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US ARMY ENVIRONMENTAL COMMAND

FY09 PROGRAM MANAGEMENT PLAN

**ACTIVE SITES
ENVIRONMENTAL RESTORATION PROGRAM**

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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 processes 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 FY09 actions are discussed in detail, with a brief summary of actions for FY10 and beyond.

This PMP also documents the Approved FY09 Annual Work Plan, Appendix G.

As Program Manager for the Army's Defense Environmental Restoration Program at active installations, it is agreed that this Command's best efforts will be put forward to accomplish the planned FY09 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.



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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 and MMRP. The USAEC develops the active installation DERP budget, compiles obligation plans and contract plans, and tracks obligation of funds, and 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). The USAEC also executes Army-wide guidance, develops implementing procedures, 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 and 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, 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 with input from key stakeholders (i.e., regulatory agencies and Restoration Advisory Board) to ensure buy-in to the plan. 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 (including the regulatory agencies) 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)

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 completion schedule currently projected by AEDB-R data overlain with cost projections for Remedial Action Operations and Long Term Management that will continue. Current projections indicate that the FY14 goal will be met; however, continued regulatory delays and the EPA's recent emphasis on groundwater restoration, even absent risk, threaten to delay decision documents and cleanup actions. 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. Frequent reviews and technical assistance are applied to these installations to ensure continued progress.

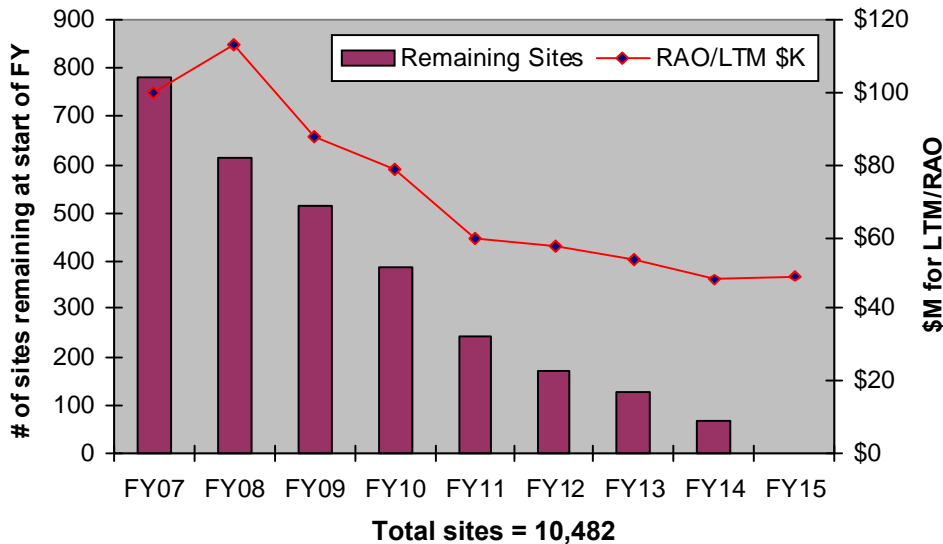
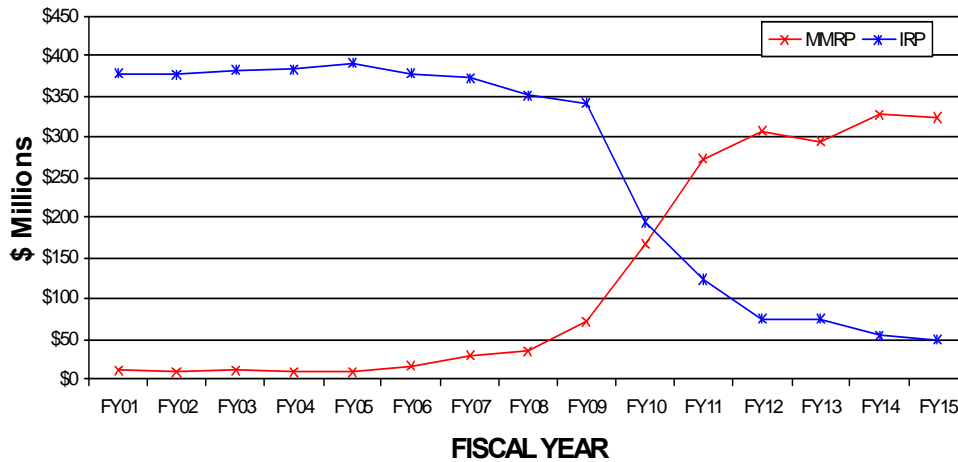


FIGURE 1 – Projected Completions and Long-Term Liabilities

IRP/MMRP Transition. One of the drivers for completion of the IRP is the need to fund the 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); (3) completion of all Site Inspections by FY10 (on track); and (4) completion of RIP or RC for all MMRP sites by 2020 (to be reassessed after all SIs are complete in FY10). 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 RIP/RC 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 reassessed.

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 sixth full year of implementation of the PBA effort, following the pilot efforts conducted in FY03. To date, 72 PBA contracts have been awarded for a total value of approximately \$770M covering 102 installations and approximately 1050 sites. Resulting cost savings over the traditional contracting method are estimated at \$328M compared to the cost-to-complete estimates and \$168M compared to the independent government cost estimate for the efforts. In FY08, the IRP exceeded the goal of awarding 50% of the program through PBA contracts and began applying the PBA contract approach to MMRP sites. The percentage of ER,A funds awarded on PBA contracts for FY08 totaled 54% (\$239M).

Installation Action Plan Meetings - Initiated under FORSCOM, IAP Workshops became a key component to the Active Sites IRP/MMRP planning efforts. The Workshops promoted 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 served a critical role in the collection of supporting documentation needed to ensure the Army’s cleanup liability estimates are fully supported and auditable. During FY08, USAEC implemented the product of a Lean Six Sigma project which integrated the IAP, AEDB, and CTC development processes. The new process provides more efficient collection of data, improves consistency and completeness of cost and non-cost data, and provides more assistance to the installations in meeting the requirements to provide adequate supporting documentation for environmental liabilities reporting. The process includes onsite meetings, as needed, to assist the installations in data collection and cost estimating. The process builds on the implementation of the IAP Tool which generates the IAP from the AEDB database to ensure consistency between the installation action plan and the database of record. While IAP workshops are encouraged to ensure stakeholder involvement in planning, the formal IAP workshops are no longer coordinated centrally at USAEC.

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 expand the use of PBAs employing price incentives and regional contracting vehicles. Also, Five-Year Reviews will be enhanced to provide more emphasis on RAO/LTM optimization and ramp-down/exit strategy development.

Five-Year Review Improvement – 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. Beginning in FY09, as the result of a Lean Six Sigma analysis, the Five-Year Review effort will be overhauled to include more emphasis on optimization of remedies and long term management. This is the first in a number of actions aimed at synchronizing the Five-Year Review effort with RAO/LTM optimization and to establish 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 approximately \$450M per year. The program is adequately funded to meet the established program objectives. Since FY03, the USAEC has reduced both program management costs (\$49M cumulative reduction) and project execution costs (\$68M cumulative reduction), which places more funds each year on actual cleanup projects. 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 and due to the ramp up for MMRP activities.

Table 1: ER,A Resources

	FY07 F	Y08	FY09 PMP	FY10	FY11	FY12	FY13	FY14	FY15
Budget	\$402.9	\$434.9	\$457.8	\$422.7	\$463.7	\$448.7	\$458.7	\$482.2	\$479.4
IRP Projects	\$330.8	\$350.0	\$342.7	\$198.9	\$128.4	\$80.1	\$81.4	\$59.6	\$55.4
MMRP Projects	\$22.6	\$32.8	\$70.7	\$170.4	\$284.8	\$326.7	\$320.2	\$361.8	\$365.0
Program Mgmt	\$49.5	\$52.1	\$44.4	\$53.4	\$50.5	\$41.9	\$57.0	\$60.9	\$59.1

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. To date, 72 PBA contracts have been awarded for a total value of approximately \$770M covering 102 installations and approximately 1050 sites. Resulting cost savings over the traditional contracting method are estimated at \$328M compared to the cost-to-complete estimates and \$168M compared to the independent government cost estimate

for the efforts. In FY08, the IRP exceeded the goal of awarding 50% of the program through PBA contracts and began applying the PBA contract approach to MMRP sites. The percentage of ER,A funds awarded on PBA contracts for FY08 totaled 54% (\$239M). Table 2 below summarizes the successes of the PBA initiative through FY08 and installations planned for review in FY09. Based on projections of opportunities to employ PBA and the growing percentage of ER,A allocated to MMRP, the goal for this initiative was established at 50% of the annual ER,A program budget in the March 2007 Cleanup Strategic Plan.

Table 2 – PBA Successes/Plans

Year	'06	'07	'08	'09
PBA Target %	60%	60%	50%	50%
Installations	Dugway PG Picatinny Arsenal Volunteer AAP APG FT Leonard Wood FT McClellan Hawthorne AAP Radford AAP APG Hawaii MMRP SI contracts	Aberdeen PG Haines Terminal Fort Bragg Fort Campbell Fort Eustis Fort Lee Fort Leonard Wood Letterkenny AD Yuma PG	APG - New O-Field Blossom Point Fort Belvoir Fort Buchanan Fort Carson Fort Huachuca Fort Leonard Wood Weldon Spring Charles Melvin Price Fort Lewis Hunter AAF/Stewart Joliet AAP Radford AAP II RAO/LTM (Drum/ Dix/West Point) Ravenna AAP III White Sands MR	APG Blossom Point Camp Bullis Deseret Chem Depot Fort Belvoir Fort Benning Fort Bliss Fort Eustis (Ph II) Fort Meade Fort Greely Fort Jackson Fort Lee Fort Leonard Wood Fort McClellan ARNG Fort Missoula ARNG Fort Rucker Fort Sam Houston Fort Shafter Fort Stewart McAlester AAP Milan AAP Camp Williams Papago Mil Res Pine Bluff Arsenal Schofield Barracks Tooele Army Depot Wheeler AAF
# Sites	288	60	144	TBD
Contract Value	\$113M	\$65M	\$132M	TBD
Cost Savings				
- vs CTC	\$72M	\$10.4M	\$13.7M	TBD
- vs IGCE	\$59M	\$9.1M	\$ -2.1M	TBD
Total PBA Obligation	\$214M	\$210M	\$239M	\$233M (projected)
Total ER,A Budget	\$395.2M	\$402.8M	\$437.7M	\$457.8M
PBA Actual %	54%	52%	54%	51% (projected)

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 FY09, are projected directly from the AEDB-R Fall 08 data call. As discussed in Target 2.3, 122 sites are planned for RIP/RC in FY09. In FY08, the Army achieved 133 site RIP/RCs out of the planned 158 sites for completion rate of 84%. Appendix D provides a list of the FY09 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 E provides a list of the 7 installations projecting final RIP/RC in FY09 and those projected beyond FY09, based on the Fall 08 data call. FY08 installation RIP/RCs totaled 13 against a plan of 16 installation RIP/RCs. A third indicator of program progress is achievement of phase completions. Phase completion projections for FY09, are provided in Appendix F. In FY08, the Army completed 312 phase completions or 73% of the 428 planned phase completions which indicates potential future site and installation RIP/RC impacts. 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 FY08, 91 SIs have been completed; exceeding the goal of 84; 67 are underway and remain to be completed. The USAEC aggressively manages the Active Installation Cleanup Program through continual participation of assigned USAEC ERM's 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 preparation of IAPs.

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. Quarterly obligation and annual disbursement targets are summarized in Target 5.3.

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. USAEC ERMs 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 ERM 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 and Army Command representatives 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 and the Army Commands 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.

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 C). Appendices D-F reflect reporting requirements. Appendix G contains the FY09 ER,A Active Sites Work Plan and Appendix H provides the Out-year Planning Forecast. An acronym key is found in Appendix I.

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

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

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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
<p>Objective 1 Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.</p>	
<p><u>Target</u> 1.1 Protect workers, the public, and the environment as hazards are identified.</p> <p><u>Success Indicators</u> 1.1.1. Appropriate notification(s) made to command, regulators and public in accordance with established plans.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • 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
<p>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.</p>	
<p><u>Target</u> 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.</p> <p><u>Success Indicators</u> 2.1.1 Achieve RIP/RC at 97% of all 1416 IRP Category high relative risk sites by the end of 2009 (currently projecting 95% based on decision to buy out installations through performance-based acquisition). 2.1.2 Achieve RIP/RC at 80% of all 900 IRP Category medium relative risk sites by the end of 2009. 2.1.3 Achieve RIP/RC at 100% of all 1416 IRP Category high relative risk sites by the end of 2011. 2.1.4 Achieve RIP/RC at 100% of all IRP Category sites at RIP/RC by the end of 2014.</p>	
	<p>FY08 Status: 1330 of 1416 high RRSE sites complete; 673 of 900 medium RRSE sites complete</p> <p>FY09 Actions</p> <ul style="list-style-type: none"> • 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. • Proactively work to resolve issues that impede progress. • Achieve RIP/RC at 122 sites. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Increase use of performance based contracting, where appropriate, to ensure RIP/RC.

<p><u>Target</u></p> <p>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).</p> <p><u>Success Indicators</u></p> <p>2.2.1. Achieve actual versus planned annual activities as stated in the PMP:</p> <ul style="list-style-type: none">- 90% or higher = GREEN- 80% to 89% = AMBER- Less than 80% = RED	
	<p>FY09 Actions</p> <ul style="list-style-type: none">• During the Fall 08 AEDB-R review, require USAEC Restoration Managers to validate FY09 phase projections.• Work with the installations to proactively address issues that threaten to delay phase completions (362 projected for FY09).• List projections in individual performance standards and hold managers accountable.• Conduct quarterly program reviews to monitor installation progress• Accelerate performance based contracting initiatives where projections are consistently missed.• Coordinate FY09 projections with IMCOM HQ, IMCOM Regions, and Army commands to ensure that installation RPMs are held accountable for accomplishment.• Coordinate FY09 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none">• Continuation of FY09 actions.

Target

2.3 Achieve 10,451 (currently 10,482 sites) total IRP sites RIP/RC by end of FY14.

Success Indicators

- 2.3.1 10,227 IRP sites at RIP/RC by the end of FY09 (currently projecting 10,087 sites at RIP/RC due primarily to regulatory delays).
 90% or greater of planned site RIP/RCs= GREEN
 80%-89% of planned site RIP/RCs = AMBER
 Less than 80% of planned site RIP/RC= RED
- 2.3.2 10,239 IRP sites at RIP/RC by the end of FY10.
 90% or greater of planned site RIP/RCs= GREEN
 80%-89% of planned site RIP/RCs = AMBER
 Less than 80% of planned site RIP/RC= RED
- 2.3.3 10,482 IRP sites at RIP/RC by end of FY14.
 100% or greater of planned site RIP/RCs= GREEN
 75%-99% of planned site RIP/RCs = AMBER
 Less than 75% of planned site RIP/RC= RED

FY08 Status: 9965 sites at RIP/RC; 517 remaining

FY09 Actions

- During the Fall 08 AEDB-R review, require USAEC Restoration Managers to validate FY09 RIP/RC projections.
- Achieve 122 site RIP/RCs in FY09, which equates to a cumulative site RIP/RC count of 10,087 through FY09.
- List projections in individual performance standards and hold managers accountable.
- Conduct quarterly program reviews to monitor installation progress
- Accelerate performance based contracting initiatives where projections are consistently missed.
- Coordinate FY09 projections with IMCOM HQ, IMCOM Regions, and Army commands to ensure that installation RPMs are held accountable for accomplishment.
- Coordinate FY09 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.

FY10 and Beyond Actions

- Continuation of FY09 actions.

Target

2.4 Attain installation RIP/RC for 1082 (currently 1083) IRP category installations by FY14.

Success Indicators

2.4.1 28 of 1082 (currently 1083) remaining at the end of FY09 (currently projecting 44 of 1083 installations remaining).

90% or greater of planned installation RIP/RCs = GREEN

80%-89% of planned installation RIP/RCs = AMBER

Less than 80% of planned installation RIP/RCs = RED

2.4.2 21 of 1082 (currently 1083) remaining at the end of FY11.

90% or greater of planned installation RIP/RCs = GREEN

80%-89% of planned installation RIP/RCs = AMBER

Less than 80% of planned installation RIP/RCs = RED

2.4.3 0 of 1082 (currently 1083) remaining by the end of FY14.

90% or greater of planned installation RIP/RCs = GREEN

80%-89% of planned installation RIP/RCs = AMBER

Less than 80% of planned installation RIP/RCs = RED

FY08 Status: 51 of 1083 IRP installations remaining

FY09 Actions

- In FY09 achieve RIP/RC at 7 installations/facilities.
- Review current programs to determine opportunities to accelerate RIP/RC.
- List projections in individual performance standards and hold managers accountable.
- Coordinate FY09 projections with IMCOM HQ, IMCOM Regions, and Army commands to ensure that installation RPMs are held accountable for accomplishment.
- Conduct quarterly program reviews to monitor installation progress.

FY10 and Beyond Actions

- Aggressively pursue performance-based contracting.
- Future RIP/RC schedule attached in Appendix E.

	<p><u>Target</u> 2.5 Complete all MMRP Site Inspections (SI) at all 157 (currently 158) installations by the end of FY10.</p> <p><u>Success Indicators</u> 2.5.1 SI complete at 75% of installations by end of FY09 (118/157). 90% or greater of SI completion plan = GREEN 80%-89% of SI completion plan = AMBER Less than 80% of SI completion plan = RED 2.5.2 SI complete at 100% of installations by end of FY10 (157/157). 90% or greater of SI completion plan = GREEN 80%-89% of SI completion plan = AMBER Less than 80% of annual SI completion plan = RED</p>
	<p>FY08 Status: 90 of 158 Sis completed (57% complete); SIs ongoing at remaining installations.</p> <p>FY09 Actions</p> <ul style="list-style-type: none"> • Complete 42 additional installation SIs (cumulative total of 133 or higher). • Complete inventory of NGB Non DoD-owned Non-Operational Defense Sites (NDNODS) by end of FY09. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Complete remaining installation SIs in FY10 (cumulative total of 158)
	<p><u>Target</u> 2.6 Achieve RIP/RC at all 896 MR sites by the end of FY20, IAW with DoD goal.</p> <p><u>Success Indicators</u> 2.6.1 50% of MR sites at RIP/RC by the end of FY16. 2.6.2 75% of MR sites at RIP/RC by end of FY18. 2.6.3 100% of MR sites at RIP/RC by end of FY20.</p>
	<p>FY08 Status: 384 of 896 sites at RC (42%).</p> <p>FY09 Actions</p> <ul style="list-style-type: none"> • Develop executable schedules through RIP/RC for all MR sites for which SIs were completed as of 30 Sep 08 to be reported in the Fall 09 data call. • Develop executable schedules through RIP/RC within 6 months of SI completion for all MR sites for which SIs are completed in FY09. • Initiate MMRP Remedial Investigations at 10 installations. • Develop LUC plans for all MR sites with completed SIs by Sep 09.

	<p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Implement MR LUC plans through interim or removal action decision documents within 6 months of LUC plan finalization. • Develop executable schedules through RIP/RC within 6 months of SI completion for all MR sites.
<p><u>Target</u> 2.7 Populate and maintain a permanent document repository for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.</p> <p><u>Success Indicators</u></p> <p>2.7.1 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.</p> <p style="padding-left: 40px;">90% of installations or greater = GREEN 80% to 89% of installations = AMBER Less than 80% of installations = RED</p> <p>2.7.2 New documents at all installations submitted within 60 days of receipt.</p> <p style="padding-left: 40px;">90% of documents or greater = GREEN 80% to 89% of documents = AMBER Less than 80% of documents = RED</p>	
	<p>FY08 Status: Documents uploaded for 96 total installations.</p> <p>FY09 Actions</p> <ul style="list-style-type: none"> • All available documents uploaded for 121 total installations by end of FY09. • 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 Mar 09 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • 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.

	<p><u>Target</u> 2.8 Support domestic restoration by coordinating site planning, identifying requirements, and adjusting environmental cleanup priorities.</p> <p><u>Success Indicators (subject to availability of funding)</u> 2.8.1 Cleanup priorities established to support domestic restoration to the maximum extent practicable. 2.8.2 Funding needs balanced to support land transfer goals at excess property installations with competing MMRP requirements.</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Coordinate with IMCOM Regions and Army Commands to identify IRP and MMRP sites requiring priority response to support restoration/BRAC construction. • Adjust funding plan to support restoration/BRAC support requirements <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continuation of FY09 actions.
	<p><u>Target</u> 2.9 Develop MMRP guidance and funding strategy to meet program goals.</p> <p><u>Success Indicators (subject to availability of funding)</u> 2.9.1 Score all MMRP sites using the 3 modules of the Munitions Response Prioritization Protocol (MRS-PP) by the end of FY10.</p> <p>2.9.2 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.</p> <p>2.9.3 Funding needs balanced to support land transfer goals (excess property) and construction requirements (restoration/BRAC) with competing MMRP requirements.</p> <p>2.9.4 Guidance in place to execute the post-SI phases by FY09.</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Coordinate with IMCOM Regions to identify MMRP sites requiring priority response to support restoration/BRAC construction. • Complete MMRP scoring for 75% of the total MR sites. • Issue final Army-wide MMRP RI/FS Guidance for staffing by Dec 08. • Issue Active Army MR Program Management Guide by Jan 09. • Submit Draft Risk-Management Response Policy for MMRP to ESOH by Jan 09. • Finalize Risk-Management Response Policy for MMRP by Sep 09.

	<p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Complete MRSPP scoring at all MR sites by the end of FY10. • All post-SI guidance in place by FY10.
	<p><u>Target</u> 2.10 Establish by FY09 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.</p> <p><u>Success Indicators</u></p> <p>2.10.1 GIS layers of all IRP/MMRP sites with future liabilities developed by Dec 08.</p> <p>2.10.2 Develop list of LUC attributes to track through Rapid Improvement Events by end of Jan 09.</p> <p>2.10.3 GIS layers of all IRP/MMRP sites developed by the end of FY09.</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Document the business process and define requirements for scope of effort - Mar 09 • Develop plan to manage LUCs (Management means to track LUCs and to assess and report LUC effectiveness (internally and externally)) - Jun 09 • Prepare new, or update existing, LUC management guidance that defines the business process for LUC management - Jun 09 • Provide cleanup site GIS layers for sites with future liabilities to Army Mapper by end of Dec 08. • Generate cleanup site GIS layers for all sites with LUCs by the end of 4th quarter FY09. • Develop LUC management database by end of 4th quarter FY09. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Populate LUC database in FY10. • Produce 1st LUC management report by the end of FY10. • Maintain LUC database. • Support inspections of LUCs.

Objective, Targets and Success Indicators	Action Items
<p>Objective 3 Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.</p>	
<p><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].</p> <p><u>Success Indicators</u> 3.1.1 No fines or penalties. No new NOV/100 sites = GREEN 1 open NOV/100 sites = AMBER >1 open NOV/100 sites = RED</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continue FY09 process on an annual basis.
<p><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</p> <p><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</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Support MERIT through funding of CHPPM execution of chemical Watch List. • Support development of toxicological data for military unique compounds. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continuation of FY09 actions.

	<p><u>Target</u> 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.</p> <p><u>Success Indicators</u> 3.3.1 Five-Year Reviews completed in year required. 90% or greater = GREEN 80% to 90% = AMBER Less than 80% = RED</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Develop comprehensive matrix of required (CERCLA) and discretionary (RCRA) Five-Year Reviews by Dec 08. • Verify 5-Yr Review matrix with installations - Mar 09 • The USAEC Environmental Restoration Manager (ERM) will work with the installation to coordinate 5-Year review support and review/comment on draft Five-Year Review reports. • Implement Programmatic Control/Response Plan from LSS Project: <ul style="list-style-type: none"> ▪ Establish 5-Yr Review Focus Team - 31 Oct 08 ▪ Evaluate FY09 5-Yr Reviews/Identify Pilots for full-scale analysis - 30 Nov 08 ▪ Determine standardized and minimum analysis requirements to meet Army goals of RAO/LTM optimization - life cycle; cost-benefit analysis - 31 Mar 09 ▪ Prepare SOW/PWS language for executing 5-Yr Review to include RAO/LTM analysis - 30 Nov 08 ▪ FY09 DERP Workshop Presentations - Mar 09 ▪ IAP checklist additions/clarifications - 17 Nov 08 ▪ Programmatic budget evaluations for 5-Yr Review costs - documented and tracked (for baselining) - 31 Mar 09 ▪ Establish reporting metrics - 50% by end of 2nd quarter FY09; 100% by end of FY09 ▪ IAP QA (trigger dates, program/plan/budget for 5-Yr Reviews) - Throughout FY09 ▪ PCDR: Targeted document list to focus on 5-Yr Review - 50% by end of 2nd quarter FY09; 100% by end of FY09 ▪ Publish Implementing Guidelines - 50% by end of 2nd quarter FY09; 100% by end of FY09 ▪ Fall Data Call Memo for Process Change - 30 Sep 09

	<ul style="list-style-type: none"> • Implement Execution Control/Response Plan from LSS Project: <ul style="list-style-type: none"> ▪ Establish Annual 5-Yr Review needs by FY - Mar 09 ▪ 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 30 Jun 09 ▪ Conduct full-scale pilot reviews at identified installations - Complete by Sep 09 ▪ Document, plan, and track follow-on actions resulting from the 5-Yr Reviews ▪ Schedule next FY 5-Yr Reviews by end of 3rd quarter <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Establish Annual 5-Yr Review needs by FY - Mar • 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 30 Jun • Document, plan, and track follow-on actions resulting from the 5-Yr Reviews • Schedule next FY 5-Yr Reviews by end of 3rd quarter • The USAEC ERMs will review/comment on draft Five-Year Review reports.
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Objective, Targets and Success Indicators	Action Items
<p>Objective 4 Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.</p>	
<p><u>Target</u> 4.1. Recommend changes, as required, to Army Regulation 200-1.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continue FY09 process on an annual basis.

	<p><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</p> <p><u>Success Indicators</u> 4.2.1 Army DERP Guidance and implementing procedures in place within 180 days of DOD DERP Management Guidance finalization.</p> <p style="padding-left: 40px;">With 180 days = GREEN Between 180 and 365 days = AMBER Greater than 365 days = RED</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Support ISE development of Army DERP Active Installations Environmental Restoration Program Management Guidance within 180 days of DERP guidance finalization. • Develop implementing procedures required to address changes to the Army DERP guidance. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continue FY09 actions as required.
	<p><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).</p> <p><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.</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Develop FY09 PMP by 31 Oct 08 based on Environmental Cleanup Strategic Plan objectives, and installation action plans and data calls. • Conduct periodic reviews to track progress toward achieving PMP objectives. • Develop and coordinate Draft FY10 PMP with DAIM(ISE) and ACOMs by 15 Sep 09. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Develop and coordinate annual PMP based on program data and Strategic Plan objectives for final submission to DAIM(ISE) by 31 Oct of each year.

Objective, Targets and Success Indicators	Action Items
<p>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.</p>	
<p><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.</p> <p><u>Success Indicators</u></p> <p>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</p> <p>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</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> ▪ Documentation Trail – Collect and review supporting documentation in conjunction with FY09 IAP development effort. ▪ Supervisory Reviews – Continue requirement for Supervisory Review checklists submission with AEDB-R data. ▪ Quality Control of AEDB-R financial data - Issue FY09 QC Plan - Nov 08. ▪ Quality Control of AEDB-R financial data – Implement FY09 QC Plan. Coordinate with installations, RMs, and IAP Team to address discrepancies. ▪ Ensure quality of documentation meets audit standards - Jun 09. ▪ Record and maintain environmental sites record data with all of the applicable real property records - Mar 09. ▪ Reconcile environmental restoration sites with Real Property Inventory (RPI) - Sep 09 ▪ Quality Assurance - Continue conducting QA Reviews with cross-section of installations annually. ▪ Conduct FY09 data calls and conduct QC efforts to ensure all data submission requirements are adhered to. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> ▪ Assertion – 4th Quarter FY10

	<p><u>Target</u></p> <p>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.</p> <p><u>Success Indicators</u></p> <p>5.2.1 Required report submitted: On time = GREEN Within 5 days of target date = AMBER Late by more than 5 days = RED</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Work with FHRD to report liabilities on rolling 12 month basis • Work with FHRD to insure accurate information is provided in the report <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continue FY09 actions on annual basis
	<p><u>Target</u></p> <p>5.3 Execute annual DERP ER,A appropriation for the active installation restoration program to meet DOD obligation and expense objectives.</p> <p><u>Success Indicators</u></p> <p>5.3.1 Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.</p> <p>5.3.2 Expense targets over 6 years are 22%, 67%, 89%, 95%, 98% and 100%, as recorded in DFAS.</p>
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • 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
<p>Objective 6 Develop cleanup partnerships with appropriate federal, Tribal, state, local, territorial, or host-nation authorities.</p>	
<p><u>Target</u> 6.1. Involve regulatory stakeholders in annual IAP development/revision process and incorporate Joint Execution Plan development into the IAP process.</p> <p><u>Success Indicators</u> 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 Data Collection meetings (or equivalent) communicate Army cleanup strategic plan targets and success indicators and review the Joint Execution Plan input for DSMOA/CA process.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Develop and distribute the IAP development schedule NLT 31 Oct 08. • 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. • Post public IAPs within one week of document finalization. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • 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.

<p><u>Target</u> 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.</p> <p><u>Success Indicators</u> 6.2.1 Document the notification of all Natural Resource Trustees by end of FY08.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none">• USAEC Restoration Managers query installations for records of Natural Resource Trustee Notifications and NRT responses - Mar 09• Work with installations to complete required notifications by Sep 09. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none">• Continue to monitor natural resource trustee notification and coordination by installations.
<p><u>Target</u> 6.3 Review state participation in installation activities under DSMOA annually.</p> <p><u>Success Indicators</u> 6.3.1 States and installations coordinate with each other according to the six- step cooperative agreement process.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none">• Ensure state estimates are consistent with Joint Execution Plans for active Army installations.• Review state estimated total DSMOA requirements and approve by May 2009.• Implement requirements of revised DSMOA Cooperative Agreement Guidance. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none">• Continue annual review, approval, and monitoring process.

Objective, Targets and Success Indicators	Action Items
<p>Objective 7 Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.</p>	
<p><u>Target</u> 7.1 Survey community for interest in establishing a RAB every 2 years.</p> <p><u>Success Indicators</u> 7.1.1 Interest determined as scheduled.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Ensure installations without a RAB are determining interest every two years (Reported through IAP). <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Ensure installations seek public interest in forming RABs.
<p><u>Target</u> 7.2 Involve public stakeholders in annual IAP development/revision.</p> <p><u>Success Indicators</u> 7.2.1 Public stakeholders participate in IAP development.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Develop and distribute the IAP development schedule NLT 31 Oct 08. • 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. • Post public IAPs within one week of document finalization. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • 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.

<p><u>Target</u> 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.</p> <p><u>Success Indicators</u></p> <p>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.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • USAEC Environmental Restoration Managers conduct annual inspections of installation Administrative Records with Installation RPMs. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • USAEC Environmental Restoration Managers conduct annual inspections of installation Administrative Records with Installation RPMs.

Objective, Targets and Success Indicators	Action Items
<p>Objective 8 Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.</p>	
<p><u>Target</u> 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.</p> <p><u>Success Indicators</u></p> <p>8.1.1 Review complete at percentage of installations with open AEDB-R sites: 85% or more = GREEN 75%-84% = AMBER <75% = RED</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Evaluate 100% of installations for PBA application by 01 Oct 08. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continue annual evaluation.

	<p><u>Target</u> 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.).</p> <p><u>Success Indicators</u> 8.2.1 Percentage of overall program budget obligated on PBA contracts annually. 50% or more = GREEN 40%-49% = AMBER <40% = RED</p>
	<p>FY08 Status: Awarded 54% of ER,A on PBA.</p> <p>FY09 Actions</p> <ul style="list-style-type: none"> • Screen 100% of installations for PBA application by 01 Oct 08. • Establish FY09 PBA installation list by 1 Oct 08. • Fund PBA prior year awards (CLINs) = \$85 million. • Award \$149 million on new PBA contracts. • 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. • Expand use of PBA to Compliance Cleanup and MMRP • Develop and maintain matrix of contractor performance against performance objectives. • Award new PBA ID/IQ - 30 Jun 09 <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Continue annual planning and contracting actions.

Target

8.3 Streamline program and project management to maximize the amount of funding going to actual remediation at the restoration sites.

Success Indicators

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 Status: PM costs in FY08 were 11.6% including ATSDR/DSMOA

FY09 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.

FY10 and Beyond Actions

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

Target

8.4 Streamline project execution to maximize the amount of funding going to actual remediation at the restoration sites.

Success Indicators

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 Status: Project management costs totaled 6.3% in FY08 (\$27.6M)

FY09 Actions

- Negotiate appropriate level of technical oversight of contracted efforts.
- Track project management costs.
- Expand use of regional RAO/LTM

FY10 and Beyond Actions

- Continue investigating use of regional approaches.

Objective, Targets and Success Indicators	Action Items
<p>Objective 9 Perform semiannual program management reviews of cleanup progress against established targets, and conduct periodic reviews of sites where contamination remains in place.</p>	
<p><u>Target</u> 9.1. Conduct quarterly program reviews of installation progress toward RIP/RC goals and contract execution.</p> <p><u>Success Indicators</u> 9.1.1. Meetings occur IAW the established schedule.</p>	
	<p>FY09 Actions</p> <ul style="list-style-type: none"> • Conduct 1st quarter review - Oct 08. • Complete followup on identified actions - Dec 08. • Conduct 2nd quarter review - Jan 09. • Complete followup on identified actions - Mar 09. • Conduct 3rd quarter review - Apr 09. • Complete followup on identified actions - Jun 09 • Conduct 4th quarter review - Jul 09 • Complete followup on identified actions - Sep 09 <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none"> • Repeat review actions specified in FY09 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. THE MARCH 2007 ARMY ENVIRONMENTAL CLEANUP STRATEGIC PLAN ADDRESSES ADDITIONAL NON-IRP CLEANUP OBJECTIVES FOR EXCESS PROPERTIES.

Action Items
<p>FY09 Actions</p> <ul style="list-style-type: none">• Periodic reviews (see 9.1 Active Sites Cleanup).• All Active Sites Cleanup objectives/actions apply to Excess installations.• Assess application of PBA at Badger AAP (Gruber's Grove Bay)• Conduct IPRs with BRAC Division twice a year to evaluate clean up priorities to support property transfer initiatives.• Perform Quality Control activities on the FY09 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none">• 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 AND TECHNICAL OVERSIGHT SUPPORT EFFORTS ARE COVERED HERE.

Action Items
<p>FY09 Actions</p> <ul style="list-style-type: none">• 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 FY09 AEDB-R Data Call financial data.• Perform Quality Assurance Cost-to-Complete Reviews at selected BRAC installations.• Provide support to complete Five-Year Reviews and to manage and track Five-Year Review recommendations.• 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. <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none">• 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
<p>FY09 Actions</p> <ul style="list-style-type: none">• Centrally manage IMCOM CC program management - Implement IMCOM Compliance-Related Cleanup PMP• 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 as needed.• Assist IMCOM, NGB, BRAC Division, and Army Commands to implement non-DERP Quality Control activities similar to the DERP and BRAC programs.• Support Quality Control activities on the FY09 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.• Transition CC data to AEDB-R in preparation for ER,A expansion <p>FY10 and Beyond Actions</p> <ul style="list-style-type: none">• Transition CC requirements to ER,A program based on anticipated DERP guidance revision on DERP eligibility.

APPENDIX D

IRP Site RIP/RC Schedule for FY09 Fall 2008 Data

INSTALLATION	SITE	RC DATE	RIP DATE
ABERDEEN PROVING GROUND	AAOA01	8/31/2009	
ABERDEEN PROVING GROUND	AAOA12	12/31/2008	
ABERDEEN PROVING GROUND	AAWB02	9/30/2009	
ABERDEEN PROVING GROUND	AAWB04	9/30/2009	
ABERDEEN PROVING GROUND	EABR15-A	9/30/2009	
ABERDEEN PROVING GROUND	EABR15-B	9/30/2009	
ABERDEEN PROVING GROUND	EABR18-E	9/30/2009	
ABERDEEN PROVING GROUND	EACC1A-B	9/30/2009	
ABERDEEN PROVING GROUND	EACC1K	9/30/2009	
ABERDEEN PROVING GROUND	EACC3D	9/30/2009	
ABERDEEN PROVING GROUND	EACC3G	9/30/2009	
ABERDEEN PROVING GROUND	EAJF01	9/30/2009	
ABERDEEN PROVING GROUND	EAOE08	9/30/2009	
ABERDEEN PROVING GROUND	EAOE12	9/30/2009	
ABERDEEN PROVING GROUND	EAOE30	9/30/2009	
ABERDEEN PROVING GROUND	EAOE39	9/30/2009	
ABERDEEN PROVING GROUND	EAOE51	9/30/2009	
ABERDEEN PROVING GROUND	PBC at APG	6/30/2009	10/31/2008
BADGER ARMY AMMUNITION PLANT	BAAP-33	12/31/2018	11/30/2008
DUGWAY PROVING GROUND	DPG-004	6/30/2009	
DUGWAY PROVING GROUND	DPG-009	4/30/2009	
DUGWAY PROVING GROUND	DPG-011	9/30/2009	
DUGWAY PROVING GROUND	DPG-015	12/31/2008	
DUGWAY PROVING GROUND	DPG-031	4/30/2009	
DUGWAY PROVING GROUND	DPG-032	6/30/2009	
DUGWAY PROVING GROUND	DPG-035	6/30/2009	
DUGWAY PROVING GROUND	DPG-041	4/30/2009	
DUGWAY PROVING GROUND	DPG-060	10/31/2008	
DUGWAY PROVING GROUND	DPG-114	5/31/2009	
DUGWAY PROVING GROUND	DPG-208	1/31/2009	
FORT BELVOIR	FTBL-65	6/30/2009	
FORT BELVOIR	FTBL-66	9/30/2037	10/31/2008
FORT BELVOIR	FTBL-68	9/30/2036	10/31/2008
FORT BUCHANAN	PBC@Buchanan	9/30/2009	
FORT BUCHANAN	Site Wide Inv.	9/30/2009	
FORT CAMPBELL	FCPB-38	9/30/2026	4/30/2009
FORT CAMPBELL	FCPB-43	9/30/2037	9/30/2009
FORT CAMPBELL	FCPB-52	7/31/2016	9/30/2009
FORT CAMPBELL	PBC @ FCPB	9/30/2016	9/30/2009

APPENDIX D

IRP Site RIP/RC Schedule for FY09 Fall 2008 Data (CONT)

INSTALLATION	SITE	RC DATE	RIP DATE
FORT CARSON	FTC-023	10/31/2008	
FORT DETRICK	FTD 49	6/30/2009	6/30/2009
FORT DETRICK	FTD 50	6/30/2009	6/30/2009
FORT DETRICK	FTD 51	6/30/2009	6/30/2009
FORT DETRICK	FTD 69	6/30/2009	6/30/2009
FORT DETRICK	FTD 71	6/30/2009	6/30/2009
FORT DETRICK	FTD70	6/30/2009	6/30/2009
FORT DIX	FTDX-06	12/31/2008	12/31/2008
FORT DIX	FTDX-16	12/31/2008	
FORT DIX	FTDX-18	12/31/2008	
FORT DIX	FTDX-26	12/31/2008	
FORT GORDON	FTGD-047	9/30/2009	
FORT GORDON	FTGD-048	9/30/2009	
FORT GORDON	FTGD-049	9/30/2009	
FORT GORDON	FTGD-050	9/30/2009	
FORT GORDON	FTGD-051	9/30/2009	
FORT GORDON	FTGD-054	9/30/2009	
FORT GREELY	FGLY-019	12/31/2008	
FORT GREELY	FGLY-032	12/31/2008	
FORT GREELY	FGLY-050	12/31/2008	
FORT GREELY	FGLY-076	9/30/2009	
FORT LEAVENWORTH	FTL-57	10/31/2008	
FORT LEE	FTLE-06	9/30/2009	
FORT LEE	FTLE-16	9/30/2009	
FORT LEE	FTLE-31	3/31/2009	
FORT LEE	FTLE-32	3/31/2009	
FORT LEE	PBC @ Ft Lee	4/30/2009	
FORT LEONARD WOOD	FLW-037	9/30/2009	
FORT LEWIS	FTLE-51	3/31/2009	
FORT LEWIS	FTLE-62	9/30/2009	
FORT MCCLELLAN ARNG	FTMCN-008	9/30/2034	9/30/2009
FORT MCCLELLAN ARNG	FTMCN-009	9/30/2016	9/30/2009
GERSTLE RIVER TEST SITE	GRTS-001	9/30/2009	
HAWTHORNE ARMY DEPOT	HW AAP-B24	9/30/2009	
HAWTHORNE ARMY DEPOT	HW AAP-B24A	9/30/2016	12/31/2008
HAWTHORNE ARMY DEPOT	HW AAP-B26	9/30/2009	
HAWTHORNE ARMY DEPOT	HW AAP-I02	9/30/2009	
HAWTHORNE ARMY DEPOT	HW AAP-I09	9/30/2009	
IOWA ARMY AMMUNITION PLANT	IAAP-002G	9/30/2038	11/30/2008

APPENDIX D

**IRP Site RIP/RC Schedule for FY09
 Fall 2008 Data
 (CONT)**

INSTALLATION	SITE	RC DATE	RIP DATE
IOWA ARMY AMMUNITION PLANT	IAAP-003G	11/30/2027	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-020G	9/30/2038	11/30/2008
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-010	6/30/2009	
LONGHORN ARMY AMMUNITION PLANT	LHAAP-016	2/28/2015	8/31/2009
MILAN ARMY AMMUNITION PLANT	MAAP-011	9/30/2035	9/30/2009
MILAN ARMY AMMUNITION PLANT	MAAP-017A	9/30/2009	
MILAN ARMY AMMUNITION PLANT	MAAP-034	9/30/2035	9/30/2009
PARKS RESERVE FORCES TRAINING AREA	PARKS7	9/30/2009	
PICATINNY ARSENAL	PBC Picatinny	9/30/2009	
PICATINNY ARSENAL	PICA-072	9/30/2013	9/30/2009
PICATINNY ARSENAL	PICA-111	6/30/2009	
PICATINNY ARSENAL	PICA-206	12/31/2008	
RADFORD ARMY AMMUNITION PLANT	RAAP-001	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-002	8/31/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-009	10/31/2008	
RADFORD ARMY AMMUNITION PLANT	RAAP-011	4/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-013	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-016	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-018	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-022	1/31/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-023	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-024	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-025	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-028	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-038	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-040	9/30/2009	
RADFORD ARMY AMMUNITION PLANT	RAAP-047	3/31/2009	
REDSTONE ARSENAL	RSA-056	9/30/2014	8/31/2009
REDSTONE ARSENAL	RSA-122	8/31/2009	
REDSTONE ARSENAL	RSA-139	8/31/2009	
REDSTONE ARSENAL	RSA-183	5/31/2014	5/31/2009
REDSTONE ARSENAL	RSA-196	10/31/2008	
ROCK ISLAND ARSENAL	RIA-014	9/30/2009	
ROCKY MOUNTAIN ARSENAL	NC SA-8A	1/31/2009	
ROCKY MOUNTAIN ARSENAL	W SA-7A	1/31/2009	
SOLDIER SYSTEMS CENTER	NRDEC-07	10/31/2008	
SOLDIER SYSTEMS CENTER	NRDEC-10	10/31/2008	
SOLDIER SYSTEMS CENTER	NRDEC-11	12/31/2017	6/30/2009
SOLDIER SYSTEMS CENTER	NRDEC-16	9/30/2021	6/30/2009

APPENDIX D

IRP Site RIP/RC Schedule for FY09 Fall 2008 Data (CONT)

INSTALLATION	SITE	RC DATE	RIP DATE
SOLDIER SYSTEMS CENTER	NRDEC-17	10/31/2008	
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-30	7/31/2029	7/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	PBC @ VAAP	12/31/2008	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-02	7/31/2034	7/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-18	4/30/2009	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-20	3/31/2009	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-21	4/30/2009	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-36	4/30/2009	
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-37	2/28/2009	
WHITE SANDS MISSILE RANGE	W SMR-53	9/30/2009	
WHITE SANDS MISSILE RANGE	W SMR-78	9/30/2009	
WHITE SANDS MISSILE RANGE	W SMR-83	9/30/2009	

Appendix E Installation IRP RIP/RC Schedule for FY09 and Beyond Fall 2008 Data

Fiscal Year	Installation	RIP RC Date
2009	FORT BELVOIR	Jun-09
2009	FORT CAMPBELL	Sep-09
2009	FORT DIX	Dec-08
2009	FORT LEE	Sep-09
2009	GERSTLE RIVER TEST SITE	Sep-09
2009	LAKE CITY ARMY AMMUNITION PLANT	Jun-09
2009	SOLDIER SYSTEMS CENTER	Jun-09
2010	AMSA 137	Jun-10
2010	DUGWAY PROVING GROUND	Dec-09
2010	FORT LEWIS	Mar-10
2010	FORT RUCKER	Feb-10
2010	FORT WAINWRIGHT	Mar-10
2010	HAWTHORNE ARMY DEPOT	Sep-10
2010	LETTERKENNY ARMY DEPOT	Jun-10
2010	LONGHORN ARMY AMMUNITION PLANT	Apr-10
2010	MCALESTER ARMY AMMUNITION PLANT	Dec-09
2010	PARKS RESERVE FORCES TRAINING AREA	Dec-09
2010	PINE BLUFF ARSENAL	Sep-10
2010	ROCK ISLAND ARSENAL	Dec-09
2010	ROCKY MOUNTAIN ARSENAL	Sep-10
2010	TWIN CITIES ARMY AMMUNITION PLANT	Sep-10
2011	ANNISTON ARMY DEPOT	Sep-11
2011	FORT BUCHANAN	Jun-11
2011	FORT GORDON	Apr-11
2011	FORT MCCLELLAN ARNG	Nov-10
2011	FORT RICHARDSON	Jun-11
2011	FORT STEWART	Mar-11
2011	IOWA ARMY AMMUNITION PLANT	Sep-11
2011	ST LOUIS ORDNANCE PLANT	Sep-11
2011	WHITE SANDS MISSILE RANGE	Sep-11
2012	BADGER ARMY AMMUNITION PLANT	Sep-12
2012	FORT CARSON	Sep-12
2012	FORT DETRICK	Jan-12
2012	FORT GEORGE G MEADE	Feb-12
2012	FORT LEAVENWORTH	Sep-12
2012	FORT LEONARD WOOD	Oct-11
2012	HAINES PIPELINE	Apr-12
2012	HUNTER ARMY AIRFIELD	Sep-12
2012	PHOENIX MILITARY RESERVATION	Oct-11

Appendix E
Installation IRP RIP/RC Schedule for FY09 and Beyond
Fall 2008 Data
(CONT)

Fiscal Year	Installation	RIP RC Date
2012	RADFORD ARMY AMMUNITION PLANT	Aug-12
2012	VOLUNTEER ARMY AMMUNITION PLANT	Apr-12
2013	ABERDEEN PROVING GROUND	Sep-13
2013	CHARLES MELVIN PRICE SUPPORT CENTER	Sep-13
2014	FORT EUSTIS	Sep-14
2014	FORT GREELY	Dec-13
2014	FORT RILEY	Sep-14
2014	MILAN ARMY AMMUNITION PLANT	May-14
2014	PICATINNY ARSENAL	Sep-14
2014	RAVENNA ARMY AMMUNITION PLANT	Sep-14
2014	RED RIVER ARMY DEPOT	Sep-14
2014	REDSTONE ARSENAL	Sep-14

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data

INSTALLATION	SITE	PHASE	END DATE
ABERDEEN PROVING GROUND	PBC at APG	RAC	10/31/2008
ABERDEEN PROVING GROUND	EAOF04	RI	11/30/2008
ABERDEEN PROVING GROUND	EABR11-B	RD	12/31/2008
ABERDEEN PROVING GROUND	EABR11-A	RD	12/31/2008
ABERDEEN PROVING GROUND	EABR15-B	RD	12/31/2008
ABERDEEN PROVING GROUND	EABR15-A	RD	12/31/2008
ABERDEEN PROVING GROUND	EAOE23	IRA	12/31/2008
ABERDEEN PROVING GROUND	AAOA12	RAC	12/31/2008
ABERDEEN PROVING GROUND	EACC2H-C	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC2H-B	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC2E	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1I-A	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC2D	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1H-G	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3D	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3C	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1L-B	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1K	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3A	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1H-C	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1H-B	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1E	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1H-A	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC1H-F	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3L	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3K-B	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3K-A	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3J	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC3G	RI	2/28/2009
ABERDEEN PROVING GROUND	EACC2H-B	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1H-G	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3C	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1J	RI	3/31/2009
ABERDEEN PROVING GROUND	EACC1H-A	RD	3/31/2009
ABERDEEN PROVING GROUND	EALC13-D	RI	3/31/2009
ABERDEEN PROVING GROUND	EACC1H-F	RD	3/31/2009
ABERDEEN PROVING GROUND	EABR18-F	RI	3/31/2009
ABERDEEN PROVING GROUND	EACC3K-A	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC5A	RI	3/31/2009

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
ABERDEEN PROVING GROUND	EABR 15-D	RI	3/31/2009
ABERDEEN PROVING GROUND	EACC1E	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1H-B	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1I-A	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1L-B	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC2D	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC2E	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC2H-C	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3A	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3G	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3L	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1H-C	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1J	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3J	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3K-B	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC1K	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC3D	RD	3/31/2009
ABERDEEN PROVING GROUND	EACC5B	RI	4/30/2009
ABERDEEN PROVING GROUND	PBC at APG	RAO	6/30/2009
ABERDEEN PROVING GROUND	EACC5A	RD	6/30/2009
ABERDEEN PROVING GROUND	EACC4A-B	RI	6/30/2009
ABERDEEN PROVING GROUND	EACC4A-B	RD	6/30/2009
ABERDEEN PROVING GROUND	EAOF04	RD	7/31/2009
ABERDEEN PROVING GROUND	EALC13-D	RD	8/31/2009
ABERDEEN PROVING GROUND	EABR 18-F	RD	8/31/2009
ABERDEEN PROVING GROUND	EABR 11-I	RI	8/31/2009
ABERDEEN PROVING GROUND	EABR 11-F	RI	8/31/2009
ABERDEEN PROVING GROUND	EABR 11-C	RI	8/31/2009
ABERDEEN PROVING GROUND	EACC5B	RD	8/31/2009
ABERDEEN PROVING GROUND	EABR 15-D	RD	8/31/2009
ABERDEEN PROVING GROUND	AAOA01	RAC	8/31/2009
ABERDEEN PROVING GROUND	EAOE08	RI	9/30/2009
ABERDEEN PROVING GROUND	EAOE51	RI	9/30/2009
ABERDEEN PROVING GROUND	EAOE12	RI	9/30/2009
ABERDEEN PROVING GROUND	EAOE30	RI	9/30/2009
ABERDEEN PROVING GROUND	EAOF02	RI	9/30/2009
ABERDEEN PROVING GROUND	EAOF01	RI	9/30/2009
ABERDEEN PROVING GROUND	EACC1A-B	RAC	9/30/2009
ABERDEEN PROVING GROUND	EABR 18-E	RI	9/30/2009

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
ABERDEEN PROVING GROUND	EAOE39	RI	9/30/2009
ABERDEEN PROVING GROUND	AAWB04	RI	9/30/2009
ABERDEEN PROVING GROUND	AAWB02	RI	9/30/2009
ABERDEEN PROVING GROUND	EABR 15-B	RAC	9/30/2009
ABERDEEN PROVING GROUND	EABR 15-A	RAC	9/30/2009
ABERDEEN PROVING GROUND	EACC3G	RAC	9/30/2009
ABERDEEN PROVING GROUND	EACC3J	RAC	9/30/2009
ABERDEEN PROVING GROUND	EACC1K	RAC	9/30/2009
ABERDEEN PROVING GROUND	EACC3D	RAC	9/30/2009
ABERDEEN PROVING GROUND	EAJF01	RAC	9/30/2009
ANNISTON ARMY DEPOT	ANAD-01	RI	9/30/2009
BADGER ARMY AMMUNITION PLANT	BAAP-33	RAC	11/30/2008
BADGER ARMY AMMUNITION PLANT	BAAP-001	RI	9/30/2009
CAMP NAVAJO	NAAD-100	LTM	9/30/2009
COLD REGIONS RESEARCH LABORATORY	CECRL-009	RAO	9/30/2009
COLD REGIONS RESEARCH LABORATORY	CECRL-002	RAO	9/30/2009
CORNHUSKER ARMY AMMUNITION PLANT	CAAP-008	LTM	9/30/2009
DUGWAY PROVING GROUND	DPG-060	RI	10/31/2008
DUGWAY PROVING GROUND	DPG-011	RI	10/31/2008
DUGWAY PROVING GROUND	DPG-011	RD	10/31/2008
DUGWAY PROVING GROUND	DPG-032	RI	10/31/2008
DUGWAY PROVING GROUND	DPG-015	RI	12/31/2008
DUGWAY PROVING GROUND	DPG-208	RI	1/31/2009
DUGWAY PROVING GROUND	DPG-032	RD	1/31/2009
DUGWAY PROVING GROUND	DPG-204	RI	2/28/2009
DUGWAY PROVING GROUND	DPG-192	RI	2/28/2009
DUGWAY PROVING GROUND	DPG-041	RI	4/30/2009
DUGWAY PROVING GROUND	DPG-009	RAC	4/30/2009
DUGWAY PROVING GROUND	DPG-031	RI	4/30/2009
DUGWAY PROVING GROUND	DPG-114	RI	5/31/2009
DUGWAY PROVING GROUND	DPG-004	RI	6/30/2009
DUGWAY PROVING GROUND	DPG-035	RI	6/30/2009
DUGWAY PROVING GROUND	DPG-204	RD	6/30/2009
DUGWAY PROVING GROUND	DPG-192	RD	6/30/2009
DUGWAY PROVING GROUND	DPG-032	RAC	6/30/2009
DUGWAY PROVING GROUND	DPG-011	RAC	9/30/2009
FORT BELVOIR	FTBL-65	RI	10/31/2008
FORT BELVOIR	FTBL-66	RI	10/31/2008
FORT BELVOIR	FTBL-66	RAC	10/31/2008

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
FORT BELVOIR	FTBL-68	RAC	10/31/2008
FORT BELVOIR	FTBL-65	RD	6/30/2009
FORT BELVOIR	FTBL-65	RAC	6/30/2009
FORT BENNING	FBSB-94	RAO	9/30/2009
FORT BUCHANAN	Site Wide Inv.	RI	9/30/2009
FORT BUCHANAN	FTB-034	RI	9/30/2009
FORT BUCHANAN	PBC@Buchanan	RI	9/30/2009
FORT CAMPBELL	FCPB-38	RI	10/31/2008
FORT CAMPBELL	FCPB-38	IRA	3/31/2009
FORT CAMPBELL	FCPB-38	RAC	4/30/2009
FORT CAMPBELL	FCPB-43	RAC	9/30/2009
FORT CAMPBELL	FCPB-52	RI	9/30/2009
FORT CAMPBELL	FCPB-52	RAC	9/30/2009
FORT CAMPBELL	FCPB-52	IRA	9/30/2009
FORT CAMPBELL	FCPB-07	LTM	9/30/2009
FORT CAMPBELL	PBC @ FCPB	RI	9/30/2009
FORT CAMPBELL	PBC @ FCPB	IRA	9/30/2009
FORT CAMPBELL	PBC @ FCPB	RAC	9/30/2009
FORT CARSON	FTC-023	RI	10/31/2008
FORT CARSON	FTC-011	RI	3/31/2009
FORT CARSON	FTC-026	RI	3/31/2009
FORT DETRICK	FTD 49	RD	2/28/2009
FORT DETRICK	FTD 69	RD	2/28/2009
FORT DETRICK	FTD 51	RD	2/28/2009
FORT DETRICK	FTD 50	RD	2/28/2009
FORT DETRICK	FTD70	RD	2/28/2009
FORT DETRICK	FTD 71	RD	2/28/2009
FORT DETRICK	FTD 49	RAC	6/30/2009
FORT DETRICK	FTD 69	RAC	6/30/2009
FORT DETRICK	FTD 51	RAC	6/30/2009
FORT DETRICK	FTD 50	RAC	6/30/2009
FORT DETRICK	FTD70	RAC	6/30/2009
FORT DETRICK	FTD 71	RAC	6/30/2009
FORT DETRICK	FTD 49	RAO	6/30/2009
FORT DETRICK	FTD 50	RAO	6/30/2009
FORT DETRICK	FTD 51	RAO	6/30/2009
FORT DETRICK	FTD 69	RAO	6/30/2009
FORT DETRICK	FTD70	RAO	6/30/2009
FORT DETRICK	FTD 71	RAO	6/30/2009

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
FORT DIX	FTDX-26	RI	12/31/2008
FORT DIX	FTDX-18	RI	12/31/2008
FORT DIX	FTDX-06	RAO	12/31/2008
FORT DIX	FTDX-06	RAC	12/31/2008
FORT DIX	FTDX-16	RI	12/31/2008
FORT DRUM	FTD-030B	RAO	9/30/2009
FORT DRUM	FTD-030E	RAO	9/30/2009
FORT DRUM	FTD-030C	RAO	9/30/2009
FORT DRUM	FTD-030A	RAO	9/30/2009
FORT EUSTIS	FTEUST-34	LTM	12/31/2008
FORT EUSTIS	FTEUST-06	RI	1/31/2009
FORT EUSTIS	FTEUST-30	RD	2/28/2009
FORT EUSTIS	FTEUST-36	RD	3/31/2009
FORT EUSTIS	FTEUST-06	RD	5/31/2009
FORT EUSTIS	FTEUST-35	LTM	9/30/2009
FORT GORDON	FTGD-046	RI	3/31/2009
FORT GORDON	FTGD-047	RI	5/31/2009
FORT GORDON	FTGD-048	RI	5/31/2009
FORT GORDON	FTGD-049	RI	5/31/2009
FORT GORDON	FTGD-050	RI	5/31/2009
FORT GORDON	FTGD-051	RI	5/31/2009
FORT GORDON	FTGD-054	RI	5/31/2009
FORT GREELY	FGLY-032	SI	12/31/2008
FORT GREELY	FGLY-050	RI	12/31/2008
FORT GREELY	FGLY-019	RI	12/31/2008
FORT GREELY	FGLY-100	IRA	9/30/2009
FORT GREELY	FGLY-076	RAC	9/30/2009
FORT KNOX	FTKX-22	RAO	9/30/2009
FORT KNOX	FTKX-21	RAO	9/30/2009
FORT LEAVENWORTH	FTL-57	RAC	10/31/2008
FORT LEAVENWORTH	FTL-72	RI	5/31/2009
FORT LEAVENWORTH	FTL-72	RD	9/30/2009
FORT LEE	FTLE-31	RI	3/31/2009
FORT LEE	FTLE-31	RD	3/31/2009
FORT LEE	FTLE-31	RAC	3/31/2009
FORT LEE	FTLE-32	RI	3/31/2009
FORT LEE	FTLE-16	RI	3/31/2009
FORT LEE	PBC @ Ft Lee	RAC	4/30/2009
FORT LEE	FTLE-24	RAO	6/30/2009

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
FORT LEE	FTLE-05	RAO	7/31/2009
FORT LEE	FTLE-16	RAC	9/30/2009
FORT LEE	FTLE-06	RAC	9/30/2009
FORT LEONARD WOOD	FLW-028	RI	3/31/2009
FORT LEONARD WOOD	FLW-003	RI	3/31/2009
FORT LEONARD WOOD	FLW-002	RI	4/30/2009
FORT LEONARD WOOD	FLW-002	RD	6/30/2009
FORT LEONARD WOOD	FLW-003	RD	6/30/2009
FORT LEONARD WOOD	FLW-037	RD	9/30/2009
FORT LEONARD WOOD	FLW-037	RAC	9/30/2009
FORT LEONARD WOOD	FLW-037	RI	9/30/2009
FORT LEONARD WOOD	FLW-012	RI	9/30/2009
FORT LEWIS	FTLE-73	RI	3/31/2009
FORT LEWIS	FTLE-62	RI	3/31/2009
FORT LEWIS	FTLE-51	RAC	3/31/2009
FORT MCCLELLAN ARNG	FTMCN-009	RI	1/31/2009
FORT MCCLELLAN ARNG	FTMCN-009	RD	1/31/2009
FORT MCCLELLAN ARNG	FTMCN-008	RI	2/28/2009
FORT MCCLELLAN ARNG	FTMCN-008	RD	2/28/2009
FORT MCCLELLAN ARNG	FTMCN-008	RAC	9/30/2009
FORT MCCLELLAN ARNG	FTMCN-009	RAC	9/30/2009
FORT RICHARDSON	FTRS-047	RI	5/31/2009
FORT RICHARDSON	FTRS-047	IRA	9/30/2009
FORT STEWART	FST-024	RAO	10/31/2008
FORT WAINWRIGHT	FTWW-102	IRA	10/31/2008
FORT WAINWRIGHT	FTWW-102	RI	7/31/2009
GERSTLE RIVER TEST SITE	GRTS-001	RI	9/30/2009
HAWTHORNE ARMY DEPOT	HWAAP-B24A	RAC	12/31/2008
HAWTHORNE ARMY DEPOT	HWAAP-102	RD	6/30/2009
HAWTHORNE ARMY DEPOT	HWAAP-109	RAC	9/30/2009
HAWTHORNE ARMY DEPOT	HWAAP-102	RAC	9/30/2009
HAWTHORNE ARMY DEPOT	HWAAP-B26	RAC	9/30/2009
HAWTHORNE ARMY DEPOT	HWAAP-B24	RAC	9/30/2009
HAWTHORNE ARMY DEPOT	HWAAP-B20	RAO	9/30/2009
HUNTER ARMY AIRFIELD	HAA-03	LTM	10/31/2008
HUNTER ARMY AIRFIELD	HAA-17	SI	10/31/2008
HUNTER ARMY AIRFIELD	HAA-18	SI	11/30/2008
HUNTER ARMY AIRFIELD	HAA-12	RAO	6/30/2009
INDIANA ARMY AMMUNITION PLANT	INAAP-06	RAO	4/30/2009

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
IOWA ARMY AMMUNITION PLANT	IAAP-020G	RI	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-020G	RD	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-020G	RAC	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-003G	RD	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-003G	RAC	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-002G	RI	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-002G	RD	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-002G	RAC	11/30/2008
IOWA ARMY AMMUNITION PLANT	IAAP-003G	RI	11/30/2008
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-010	RI	12/31/2008
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-010	IRA	12/31/2008
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-024	RAO	9/30/2009
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-030	RAO	9/30/2009
LAKE CITY ARMY AMMUNITION PLANT	LCAAP-003	RAO	9/30/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-035	RI	11/30/2008
LONGHORN ARMY AMMUNITION PLANT	LHAAP-029	RI	1/31/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-050	RI	4/30/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-029	RD	5/31/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-016	RI	8/31/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-016	RD	8/31/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-016	RAC	8/31/2009
LONGHORN ARMY AMMUNITION PLANT	LHAAP-050	RD	8/31/2009
MCALESTER ARMY AMMUNITION PLANT	MCAAP-046	RD	1/31/2009
MILAN ARMY AMMUNITION PLANT	MAAP-003A	RAO	1/31/2009
MILAN ARMY AMMUNITION PLANT	MAAP-011	RI	3/31/2009
MILAN ARMY AMMUNITION PLANT	MAAP-034	RI	3/31/2009
MILAN ARMY AMMUNITION PLANT	MAAP-017A	RD	5/31/2009
MILAN ARMY AMMUNITION PLANT	MAAP-011	RD	9/30/2009
MILAN ARMY AMMUNITION PLANT	MAAP-011	RAC	9/30/2009
MILAN ARMY AMMUNITION PLANT	MAAP-017A	RAC	9/30/2009
MILAN ARMY AMMUNITION PLANT	MAAP-034	RD	9/30/2009
MILAN ARMY AMMUNITION PLANT	MAAP-034	RAC	9/30/2009
MILAN ARMY AMMUNITION PLANT	MAAP-003	RI	9/30/2009
NATIONAL TRAINING CENTER AND FORT IRWIN	FTIR-01	LTM	10/31/2008
NATIONAL TRAINING CENTER AND FORT IRWIN	FTIR-11	LTM	12/31/2008
PARKS RESERVE FORCES TRAINING AREA	PRFTA-02	RD	12/31/2008
PARKS RESERVE FORCES TRAINING AREA	PARKS7	RAC	9/30/2009
PARKS RESERVE FORCES TRAINING AREA	PRFTA-13	RAO	9/30/2009
PICATINNY ARSENAL	PICA-206	RI	12/31/2008

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
PICATINNY ARSENAL	PICA-111	RI	4/30/2009
PICATINNY ARSENAL	PICA-072	RAC	9/30/2009
PICATINNY ARSENAL	PICA-072	IRA	9/30/2009
PICATINNY ARSENAL	PBC Picatinny	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-005	RI	10/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-009	RI	10/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-031	RI	11/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-014	RD	11/30/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-011	RI	12/31/2008
RADFORD ARMY AMMUNITION PLANT	RAAP-022	RI	1/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-026	RI	2/28/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-031	RD	2/28/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-025	RI	3/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-028	RI	3/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-011	RD	3/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-010	RI	3/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-047	RI	3/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-011	RAC	4/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-026	RD	5/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-028	RD	6/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-025	RD	6/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-002	RI	8/31/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-023	RI	9/30/2009
RADFORD ARMY AMMUNITION PLANT	PBC @ Radford	RD	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-038	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-037	RI	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-016	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-010	RD	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-001	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-044	RI	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-028	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-024	RI	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-018	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-013	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-025	RAC	9/30/2009
RADFORD ARMY AMMUNITION PLANT	RAAP-040	RAC	9/30/2009
RAVENNA ARMY AMMUNITION PLANT	RVAAP-49	IRA	9/30/2009
REDSTONE ARSENAL	RSA-196	RI	10/31/2008
REDSTONE ARSENAL	RSA-183	RI	12/31/2008

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
REDSTONE ARSENAL	RSA-122	RI	1/31/2009
REDSTONE ARSENAL	RSA-054	RI	4/30/2009
REDSTONE ARSENAL	RSA-183	RD	4/30/2009
REDSTONE ARSENAL	RSA-056	RI	5/31/2009
REDSTONE ARSENAL	RSA-139	RI	5/31/2009
REDSTONE ARSENAL	RSA-183	RAC	5/31/2009
REDSTONE ARSENAL	RSA-139	RAC	8/31/2009
REDSTONE ARSENAL	RSA-122	RAC	8/31/2009
REDSTONE ARSENAL	RSA-056	RAC	8/31/2009
ROCK ISLAND ARSENAL	RIA-014	RI	10/31/2008
ROCK ISLAND ARSENAL	RIA-001	RI	10/31/2008
ROCK ISLAND ARSENAL	RIA-001	RD	12/31/2008
ROCK ISLAND ARSENAL	RIA-014	RAC	9/30/2009
ROCKY MOUNTAIN ARSENAL	WSA-7A	RAC	1/31/2009
ROCKY MOUNTAIN ARSENAL	NCSA-8A	RAC	1/31/2009
SIERRA ARMY DEPOT	SIAD-058	LTM	9/30/2009
SIERRA ARMY DEPOT	SIAD-014	RAO	9/30/2009
SOLDIER SYSTEMS CENTER	NRDEC-10	RI	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-10	RD	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-10	RAC	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-07	RI	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-07	RD	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-07	RAC	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-17	RI	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-17	RD	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-17	RAC	10/31/2008
SOLDIER SYSTEMS CENTER	NRDEC-16	RAC	6/30/2009
SOLDIER SYSTEMS CENTER	NRDEC-11	RAC	6/30/2009
TOOELE ARMY DEPOT	TEAD-81	RAO	12/31/2008
TS AFRC LOS ALAMITOS	LAAFRC-008	RAO	9/30/2009
TS AFRC LOS ALAMITOS	LAAFRC-010	RAO	9/30/2009
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-28	RI	12/31/2008
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-16	RD	3/31/2009
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-30	RD	3/31/2009
TWIN CITIES ARMY AMMUNITION PLANT	TCAAP-30	RAC	7/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-02	RI	10/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	PBC @ VAAP	RAC	12/31/2008
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-36	RI	1/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-37	RI	2/28/2009

APPENDIX F
IRP Phase Completion Schedule for FY09
Fall 2008 Data
(CONT)

INSTALLATION	SITE	PHASE	END DATE
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-20	RAC	3/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-02	RD	3/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-21	RAC	4/30/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-18	RAC	4/30/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-35	RI	7/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-02	RAC	7/31/2009
VOLUNTEER ARMY AMMUNITION PLANT	VAAP-35	RD	9/30/2009
WHITE SANDS MISSILE RANGE	WSMR-54	RI	9/30/2009
WHITE SANDS MISSILE RANGE	WSMR-53	RI	9/30/2009
WHITE SANDS MISSILE RANGE	WSMR-83	RI	9/30/2009
WHITE SANDS MISSILE RANGE	WSMR-78	RI	9/30/2009

APPENDIX G
FY09 ER,A Active Sites Workplan
Summary
(\$000)

	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
IRP Projects	342700	47277	21128	51152	28472	22728	58052	39855	34680	33152	6155	0	0
MMRP Projects	70700	7305	6414	1342	13951	7091	7131	10951	11226	5290	0	0	0
Total Projects	413350	54581	27542	52494	42423	29819	65183	50806	45906	38442	6155	0	0
ATSDR	363		363										
DSMOA	7008	50	6958										
PGMMGT	37055	8131	120	325	2801	4825	700	5894	2462	6292	5393	104	8
Totals	457776	62762	34983	52819	45224	34644	65883	56700	48368	44734	11548	104	8
Cumulative Totals		62762	97745	150564	195788	230431	296314	353014	401382	446116	457664	457768	457776
Obligation rate		14%	21%	33%	43%	50%	65%	77%	88%	97%	100%	100%	100%

APPENDIX G
FY09 ER,A Active Sites Workplan
(Continued)
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INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
ABERDEEN PROVING GROUND	IR	2695	974	3505	2697	72	368	132	8216	1031	0	0		19690
ABERDEEN PROVING GROUND	MR	20			4805			0	0	0	0			4825
AMSA 137	IR	150					5000	0	0	0	0			5150
ANNISTON ARMY DEPOT	IR	572		126	450			0	1413	0	0			2561
ATCHISON CAVES	IR							0	23	0	0	0		23
BADGER ARMY AMMUNITION PLANT	IR	12				15	7083	0	0	0	0			7110
BIAK TRAINING CENTER	MR	5			5			0	0	0	0			10
BLOSSOM POINT FIELD TEST FACILITY	MR	110						0	0	0	0			110
BLUE GRASS ARMY DEPOT	IR	18	5	134				0	0	0	0			157
CAMP BOWIE (State)	MR	8			4			0	0	0	0			12
CAMP BULLIS	MR							3792	0	0	0			3792
CAMP CROWDER	IR		36					0	0	0	0			36
CAMP EDWARDS	IR	489			371		97	6796	0	367	0			8120
CAMP GRAYLING ARMY AIRFIELD	MR	4			8			0	0	0	0			12
CAMP MURRAY	MR	3						0	0	0	0			3
CHARLES MELVIN PRICE SUPPORT CENTER	IR	48						0	0	38	0			86
CHARLES MELVIN PRICE SUPPORT CENTER	MR	7						0	0	0	0			7
COLD REGIONS RESEARCH LABORATORY	IR	130	276	127	50			0	0	0	0			583
CORNHUSKER ARMY AMMUNITION PLANT	IR		2579					0	0	0	0			2579
CTA CAMP MC CAIN	MR	8						0	0	0	0			8
DEVENS RESERVE TRAINING FACILITY	MR	6						0	0	0	0			6
DUGWAY PROVING GROUND	IR	100		346		1979		0	255	0	0			2680
DUGWAY PROVING GROUND	MR	10			20			0	0	0	0			30
FORT A P HILL	MR	24						0	0	0	0			24

APPENDIX G
FY09 ER,A Active Sites Workplan
(Continued)
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INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
FORT ALLEN	MR	6						0	0	0	0			6
FORT BELVOIR	IR	2322			1766			0	0	0	0			4088
FORT BELVOIR	MR	3099			8443			0	0	0	0			11541
FORT BENNING	IR	233	200	154	125	13		254	0	76	0			1054
FORT BLISS	IR	10			10			0	0	0	0			20
FORT BLISS	MR	20			20			0	0	0	0			40
FORT BRAGG	IR			214				0	0	0	0			214
FORT BUCHANAN	IR				33			0	0	0	0			33
FORT BUCHANAN	MR	13						0	0	0	0			13
FORT CAMPBELL	MR	7						0	0	0	0			7
FORT CARSON	IR	6867					782	0	370	0	0			8019
FORT CHAFFEE MANEUVER TRAINING CTR	IR		8					0	0	0	0			8
FORT DETRICK	IR		3					99	0	0	0			102
FORT DIX	IR		165			261		450	0	0	0			876
FORT DRUM	IR	15						3185	0	0	0			3200
FORT EUSTIS	IR	175	13		2		573	0	90	0	0	0		853
FORT GEORGE G MEADE	IR		3412	38		2598		194	43	0	0			6284
FORT GEORGE G MEADE	MR			18		443		0	0	0	0			461
FORT GORDON	IR						20	0	2667	0	0			2687
FORT GREELY	IR			142	1375			0	0	0	0			1517
FORT HUACHUCA	IR			13		29		0	0	36	0			78
FORT HUACHUCA	MR	122						0	0	96	0			218
FORT HUNTER LIGGETT	IR							0	691	0	0			691
FORT HUNTER LIGGETT	MR	16						0	0	0	0			16

APPENDIX G
FY09 ER,A Active Sites Workplan
(Continued)
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INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
FORT JACKSON	IR	27			206			0	0	0	0			233
FORT JACKSON	MR	30				1975		0	0	0	0			2005
FORT KNOX	IR	20						0	0	0	0			20
FORT LEAVENWORTH	IR	40	500		569	25		0	0	7705	0			8839
FORT LEAVENWORTH	MR		1212					0	7972	0	0	0		9184
FORT LEE	IR			74			160	210	0	0	0			444
FORT LEONARD WOOD	IR	110			4882			0	0	0	0			4992
FORT LEONARD WOOD	MR	330						0	0	0	0			330
FORT LEWIS	IR	264		326		644		0	9481	0	0			10715
FORT MCCLELLAN ARNG	IR	36	520					0	0	0	0			556
FORT MCCOY	IR							169	0	0	0			169
FORT MYER	IR			887				0	0	0	0			887
FORT PICKETT ARNG MTC	IR			43				0	0	0	0			43
FORT POLK	IR		11			315		0	0	0	0			326
FORT POLK	MR	7						0	0	0	0			7
FORT RICHARDSON	IR	139	75	758			100	3107	862	0	0			5041
FORT RICHARDSON	MR	8	0	0	0	0	0	0	0	0	0	0	0	8
FORT RILEY	IR	95			164		3452	0	0	109	0			3820
FORT RUCKER	IR	197			290			0	0	0	0			487
FORT RUCKER	MR	30				2673		0	0	0	0			2703
FORT SAM HOUSTON	IR	49						0	0	0	0			49
FORT SAM HOUSTON	MR							4626	0	0	0			4626
FORT SHAFTER	IR	293						0	0	0	0			293
FORT SHAFTER	MR	18						0	0	0	0			18

**APPENDIX G
 FY09 ER,A Active Sites Workplan
 (Continued)
 (\$000)**

INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
FORT SILL	MR		70					0	0	115	0			185
FORT SNELLING USARC/AMSA	MR	24						0	0	0	0			24
FORT STEWART	IR	409	91	90	119	91	91	258	299	300	0			1748
FORT STORY	IR		23					0	0	0	0			23
FORT WAINWRIGHT	IR	86	2049		82	64	349	106	15	2473	0			5224
FORT WAINWRIGHT	MR	8	0	0	0	0	0	0	0	0	0	0	0	8
FORT WILLIAM HENRY HARRISON	MR	3			0			0	0	0	0			3
GERSTLE RIVER TEST SITE	IR	26				100		142	0	0	0			268
HAINES PIPELINE	IR						768	0	0	0	0			768
HAWTHORNE ARMY DEPOT	MR	5			21			0	0	0	0			26
HOLSTON ARMY AMMUNITION PLANT	IR	78		190	20			0	33	0	0			321
HUNTER ARMY AIRFIELD	IR	344	275	275	275	275	275	779	1017	906	0			4421
INDIANA ARMY AMMUNITION PLANT	IR	9			73			0	0	0	0			82
IOWA ARMY AMMUNITION PLANT	IR	599						0	0	0	0			599
IOWA ARMY AMMUNITION PLANT	MR	1785						0	0	0	0			1785
JOLIET AAP	IR	62						0	0	524	0			586
JOLIET AAP	MR	32	0	0	16	0	0	0	0	0	0	0	0	48
KIMAMA TS RUPERT	MR	5						0	0	0	0			5
KINGS MILLS USARC (AMSA 50)	IR							82	0	0	0			82
KUNIA FIELD STATION	IR		22					0	0	0	0			22
LAKE CITY ARMY AMMUNITION PLANT	IR	13				1286		0	0	0	0			1299
LETTERKENNY ARMY DEPOT	IR	349					15	0	0	0	0			364
LINCOLN AMSA 68	IR							0	0	48	0			48
LONGHORN ARMY AMMUNITION PLANT	IR		191					754	0	0	0			945

APPENDIX G
FY09 ER,A Active Sites Workplan
(Continued)
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INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
LONGHORN ARMY AMMUNITION PLANT	MR	88		30				0	0	0	0			118
LOUISIANA ARMY AMMUNITION PLANT	IR							0	0	185	0			185
LOUISIANA ARMY AMMUNITION PLANT	MR				375			0	0	0	0			375
MAKUA MILITARY RESERVATION	MR	20			55			0	0	0	0			75
MCALESTER ARMY AMMUNITION PLANT	IR	102	3		2821		12	129	0	0	0			3067
MILAN ARMY AMMUNITION PLANT	IR	50	785	1418	48	16		86	0	0	0			2403
Military Ocean Terminal Concord (MOTCO)	IR	1175		1273				608	0	0	0			3056
Military Ocean Terminal Concord (MOTCO)	MR	275		884				0	0	0	0			1159
MTA CAMP CLARK NEVADA	MR	6			4			0	0	0	0			10
MTA CAMP EDWARDS	MR	7	0	0	0	0	0	0	0	0	0	0	0	7
MTC-H CAMP ROBERTS	IR		207					0	0	0	0			207
NATIONAL TRAINING CENTER AND FORT IRWIN	IR			188				0	0	0	0			188
NATIONAL TRAINING CENTER AND FORT IRWIN	MR	6			30			0	0	0	0			36
PAPAGO MILITARY RESERVATION	IR					2		0	0	0	0			2
PARKS RESERVE FORCES TRAINING AREA	IR		408	2500				0	0	0	0			2908
PARKS RESERVE FORCES TRAINING AREA	MR	6						0	0	0	0			6
PICATINNY ARSENAL	IR	218			39	90		365	656	224	6155			7747
PICATINNY ARSENAL	MR	70	4390	410	40			14	2270	72	0			7267
PINE BLUFF ARSENAL	IR	136			190	114		0	0	0	0			440
POHAKULOA TRAINING AREA	IR	642						0	0	0	0			642
POHAKULOA TRAINING AREA	MR	25			50			0	0	0	0			75
RADFORD ARMY AMMUNITION PLANT	IR	8399	70	964	323	70		5477	0	1208	0			16511
RADFORD ARMY AMMUNITION PLANT	MR	24	0	0	0	0	0	0	0	0	0	0	0	24
RAVENNA ARMY AMMUNITION PLANT	IR	162	317	2120	690	300	30	0	619	165	0			4402

APPENDIX G
FY09 ER,A Active Sites Workplan
(Continued)
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INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
RAVENNA ARMY AMMUNITION PLANT	MR		42				7131	0	0	0	0			7173
RED RIVER ARMY DEPOT	IR	354	517					0	13	0	0			884
REDSTONE ARSENAL	IR	100		25100			30000	0	0	17358	0			72558
REDSTONE ARSENAL	MR	83						0	0	0	0			83
ROCK ISLAND ARSENAL	IR	1						0	0	2837	0			2838
ROCK ISLAND ARSENAL	MR	18						0	0	0	0			18
ROCKY MOUNTAIN ARSENAL	IR	17858	3000	9876	6222	4200	7730	18660	5363	0	0			72909
SCHOFIELD BARRACKS	IR		688					0	0	0	0			688
SCHOFIELD BARRACKS	MR	59						0	0	0	0			59
SIERRA ARMY DEPOT	IR				642			0	0	0	0			642
SIERRA ARMY DEPOT	MR	6	0	0	0	0	0	0	0	0	0	0	0	6
SOLDIER SYSTEMS CENTER	IR							0	3374	853	0			4228
ST LOUIS ORDNANCE PLANT	IR	50						0	0	0	0			50
TOBYHANNA ARMY DEPOT	IR							0	165	0	0			165
TOBYHANNA ARMY DEPOT	MR							0	0	12	0			12
TOOELE ARMY DEPOT	IR		83	25	185		1147	92	0	183	0			1715
TOOELE ARMY DEPOT	MR	807						0	0	0	0			807
TRIPLER ARMY MEDICAL CENTER	IR		62					0	0	0	0			62
TWIN CITIES ARMY AMMUNITION PLANT	IR	97	600		123			14	0	1084	0		0	1918
VOLUNTEER ARMY AMMUNITION PLANT	IR	30	2016	81	3631	161		226	0	0	0			6145
WAIKAKALAU AMMO STORAGE TUNNELS	MR	24			55			0	0	0	0			79
WATERVLIET ARSENAL	IR	577		165				0	0	124	0		0	866
WELDON SPRING TRAINING AREA	IR	245						0	0	0	0			245
WEST POINT MIL RESERVATION	IR					10000		0	0	0	0			10000

APPENDIX G
FY09 ER,A Active Sites Workplan
(Continued)
(\$000)

INSTALLATION	Program	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
WEST POINT MIL RESERVATION	MR		700			1700		0	0	0	0			2400
WHEELER ARMY AIRFIELD	MR					300		0	0	0	0			300
WHITE SANDS MISSILE RANGE	IR		944					0	0	0	0			944
WHITE SANDS MISSILE RANGE	MR	8						0	0	0	0			8
YAKIMA TRAINING CENTER	IR					7		0	0	0	0			7
YUMA PROVING GROUND	IR							0	0	313	0			313
ATSDR			363											363
DSMOA		50	6958											7008
PGMMGT		8131	120	325	2801	4825	700	5894	2462	6292	5393	104	8	37055
TOTALS		62762	34983	52819	45224	34644	65883	56700	48368	44734	11548	104	8	457778

APPENDIX H
OUTYEAR PLANNING FORECAST
 (\$000)

Program	Installation	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016+
IR	ABERDEEN PROVING GROUND	14909	16036	5005	3930	3602	3782	83968
IR	ANNISTON ARMY DEPOT	1813	1028	1028	1022	1022	914	20961
IR	ATCHISON CAVES	14	14	14	14	14	14	238
IR	BADGER ARMY AMMUNITION PLANT	3639	3786	3786	3803	3768	3768	54271
IR	BLUE GRASS ARMY DEPOT	157	157	246	157	157	157	2863
IR	CAMP BULLIS	0	154	147	102	102	76	1684
IR	CAMP CROWDER	12	0	0	0	0	0	0
IR	CAMP EDWARDS	6142	4519	4906	4577	4400	3862	54066
IR	CAMP NAVAJO	180	180	180	180	205	180	3700
IR	CHARLES MELVIN PRICE SUPPORT CENTER	405	188	40	200	40	40	564
IR	COLD REGIONS RESEARCH LABORATORY	330	330	330	330	330	330	4498
IR	CORNHUSKER ARMY AMMUNITION PLANT	1202	1300	1405	1000	1000	1000	6478
IR	DUGWAY PROVING GROUND	1278	1534	1284	1595	1183	1447	25095
IR	FORT BELVOIR	437	431	461	313	313	313	5899
IR	FORT BENNING	939	789	620	435	258	323	201
IR	FORT BRAGG	214	214	214	269	174	174	3719
IR	FORT BUCHANAN	396	260	259	34	34	34	914
IR	FORT CAMPBELL	0	0	88	283	51	0	1686
IR	FORT CARSON	7183	2414	3037	2470	2212	898	8888
IR	FORT CHAFFEE MANEUVER TRAINING CTR	8	0	0	0	0	0	0
IR	FORT DETRICK	214	76	95	90	56	63	2171
IR	FORT DIX	177	140	738	151	152	262	2097
IR	FORT DRUM	130	649	1045	130	130	130	6543
IR	FORT EUSTIS	367	1661	448	1499	242	244	774
IR	FORT GEORGE G MEADE	2324	837	325	235	281	222	2684
IR	FORT GORDON	20	20	20	0	0	0	0
IR	FORT GREELY	723	326	313	1090	16	157	739
IR	FORT HUACHUCA	13	13	13	105	0	0	0
IR	FORT HUNTER LIGGETT	497	169	169	169	169	169	3887
IR	FORT JACKSON	233	85	27	241	288	328	4703
IR	FORT KNOX	183	178	175	172	203	176	4156
IR	FORT LEAVENWORTH	475	59	139	31	37	249	2964
IR	FORT LEE	404	373	304	410	264	138	204
IR	FORT LEONARD WOOD	40	658	853	776	776	776	7589
IR	FORT LEWIS	1250	507	515	2522	507	507	8582
IR	FORT MCCLELLAN ARNG	593	363	239	252	210	100	2215
IR	FORT MCCOY	92	92	92	92	92	92	1280
IR	FORT MYER	88	88	89	32	0	0	0
IR	FORT PICKETT ARNG MTC	26	21	16	0	0	0	0

APPENDIX H
OUTYEAR PLANNING FORECAST
(Continued)
(\$000)

Program	Installation	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016+
IR	FORT POLK	260	260	281	267	284	260	3790
IR	FORT RICHARDSON	1524	998	846	318	127	661	5824
IR	FORT RILEY	669	468	816	1052	385	0	465
IR	FORT RUCKER	1651	197	197	197	197	197	4531
IR	FORT SAM HOUSTON	124	115	56	56	56	61	474
IR	FORT SHAFTER	58	58	58	184	0	0	0
IR	FORT SILL	0	230	68	76	0	0	1871
IR	FORT STEWART	515	689	37	37	37	37	584
IR	FORT STORY	23	23	23	0	0	0	0
IR	FORT WAINWRIGHT	2075	1360	855	897	803	1004	9494
IR	GERSTLE RIVER TEST SITE	25	22	22	22	22	22	528
IR	HAINES PIPELINE	2067	438	484	423	423	438	3200
IR	HAWTHORNE ARMY DEPOT	133	143	174	135	115	149	1491
IR	HOLSTON ARMY AMMUNITION PLANT	281	281	281	281	281	281	6182
IR	HUNTER ARMY AIRFIELD	1444	1115	76	0	0	0	0
IR	INDIANA ARMY AMMUNITION PLANT	56	11	11	10	11	10	211
IR	IOWA ARMY AMMUNITION PLANT	536	506	506	256	135	0	11305
IR	JOLIET AAP	337	335	172	167	396	167	5188
IR	KUNIA FIELD STATION	22	23	23	24	24	24	23
IR	LAKE CITY ARMY AMMUNITION PLANT	1533	1533	1533	2858	2858	2858	55892
IR	LETTERKENNY ARMY DEPOT	211	393	228	237	246	343	6100
IR	LINCOLN AMSA 68	30	10	0	0	0	0	0
IR	LONGHORN ARMY AMMUNITION PLANT	784	554	532	511	75	413	12172
IR	LOUISIANA ARMY AMMUNITION PLANT	277	30	30	29	29	0	0
IR	LTA, MARION ENGR DEPOT EAST	0	0	10	0	0	0	0
IR	MCALESTER ARMY AMMUNITION PLANT	514	280	240	237	205	236	3288
IR	MILAN ARMY AMMUNITION PLANT	3465	3205	3205	3206	2736	2071	37279
IR	MOTCO	3358	5306	1794	3589	456	942	2982
IR	MTC-H CAMP ROBERTS	207	216	244	0	0	0	0
IR	NATIONAL TRAINING CENTER AND FORT IRWIN	128	106	106	106	106	128	2524
IR	PAPAGO MILITARY RESERVATION	2	10	2	2	2	2	72
IR	PARKS RESERVE FORCES TRAINING AREA	35	0	0	0	0	0	0
IR	PHOENIX MILITARY RESERVATION	86	1592	39	53	42	42	137
IR	PICATINNY ARSENAL	877	785	767	700	656	597	4937
IR	PINE BLUFF ARSENAL	1692	418	478	418	418	418	9326
IR	POHAKULOA TRAINING AREA	60	60	60	188	0	0	0
IR	RADFORD ARMY AMMUNITION PLANT	7296	3614	1381	1193	1091	1073	24433
IR	RAVENNA ARMY AMMUNITION PLANT	2569	2556	2497	3703	5702	586	24303
IR	RED RIVER ARMY DEPOT	259	273	1776	187	188	300	3730

**APPENDIX H
 OUTYEAR PLANNING FORECAST
 (Continued)
 (\$000)**

Program	Installation	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016+
IR	REDSTONE ARSENAL	61435	37040	14185	14883	2017	1838	38582
IR	ROCK ISLAND ARSENAL	346	376	345	345	345	364	7306
IR	ROCKY MOUNTAIN ARSENAL	27193	10210	5963	4915	5466	5210	113684
IR	SCHOFIELD BARRACKS	374	614	497	428	437	323	5455
IR	SIERRA ARMY DEPOT	411	486	526	43	463	483	8368
IR	SOLDIER SYSTEMS CENTER	265	273	275	190	658	0	8125
IR	ST LOUIS ORDNANCE PLANT	2314	288	288	288	288	288	7212
IR	TOBYHANNA ARMY DEPOT	77	77	89	77	77	77	489
IR	TOOELE ARMY DEPOT	1601	1601	1673	1601	1601	4189	7258
IR	TRIPLER ARMY MEDICAL CENTER	64	100	74	67	68	70	1155
IR	TS AFRC LOS ALAMITOS	684	636	632	0	0	0	0
IR	TWIN CITIES ARMY AMMUNITION PLANT	1180	1247	980	967	886	947	19428
IR	USARC KINGS MILLS (AMSA 59)	58	80	0	0	0	0	0
IR	VOLUNTEER ARMY AMMUNITION PLANT	14660	475	503	207	227	198	3119
IR	WATERLIET ARSENAL	825	45	120	120	120	120	585
IR	WELDON SPRING TRAINING AREA	165	165	165	165	245	165	4119
IR	WEST POINT MIL RESERVATION	37	37	37	37	37	37	3660
IR	WHITE SANDS MISSILE RANGE	803	1660	393	369	447	369	3769
IR	YAKIMA TRAINING CENTER	7	7	7	7	7	7	183
IR	YUMA PROVING GROUND	245	170	170	155	155	230	4700
MR	ABERDEEN PROVING GROUND	6457	9620	10523	10799	19024	34095	40616
MR	ANNISTON ARMY DEPOT	516	1083	643	0	0	44	400
MR	BLOSSOM POINT FIELD TEST FACILITY	1128	174	6702	0	0	153	1386
MR	BLUE GRASS ARMY DEPOT	1220	37	1895	0	0	94	854
MR	CAMP BOWIE (State)	0	487	0	0	0	0	0
MR	CAMP BULLIS	0	805	1615	0	0	100	908
MR	CAMP MURRAY	0	666	160	0	0	0	0
MR	CORNHUSKER ARMY AMMUNITION PLANT	0	0	0	0	0	0	0
MR	CTA CAMP MC CAIN	0	683	355	0	0	0	0
MR	DEVENS RESERVE TRAINING FACILITY	0	1579	0	0	0	0	0
MR	DUGWAY PROVING GROUND	0	5791	0	0	0	0	0
MR	FORT A P HILL	0	1481	550	0	0	0	0
MR	FORT ALLEN	0	703	161	0	0	0	0
MR	FORT BELVOIR	7494	14840	20308	116	630	469	2823
MR	FORT BENNING	1190	0	50	196	0	0	0
MR	FORT BLISS	3314	15000	18016	12746	17760	17096	16484
MR	FORT BUCHANAN	0	1727	1222	0	0	62	559
MR	FORT CAMPBELL	5137	4476	4937	696	0	261	2337
MR	FORT DIX	0	2530	2014	0	0	0	0

APPENDIX H
OUTYEAR PLANNING FORECAST
(Continued)
(\$000)

Program	Installation	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016+
MR	FORT EUSTIS	4245	2930	1625	4249	0	179	2846
MR	FORT GEORGE G MEADE	0	157	6276	0	0	74	664
MR	FORT GREELY	2047	1988	50	348	0	74	661
MR	FORT HUACHUCA	2070	0	118	4713	0	49	443
MR	FORT HUNTER LIGGETT	0	7947	15050	15000	14470	15000	54297
MR	FORT INDIANTOWN GAP TRAINING SITE	4519	13057	10000	9764	13850	16660	525
MR	FORT JACKSON	2289	37	1281	1500	0	141	1272
MR	FORT LEAVENWORTH	15094	10000	10010	3363	0	0	0
MR	FORT LEE	2150	6552	217	0	542	102	1013
MR	FORT LEONARD WOOD	1796	3657	9980	2058	841	1303	3543
MR	FORT MCCLELLAN ARNG	502	0	50	201	0	44	400
MR	FORT MISSOULA ARNG	4128	0	301	6892	5000	52	992
MR	FORT POLK	3828	14977	7209	3477	3809	100	896
MR	FORT RICHARDSON	296	7090	12154	12638	17505	15738	34892
MR	FORT RILEY	1186	0	0	0	0	100	896
MR	FORT RUCKER	627	2143	620	611	702	88	794
MR	FORT SAM HOUSTON	2581	1100	5899	0	0	104	940
MR	FORT SHAFTER	2439	0	1506	733	0	17	490
MR	FORT SILL	0	460	8000	5000	5907	0	0
MR	FORT STEWART	1326	622	37	1494	0	48	576
MR	FORT STORY	0	0	0	0	574	4	128
MR	FORT WAINWRIGHT	5512	7479	105	1345	6677	240	1356
MR	FORT WILLIAM HENRY HARRISON	0	2273	600	88	1779	185	462
MR	HAWTHORNE ARMY DEPOT	6083	11983	14780	19559	23677	34300	176133
MR	HOONAH ARMORY	0	1781	0	901	0	0	0
MR	IOWA ARMY AMMUNITION PLANT	841	1673	4736	0	0	336	3045
MR	JOLIET AAP	2631	0	11	320	0	57	516
MR	KIMAMA TS RUPERT	0	5900	3976	150	17620	20000	56002
MR	LONGHORN ARMY AMMUNITION PLANT	30	30	30	30	30	30	708
MR	LOUISIANA ARMY AMMUNITION PLANT	707	0	0	0	0	106	950
MR	MAKUA MILITARY RESERVATION	786	0	100	10605	0	168	1506
MR	MCALESTER ARMY AMMUNITION PLANT	3816	2716	35	1007	60	2416	2298
MR	MILAN ARMY AMMUNITION PLANT	1188	660	175	7033	475	98	886
MR	MOTCO	2500	2500	2500	2500	5602	30855	36733
MR	MTA CAMP CLARK NEVADA	0	0	0	0	868	0	451
MR	MTA-L CAMP WILLIAMS-EAST ST	3593	0	100	9116	0	104	928
MR	NATIONAL TRAINING CENTER AND FORT IRWIN	0	0	0	0	4149	22187	9195
MR	NG AKIACHAK ARMORY	0	1345	1345	50	2062	2012	0
MR	NG ATMAUTLUAK ARMORY	0	1003	0	51	2027	0	0

APPENDIX H
OUTYEAR PLANNING FORECAST
(Continued)
(\$000)

Program	Installation	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016+
MR	NG CHEFORNAK ARMORY	0	851	1345	62	2352	0	0
MR	NG CHEVAK ARMORY	0	796	796	6	181	175	0
MR	NG EEK ARMORY	0	0	2690	0	100	4024	0
MR	NG EMMONAK ARMORY	0	2380	2971	1791	340	0	0
MR	NG GAMBELL ARMORY	0	2249	2810	80	3082	407	639
MR	NG GOODNEWS BAY ARMORY	0	3339	2627	24	692	340	0
MR	NG HOOPER BAY ARMORY	0	2019	1812	80	3034	175	0
MR	NG KASIGLUK ARMORY	0	796	0	15	511	0	0
MR	NG KIANA ARMORY	0	1016	1345	15	50	2520	0
MR	NG KIPNUK ARMORY	0	1345	1345	50	2062	2012	0
MR	NG KONGIGANAK ARMORY	0	3129	1395	463	2062	2076	575
MR	NG KOTLIK ARMORY	0	0	2002	4564	1106	11161	5639
MR	NG KWETHLUK ARMORY	0	0	904	0	15	507	0
MR	NG NAPAKIAK ARMORY	0	796	0	6	175	0	0
MR	NG NEW CASTLE TS RIFLE RANGE	0	0	1059	0	43	1727	0
MR	NG NIGHTMUTE ARMORY	0	1180	904	40	1514	0	0
MR	NG NOATAK ARMORY	0	2690	0	100	4024	0	0
MR	NG NULATO ARMORY	0	0	849	0	10	318	0
MR	NG SAVOONGA ARMORY	0	0	2361	0	65	2520	0
MR	NG SCAMMON BAY ARMORY	0	2196	0	40	1515	0	0
MR	NG SHISHMAREF ARMORY	0	0	1528	0	0	0	0
MR	NG SHUNGNAC ARMORY	0	0	2525	0	58	3019	0
MR	NG ST MARYS ARMORY	0	1345	2052	100	3465	64	575
MR	NG STEBBINS ARMORY	0	2804	0	89	3556	64	575
MR	NG TELLER ARMORY	0	788	1016	17	492	0	0
MR	NG TOGIAK ARMORY	0	0	1345	50	2012	0	0
MR	NG TUNTUTULIAK ARMORY	0	2690	0	100	4024	0	0
MR	NG TUNUNAK ARMORY	0	1967	2275	200	1104	4039	0
MR	NG WAINWRIGHT ARMORY	0	0	2863	910	0	0	0
MR	NG WALES ARMORY	0	1717	841	27	859	340	0
MR	PAPAGO MILITARY RESERVATION	1394	0	7	191	0	0	0
MR	PARKS RESERVE FORCES TRAINING AREA	0	6579	2514	13199	9257	1937	1146
MR	PICATINNY ARSENAL	7310	4900	9543	19967	18401	12533	5870
MR	PINE BLUFF ARSENAL	8000	7000	10245	13000	15822	21844	3009
MR	POHAKULOA TRAINING AREA	0	5563	6205	5000	0	0	0
MR	RADFORD ARMY AMMUNITION PLANT	0	603	0	8	242	0	0
MR	RAVENNA ARMY AMMUNITION PLANT	5585	1797	3801	6796	1624	663	6763
MR	RED RIVER ARMY DEPOT	5520	0	10778	0	0	235	2135
MR	REDSTONE ARSENAL	5212	5342	758	2990	16480	245	2684

APPENDIX H
OUTYEAR PLANNING FORECAST
(Continued)
(\$000)

Program	Installation	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016+
MR	SCHOFIELD BARRACKS	2222	3477	263	0	0	440	2631
MR	SIERRA ARMY DEPOT	4240	11126	9530	19463	28511	27831	29664
MR	TOBYHANNA ARMY DEPOT	0	1299	59	0	0	54	489
MR	TOOELE ARMY DEPOT	4526	1199	229	12010	100	1698	2856
MR	WAIKAKALAUUA AMMO STORAGE TUNNELS	282	0	181	7114	1674	0	0
MR	WEST POINT MIL RESERVATION	3749	7551	13712	15034	10400	2755	7434
MR	WHEELER ARMY AIRFIELD	7177	0	62	1893	0	85	1619
MR	WHITE SANDS MISSILE RANGE	6590	7425	10193	14833	21000	2904	2028
MR	YUMA PROVING GROUND	0	0	50	6190	0	0	549

Appendix I 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 I

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