



Department of Defense

American Recovery and Reinvestment Act of 2009

Military Construction Program Plan

June 2010

MILITARY CONSTRUCTION PROGRAM PLAN**A. Funding Table**

Appropriation	Amount (\$000s)
Military Construction, Army	\$180,000
Military Construction, Navy And Marine Corps	\$280,000
Military Construction, Air Force	\$180,000
Military Construction, Defense-Wide (Hospitals)	\$1,330,000
Military Construction, Army National Guard	\$50,000
Military Construction, Air National Guard	\$50,000
Family Housing Construction, Army	\$34,507
Family Housing Construction, Air Force	\$80,100
Total	\$2,184,607

Additional details on funding, allocated by project and activity for Military Construction (MilCon) Program, are found in Attachment A.

B. Objectives**Program Purpose**

The American Recovery and Reinvestment Act of 2009 (Recovery Act) provides \$2.18 billion in funding for the Department of Defense Military Construction Program (MilCon). This program will build new facilities in the U.S., including \$1.33 billion for new hospitals in California and Texas, and a major hospital alteration in Jacksonville, FL; another \$114 million for family housing construction; \$240 million for 22 Child Development Centers; and \$100 million for two Warrior in Transition (WT) facilities. The \$120 million MilCon, Defense-Wide appropriation for the Energy Conservation Investment Program (ECIP) is covered in a separate Recovery Act program plan.

Public Benefits

The MilCon program plays a significant role in providing the infrastructure to train, operate, and achieve the national security goals of the United States while providing housing and other support to Service members and their families. These program goals and their respective measures align with the goals and objectives of the Recovery Act. The goals

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focus on investing in projects that preserve or create jobs, improve care for Service members and their families, and construct facilities with modern standards of energy efficiency.

MilCon provides significant benefits to the public with capital investments such as buildings, hospitals, and family housing. These investments will support the military and local communities for many years after construction.

- A strong defense serves the American public and this program provides training, operational, and educational facilities for Service members stationed within the continental U.S.
- MilCon improves quality of life and promotes Service member retention. For example, the Air Force will execute 13 MilCon projects totaling \$180 million with Recovery Act funds to improve and build new child development centers and dormitories. The Army will construct two WT facilities and seven child development centers with Recovery Act funds. Soldiers and their families will be able to place their children in cost-effective and accredited child care facilities, and family members of Wounded Warriors will be able to see their loved ones receive the transitory assistance they need while in close proximity to Army and Medical Support facilities.
- The MilCon program creates and saves jobs by funding construction and long-term repair projects required to maintain military facilities.
- MilCon increases local non-construction employment by creating additional facilities that host expanded operations and services that require more employees.
- High quality construction, especially in family housing projects, will enhance the attractiveness of the surrounding community, and have a lasting positive impact on the local economy.

By providing energy-efficient buildings, modern houses, and new hospitals, the Department of Defense continues its efforts to provide assets and services necessary to support our military forces in a cost-effective, safe, sustainable, and environmentally sound manner. Specifically, the MilCon program uses sustainable materials for construction projects with the objective of maximizing the life expectancy of military facilities and infrastructure, while also maximizing cost effectiveness within the program.

C. Activities:

The MilCon Program consists of 76 construction projects for execution in 35 States. The portfolio includes:

22 Child Development Centers – These centers support military members and their families with reliable care for children from age six weeks to 12 years.

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2 WT Complexes – Built at Fort Campbell, KY and Fort Bliss, TX. These complexes support the Army's effort to care for injured Soldiers. They include barracks, administrative and operations facilities, and Soldier and Family Assistance Centers (SFAC).

8 Energy Conservation and Alternative Energy Projects – These projects increase diversification of energy sources for military activities and include photovoltaic systems installation, and repair or replacement of steam generation plants and underground steam lines. These projects are in addition to the ECIP projects covered in a separate Recovery Act program plan.

8 Troop Housing Projects –The construction of one bachelor enlisted quarters (BEQ) and five dormitories, and the major repair of two BEQs will improve the quality of life of Service members.

13 Family Housing Projects – These projects include the replacement of 113 family housing units and new construction of 29 units.

10 Army National Guard Projects – These investments support the activities of the Army National Guard with airfield pavement resurfacing, storm sewer installation, dining facility and readiness center additions, and construction of a ready building.

10 Air National Guard Projects – These projects support varied Air National Guard requirements that include replacement of a civil engineering complex, a communications facility, and troop training quarters; addition of and alterations to fire stations; and construction of an operations center, airfield aprons, and a C-5 Avionics Shop.

3 Defense-Wide Hospital Projects – These projects include construction of replacement hospitals at Fort Hood, TX, and Camp Pendleton, CA, and a major alteration of Naval Hospital Jacksonville, FL. Specifically:

- Naval Hospital, Camp Pendleton, is responsible for providing quality healthcare to 83,000 active-duty and other eligible personnel, but is functionally obsolete. The proposed 513,000 square foot facility will replace the existing nine-story hospital, add 44 inpatient beds, and improve ambulatory outpatient treatment. The new hospital will deliver a modern, patient-friendly healthcare environment designed for efficient service and treatment spaces, while improving access to care.
- The Carl R. Darnall Army Medical Center at Fort Hood is currently not suited to meet the demand of the high ambulatory services volume generated by the ever-growing patient population. The existing facility suffers from severe deficiencies in both the quantity and configuration of clinical and ancillary support spaces. The new hospital will provide comprehensive ambulatory and ancillary services in a safe and modern facility consistent with contemporary standards.
- The Naval Hospital Jacksonville alteration project consists of renovating key clinical spaces within the 50,752 square foot hospital structure. These renovations include

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improvements to the pharmacy, nuclear medicine, magnetic resonance imaging (MRI), intensive care, post-anesthesia care, and otolaryngology spaces.

D. Characteristics:

The following characteristics demonstrate how MilCon projects will be contractually implemented.

Type of Award

Fixed Price is the preferred contract type for Federal procurements. Planned obligations align with the goals of the Recovery Act, guidance from the Office of Management and Budget (OMB), and President Obama's March 4, 2009 Government Contracting memorandum regarding the use of the Fixed Price contract type.

Based upon a fixed price emphasis, the Department forecasts 90-95%, or \$1.9B - \$2.0B, of Recovery Act MilCon funds will be obligated as Fixed Price contracts. The DoD expects to award the remaining 5 - 10%, or \$100M - \$200M, as Cost contracts. This projection is based on acquisition strategies developed by the Military Departments.

Targeted Recipients

The targeted MilCon program recipient includes Federal agencies, small businesses, and profit organizations. The Department is committed to maximizing small business opportunities within DoD acquisition opportunities. Also, the Department recognizes that small businesses play a critical role in stimulating economic growth and creating jobs, which is one of the primary goals of the Recovery Act. The Department adheres to the Federal Acquisition Regulations Part 19, Small Business Programs, which allows agencies to make awards both competitively and noncompetitively to various types of small businesses. The use of these programs enables contracting activities to maximize small business participation in Federal contracting. The Department will make every effort to provide maximum practical opportunities for small businesses to compete for agency contracts and to participate as subcontractors in contracts that are awarded using Recovery Act funds. DoD contracting activities will work with their small business offices and the Department's Office of Small Business Programs to maximize small business opportunities that use Recovery Act funds.

Similarly, the targeted beneficiaries include local governments (city/county), minority groups, small businesses, engineer/architect, builder/contractor/developer, and for-profit organizations (other than small businesses).

The MilCon program does not include any Federal in-house projects, as all project contracts are competitive or non-competitive. Therefore, all projects will be awarded to non-federal recipients.

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Methodology for Award Selection

Competition is the preferred methodology for award selection. The Department of Defense continues to promote full and open competition in its acquisition processes after exclusion of sources such as excluding large businesses from a small business competition. This facilitates awarding the best value that benefits the warfighters and the taxpayers. Given the importance of the Recovery Act dollars in stimulating the economy, the Department has taken extra steps, including frequent communications with Senior Procurement Executives (SPEs), regarding the expectations for contract implementation. SPEs in the Department are communicating more frequently with their respective acquisition workforce by using flash notices and reminders of Recovery Act regulations, to emphasize the importance of competition.

Consistent with law and OMB guidance, exclusions to full and open competition are allowable. However, competition will be used to the maximum extent practical for Recovery Act funds. When other than full and open competition is utilized the appropriate documentation and reporting will occur to meet the requirements of the Federal Acquisition Regulation and the Recovery Act.

At this time, DoD expects to award at least 80%, or \$1.7 billion, of MilCon contract dollars on a competitive basis. This projection is based on acquisition plans that the Military Departments developed.

E. Delivery Schedule:

While each project in the MilCon is unique in its schedule and size, all of the schedules can be broadly divided into four delivery phases. Completion of individual phases will represent project milestones from a portfolio delivery perspective.

Planning and Design Phase: The planning and design (P&D) phase for the portfolio commenced when requirements were identified at the military base level. This effort focused on planned projects that were included in the Department's Expenditure Plan on March 20, 2009. Planning and design for contract awards has completed; designs to implement execution continue throughout the execution phase, predominantly in design build contracts and in executing contract modifications.

Procurement Phase: The procurement phase is ongoing as Military Services work to obligate Recovery Act funds in a deliberate manner. In this phase, the Department performs the required pre-award activities, including market research, determination of contract type, publication, contractor selection, and contract award. Based on current planning estimates, this phase will continue obligations up through September 2010, predominantly because of projects added to the program due to bid savings.

Project Execution Phase: Once the procurement phase is complete, the selected team will mobilize and start work on the project. The execution phase will vary on a project-by-project basis due to the scope and complexity of each individual project. Local conditions

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may impact the ability to execute projects within the prescribed timeline, and discretion is provided to the local contracting officer, installation engineer and financial officers to adjust timelines to ensure the DoD obtains the best value for the funds expended. Based on current planning estimates and uncertainty of additional project adds from bid savings, the Department anticipates all projects will have begin by the first quarter of FY 2011.

Project Completion Phase: DoD officials will review and approve each project upon completion of the engineering aspects. Based on current estimates, all MilCon projects will be completed by calendar year 2012 with the exception of two defense-wide hospital construction projects that will not be completed until fiscal year 2014.

A table listing the specific MilCon program projects that will be funded by the Recovery Act and the delivery schedule of the milestones for the major phases of MilCon program activities is in Attachment A.

F. Environmental Review

The Recovery Act funds 76 MilCon and Family Housing construction projects (not including four planning and design projects) valued at \$2.18 billion. In each case, the Department follows the rigorous requirements outlined in the National Environmental Policy Act of 1969 (NEPA), the National Historic Preservation Act of 1966 (NHPA), and all other statutes that involve protecting the environment and vital land resources under DoD stewardship.

The Department of Defense has a long and successful program to comply with NEPA. DoD's policy is in DoD Instruction 4715.9, Environmental Planning and Analysis, which can be found on the internet at <http://www.dtic.mil/whs/directives/corres/pdf/471509p.pdf>. Each of the Military Departments and Defense Agencies was required to demonstrate how they would comply with NEPA prior to selection of each MilCon project using Recovery Act funds.

In addition, the Department is tracking compliance with NEPA for every project and reporting its status, as required, to the Council on Environmental Quality. The Department is using the full range of actions available under NEPA:

- An Environmental Impact Statement when projects are known to have a significant effect on the environment.
- An Environmental Assessment (EA) for actions in which the significance of the environmental impact is not clearly established. Should environmental analysis and interagency review during the EA process find a project to have no significant impacts on the quality of the environment, a Finding of No Significant Impact is issued.
- Categorical Exclusions for actions that do not individually or cumulatively have a significant effect on the environment.

The Department has an outstanding Cultural Resources Management program; DoD's policy is in DoD Instruction 4715.16, Cultural Resources Management, which can be found on the internet at <http://www.dtic.mil/whs/directives/corres/pdf/471516p.pdf>. The Military

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Departments and Defense Agencies already have extensive inventories of historic properties, both buildings and archeology sites, so they can easily identify if any Recovery Act project may have the potential to affect a historic property. Most military installations have programmatic agreements or memorandums of understandings with State Historic Preservation Offices establishing standard processes to exchange information and streamline NHPA Section 106 reviews. In addition, the Department has an extensive list of Program Comments issued by the Advisory Council on Historic Preservation that meet the requirement to comply with Section 106 of NHPA. The Military Department and Defense Agencies are using this full range of tools to meet the requirements of Section 106 of NHPA.

The Military Departments and Defense Agencies selected projects for Recovery Act funding based partly on the ability to comply with NEPA, NHPA, and other environmental statutes, such as the Clean Water Act and Clean Air Act, within the required timeframes. The Department recognizes that if some projects have a higher risk of being affected by these critical environmental laws, they may take longer to execute and thus not provide the rapid economic stimulus envisioned by the Recovery Act.

G. Performance Measures

In meeting the requirements of the Recovery Act, the Department established performance measures for the MilCon program that were consistent with the intent and goals of the Recovery Act and past program assessments. These performance measures are supported by quantifiable output(s) and have designated measurement frequencies. Some performance measures will no longer be reported as noted below:

The metric in the original program plan pertaining to the jobs created or retained was eliminated from this plan as this data is collected through <http://www.federalreporting.gov>. DoD totals for jobs created/retained can be viewed at: <http://www.recovery.gov/Pages/TextView.aspx?data=jobSummaryAgency&topnumber=200&qtr=2010Q1>.

The metric in the original program plan pertaining to construction schedule performance was eliminated from this plan. Project schedules reflect an agreement between the Government and the Contractor. They are revisited as needed from contract award through completion of the project. As such, when project schedules change, the baseline from which this metric would apply changes, meaning there would be no deviation from schedule. Additionally, if there were unapproved schedule slips, the metric (measured in dollars) would not relay the magnitude of a delay – a delay of one day and 5 years is treated the same.

The metric in the original program plan pertaining to change in wait time at child development centers was eliminated from this plan, due to lack of consistency in how wait times are managed and measured at installations, DoD is working on a process on how to best bring uniformity across DoD. This metric is no longer considered viable as a Recovery Act metric.

The metric pertaining to percent of projects aimed at energy consumption was eliminated from this plan as it does not measure energy consumption efficiency or reduction but is more an

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indicator of the project list and the focus of the department's goal to improve energy efficiencies. Because facility-level energy usage is not presently reported, there is no way to reconstruct an energy efficiency measure.

Three metrics (the number of child development spaces created, the number of barracks bed spaces (meeting standards) created, and the number of new family houses created) that provided redundant measures were eliminated from the plan. In each case, a similar metric providing the percentage instead of a raw number existed. The raw data is included in the percentage metric.

The following performance goals will be used to measure progress of the MilCon Program in meeting the requirements of the Recovery Act:

- Percent of Net Child Development Center (CDC) Spaces Created with the Recovery Act

Metric	Goal	Status
<p>This output measurement is the number of net CDC spaces created divided by the cumulative CDC spaces needed (deficit) at installations receiving Recovery Act resources for this purpose. This output measure will indicate whether the need for CDC spaces is being reduced by the Recovery Act. Frequency of measurement: Annual.</p>	<p>FY 2010: 2% (100/6,627) FY 2011: 55% (3,658/6,627) FY 2012: 58% (3,842/6,627) FY goals are cumulative</p>	<p>As of March 31, 2010, 0/6,627 (0%) have completed. All but one CDC projects are forecasted to complete in FY 2011.</p>

- Percent of Net Barracks Bed Spaces (Meeting Standards) Created with the Recovery Act

Metric	Goal	Status
<p>This output measurement is the net number of barracks bed spaces built divided by the cumulative barracks bed spaces needed (deficit) at installations receiving Recovery Act resources for this purpose. This output measure will indicate whether</p>	<p>FY 2010: 4% (564/14,332) FY 2011: 8% (1,108/14,332) FY 2012: 18% (2,644/14,332) FY goals are cumulative</p>	<p>As of March 31, 2010, 0/14,332 (0%) bed spaces have completed. All barracks projects are forecasted to complete in FY 2012.</p>

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Metric	Goal	Status
the need for barracks bed spaces is being reduced. Frequency of measurement: Annual.		

- Percent of Net Change in New Family Houses Created by the Recovery Act

Metric	Goal	Status
This output measurement is the net new family houses created using Recovery Act resources divided by the cumulative family housing units needed (deficit) at installations receiving Recovery Act resources for this purpose. Frequency of measurement: Annual.	FY 2010: Not applicable FY 2011: 17% (129/743) FY 2012: 18% (137/743) FY goals are cumulative	As of March 31, 2010, 0/743 (0%) new family houses have completed. New family housing projects are forecasted to complete in FY 2012.

- Throughput of Patients in Relative Value Units (RVU) for Outpatient and Relative Weighted Product (RWP) for Inpatient with the Recovery Act

Metric	Goal	Status
This output measurement, sampled quarterly, is used for developing forecast assumptions that ultimately determine the size of medical facilities. The workload the new facility will deliver is forecasted as Relative Value Units (RVU) for ambulatory workload and Relative Weighted Products (RWP) for inpatient workload. RVUs and RWPs are weights developed	Ft Hood RWPs 6,990 RVUs 498,304 Camp Pendleton RWPs: 2,399 RVUs: 1,037,000 FY goals are cumulative	Replacement hospital projects at Fort Hood and Camp Pendleton are not yet awarded or completed. Both projects are expected to award in the later part of calendar year 2010 and complete in FY 2014.

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Metric	Goal	Status
from CMS (Medicare) that the Military Health System (MHS) also uses to represent the relative medical intensity of resources required to deliver care for specific diseases, conditions, and/or procedures. Once the new facility is operational, which is typically six months after activation, the forecasted RVU/RWPs will be compared against actual RVU/RWP workload delivered. Frequency of measurement: Annual.		

- Percent of Warrior in Transition (WT) sites to Achieve Army Medical Action Plan (AMAP) Standard with the Recovery Act

Metric	Goal	Status
This output measurement is the number of WT sites meeting AMAP Standards divided by the total number of WT sites. This output measure will show the level of progress in deploying WT centers to AMAP sites. Frequency of measurement: Annual.	FY 2010: Not applicable FY 2011: 100% (2/2) FY goals are cumulative	As of March 31, 2010, 0/2 (0%) have completed. Both projects have been awarded and are under construction. Both projects are forecasted to complete in FY 2011.

- Percent of Total Dollar Value of Recovery Act Projects Awarded

Metric	Goal	Status
This indicator is the total dollar value of Recovery Act projects	All approved projects as March 31, 2009 are	Oct 2009: 26% (\$588.3M)

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Metric	Goal	Status
<p>awarded divided by total dollar value of Recovery Act projects. This output tracks the status of total funding for awards made with the Recovery Act</p> <p>Frequency of measurement: Monthly.</p>	<p>scheduled to award in FY 2010 except one hospital project and any projects added to the program due to potential bid savings.</p> <p>Oct 2009: 26% (\$588.3M)</p> <p>Nov 2009: 26% (\$594.6M)</p> <p>Dec 2009: 27% (\$612.1M)</p> <p>Jan 2010: 28% (\$640.6M)</p> <p>Feb 2010: 28% (\$640.6M)</p> <p>Mar 2010: 28% (\$640.6M)</p> <p>Apr 2010: 28% (\$640.6M)</p> <p>May 2010: 28% (\$640.6M)</p> <p>Jun 2010: 28% (\$640.6M)</p> <p>Jul 2010: 28% (\$640.6M)</p> <p>Aug 2010: 28% (\$640.6M)</p> <p>Sep 2010 46% (\$1,056.2M)</p> <p>FY goals are cumulative</p>	<p>Nov 2009: 26% (\$594.6M)</p> <p>Dec 2009: 27% (\$612.1M)</p> <p>Jan 2010: 28% (\$638.5M)</p> <p>Feb 2010: 28% (\$649.6M)</p> <p>Mar 2010: 29% (\$661.8M)</p>

- Change in Facility Condition Index of Recovery Act Projects [Replacement and Renovation Projects Only]

Metric	Goal	Status
<p>This output measurement will measure the overall improvement of the Facility Condition Index (FCI) for the entire Department based on Recovery Act funding. This measure will include the FCI at the contract completion less the FCI at contract award. This output measurement provides a quantifiable</p>	<p>By April 2014, average aggregate Facility Condition Index change will be 15% for replacement or renovation projects.</p> <p>FY 09: Not applicable</p> <p>FY 10: 11%</p> <p>FY 11: 11%</p> <p>FY 12: 11%</p>	<p>As of March 31, 2010, three projects completed with an average increase in FCI of 7%.</p>

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Metric	Goal	Status
determination of the impact of the Recovery Act investment on the Department and on a facility basis. It is only applicable to replacement or renovation projects. There is no change to the DoD FCI when adding facilities where none existed before. Frequency of measurement: Annual after completion of FY.	FY 13: 11% FY 14: 15% FY goals are cumulative	

H. Monitoring and Evaluation

Review of the progress and performance of major programs, including risk-mitigation and corrective actions, is guided by the Risk Management Plan developed by the Department in accordance with the OMB Circular A-123, Management’s Responsibility for Internal Control. The Department’s current Management’s Responsibility for Internal Control process has a Senior Assessment Team that is lead by Principal Deputy Under Secretary (Comptroller), who is also the Responsible Officer for the Department’s Recovery Act funding. As part of the Risk Management Plan, each program has been evaluated on a quarterly basis, with a Risk Profile being submitted to the Comptroller (who also serves as the Department’s Chief Financial Officer). The Plan identifies areas of high risk and high and low performance through a Risk Assessment and Gap Analysis. The Plan evaluates the potential for financial, reporting and procurement risks; and is used to analyze Information Technology (IT) systems; and review results from any audits and investigations.

An initial evaluation provided an overview of management capabilities for senior leadership in assessing their people, processes and technology. The risk assessment reviewed internal controls on human capital, performance, and measurement tools. Upon completion of the risk assessments, gap analyses were conducted.

The completion of Risk Profiles, the second step in the Plan, allows for the periodic review of each program’s progress in monitoring and evaluating risk management. These iterative evaluations were conducted on a quarterly basis and submitted to the Comptroller. This process also identified significant uncorrected weaknesses or newly identified gaps for each program and when applicable, required more detailed information related to the questions identified in the Risk Assessment and Gap Analysis. Managers for any program area that required mitigation were required to submit a Risk Management Strategy that included a description of the issue, the pace of corrective action, the methodology to

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ensure the effectiveness of the corrective action(s), performance measures that were met, and major upcoming milestones.

The current status as a result of the quarterly risk management process is that three gaps continue to adversely affect TAFS within the MilCon Program Plan as reported in the Risk Management Strategies.

Gap #G-OSDC-02 was reported by the Office of the Under Secretary of Defense, Comptroller and Chief Financial Officer in the 2nd Quarter, FY 2010. It was identified that transactions being submitted contain coding that does not match the current master project listing for all the TAFS in the ECIP Plan. Project listings are run each day. Codes that are unassigned are researched to see if they are new, erroneous or miss assigned. The system queries to research unassigned transactions and to correct problems, if feasible. When the data is not valid enough to process, the appropriation holder is notified to enter corrective transactions in the field level system, which feeds the reporting system. The targeted correction date is 4th Quarter, FY 2010.

In the first quarterly review completed May 31, 2009, the Tricare Management Activity (TMA) reported gap #F-TMA-01 in both the MilCon for Hospitals, which they manage, and the Energy Conservation Investment Program, which is managed by the Military Services and other DoD Components. The problem is that both of these programs are funded through a single TAFS and the Treasury does not provide disbursement (outlay) data at a level below the TAFS level to the program level. This practice hinders the reconciliation with Treasury Balance for these programs. With support received from the Office of the Under Secretary of Defense, Comptroller and Chief Financial Officer, the TMA initiated a workgroup in the 1st Quarter, FY 2010, to perform a required quarterly reconciliation, which helped make possible the prompt resolution of an issue identified during the same period. The targeted correction date is 3rd Quarter, FY 2010.

A third gap #F-AF-01 was identified by the Air Force in the 2nd and 3rd Quarters, FY 2010, in the MilCon, Air National Guard (3834) of the MilCon Program Plan. As a result of testing, the Air Force found that some obligations were not being recorded in the accounting system within the required ten days of a contract being signed. An obligation totaling over \$100,000 was not recorded in the accounting system the same month the obligation occurred. All corrective actions are on track for resolution in the 3rd Quarter, FY 2010.

I. Transparency:

The Recovery.gov website was established to provide the public with unprecedented visibility. The Department of Defense provides financial and contractual information to the <http://www.recovery.gov> site using existing information systems.

Due to the magnitude of normal budgeting for national defense, the Office of the Under Secretary of Defense (Comptroller) has established a centralized Business Enterprise Integration System (BEIS) for financial review and internal control. The Department uses

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BEIS to handle financial tracking, particularly obligation and execution data, at a project-level. This ensures compliance with general financial management policies pertaining to the Recovery Act.

The Department captures contract award information using the Federal Procurement Data System (FPDS), identifying Recovery Act procurement actions in accordance with the guidance provided by the Office of Management and Budget.

J. Accountability:

Accountability for the execution of Recovery Act programs is enforced in all DoD Components receiving Recovery Act funds. The DoD will use the existing civilian and military service performance regulations and policies (such as Career and Non-Career Senior Executive Service (SES) and General Schedule (GS)) to assess, review, reward and penalize results in carrying out the American Recovery and Reinvestment Act. Recovery Act activities are considered a part of a manager, employee, and Service member's duties; and performance will be reviewed within existing assessment cycles.

Performance success and failures will also be rewarded and enforced respectively for the execution of Recovery Act funds through the Department's Risk Management Plan. This management plan includes setting priorities and performance measures and encourages the workforce to improve the overall performance of the Department for the Recovery Act and beyond. As part of the Risk Management Plan, each program is directed to identify the roles and responsibilities of management and upper level management and the processes that management follows to ensure that program and projects are reviewed on a frequent basis.

K. Barriers to Effective Implementation:

The Department's mission to provide installation assets and services necessary to support our military forces in a cost effective, safe, sustainable, and environmentally sound manner is what we attempt to accomplish on a daily basis. It is a complex and costly mission. The worldwide installation assets and resources under the management of the Department of Defense are immense.

A major implementation barrier that has impacted DoD in previous years, which could pose the most issues, is competition for labor and material in the construction industry. While the bidding environment has resulted in bid savings, how long this will continue is uncertain. The largest projects in the program that represent approximately half the program by dollar amount are scheduled to award in the Fall.

Additionally, in previous years, unplanned demand on the construction industry due to regional-level natural disasters, such as mid-west flooding or west-coast wildfires, may also impact the commodity pricing, potentially jeopardizing current project cost estimates.

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The DoD will continuously review execution of its projects to be better prepared to respond should resource competition affect implementation of projects funded through the Recovery Act. The DoD will use established procedures to work through any barriers that may occur during the implementation of the Recovery Act and does not anticipate any major setbacks in achieving the goals and requirements outlined in the Recovery Act.

L. Federal Infrastructure Investments:

The DoD has issued policy guidance for implementing energy and water efficiency and other sustainability requirements included in the Energy Policy Act of 2005, Executive Order 13423, and Energy Independence and Security Act of 2007. The Department is also drafting implementing guidance related to Executive Order 13514. DoD Components have developed subordinate policies for implementing the legislative and Executive Order requirements as well. For example, each of the three Military Departments (i.e., Navy/Marine Corps, Air Force, and Army) has a policy that includes using the ability to attain LEED Silver Certification as a basis for new construction sustainability; a metering implementation plan; an energy professional training program; and awareness and award programs. The Department has developed and implemented Unified Facilities Criteria to ensure new construction and major renovation projects comply with applicable requirements and goals. The DoD Energy Program also includes initiatives for audit programs and procurement of energy-efficient products. Other contributing factors include integrated energy planning, enhanced use of renewable energy, and demonstration of innovative technologies. Finally, the Department coordinates internal programs with the Department of Energy (DoE) and leverages DoE programs for demonstration, testing, and evaluation of promising new technologies.

MILITARY CONSTRUCTION PROGRAM PLAN AS OF MARCH 31, 2010 – ATTACHMENT A**Funding Table and Delivery Schedule with Major Milestones - Projects listed are those in the program effective March 31, 2010**

	Installation/Location	State	Project Number	Project Title	Cost Estimate (\$000)	Construction		
						Contract Award Date	Construction Start Date	Construction Completion Date
ARMY								
<i>Childhood Development Centers</i>								
1	Fort Carson	CO	62832	Child Development Center	12,500	<i>Sep-09</i>	<i>Apr-10</i>	Apr-11
2	Fort Stewart (Hunter AAF)	GA	54630	Child Youth Services Center	8,600	<i>Aug-09</i>	Jun-10	Apr-11
3	Fort Bragg	NC	70665	Child Development Center	11,300	<i>Sep-09</i>	Jul-10	Apr-11
4	Fort Drum	NY	69812	Child Development Center	10,700	<i>Sep-09</i>	<i>Mar-10</i>	Jun-11
5	Fort Hood	TX	71089	Child Development Center	12,700	<i>Sep-09</i>	Jul-10	Apr-11
6	Fort Belvoir	VA	64148	Child Development Center	14,600	<i>Jan-10</i>	Jun-10	Jun-11
7	Fort Eustis	VA	69811	Child Development Center	9,600	<i>Nov-09</i>	Jun-10	Jun-11
<i>Warrior Transition Complexes</i>								
8	Fort Campbell	KY	68886	Warrior in Transition (WT) Complex	43,000	<i>Aug-09</i>	<i>Nov-09</i>	Jul-11
9	Fort Bliss	TX	68900	Warrior in Transition (WT) Complex	57,000	<i>May-09</i>	<i>Oct-09</i>	Dec-10
<i>Army National Guard</i>								
10	Mather Air Field	CA	60500	Resurface Airfield Pavement	1,500	<i>Jun-09</i>	<i>Jul-09</i>	<i>Jan-10</i>
11	Raleigh	NC	370044	AFRC Raleigh (JFHQ-NC)	39,500	<i>Jun-09</i>	<i>Jul-09</i>	Jun-11
12	Camp Ashland	NE	310111	Dining Facility Add/Alt	2,900	<i>Sep-09</i>	<i>Sep-09</i>	Aug-10
13	Brooklyn (Ft. Hamilton)	NY	360802	Ready Building (WMD CST)	1,500	<i>Sep-09</i>	<i>Oct-09</i>	Sep-10
14	Camp Withycombe	OR	410817	Storm Sewer	1,300	<i>May-09</i>	<i>Jun-09</i>	<i>Jan-10</i>
15	Gassaway	WV	540106	Readiness Center Add/Alt	3,300	<i>Sep-09</i>	<i>Sep-09</i>	Jul-10
27	Camp Roberts	CA	60433	Dining Facility	2,500	Jun-10	Aug-10	Jun-11
28	Camp Rilea	OR	410819	Sanitary Sewer Rehab	3,500	May-10	May-10	May-11
29	Camp Fogarty	RI	440086	Rigger Facility	1,500	May-10	Jun-10	Apr-11
30	Marietta	GA	130132	Marietta Dining Facility	1,271	Jun-10	Jun-10	Dec-10

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MILITARY CONSTRUCTION PROGRAM PLAN AS OF MARCH 31, 2010 – ATTACHMENT A

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Family Housing								
16	Fort Hunter-Liggett	CA	71080	Family Housing New Construction (1 unit)	620	<i>Sep-09</i>	Sep-10	Jun-11
17	Fort Hunter-Liggett	CA	74390	Family Housing Replacement Construction (4 units)	1,750	<i>Sep-09</i>	Sep-10	Jun-11
18	Sierra AD	CA	74395	Family Housing Replacement Construction (1 unit)	707	<i>Sep-09</i>	Jul-10	May-11
19	Rock Island	IL	74492	Family Housing New Construction (2 units)	930	<i>Dec-09</i>	Jun-10	Jun-11
20	Hawthorne AD	NV	74520	Family Housing Improvement (new water main)	950	<i>Sep-09</i>	Jul-10	Dec-11
21	McAlester AD	OK	74393	Family Housing Replacement Construction (6 units)	2,200	<i>Mar-10</i>	Oct-10	Dec-11
22	Letterkenny AD	PA	74392	Family Housing New Construction (3 units)	1,050	<i>Jan-10</i>	Jun-10	Jul-11
23	Tobyhanna	PA	74519	Family Housing Replacement Construction (2 units)	1,000	<i>Apr-10</i>	Nov-10	Dec-11
24	Dugway Proving Grounds	UT	74389	Family Housing Replacement Construction (20 units)	10,000	<i>Sep-09</i>	Sep-10	Jun-11
25	Radford AAP	VA	74394	Family Housing Replacement Construction (4 units)	1,300	<i>Sep-09</i>	<i>Feb-10</i>	May-11
26	Fort McCoy	WI	66288	Family Housing New Construction (23 units)	14,000	<i>Sep-09</i>	<i>Apr-10</i>	May-11

NAVY & MARINE CORPS

Childhood Development Centers

1	Marine Corps Base Camp Pendleton	CA	P601	Child Development Center	15,420	<i>Sep-09</i>	<i>Feb-10</i>	Feb-11
2	Marine Corps Base Hawaii	HI	P835	Child Development Center	19,360	<i>Jul-09</i>	<i>Feb-10</i>	Jan-11
3	Naval Air Station Lemoore	CA	P329	Expand Child Development Center	7,793	<i>Jun-09</i>	<i>Dec-09</i>	Aug-10
4	Naval Base Coronado	CA	P901	Child Care Center 24/7	2,301	<i>Sep-09</i>	<i>Apr-10</i>	Oct-10

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5	Naval Base Point Loma	CA	P518	Child Development Center	11,844	<i>Sep-09</i>	<i>Mar-10</i>	Jun-11
6	Naval Station Mayport	FL	P761	Child Development Center	10,220	<i>Sep-09</i>	<i>Mar-10</i>	Jun-11
7	Naval Support Activity Mid-South	TN	P371	Child Development Center	11,960	<i>Jun-09</i>	<i>Nov-09</i>	Jul-11
8	Various Locations		P&D	P&D - DoN Child Development Center Projects	1,102			

Energy Conservation and Alternative Energy

9	Marine Corps Base Camp Pendleton	CA	P856M	Photovoltaic System	10,731	<i>Dec-09</i>	Jun-10	Dec-10
10	Marine Corps Base Camp Lejeune	NC	P857M	Facility and Photovoltaic Energy Upgrades	13,779	<i>Jun-09</i>	<i>Aug-09</i>	Dec-10
11	Naval Support Activity Annapolis	MD	P613	Replace Steam Generation Plant	1,994	<i>Jul-09</i>	May-10	Sep-10
12	Naval Surface Warfare Center Carderock	MD	P121	Replace Underground Steam Lines	1,253	<i>Apr-09</i>	<i>May-09</i>	<i>Dec-09</i>
13	Hampton Roads	VA	P114	Install Photovoltaic Systems	26,098	<i>Jun-09</i>	Jun-10	Jul-11
14	Naval Station Norfolk	VA	P115	Repair Steam Lines	1,054	<i>Jul-09</i>	<i>Aug-09</i>	Aug-10
15	Naval Station Norfolk	VA	P116	Steam Plant Area Decentralization	23,593	Jul-10	Oct-10	Jun-12
16	Naval Air Station Whidbey Island	WA	P236	Replace Water Distribution System	20,054	<i>Sep-09</i>	May-10	May-12
17	Various Locations		P&D	P&D - DoN Energy Projects	1,444			

Sailor and Marine Housing

18	Marine Corps Base Camp Pendleton	CA	P438M	Repair Bachelor Enlisted Quarters	8,901	<i>Jun-09</i>	<i>Aug-09</i>	<i>Apr-10</i>
19	Marine Corps Air Station New River	NC	P103M	Repair Bachelor Enlisted Quarters	3,039	<i>Jun-09</i>	<i>Aug-09</i>	Sep-10
20	Naval Base Coronado	CA	P742	Bachelor Enlisted Quarters	86,275	<i>Sep-09</i>	Sep-10	Mar-12
21	Various Locations		P&D	P&D - DoN Bachelor Enlisted Quarters Projects	1,785			

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AIR FORCE								
<i>Childhood Development Centers</i>								
1	Peterson AFB	CO	TDKA113007	Construct Child Development Center	11,200	<i>Sep-09</i>	<i>Mar-10</i>	Mar-11
2	Hurlburt Field	FL	FTEV993036	Child Development Center	11,000	<i>Sep-09</i>	<i>Mar-10</i>	May-11
3	Moody AFB	GA	QSEU953004	Child Development Center	11,400	<i>Sep-09</i>	<i>Jan-10</i>	Feb-11
4	Cannon AFB	NM	CZQZ103001	Child Development Center	12,000	<i>Aug-09</i>	May-10	Mar-11
5	Nellis AFB	NV	RKMF093002	Child Development Center	13,400	<i>Sep-09</i>	May-10	Jun-11
6	Lackland AFB	TX	MPLS093002	Add/Alter Child Development Center	6,000	<i>Aug-09</i>	<i>Apr-10</i>	Feb-11
7	Hill AFB	UT	KRSM083003	Child Development Center	15,000	<i>Aug-09</i>	Sep-10	Sep-11
24	Tinker AFB	OK	WWYK043003A	Construct Child Development Center	11,200	May-10	Aug-10	Oct-11
<i>Airman Housing</i>								
8	Keesler AFB	MS	MAHG043000	Dormitory (144 Rm)	20,800	<i>Aug-09</i>	<i>Jan-10</i>	Oct-11
9	Minot AFB	ND	QJVF072003	Dormitory (168 Rm)	28,300	<i>Aug-09</i>	<i>Apr-10</i>	Dec-11
10	Shaw AFB	SC	VLSB093010	Dormitory (144 Rm)	22,500	<i>Sep-09</i>	<i>Sep-09</i>	Jul-11
11	Goodfellow AFB	TX	JCGU093002	Student Dormitory (200 Rm)	28,400	<i>Aug-09</i>	<i>Jan-10</i>	Jul-11
25	Minot AFB	ND	QJVF082003	Construct Dormitory	22,000	Jun-10	Jul-10	Jan-12
<i>Air National Guard</i>								
12	Birmingham	AL	BRKR059015	Mobility Processing	2,300	<i>Sep-09</i>	<i>Oct-09</i>	Sep-10
13	Fort Smith	AR	HKRZ889688	Replace Civil Engineer Complex	7,800	<i>Aug-09</i>	<i>Sep-09</i>	Nov-10
14	Des Moines	IA	FFAN049054	Replace Communications Facility	6,000	<i>Jun-09</i>	<i>Jul-09</i>	Jun-10
15	Forbes	KS	GUQE069043	Add/Alter Fire Station	4,100	<i>Aug-09</i>	<i>Sep-09</i>	Nov-10
16	Andrews AFB	MD	AJXF069112	ANGRC Operations Center	8,000	<i>Jul-09</i>	<i>Aug-09</i>	Aug-10
17	Atlantic City	NJ	AQRC029147	Construct N & S Arm/Disarm Aprons	4,300	<i>Sep-09</i>	<i>Nov-09</i>	Jul-10
18	Fort Indian Town Gap	PA	LKLW959714	Replace Troop Training Qtrs	7,000	<i>Sep-09</i>	<i>Oct-09</i>	Oct-10

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19	Salt Lake City	UT	USEB889585B	Construct Mobility Processing and EOD Facility	5,100	<i>Aug-09</i>	<i>Sep-09</i>	May-11
20	General Mitchell	WI	HTUV059003	Security Forces CATM/CATS	1,100	<i>Sep-09</i>	<i>Oct-09</i>	Jul-10
21	Eastern West Virginia Regional Airport	WV	PJVV049072	C-5 Avionics Shop	4,300	<i>Sep-09</i>	<i>Oct-09</i>	Oct-10

Family Housing

22	Eielson AFB	AK	FTQW094001	Replace Military Family Housing - Phase 4 (Current Mission) (76 units)	53,900	<i>Aug-09</i>	<i>Sep-09</i>	Aug-11
23	Malmstrom AFB	MT	NZAS034001C	Repair Structural Foundations In Minuteman Village (179 units)	26,200	<i>Sep-09</i>	<i>Mar-10</i>	Oct-11

DEFENSE-WIDE

1	Camp Pendleton	CA	71653	Hospital Replacement	563,100	Dec-10	Jul-11	Nov-13
2	Naval Air Station Jacksonville	FL	65199	Hospital Alteration	27,210	<i>Dec-09</i>	<i>Apr-10</i>	Nov-12
3	Fort Hood	TX	74650	Hospital Replacement Phase 1	621,000	Sep-10	Apr-11	Apr-14
4	Various Locations	P&D	74688	Planning & Design (P&D)	118,690			

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