
WHITE SANDS MISSILE RANGE	WSMR-78	RI	9/30/2008
WHITE SANDS MISSILE RANGE	WSMR-83	RI	9/30/2008

APPENDIX I
FY08 ER,A Active Sites Workplan
Summary

	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
IRP Projects	332171	40037	12707	30776	48738	45494	36599	28110	28753	25491	29815	4216	1435
MMRP Projects	36483	371	3571	6463	6195	0	7237	494	4665	7487	0	0	0
Total Projects	368654	40408	16278	37239	54933	45494	43836	28604	33418	32977	29815	4216	1435
ATSDR	325	0	0	325	0	0	0	0	0	0	0	0	0
DSMOA	7885	0	7885	0	0	0	0	0	0	0	0	0	0
PGMMGT	58015	6135	14746	5830	9090	632	400	5910	0	1180	2508	254	11330
Totals	434879	46543	38909	43394	64023	46126	44236	34514	33418	34157	32323	4470	12765
Cumulative Totals		46543	85453	128847	192870	238996	283232	317746	351164	385321	417644	422114	434879
Obligation rate		11%	20%	30%	44%	55%	65%	73%	81%	89%	96%	97%	100%

APPENDIX I
FY08 ER,A Active Sites Workplan
(Continued)

Program	Installation	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
IRP	ABERDEEN PROVING GROUND	0	3721	5746	418	2987	9236	55	52	353	0	4000	0	26567
IRP	ANNISTON ARMY DEPOT	882	0	611	0	0	0	126	0	0	64	0	0	1683
IRP	ATCHISON CAVES	0	0	0	0	0	0	0	0	0	0	14	0	14
IRP	BADGER ARMY AMMUNITION PLANT	20	15	0	0	0	7432	0	0	0	0	0	0	7467
IRP	BLUE GRASS ARMY DEPOT	18	5	112	0	0	0	0	0	0	0	0	0	135
IRP	CAMP BULLIS	0	193	0	0	0	0	0	0	0	0	0	0	193
IRP	CAMP CROWDER	77	0	0	0	0	0	0	0	0	0	0	0	77
IRP	CAMP EDWARDS	558	70	0	406	4520	0	1840	0	10	854	0	0	8258
IRP	CAMP NAVAJO	0	0	0	0	0	196	0	0	0	0	0	0	196
IRP	CHARLES MELVIN PRICE SUPPORT CENTER	40	0	0	0	0	0	0	0	0	0	0	0	40
IRP	COLD REGIONS RESEARCH LABORATORY	90	135	205	50	0	0	0	0	0	0	0	0	480
IRP	CORNHUSKER ARMY AMMUNITION PLANT	0	2473	0	0	0	0	0	0	0	0	0	0	2473
IRP	DUGWAY PROVING GROUND	173	0	227	641	0	6739	0	0	0	0	0	0	7780
IRP	FORT BELVOIR	0	0	117	0	0	0	0	0	0	0	0	0	117
IRP	FORT BENNING	10	103	84	15	0	227	152	0	302	0	0	0	893
IRP	FORT BLISS	0	0	0	0	0	33	0	0	0	0	0	0	33
IRP	FORT BRAGG	214	0	0	0	0	0	0	0	0	0	0	0	214
IRP	FORT BUCHANAN	0	0	1220	0	0	0	0	0	0	0	0	0	1220
IRP	FORT CAMPBELL	215	0	0	174	0	0	0	49	0	0	0	0	438
IRP	FORT CARSON	141	0	0	0	1338	988	50	0	0	0	0	0	2517
IRP	FORT CHAFFEE MANEUVER TRAINING CTR	19	0	0	0	0	0	0	0	0	0	0	0	19
IRP	FORT DETRICK	4	35	0	0	0	0	0	0	0	0	0	0	39
IRP	FORT DIX	0	40	0	0	17	478	0	1	62	101	18	41	758
IRP	FORT DRUM	38	0	765	0	0	0	393	0	0	0	0	0	1195

APPENDIX I
FY08 ER,A Active Sites Workplan
(Continued)

Program	Installation	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
IRP	FORT EUSTIS	23	0	0	0	0	0	0	0	0	0	0	0	23
IRP	FORT GEORGE G MEADE	604	143	0	0	0	0	135	0	0	86	0	172	1140
IRP	FORT GORDON	0	0	0	40	0	0	0	0	0	0	0	0	40
IRP	FORT GREELY	0	0	0	791	0	0	0	0	0	84	0	0	875
IRP	FORT HUACHUCA	0	16	0	0	0	50	0	0	0	0	0	0	66
IRP	FORT HUNTER LIGGETT	0	0	0	0	0	0	0	280	0	0	0	0	280
IRP	FORT JACKSON	47	0	0	323	0	0	0	0	0	0	0	0	370
IRP	FORT KNOX	186	0	0	0	0	0	0	0	0	0	0	0	186
IRP	FORT LEAVENWORTH	75	0	0	0	0	0	0	0	0	0	0	0	75
IRP	FORT LEE	0	0	0	1	0	0	290	0	0	0	0	0	291
IRP	FORT LEONARD WOOD	237	0	0	0	0	0	0	0	0	0	0	0	237
IRP	FORT LEWIS	1765	0	314	2015	0	0	0	0	0	0	0	0	4094
IRP	FORT MCCLELLAN ARNG	836	0	60	0	0	0	0	0	0	0	0	0	896
IRP	FORT MCCOY	170	0	0	0	0	0	0	0	0	0	0	0	170
IRP	FORT POLK	0	10	0	0	293	0	0	0	0	0	0	0	303
IRP	FORT RICHARDSON	0	374	0	84	188	222	0	424	0	11	0	0	1303
IRP	FORT RILEY	370	0	101	0	0	789	0	0	0	0	0	0	1260
IRP	FORT RUCKER	93	0	373	201	0	0	0	0	0	0	0	0	667
IRP	FORT SAM HOUSTON	53	0	0	0	0	0	0	0	0	0	0	0	53
IRP	FORT SHAFTER	0	0	125	0	0	0	0	0	0	0	0	0	125
IRP	FORT SILL	0	14	0	0	0	0	0	0	0	0	0	0	14
IRP	FORT STEWART	43	0	0	0	0	555	0	0	0	0	0	0	598
IRP	FORT STORY	0	0	0	0	0	0	0	0	0	0	47	0	47

APPENDIX I
FY08 ER,A Active Sites Workplan
(Continued)

Program	Installation	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
IRP	FORT WAINWRIGHT	0	200	42	296	2260	3	117	235	0	177	0	0	3330
IRP	GERSTLE RIVER TEST SITE	0	0	8	0	0	0	0	0	0	35	0	0	43
IRP	HAINES PIPELINE	0	0	0	0	1946	0	0	0	0	16	0	0	1962
IRP	HAWTHORNE ARMY DEPOT	150	0	0	0	0	0	0	0	0	137	0	0	287
IRP	HOLSTON ARMY AMMUNITION PLANT	66	0	0	220	0	0	0	0	0	0	0	0	286
IRP	HUNTER ARMY AIRFIELD	95	0	0	0	0	1587	0	0	0	0	0	0	1682
IRP	INDIANA ARMY AMMUNITION PLANT	5	0	0	0	0	24	0	0	0	0	0	0	29
IRP	IOWA ARMY AMMUNITION PLANT	957	0	0	0	0	0	0	0	0	0	0	0	957
IRP	JOLIET AAP	591	0	0	0	0	0	0	0	0	0	0	0	591
IRP	KUNIA FIELD STATION	0	0	22	0	0	0	0	0	0	0	0	0	22
IRP	LAKE CITY ARMY AMMUNITION PLANT	10	0	0	0	11600	0	0	0	0	0	0	0	11610
IRP	LETTERKENNY ARMY DEPOT	256	3	0	0	643	130	0	0	0	0	0	0	1032
IRP	LINCOLN AMSA 68	0	0	0	0	148	0	0	0	0	0	0	0	148
IRP	LONGHORN ARMY AMMUNITION PLANT	131	0	0	0	0	0	1141	0	0	0	0	0	1272
IRP	LOS ALAMITOS	500	0	0	0	0	567	0	0	0	0	0	0	1067
IRP	LOUISIANA ARMY AMMUNITION PLANT	0	0	0	0	0	0	0	0	0	0	112	0	112
IRP	LTA, MARION ENGR DEPOT EAST	375	0	0	0	0	0	0	0	0	0	0	0	375
IRP	MCALESTER AAP	47	0	12	192	127	12	128	0	0	41	0	0	559
IRP	MIDDLETOWN USARC	0	87	0	0	0	0	0	0	0	0	0	0	87
IRP	MILAN ARMY AMMUNITION PLANT	50	1461	0	147	0	0	62	50	0	36	0	0	1806
IRP	MTC-H CAMP ROBERTS	243	0	0	0	0	0	0	0	0	0	0	0	243
IRP	NATIONAL TRAINING CENTER AND FORT IRWIN	95	0	0	0	0	0	0	276	0	0	0	0	371
IRP	PAPAGO MILITARY RESERVATION	0	0	0	0	0	0	0	0	0	2	0	0	2
IRP	PARKS RESERVE FORCES TRAINING AREA	0	0	0	0	141	0	0	0	0	0	0	0	141

APPENDIX I
FY08 ER,A Active Sites Workplan
(Continued)

Program	Installation	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
IRP	PHOENIX MILITARY RESERVATION	0	0	0	150	0	0	0	0	0	0	0	0	150
IRP	PICATINNY ARSENAL	60	0	60	0	0	0	976	0	0	0	25	0	1121
IRP	PINE BLUFF ARSENAL	71	304	95	48	42	61	67	0	0	0	0	0	688
IRP	PRESIDIO OF MONTEREY	26	0	0	0	0	0	0	0	0	0	0	0	26
IRP	RADFORD ARMY AMMUNITION PLANT	20	15	1764	4283	0	0	488	4459	710	0	0	0	11739
IRP	RAVENNA ARMY AMMUNITION PLANT	889	0	1313	623	49	6911	908	466	0	0	0	0	11159
IRP	RED RIVER ARMY DEPOT	374	0	0	0	0	32	0	0	8	0	0	0	414
IRP	REDSTONE ARSENAL	210	0	4087	0	187	0	58	22498	20698	0	0	0	47743
IRP	ROCK ISLAND ARSENAL	50	0	0	50	0	0	50	0	982	0	0	0	1132
IRP	ROCKY MOUNTAIN ARSENAL	23887	1500	8141	11060	18811	0	20750	0	0	13850	0	0	97999
IRP	SCHOFIELD BARRACKS	0	0	0	200	0	0	324	0	0	0	0	0	524
IRP	SIERRA ARMY DEPOT	0	0	0	0	0	0	0	0	0	0	0	1222	1222
IRP	SOLDIER SYSTEMS CENTER	0	0	0	0	0	0	0	0	1228	0	0	0	1228
IRP	ST LOUIS ORDNANCE PLANT	123	0	0	0	0	0	0	0	0	0	0	0	123
IRP	SUNFLOWER ARMY AMMUNITION PLANT	0	0	0	23500	0	0	0	0	0	0	0	0	23500
IRP	TOBYHANNA ARMY DEPOT	0	0	0	80	0	0	0	0	0	0	0	0	80
IRP	TOOELE ARMY DEPOT	2031	89	45	1227	0	0	0	111	0	0	0	0	3503
IRP	TRIPLER ARMY MEDICAL CENTER	0	0	59	0	0	100	0	0	100	0	0	0	259
IRP	TWIN CITIES ARMY AMMUNITION PLANT	733	574	0	0	156	0	0	49	0	0	0	0	1512
IRP	USARC KINGS MILLS (AMSA 59)	0	0	0	57	0	0	0	0	0	0	0	0	57
IRP	VOLUNTEER ARMY AMMUNITION PLANT	337	334	5068	111	42	61	0	0	0	14254	0	0	20207
IRP	WALTER REED ARMY MEDICAL CENTER	0	0	0	0	0	0	0	0	0	66	0	0	66
IRP	WATERVLIET ARSENAL	0	172	0	0	0	0	0	0	0	0	0	0	172
IRP	WELDON SPRING TRAINING AREA	13	0	0	0	0	167	0	0	0	0	0	0	180

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FINAL

APPENDIX I
FY08 ER,A Active Sites Workplan
(Continued)

Program	Installation	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
IRP	WEST POINT MIL RESERVATION	0	0	0	0	0	0	0	79	762	0	0	0	841
IRP	WHITE SANDS MISSILE RANGE	631	0	0	1335	0	0	0	0	0	0	0	0	1966
IRP	YAKIMA TRAINING CENTER	11	0	0	0	0	0	0	0	0	0	0	0	11
IRP	YUMA PROVING GROUND	0	622	0	0	0	0	0	0	0	0	0	0	622
MMRP	BLOSSOM POINT FIELD TEST FACILITY	0	0	0	0	0	0	0	1150	0	0	0	0	1150
MMRP	CHARLES MELVIN PRICE SUPPORT CENTER	25	0	0	0	0	0	0	0	0	0	0	0	25
MMRP	CORNHUSKER ARMY AMMUNITION PLANT	20	0	0	0	0	6342	0	0	0	0	0	0	6362
MMRP	FORT BELVOIR	0	3500	0	0	0	0	0	0	0	0	0	0	3500
MMRP	FORT BLISS	0	0	0	0	0	525	0	0	0	0	0	0	525
MMRP	FORT EUSTIS	0	0	0	0	0	233	0	0	0	0	0	0	233
MMRP	FORT LEAVENWORTH	20	0	0	5080	0	0	0	0	0	0	0	0	5100
MMRP	IOWA ARMY AMMUNITION PLANT	0	71	0	0	0	0	0	0	7487	0	0	0	7558
MMRP	JOLIET AAP	6	0	0	0	0	137	0	0	0	0	0	0	142
MMRP	POHAKULOA TRAINING AREA	5	0	0	0	0	0	0	3515	0	0	0	0	3520
MMRP	REDSTONE ARSENAL	20	0	580	0	0	0	0	0	0	0	0	0	600
MMRP	MMRP Site Inspections	275	0	5883	1115	0	0	494	0	0	0	0	0	7768
	ATSDR	0	0	325	0	0	0	0	0	0	0	0	0	325
	DSMOA	0	7885	0	0	0	0	0	0	0	0	0	0	7885
	PGMMGT	6135	14746	5830	9090	632	400	5910	0	1180	2508	254	11330	58015
		46543	38909	43394	64023	46126	44236	34514	33418	34157	32323	4470	12765	434879

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APPENDIX I
FY08 ER,A Active Sites Workplan
(CONT)

Program	Installation	Total
IRP	ABERDEEN PROVING GROUND	26567
IRP	ANNISTON ARMY DEPOT	1683
IRP	ATCHISON CAVES	14
IRP	BADGER ARMY AMMUNITION PLANT	7467
IRP	BLUE GRASS ARMY DEPOT	135
IRP	CAMP BULLIS	193
IRP	CAMP CROWDER	77
IRP	CAMP EDWARDS	8258
IRP	CAMP NAVAJO	196
IRP	CHARLES MELVIN PRICE SUPPORT CENTER	40
IRP	COLD REGIONS RESEARCH LABORATORY	480
IRP	CORNHUSKER ARMY AMMUNITION PLANT	2473
IRP	DUGWAY PROVING GROUND	7780
IRP	FORT BELVOIR	117
IRP	FORT BENNING	893
IRP	FORT BLISS	33
IRP	FORT BRAGG	214
IRP	FORT BUCHANAN	1220
IRP	FORT CAMPBELL	438
IRP	FORT CARSON	2517
IRP	FORT CHAFFEE MANEUVER TRAINING CTR	19
IRP	FORT DETRICK	39
IRP	FORT DIX	758
IRP	FORT DRUM	1195
IRP	FORT EUSTIS	23
IRP	FORT GEORGE G MEADE	1140
IRP	FORT GORDON	40
IRP	FORT GREELY	875
IRP	FORT HUACHUCA	66
IRP	FORT HUNTER LIGGETT	280
IRP	FORT JACKSON	370
IRP	FORT KNOX	186
IRP	FORT LEAVENWORTH	75
IRP	FORT LEE	291
IRP	FORT LEONARD WOOD	237
IRP	FORT LEWIS	4094
IRP	FORT MCCLELLAN ARNG	896
IRP	FORT MCCOY	170
IRP	FORT POLK	303

APPENDIX I
FY08 ER,A Active Sites Workplan
(CONT)

Program	Installation	Total
IRP	FORT RICHARDSON	1303
IRP	FORT RILEY	1260
IRP	FORT RUCKER	667
IRP	FORT SAM HOUSTON	53
IRP	FORT SHAFTER	125
IRP	FORT SILL	14
IRP	FORT STEWART	598
IRP	FORT STORY	47
IRP	FORT WAINWRIGHT	3330
IRP	GERSTLE RIVER TEST SITE	43
IRP	HAINES PIPELINE	1962
IRP	HAWTHORNE ARMY DEPOT	287
IRP	HOLSTON ARMY AMMUNITION PLANT	286
IRP	HUNTER ARMY AIRFIELD	1682
IRP	INDIANA ARMY AMMUNITION PLANT	29
IRP	IOWA ARMY AMMUNITION PLANT	957
IRP	JOLIET AAP	591
IRP	KUNIA FIELD STATION	22
IRP	LAKE CITY ARMY AMMUNITION PLANT	11610
IRP	LETTERKENNY ARMY DEPOT	1032
IRP	LINCOLN AMSA 68	148
IRP	LONGHORN ARMY AMMUNITION PLANT	1272
IRP	LOS ALAMITOS	1067
IRP	LOUISIANA ARMY AMMUNITION PLANT	112
IRP	LTA, MARION ENGR DEPOT EAST	375
IRP	MCALESTER AAP	559
IRP	MIDDLETOWN USARC	87
IRP	MILAN ARMY AMMUNITION PLANT	1806
IRP	MTC-H CAMP ROBERTS	243
IRP	NATIONAL TRAINING CENTER AND FORT IRWIN	371
IRP	PAPAGO MILITARY RESERVATION	2
IRP	PARKS RESERVE FORCES TRAINING AREA	141
IRP	PHOENIX MILITARY RESERVATION	150
IRP	PICATINNY ARSENAL	1121
IRP	PINE BLUFF ARSENAL	688
IRP	PRESIDIO OF MONTEREY	26
IRP	RADFORD ARMY AMMUNITION PLANT	11739
IRP	RAVENNA ARMY AMMUNITION PLANT	11159

APPENDIX I
FY08 ER,A Active Sites Workplan
(CONT)

Program	Installation	Total
IRP	RED RIVER ARMY DEPOT	414
IRP	REDSTONE ARSENAL	47743
IRP	ROCK ISLAND ARSENAL	1132
IRP	ROCKY MOUNTAIN ARSENAL	97999
IRP	SCHOFIELD BARRACKS	524
IRP	SIERRA ARMY DEPOT	1222
IRP	SOLDIER SYSTEMS CENTER	1228
IRP	ST LOUIS ORDNANCE PLANT	123
IRP	SUNFLOWER ARMY AMMUNITION PLANT	23500
IRP	TOBYHANNA ARMY DEPOT	80
IRP	TOOELE ARMY DEPOT	3503
IRP	TRIPLER ARMY MEDICAL CENTER	259
IRP	TWIN CITIES ARMY AMMUNITION PLANT	1512
IRP	USARC KINGS MILLS (AMSA 59)	57
IRP	VOLUNTEER ARMY AMMUNITION PLANT	20207
IRP	WALTER REED ARMY MEDICAL CENTER	66
IRP	WATERVLIET ARSENAL	172
IRP	WELDON SPRING TRAINING AREA	180
IRP	WEST POINT MIL RESERVATION	841
IRP	WHITE SANDS MISSILE RANGE	1966
IRP	YAKIMA TRAINING CENTER	11
IRP	YUMA PROVING GROUND	622
MMRP	BLOSSOM POINT FIELD TEST FACILITY	1150
MMRP	CHARLES MELVIN PRICE SUPPORT CENTER	25
MMRP	CORNHUSKER ARMY AMMUNITION PLANT	6362
MMRP	FORT BELVOIR	3500
MMRP	FORT BLISS	525
MMRP	FORT EUSTIS	233
MMRP	FORT LEAVENWORTH	5100
MMRP	IOWA ARMY AMMUNITION PLANT	7558
MMRP	JOLIET AAP	142
MMRP	POHAKULOA TRAINING AREA	3520
MMRP	REDSTONE ARSENAL	600
MMRP	MMRP Site Inspections	7768

APPENDIX J
OUTYEAR PLANNING FORECAST

Program	Installation	2009	2010	2011	2012	2013	2014+
IR	ABERDEEN PROVING GROUND	32760	13611	7315	6001	3823	82475
IR	ANNISTON ARMY DEPOT	700	1003	904	904	904	19940
IR	ATCHISON CAVES	14	14	14	14	14	266
IR	BADGER ARMY AMMUNITION PLANT	2844	2632	2427	2197	541	5668
IR	BLUE GRASS ARMY DEPOT	135	135	135	201	135	3544
IR	CAMP BULLIS	193	284	154	147	102	1862
IR	CAMP CROWDER	36	12	0	0	0	0
IR	CAMP NAVAJO	178	180	180	180	180	4060
IR	CHARLES MELVIN PRICE SUPPORT CENTER	79	79	0	0	0	0
IR	COLD REGIONS RESEARCH LABORATORY	230	230	230	230	230	4140
IR	CORNHUSKER ARMY AMMUNITION PLANT	2519	1202	1300	1405	1300	8190
IR	DUGWAY PROVING GROUND	11697	1381	1347	1691	1598	23577
IR	FORT BELVOIR	518	385	343	291	238	5131
IR	FORT BENNING	945	803	479	218	150	55
IR	FORT BRAGG	214	214	214	279	204	3386
IR	FORT CAMPBELL	20	20	20	108	303	2100
IR	FORT CARSON	5781	5610	14565	967	569	9503
IR	FORT CHAFFEE MANEUVER TRAINING CTR	8	8	0	0	0	0
IR	FORT DETRICK	107	108	91	260	91	2138
IR	FORT DIX	607	380	369	388	378	7509
IR	FORT DRUM	1156	1172	2075	1008	759	7239
IR	FORT EUSTIS	3513	286	248	388	195	1128
IR	FORT GEORGE G MEADE	955	3009	654	515	970	5050
IR	FORT GORDON	20	20	20	20	0	0
IR	FORT GREELY	442	221	445	147	223	152
IR	FORT HUACHUCA	45	16	16	0	0	199
IR	FORT HUNTER LIGGETT	90	60	60	60	60	1440
IR	FORT JACKSON	306	233	85	27	276	5081
IR	FORT KNOX	184	183	178	175	170	3648
IR	FORT LEAVENWORTH	1456	50	184	488	222	6082
IR	FORT LEE	1278	420	363	284	393	850
IR	FORT LEONARD WOOD	5885	519	975	809	784	6363
IR	FORT LEWIS	655	4021	555	564	2542	10577
IR	FORT MCCLELLAN ARNG	557	593	363	239	253	1451
IR	FORT MCCOY	118	95	95	95	95	1360
IR	FORT PICKETT ARNG MTC	43	26	21	16	0	0
IR	FORT POLK	318	270	265	291	265	4397
IR	FORT RICHARDSON	1380	817	654	672	365	4325
IR	FORT RILEY	766	895	639	533	488	902

APPENDIX J
OUTYEAR PLANNING FORECAST
(Continued)

Program	Installation	2009	2010	2011	2012	2013	2014+
IR	FORT RUCKER	195	213	185	185	186	3030
IR	FORT SAM HOUSTON	49	124	115	56	96	564
IR	FORT SHAFTER	51	51	51	50	50	0
IR	FORT SILL	14	0	169	84	0	1963
IR	FORT STEWART	840	506	212	220	147	2872
IR	FORT STORY	47	47	48	67	0	0
IR	FORT WAINWRIGHT	2008	6462	1312	1167	1238	12185
IR	GERSTLE RIVER TEST SITE	15	15	15	15	15	73
IR	HAINES PIPELINE	977	1559	354	275	275	4663
IR	HAWTHORNE ARMY DEPOT	171	134	143	174	135	1455
IR	HOLSTON ARMY AMMUNITION PLANT	295	367	275	275	275	550
IR	HUNTER ARMY AIRFIELD	684	1001	563	416	418	3298
IR	INDIANA ARMY AMMUNITION PLANT	80	14	14	14	14	313
IR	IOWA ARMY AMMUNITION PLANT	599	536	506	506	256	11325
IR	JOLIET AAP	575	337	335	172	167	2434
IR	KUNIA FIELD STATION	22	22	22	23	23	73
IR	LAKE CITY ARMY AMMUNITION PLANT	1247	1247	1247	1247	2500	51576
IR	LETTERKENNY ARMY DEPOT	728	3246	3814	125	154	1574
IR	LINCOLN AMSA 68	28	30	0	0	0	0
IR	LONGHORN ARMY AMMUNITION PLANT	764	576	626	514	492	10878
IR	LOS ALAMITOS	765	684	636	633	0	0
IR	LOUISIANA ARMY AMMUNITION PLANT	112	277	30	30	29	29
IR	MCALESTER ARMY AMMUNITION PLANT	1011	575	321	262	276	2546
IR	MILAN ARMY AMMUNITION PLANT	1444	3317	3157	3157	3158	24633
IR	MTC-H CAMP ROBERTS	232	206	216	245	0	0
IR	NATIONAL TRAINING CENTER AND FORT IRWIN	106	126	106	106	106	2644
IR	PAPAGO MILITARY RESERVATION	2	2	9	2	2	79
IR	PARKS RESERVE FORCES TRAINING AREA	35	36	37	0	0	0
IR	PHOENIX MILITARY RESERVATION	0	749	36	36	36	199
IR	PICATINNY ARSENAL	2292	1086	810	749	705	7709
IR	PINE BLUFF ARSENAL	395	1669	395	455	395	9279
IR	PRESIDIO OF MONTEREY	26	26	26	26	26	624
IR	RADFORD ARMY AMMUNITION PLANT	6540	9711	982	982	879	11248
IR	RAVENNA ARMY AMMUNITION PLANT	5980	6478	8088	8137	4938	27881
IR	RED RIVER ARMY DEPOT	360	258	238	198	187	4192
IR	REDSTONE ARSENAL	53090	51788	8958	14049	14452	47163
IR	ROCK ISLAND ARSENAL	1031	792	377	426	414	9504
IR	ROCKY MOUNTAIN ARSENAL	92875	30850	12251	4163	5639	96828
IR	SCHOFIELD BARRACKS	411	374	614	497	428	6220

APPENDIX J
OUTYEAR PLANNING FORECAST
(Continued)

Program	Installation	2009	2010	2011	2012	2013	2014+
IR	SIERRA ARMY DEPOT	568	411	525	526	43	10132
IR	SOLDIER SYSTEMS CENTER	2008	623	299	301	304	9158
IR	TOBYHANNA ARMY DEPOT	77	77	77	87	77	617
IR	TOOELE ARMY DEPOT	642	642	642	4193	642	8388
IR	TRIPLER ARMY MEDICAL CENTER	62	63	100	74	67	1398
IR	TWIN CITIES ARMY AMMUNITION PLANT	1190	1169	1040	904	940	20483
IR	USARC KINGS MILLS (AMSA 59)	57	58	80	0	0	0
IR	VOLUNTEER ARMY AMMUNITION PLANT	19030	133	133	133	133	1171
IR	WALTER REED ARMY MEDICAL CENTER	69	18	19	18	44	0
IR	WATERVLIET ARSENAL	277	147	146	146	146	630
IR	WELDON SPRING TRAINING AREA	245	166	166	166	166	4358
IR	WEST POINT MIL RESERVATION	111	111	111	111	111	1631
IR	WHITE SANDS MISSILE RANGE	427	741	6373	510	904	11648
IR	YAKIMA TRAINING CENTER	8	8	8	8	8	229
IR	YUMA PROVING GROUND	610	693	605	327	125	2806
MR	ABERDEEN PROVING GROUND	11848	1889	5881	11090	1467	63369
MR	AMERICAN SAMOA LTA	0	632	0	0	0	0
MR	ANNISTON ARMY DEPOT	3239	0	0	1566	0	339
MR	BLOSSOM POINT FIELD TEST FACILITY	0	0	4616	0	0	16907
MR	BLUE GRASS ARMY DEPOT	0	0	2598	0	0	4301
MR	CAMP BOWIE (State)	0	0	1022	0	0	0
MR	CAMP BULLIS	0	2350	0	1353	0	864
MR	CAMP GRAYLING ARMY AIRFIELD	0	0	0	0	0	1115
MR	CAMP MURRAY	0	0	0	0	0	835
MR	CHARLES MELVIN PRICE SUPPORT CENTER	25	2346	0	0	0	0
MR	CORNHUSKER ARMY AMMUNITION PLANT	1222	1229	1222	1222	0	0
MR	CTA CAMP MC CAIN	0	0	509	0	0	327
MR	DEVENS RESERVE TRAINING FACILITY	0	0	1633	0	0	0
MR	FORT A P HILL	0	0	1301	0	0	463
MR	FORT ALLEN	0	0	382	0	0	138
MR	FORT BELVOIR	0	0	20008	0	0	19273
MR	FORT BENNING	982	0	0	206	0	0
MR	FORT BLISS	0	2884	0	0	0	35651
MR	FORT BUCHANAN	0	0	1080	0	0	4012
MR	FORT CAMPBELL	0	0	8511	0	0	7988
MR	FORT DIX	0	0	5144	0	0	3110
MR	FORT EUSTIS	0	0	14927	0	0	28860
MR	FORT GEORGE G MEADE	22	22	22	22	22	6275
MR	FORT GREELY	0	0	0	0	0	2960

APPENDIX J
OUTYEAR PLANNING FORECAST
(Continued)

Program	Installation	2009	2010	2011	2012	2013	2014+
MR	FORT HAMILTON	0	8233	0	0	0	0
MR	FORT HUACHUCA	0	0	21163	0	0	38144
MR	FORT HUNTER LIGGETT	0	0	20689	0	0	129579
MR	FORT INDIANTOWN GAP TRAINING SITE	0	0	0	0	0	76930
MR	FORT JACKSON	4994	0	0	2416	0	1053
MR	FORT LEAVENWORTH	2000	2000	2000	28780	0	0
MR	FORT LEE	0	0	2654	0	0	5947
MR	FORT LEONARD WOOD	0	4954	2965	0	0	525
MR	FORT LEWIS	0	0	0	0	0	31216
MR	FORT MCCLELLAN ARNG	0	1487	0	0	0	479
MR	FORT MISSOULA ARNG	667	0	0	0	2803	14654
MR	FORT POLK	0	0	14238	0	0	19705
MR	FORT RICHARDSON	0	0	0	0	0	285957
MR	FORT RILEY	0	1251	0	1122	0	1901
MR	FORT RUCKER	0	2328	0	0	0	1548
MR	FORT SAM HOUSTON	0	0	24484	0	0	34530
MR	FORT SHAFTER	0	0	0	2943	0	423
MR	FORT SILL	0	0	0	3090	15769	441
MR	FORT STEWART	0	0	0	6669	0	8494
MR	FORT STORY	0	0	0	0	0	631
MR	FORT WAINWRIGHT	0	25726	0	0	0	16655
MR	FORT WILLIAM HENRY HARRISON	0	0	1259	0	0	762
MR	HAWTHORNE ARMY DEPOT	0	29533	0	0	0	234937
MR	HOONAH ARMORY	0	0	4531	0	0	840
MR	IOWA ARMY AMMUNITION PLANT	0	0	0	0	0	8670
MR	JOLIET AAP	6	6	6	6	6	147
MR	KILAUEA MILITARY RESERVATION	0	1067	0	0	0	279
MR	KIMAMA TS RUPERT	0	0	12081	0	0	82382
MR	LONGHORN ARMY AMMUNITION PLANT	0	0	0	963	0	0
MR	LOS ALAMITOS	0	0	0	0	0	931
MR	LOUISIANA ARMY AMMUNITION PLANT	124	0	493	894	0	0
MR	MAKUA MILITARY RESERVATION	0	0	0	4036	0	11213
MR	MCALESTER ARMY AMMUNITION PLANT	5497	0	0	2795	0	2025
MR	MILAN ARMY AMMUNITION PLANT	1842	183	7149	0	0	966
MR	MTA CAMP CLARK NEVADA	0	0	2729	0	0	1083
MR	MTA CAMP EDWARDS	0	0	10853	0	0	9814
MR	MTA-L CAMP WILLIAMS-EAST ST	0	9139	0	0	0	26365
MR	MTC-H CAMP ROBERTS	0	0	0	0	0	1252
MR	NATIONAL TRAINING CENTER AND FORT IRWIN	0	0	0	5276	125549	630

APPENDIX J
OUTYEAR PLANNING FORECAST
(Continued)

Program	Installation	2009	2010	2011	2012	2013	2014+
MR	NG AKIACHAK ARMORY	0	0	4444	0	0	3754
MR	NG ATMAUTLUAK ARMORY	0	0	1353	0	0	1879
MR	NG CHEFORNAK ARMORY	0	0	3353	0	0	2201
MR	NG CHEVAK ARMORY	0	0	2046	0	0	330
MR	NG EEK ARMORY	0	0	4424	0	0	3754
MR	NG EMMONAK ARMORY	0	0	9078	0	0	324
MR	NG GAMBELL ARMORY	0	0	0	5927	0	4017
MR	NG GOODNEWS BAY ARMORY	0	0	0	7670	0	972
MR	NG HOOPER BAY ARMORY	0	0	0	5373	0	2990
MR	NG KASIGLUK ARMORY	0	0	1066	0	0	475
MR	NG KIANA ARMORY	0	0	3711	0	0	2351
MR	NG KIPNUK ARMORY	0	0	4424	0	0	3754
MR	NG KONGIGANAK ARMORY	0	0	6658	0	0	4944
MR	NG KOTLIK ARMORY	0	0	8856	0	0	18148
MR	NG KWETHLUK ARMORY	0	0	1260	0	0	474
MR	NG NAPAKIAK ARMORY	0	0	1023	0	0	165
MR	NG NEW CASTLE TS RIFLE RANGE	0	1245	0	0	0	1317
MR	NG NIGHTMUTE ARMORY	0	1260	1857	0	0	1417
MR	NG NOATAK ARMORY	0	0	4424	0	0	3994
MR	NG NULATO ARMORY	0	0	1141	0	0	324
MR	NG SAVOONGA ARMORY	0	3711	0	0	0	2351
MR	NG SCAMMON BAY ARMORY	0	0	3356	0	0	1417
MR	NG SHISHMAREF ARMORY	0	0	0	1306	0	0
MR	NG SHUNGNAK ARMORY	0	0	0	5946	0	943
MR	NG ST MARYS ARMORY	0	0	0	4668	0	4111
MR	NG STEBBINS ARMORY	0	0	0	3683	0	4188
MR	NG TELLER ARMORY	0	0	0	2565	0	474
MR	NG TOGIAK ARMORY	0	0	0	2212	0	1877
MR	NG TUNTUTULIAK ARMORY	0	0	0	4424	0	3754
MR	NG TUNUNAK ARMORY	0	0	0	6436	0	4864
MR	NG WAINWRIGHT ARMORY	0	0	0	5163	0	0
MR	NG WALES ARMORY	0	0	0	3542	0	1122
MR	ORCHARD RANGE TS BOISE	0	0	0	3929	97724	70620
MR	PAPAGO MILITARY RESERVATION	1414	0	0	159	0	0
MR	PARKS RESERVE FORCES TRAINING AREA	0	0	0	7600	0	24711
MR	PICATINNY ARSENAL	0	23767	0	0	0	49579
MR	PINE BLUFF ARSENAL	0	0	0	54143	0	25943
MR	POHAKULOA TRAINING AREA	0	0	0	0	0	14310

APPENDIX J
OUTYEAR PLANNING FORECAST
(Continued)

Program	Installation	2009	2010	2011	2012	2013	2014+
MR	RADFORD ARMY AMMUNITION PLANT	0	0	514	0	0	113
MR	RAVENNA ARMY AMMUNITION PLANT	25003	0	475	17789	4256	10778
MR	RED RIVER ARMY DEPOT	7170	0	0	20066	0	1860
MR	REDSTONE ARSENAL	1357	8434	1700	456	0	22315
MR	SCHOFIELD BARRACKS	0	0	6265	0	0	2724
MR	SIERRA ARMY DEPOT	0	18673	0	51581	48757	5805
MR	TOBYHANNA ARMY DEPOT	1373	0	0	64	0	549
MR	TOOELE ARMY DEPOT	0	0	6937	0	0	23302
MR	USARC FORT SHERIDAN (N SHORE)	3907	0	0	1212	0	1416
MR	WAIKAKALAUA AMMO STORAGE TUNNELS	0	0	0	4198	0	2752
MR	WEST POINT MIL RESERVATION	14942	5191	0	3145	16518	23703
MR	WHEELER ARMY AIRFIELD	0	0	0	0	0	4623
MR	WHITE SANDS MISSILE RANGE	0	8291	0	0	0	24836
MR	YAKIMA TRAINING CENTER	0	0	1522	0	0	460
MR	YUMA PROVING GROUND	0	0	0	6572	0	609

Appendix K
Acronyms

AAA	Army Audit Agency
AAP	Army Ammunition Plant
AAR	After-Action Report
ACSIM	Assistant Chief of Staff for Installation Management
AEDB-R	Army Environmental Database for Restoration
AEDB-CC	Army Environmental Database for Compliance Cleanup
AECS	Army Environmental Cleanup Strategy
AELC	Architect and Engineers Legislative Council
AMC	Army Materiel Command
AMSA	Army Medical Surveillance Activity
ASA (I&E)	Assistant Secretary of the Army for Installations and Environment
ATSDR	Agency for Toxic Substances and Disease Registry
BRAC	Base Realignment and Closure
CC	Compliance-related Cleanup
CERCLA	Comprehensive Environment Response, Compensation and Liability Act
CFO	Chief Financial Officer
CHPPM	Center for Health Promotion and Preventive Medicine
CONUS	Continental United States
COR	Close-Out Report
CTC	Cost to Complete
CX	Center of Expertise
DA	Defense Agency or Department of Army
DENIX	Defense Environmental Network Information Exchange
DERP	Defense Environmental Restoration Program
DFAS	Defense Finance and Accounting Service
DOD	Department of Defense
DSMOA	Defense and State Memorandum of Agreement
ECP	Engineering Change Proposal
EMS	Environmental Management System
EO	Executive Order
EOFY	End of Fiscal Year
EOY	Executive Order Year
EPA	Environmental Protection Agency
EPAS	Environmental Performance Assessment System
ER,A	Environmental Restoration, Army
ERD	Environmental Restoration Division
ERIS	Environmental Restoration Information System
FHRD	Financial and Human Resources Division
FMR	Financial Management Regulation
FY	Fiscal Year
GIS	Geographic Information System
GWETER	Groundwater Extraction and Treatment Effectiveness Review
HQDA	Headquarters, Department of Army
IAP	Installation Action Plan
IAW	In Accordance With
ID/IQ	Indefinite Delivery/Indefinite Quantity

Appendix K
Acronyms
(Continued)

IERD	Information and Environmental Reporting Division
IMCOM	Installation Management Command
IRP	Installation Restoration Program
ISO	International Standards Organization
ITR	Independent Technical Review
LSAAP	Lone Star Army Ammunition Plant
LTA	Long Term Action
LTM	Long Term Management (to include monitoring)
LUC	Land Use Controls
MC	Munitions Constituents
MMRP	Military Munitions Response Program
MOT	Military Ocean Terminal
MOU	Memorandum of Understanding
MSC	Major Subordinate Command
NCP	National Contingency Plan
NGB	National Guard Bureau
NPL	National Priorities List
NLT	No Later Than
OACSIM	Office of the Assistant Chief of Staff for Installation Management
OCONUS	Outside Continental United States
ODUSD (I&E)	Office of the Deputy Under Secretary of Defense for Installations and Environment
OMA	Operations and Maintenance Account
PBA	Performance Based Acquisition
PCOR	Preliminary Close-Out Report
PER	Principles of Environmental Restoration
PMP	Program Management Plan
POC	Point of Contact
POM	Program Objective Memorandum
QA/QC	Quality Assurance/Quality Control
RAB	Restoration Advisory Board
RACER	Remedial Action Cost Evaluation and Requirements
RAO	Remedial Action Operations
RC	Response Complete
RCRA	Resource Conservation Recovery Act
RIP	Remedy In Place
RM	Restoration Manager
RMA	Rocky Mountain Arsenal
SARA	Superfund Amendments and Reauthorization Act
SRS	Strategic Readiness System
TA	Technical Assistance
TAPP	Technical Assistance for Public Participation
USACE	United States Army Corps of Engineers
USAEC	US Army Environmental Command
USARC	United States Army Reserve Command
USC	United States Code
UXO	Unexploded Ordnance