DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110
April 9, 2003

MEMORANDUM FOR ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT

SUBJECT: Oversight and Management of Army Environmental Cleanup

Efficient performance of the Army's environmental cleanup responsibilities is critical to the success of the Army Environmental Program. However, statutory constraints on funding and authority have created an inefficient organizational divide between cleanup associated with past activities (restoration) and current operations (compliance). Because the objectives, technical issues, and organizational needs are so similar, I propose that restoration and compliance-related cleanup be addressed under a unified Army Environmental Cleanup Strategy (AECS).

Accordingly, I direct you to develop an overarching vision, a unified AECS, and a Cleanup Strategic Plan (Plan) in coordination with the program managers for each of the cleanup program areas. I further direct you to establish semi-annual reporting and review cycles to comply with the objectives and targets identified in the AECS and the Plan, and the first of these reviews should occur in May 2003.

Combining restoration and compliance-related cleanup under a unified Strategy will optimize program efficiency, accountability, and consistency by applying common objectives and requirements to all cleanup associated with past and current activities. To ensure a common understanding of compliance-related cleanup of contamination, I direct you to develop a policy for me to sign for program eligibility of compliance-related cleanup that would be conducted under the proposed Plan.

The Army must continue to identify and develop effective business processes to improve the efficiency of its support activities. Implementation of the AECS will improve our ability to succeed by consolidating the Army's vast cleanup efforts, expertise, and resources.

Mario P. Fiori

cf:
VCSA
DUSA

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DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110

April 28, 2003

MEMORANDUM FOR ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT

SUBJECT: Army Environmental Cleanup Strategy

Enclosed is the approved Army Environmental Cleanup Strategy (Strategy) that provides a roadmap to guide the Army in attaining its environmental cleanup vision. Request you use this Strategy to develop the implementing strategic plan with objectives, targets and success indicators. The strategic plan must be consistent with Government Performance and Results Act (GPRA) and use the ISO 14001 Environmental Management System Standard as a framework.

The primary purpose of this Strategy is to identify common objectives for creating consistency and accountability across the Army's Cleanup Program. This Strategy supports the Army Environmental Program and Army Transformation, and it demonstrates the Army's sustained commitment to addressing contamination resulting from past operations. Formerly, the Army managed its cleanup programs under the separate environmental "pillars" of compliance and restoration. This Strategy provides overarching guidance to all cleanup personnel - regardless of the program driver or funding source - indicating that cleanup to protect human health, safety, and the environment is an integral element of supporting the Army mission. This cleanup strategy is in addition to, but separate and distinct from, the Army Strategy for the Environment, which deals with environmental quality programs supporting the Army's mission.

Mario P Fiori

Enclosure

cf:
USA
VCSA
DAIM-EDC
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CEMP-R
IMA
SFIM-AEC
NGB

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Army

Environmental

Cleanup

Strategy

April 2003

24 April 2003

Army Environmental Cleanup Strategy

Foreword

I am pleased to present the Army's Environmental Cleanup Strategy. The Strategy provides a roadmap to guide the Army in attaining its environmental cleanup vision. It also establishes common objectives for ensuring consistency and accountability across the Army's cleanup program.

The Cleanup Strategy demonstrates our sustained commitment to address contamination resulting from past operations, and supports the objectives of Army Transformation. The Cleanup Strategy is an enduring document that will direct the development and implementation of future strategic plans.

As we look to the future, we must continue to emphasize performance based cleanup activities that protect human health and the environment while ensuring Army's lands are available to support our mission.

Mario P. Fiori

Army Environmental Cleanup Strategy

Table of Contents

Foreword i
Table of Contents ii
Overarching Vision for Army Environmental Cleanup 1
Army Environmental Cleanup Strategy 1
Overarching Objectives for the Cleanup Program 2
Cleanup Program Areas and Program Drivers 3
Resource Management for Army Environmental Cleanup 6
Cleanup Strategy Management 7
Outreach for Army Environmental Cleanup 9
Acronyms 11
Glossary 12

Figures

1. Army Environmental Cleanup Program 3
2. The Cleanup Budget Process 6
3. Cleanup Strategy Management Process 8

ARMY ENVIRONMENTAL CLEANUP STRATEGY

Overarching Vision for Army Environmental Cleanup

The Army will be a national leader in cleaning up contaminated land to protect human health and the environment as an integral part of its mission.

The Army's *Overarching Vision for Environmental Cleanup* communicates its commitment to cleaning up past environmental contamination for which the Army is responsible. The Army Environmental Cleanup Strategy (Strategy) is a roadmap to guide the Army in attaining its environmental cleanup vision. The Strategy complies with the Government Performance and Results Act and uses the ISO 14001 Environmental Management System Standard as a framework.

The primary purpose of this Strategy is to identify common objectives for creating consistency and accountability across the Army's Cleanup Program. This Strategy supports the Army Environmental Program and Army Transformation, and it demonstrates the Army's sustained commitment to addressing contamination resulting from past operations. Formerly, the Army managed its cleanup programs under the separate environmental "pillars" of compliance and restoration. This Strategy provides overarching guidance to all cleanup personnel–regardless of the program driver or funding source–indicating that cleanup to protect human health, public safety, and the environment is an integral element of supporting the Army mission. This cleanup strategy is in addition to, but separate and distinct from, the Army Environmental Strategy, which includes other environmental programs such as conservation and pollution prevention.

This document defines the Army's cleanup vision, identifies uniform cleanup program objectives, describes the various Army cleanup program areas, provides a mission statement for each program area, and briefly describes cleanup resource and strategy management. Another document, the Army Environmental Cleanup Strategic Plan, provides a framework for implementing this Strategy and identifies specific objectives, targets, success indicators, reporting mechanisms, and management review processes for each cleanup program area. Program area managers (program managers) develop specific guidance and procedures for managing the cleanup

Cleanup Program Areas

- *Army Active Installation Restoration*
- *Army Excess Installations Restoration*
- *Army Base Realignment and Closure Cleanup*
- *Formerly Used Defense Sites*
- *Army Compliance-Related Cleanup*
- *Army Special Installation Cleanup*
- *Army Remediation Overseas*

program in accordance with this Strategy and in coordination with the Director of Environmental Programs, Assistant Chief of Staff for Installation Management (ACSIM).

This Strategy does not apply to cleanup efforts by the U.S. Army Corps of Engineers (USACE) for the Army Civil Works program (dams, locks, etc.), the Formerly Utilized Sites Remedial Action Program, or for other federal agencies. Furthermore, for some sites and properties, the Department of Defense (DOD) is one of two or more contributors to site contamination, and is thus considered a potentially responsible party (PRP). However, the Army's strategic objectives and targets for cleaning up PRP sites are beyond the scope of this Strategy, as are cleanup efforts associated with current Army operations and state-owned National Guard facilities that are not supported with federal funds.

Overarching Objectives for the Cleanup Program

Nine objectives have been defined for the Environmental Cleanup Strategy, as follows:

1. Ensure prompt action to address imminent and substantial threats to human health, public safety, and the environment.

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

3. Comply with statutes, regulations, executive orders, and other external requirements governing cleanup.

4. Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.

5. Plan, program, budget, and execute cleanups in accordance with DOD and Army directives and guidance using validated, auditable, site-level data.

6. Develop cleanup partnerships with appropriate federal, Tribal, state, local, territorial, or host-nation authorities.

7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.

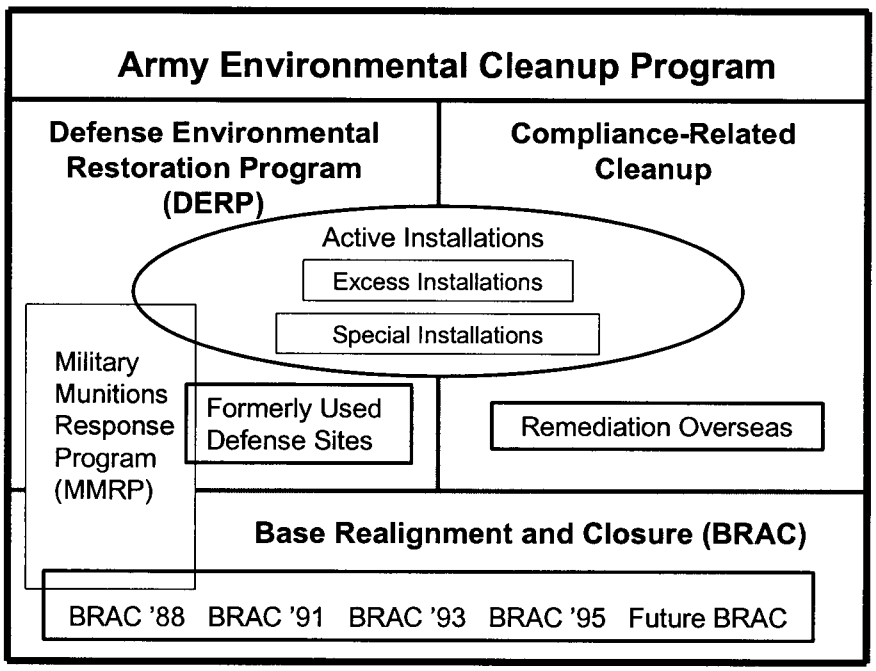
8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

9. Perform semiannual program management reviews of cleanup progress against established targets, and conduct periodic reviews of sites where contamination remains in place.

Cleanup Program Areas and Program Drivers

The cleanup program areas addressed in this strategy include cleanup efforts that previously were conducted separately under the restoration and compliance programs. In a 9 April 2003 memorandum, the Assistant Secretary of the Army (Installations and Environment) directed the Army staff to manage these programs under a unified vision and overarching strategy. Figure 1 depicts the differences and commonalities between the cleanup program areas.

Figure 1: Army Environmental Cleanup Program



Site cleanups are conducted as restoration activities under the Defense Environmental Restoration Program (DERP) or as compliance-related cleanup activities (non-DERP). The determining factor has been when operations that resulted in contamination took place. The DERP was established on 17 October 1986 in 10 USC Section 2701, *et seq.* to address contamination caused by Army activities. DOD policy has been that contamination that occurred after the DERP was established was not eligible for inclusion in the DERP. As a result, environmental cleanups may be only DERP-related (as with FUDS), only

compliance-related (as with overseas remediation), or either (active installations, excess installations, special installations, or BRAC sites). The Military Munitions Response Program (MMRP) is clearly related to cleaning up contamination from the past, but for this Strategy, the MMRP is developed and executed as an integral part of other program areas. The program areas are described below.

1. *Army Active Installation Restoration*

Army active installation restoration addresses contamination at active Army installations under the DERP. The mission for Army active installation restoration is to perform appropriate, cost-effective cleanup so that the property is safe for installation use and to protect human health and the environment.

2. *Army Excess Installation Restoration*

Army excess installations are active installations that are excess to Army needs. The Army intends to dispose of these sites once cleanup issues have been addressed, but these installations are not subject to Base Closure and Realignment legislation.

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

3. *Army BRAC Cleanup*

The Army Base Realignment and Closure (BRAC) program was established to meet requirements of the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990, as amended. BRAC cleanup is funded under the BRAC account (a subset of the Military Construction appropriation) and is conducted under DERP authority.

The mission for BRAC cleanup is to perform appropriate, cost-effective cleanup so that the property is safe for transfer and projected reuse, and to protect human health and the environment.

4. *Formerly Used Defense Sites*

The Formerly Used Defense Sites (FUDS) program was established under the DERP to clean up properties that were under the jurisdiction of the Secretary of Defense and owned by, leased to, or otherwise possessed by the United States at the time of actions leading to contamination or safety hazards caused by DOD. The Army is the executive agent for the FUDS program, and USACE executes the program.

The cleanup mission for the FUDS program is to perform appropriate, cost-effective cleanup of contamination caused by DOD and to protect human health, public safety, and the environment.

5. *Army Compliance-Related Cleanup (non-DERP)*

The Army conducts cleanup of contamination resulting from operations that have occurred since October 1986 at active, BRAC, excess, and special installations. Compliance-related cleanup is conducted in accordance with a number of environmental laws and regulations.

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

6. *Army Special Installation Cleanup*

Special installations are those where compliance-related cleanup is accomplished using either mission funds or working capital funds. Both DERP- and compliance-related cleanups are conducted in this program area.

The mission of Army special installation cleanup is to perform appropriate, cost-effective cleanup at Army installations to provide property that is safe for Army use, to sustain operations and training, and to protect human health and the environment.

7. *Army Remediation Overseas*

The Army's remediation overseas addresses cleanup requirements and standards at Army installations located outside of the United States. Overseas remediation has been managed under the Army's environmental compliance program. DOD Instruction 4715.8, "Environmental Remediation for DOD Activities Overseas," is the driver for Army remediation overseas.

The cleanup mission at overseas locations is to remediate contamination that presents imminent and substantial endangerment to human health and public safety, was caused by past Army operations, and is located on or is emanating from an Army installation or facility. Additional mission elements to be considered are retaining mission/operational capability, maintaining installation access, protecting human health and the environment, and complying with applicable international agreements.

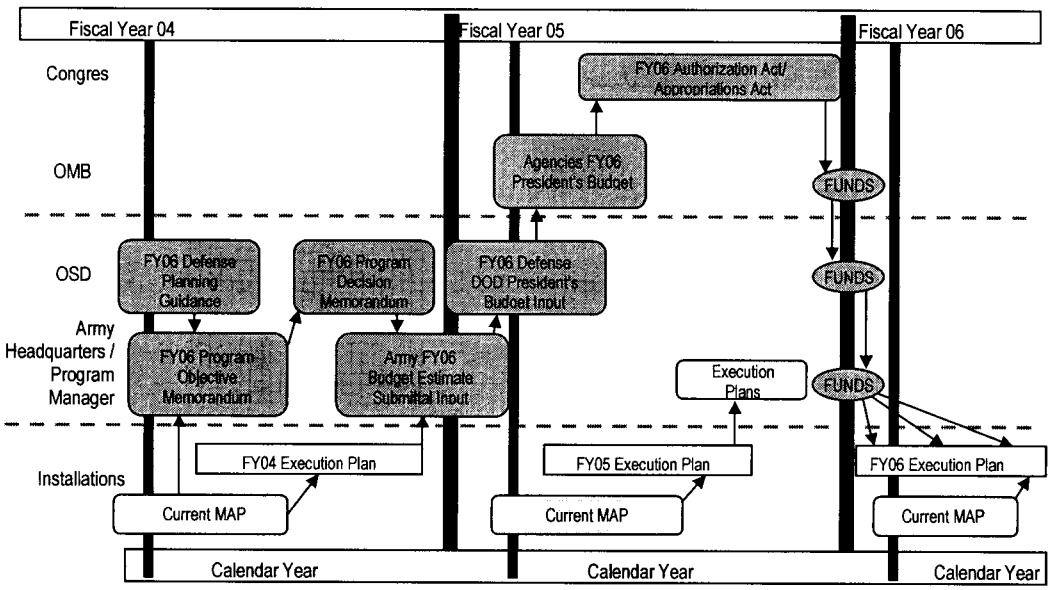
Resource Management for Army Environmental Cleanup

Development of the Army cleanup budget begins at the site level and builds to Army headquarters. The cleanup budget process consists of the following interrelated phases: planning, programming, budget development, and program execution. Figure 2 illustrates this process.

Planning

The Defense Planning Guidance (DPG) provides the overall framework for Army budget development. The Financial Management Regulation (FMR) establishes DOD goals. Using DOD and Army guidance, each installation (or USACE District for a FUDS property) develops site-level requirements and a Management Action Plan (MAP) [active Army installations have an Installation Action Plan (IAP); BRAC installations have a BRAC Cleanup Plan (BCP); and FUDS have a property-specific MAP]. In coordination with public and regulatory stakeholders, the installation (or USACE District) reviews and updates its MAP at least annually to reflect changes in priorities, availability of funding, additional information on cleanup sites, policies, legislation, and performance measures.

Figure 2: The Cleanup Budget Process



Note: The fiscal years are shown for illustration purposes only; the budget process is an ongoing process from year to year.

The best opportunity for stakeholder involvement and input in the Army cleanup process occurs at the installation level during the annual MAP review and update. At that time, the installation identifies new requirements or revalidates continuing requirements. Program managers use MAP information to report requirements as well as to plan and program future funding.

Programming

Army headquarters staff elements use requirements identified in the MAP to prepare input to the *Program Objective Memorandum* (POM). The POM is a mid-range plan covering a 6-year timeframe that demonstrates how the Army will achieve cleanup program objectives as well as all other Army objectives. After deliberations and programmatic decisions, the Army develops and submits the *Budget Estimate Submittal* (BES) to the Office of the Secretary of Defense (OSD) for review and approval. The timeframe associated with the development of each year's budget encompasses several years. For instance, the identification and updating of the environmental cleanup requirements for the fiscal year 2006 (FY06) budget will occur from calendar years 2002 through 2004.

Budgeting

The President's Budget is a 2-year budget based on the BES. Continuing with the previous example, the President will submit the FY06/FY07 budget to Congress in early calendar year 2005 (CY05). The FY07 budget requirements will follow a similar process, and the President will submit his FY07/FY08 budget request to Congress in early CY06.

Execution

Congress provides authority to perform cleanup in the Defense and Military Construction Authorization Acts and funds to complete authorized work in the Defense and Military Construction Appropriation Acts. The Army is responsible for reviewing requirements, determining relative priority among competing requirements, ensuring appropriate stakeholder input to the cleanup process, and allocating funds to subordinate units to execute the program. Part of the Army's program oversight responsibility is to monitor the obligation of funds for fulfilling commitments such as civilian pay, investigation contracts, and cleanup contracts, along with monitoring the payment of funds to contractors.

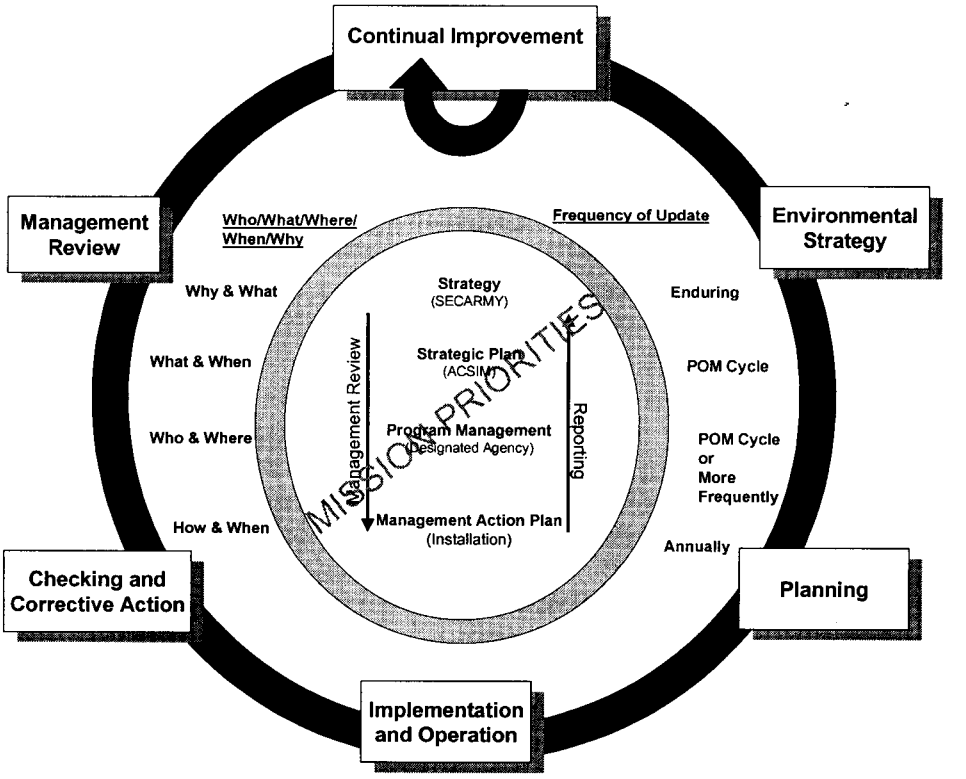
Cleanup Strategy Management

The Army will implement this Strategy in alignment with its mission priorities using the ISO 14001 process depicted in Figure 3. This process entails five steps as described below.

Environmental Strategy

Headquarters elements of the Army Secretariat and Army Staff develop a comprehensive Strategy (this document) encompassing all cleanup program areas under a unified vision and overarching objectives. Strategy development occurs in consultation with the program managers for each cleanup program area and is used as Army input to the Defense Planning Guidance.

Figure 3: Cleanup Strategy Management Process



Planning

Program managers for each cleanup program area establish guidance and procedures for implementing the Strategy within their respective program area in consultation with the Headquarters Department of the Army Staff and relevant installations or USACE districts. Guidance and procedures include direction concerning MAP preparation for use by installation or USACE district project managers. Stakeholders may provide input to Army project managers. Program managers also prepare input to the programming and budgeting process described earlier.

Implementation and Operation

Installations or USACE districts execute cleanup in accordance with guidance and procedures for their respective program area and consult and coordinate with federal and state regulators throughout the cleanup process. Public members of Restoration Advisory Boards (RABs) provide advice concerning the cleanup process.

Checking and Corrective Action

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

Management Review

The Army Secretariat and Headquarters Army Staff review cleanup progress and consider improvements to this Strategy and the Strategic Plan, as well as any necessary resource management changes required.

Outreach for Army Environmental Cleanup

The Army involves the local community in the environmental cleanup process as early as possible, and seeks continued community input until cleanup is complete. Each installation or FUDS develops and uses a Community Relations Plan defining a comprehensive stakeholder involvement program to be implemented during environmental cleanup activities. Each installation or USACE district responsible for FUDS also designates a point of contact (POC) for environmental cleanup activities and related community inquiries or comments. A similar POC exists at the installation or FUDS Headquarters organization.

RABs are focal points for public and regulatory participation in the Army's cleanup programs. RABs provide a forum for the exchange of information among members of the local community and representatives of the installation, the US Environmental Protection Agency (EPA), and state, local, and Tribal governments. RABs have installation and community co-chairs. Together, they develop meeting agendas and ensure that appropriate issues are raised and discussed.

Installations or FUDS with cleanup being conducted in accordance with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the National Oil and Hazardous Substances Contingency Plan (NCP) have an Information Repository that provides the public with information about environmental restoration activities at the installation or FUDS. The Information Repository is typically at a location near the site that is easily accessible to the public, and information is available for inspection at times convenient to the public. The Information Repository includes information from the Administrative Record (the documents that form the basis for the selection of a response action) for active installations, BRAC sites, or FUDS as required under the NCP, as well as other documents pertinent to cleanup activities.

Just as the Army reaches out to public stakeholders, it seeks to involve regulatory stakeholders early in the cleanup process and maintain lines of

communication throughout the process. Regulators have a role in remedy selection as well as regulatory oversight until the response is complete. For BRAC sites, regulatory representatives participate on BRAC Cleanup Teams (BCT). Issues that cannot be resolved at the installation level move up respective chains of command until resolution occurs.

Although several opportunities are available for stakeholder involvement and input in the Army cleanup process, the best opportunity occurs at the installation level during the annual MAP review and update, when new requirements are identified and continuing requirements are revalidated.

The Army is proud of its environmental cleanup program and its accomplishments. This strategy will build on these accomplishments and provide a framework for the Army to meet future environmental cleanup challenges, even as the Army transforms with a changing world and a changing environment. Cleanup to protect human health, public safety, and the environment is an integral element of supporting the Army mission.

Acronyms

ASA(I&E)	Assistant Secretary of the Army for Installations and the Environment
BES	Budget Estimate Submittal
BCT	BRAC Cleanup Team
BRAC	Base Realignment and Closure
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CTT	Closed, Transferred, or Transferring (ranges)
CY	Calendar Year
DERP	Defense Environmental Restoration Program
DOD	Department of Defense
DOE	Department of Energy
EPA	Environmental Protection Agency
FUDS	Formerly Used Defense Site
FY	Fiscal Year
GSA	General Services Administration
HQDA	Headquarters, Department of the Army
IAP	Installation Action Plan
IRA	Interim Remedial Action
ISO	International Organization for Standardization
MAP	Management Action Plan
MILCON	Military Construction
MMRP	Military Munitions Response Program
NCP	National Oil and Hazardous Substances Contingency Plan
NPL	National Priorities List
ODEP	Office of the Director, Environmental Programs
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
POM	Program Objective Memorandum
PRP	Potentially Responsible Party
RA	Remedial Action
RAB	Restoration Advisory Board
RCRA	Resource Conservation and Recovery Act
ROD	Record of Decision
TPS	Third Party Site
USACE	US Army Corps of Engineers
USC	United States Code

Glossary

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

BRAC Cleanup Plan – A plan that documents the status of and plans for cleanup activities at BRAC installations. The BRAC Cleanup Plan abstract is an executive summary of the plan and is updated annually.

Decision Document – General term for documentation of removal or interim remedial action (IRA) and remedial action (RA) decisions undertaken in accordance with CERCLA and the NCP. Includes Action Memoranda, Interim Records of Decision (RODs), and Records of Decision.

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

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

Management Action Plan – An annual plan that outlines the status of and plans for restoration activities at active and excess installations.

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

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

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

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

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

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

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

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

FINAL 5/27/03

ARMY ENVIRONMENTAL CLEANUP STRATEGIC PLAN

May 2003

Enclosure 3

Table of Contents

Table of Contents i
Foreword 1
Army Environmental Cleanup Strategic Plan 2
Issues Impacting Army Cleanup 3
Cleanup Strategy Management 5
Army Active Installation Restoration 7
Army Excess Installation Restoration 14
Army BRAC Cleanup 21
Formerly Used Defense Sites (FUDS) 28
Army Compliance-Related Cleanup (Non-DERP) 36
Army Special Installations Compliance-Related Cleanup (Non-DERP) 42
Army Remediation Overseas 44
Acronyms 49
Glossary 51

Figures

1. Army Environmental Cleanup Program 2
2. Cleanup Strategy Management Process 5

Foreword

This document identifies a framework for implementing the Army Environmental Cleanup Strategy (AECS). The AECS identifies overarching objectives to create consistency and accountability across the Army's cleanup program. This Strategic Plan identifies specific objectives, targets, success indicators, reporting mechanisms, and management review processes for each of the cleanup program areas identified in AECS. Specific guidance and procedures for managing the cleanup program in accordance with this Strategic Plan will be developed within each of the cleanup program areas by their managing entity, in coordination with the Assistant Chief of Staff for Installation Management's (ACSIM) Director of Environmental Programs.

Overarching Vision for Army Environmental Cleanup

The Army will be a national leader in cleaning up contaminated land to protect human health and the environment as an integral part of its mission.

Army Environmental Cleanup Strategy

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

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

Army Cleanup Strategic Plan

Key elements of the Strategic Plan are:

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

Targets: The desired time or event milestones for achieving the objectives.

Success Indicators: The specific measures of success in accomplishing the objectives.

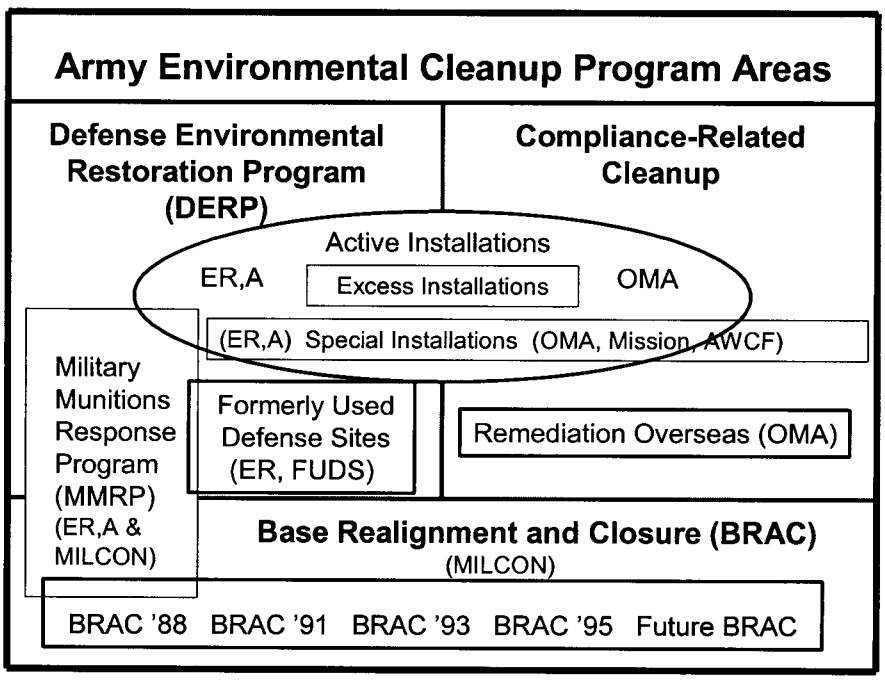
Reporting Mechanisms: Collecting, performing quality control, maintaining, and reporting data.

Management Review: The procedures for ensuring that the objectives are sustained.

ARMY CLEANUP STRATEGIC PLAN

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

Figure 1: Army Environmental Cleanup Program



In its September 2001 DERP Guidance, the Department of Defense (DOD) formally established an eligibility date of 17 October 1986 for sites in the restoration category. Statutory constraints on funding and authority have created an organizational divide between cleanup associated with past activities (i.e., restoration) and cleanup of contamination that occurred since that eligibility date (i.e., compliance). As a result, the efficiency of these otherwise similar programs has been impaired by their inconsistent – and in some cases, duplicated – management processes and resources. In a 9 April 2003 memorandum, the Assistant Secretary of the Army (Installations and Environment) directed the Army staff to manage these programs under a unified vision and overarching strategy to remedy this "inefficient organizational divide." In addition, the Army determined that management of cleanup efforts at installations funded with working capital funds and at overseas facilities would similarly gain efficiency and

accountability by inclusion under the AECS. To that end, the Army staff developed a cleanup vision, overarching objectives, and a unified strategy for environmental cleanup.

Requirements development and execution of Army environmental cleanup must continue to be managed according to the discrete funding mechanisms associated with each cleanup program area. Accordingly, five program managers (PM) are responsible for their respective portions of the Army Environmental Cleanup Program. The US Army Environmental Center (USAEC) is the PM responsible for active installation restoration, which is funded through the Environmental Restoration, Army (ER,A) account. The BRAC Division of the ACSIM office is the PM responsible for executing military construction (MILCON) funds for BRAC-related cleanup. The US Army Corps of Engineers is the PM responsible for the execution of the formerly used defense sites (FUDS) program using funds from the Environmental Restoration, FUDS (ER, FUDS) account. The National Guard Bureau (NGB) is the PM responsible for cleanup at National Guard facilities using both ER,A and OMNG funding.

The Installation Management Agency (IMA) is the PM responsible for executing compliance-related cleanup, which is funded through the Operations and Maintenance, Army (OMA) account, to include funds expended overseas. During requirements development, requirements pass from installations through the IMA via the environmental program requirements (EPR) reporting process, but validation of requirements occurs at the ACSIM level. In addition, the IMA is the PM responsible for ensuring that mission or Army working capital funds (ACWF) used for cleanup are executed in accordance with the objectives and targets established herein.

Issues Impacting Army Cleanup

Several programmatic, technical, and/or legal issues present significant challenges to executing the Army environmental cleanup program in accordance with established objectives and targets. Some of the most significant issues facing the Army cleanup program are described below.

- The DOD formally established an eligibility date of 30 September 2002 for sites in the military munitions response program (MMRP) category. The Army will identify, investigate, and clean up MMRP sites as part of the DERP active installation, BRAC, or FUDS cleanup program, as appropriate (FUDS has been addressing MMR including chemical warfare material (CWM) since the program's inception). Once the MMRP inventory of ranges is complete (expected in December 2003), the Army will program and budget to address MMRP sites that pose a threat to human health, safety and/or the environment. In addition to the potential threats to human health, safety and/or the environment, there is a potential security threat with identifying specific locations of unexploded ordnance or waste military munitions. Execution of MMRP-category cleanup

without significantly impacting other cleanup program areas will be a huge challenge for the Army if additional funds are not programmed for MMRP cleanup issues.

- The selection and maintenance of land use controls (LUCs) is a significant issue at cleanup sites around the country. Regulators increasingly want permanent remedies that impose no restrictions on use, and if restrictions remain, questions may remain as to how to best coordinate LUCs implementation and maintenance. Land use restrictions are also an important issue for property being transferred from the Army. Because LUCs can impact property values and flexibility for various uses, many communities want remedies that require no restrictions on land use. The Army and its regulators have yet to develop a uniform process for managing LUCs responsibilities at cleanup sites within their jurisdiction.

- The potential reduction in the maximum contaminant level (MCL) for trichloroethelene (TCE) could have a dramatic effect on the Army's cleanup program when the TCE MCL is determined to be an applicable or relevant and appropriate requirement (ARAR) for a cleanup. Existing cleanup systems addressing TCE contamination have typically been designed to reach current MCLs, but could never meet cleanup levels if MCLs are significantly changed. Although ARARs are supposed to be "frozen in the ROD," there will likely be pressure on DOD installations and FUDS to change cleanup goals to meet the new MCL. Because TCE was a solvent in widespread use within DOD and private industry, a reduction in the MCL may involve retrofitting or replacing many current remedies at great cost in order to achieve cleanup levels that some desire. Alternatively, an MCL change could require that the Army seek "technical impracticability" determinations.

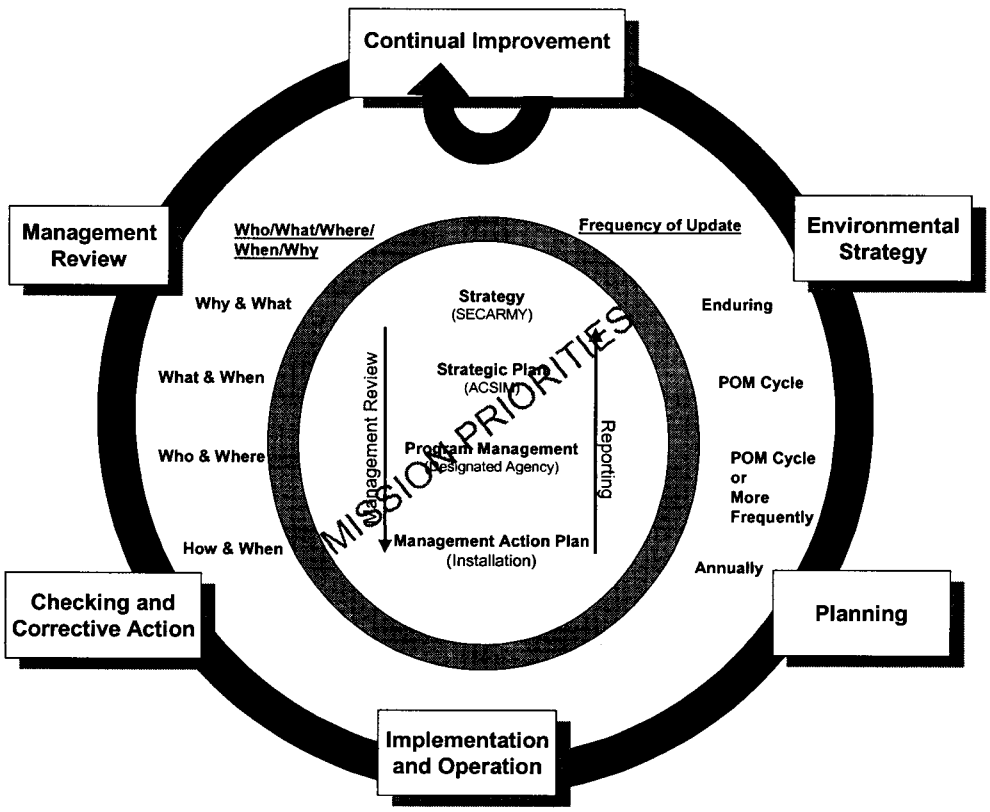
- There is significant regulatory and public pressure to address sites potentially contaminated with perchlorate. Widespread use of perchlorate in pyrotechnic training devices and rocket motors has caused potential contamination at a number of installations and FUDS, with as yet unknown costs for cleanup. The EPA has not established an MCL for perchlorate. To help resolve various perchlorate issues, the National Academies of Science have convened an expert panel to address scientific questions about perchlorates.

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

Cleanup Strategy Management

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

Figure 2: Cleanup Strategy Management Process



Environmental Strategy

Headquarters elements of the Army Secretariat and Army Staff develop a comprehensive Strategy (the AECS) encompassing all cleanup program areas under a unified vision and overarching objectives. Strategy development occurs in consultation with the program managers for each cleanup program area, and is used as Army input to the Defense Planning Guidance. This Strategic Plan

presents a framework for AECS implementation that incorporates the ISO 14001 principles of continual improvement.

Planning

Program managers for each cleanup program area establish guidance and procedures for implementing the Strategy within their respective program area in consultation with the Headquarters Army Staff and relevant installations or USACE Districts. Guidance and procedures include direction concerning MAP preparation for use by installations or USACE District project managers. Stakeholders may provide their input to Army project managers. Program managers also prepare input to the programming and budgeting process described earlier.

Implementation and Operation

Installations or USACE Districts execute cleanup in accordance with guidance and procedures for their respective program area and consult and coordinate with federal and state regulators through the cleanup process. Public members of Restoration Advisory Boards (RABs) provide advice concerning the cleanup process.

Checking and Corrective Action

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

Management Review

The Army Secretariat and Headquarters Army Staff review cleanup progress and consider improvements to the AECS and the Strategic Plan, as well as any necessary resource management changes required.

Army Active Installation Restoration

Background

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

Program Drivers

There are several statutes and regulations affecting the active installation restoration program. Most notable are DERP (10 USC §§2701-3), CERCLA, RCRA, Executive Orders 12580 and 13016, DODD 4715.7, DERP Management Guidance, and AR 200-1.

Investment and Progress

From the beginning of the program in the late 1980's through fiscal year 2002, the Army addressed 10,350 potentially contaminated sites at 1,081 active installations. Of those sites, 8,856 require no further action, either due to site characterization that revealed no threat to human health and the environment (no contamination, or no pathways and receptors), or due to cleanup actions that put remedial systems in place (RIP) or that achieved response complete (RC). The Army has spent almost $4.2 billion in the program through fiscal year 2002, and anticipates spending an additional $3.8 billion to attain RIP/RC at all sites by year 2014. These totals do not include any additional MMRP category sites that might be identified subsequent to the Army's inventory of closed ranges on active installations. The current Program Objective Memorandum includes requirements for approximately $400 million per year through the POM years. This level of investment is consistent with the last several years. The Army plans to sustain that level of investment beyond the POM years with the intent to meet the DOD goal of having all sites at active installations at RIP/RC by 2014.

Mission Statement for the Army Active Installations Restoration

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

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

Objectives, targets and success indicators are formatted as follows:

1. Objective.
    1.1. Target(s) for this objective.
        1.1.1. Success indicator(s) for this target.

1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.
   - 1.1. Protect workers, the public, and the environment as hazards are identified.
2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DOD activities. Maintain relevant cleanup information in a permanent archive.
   - 2.1. Meet the 2014 Defense goal to achieve remedy in place (RIP) or response complete (RC) at all sites.
     - 2.1.1. 95% of all high relative risk sites at RIP/RC by 2007.
     - 2.1.2. 100% of all high and medium relative risk sites at RIP/RC by 2011.
     - 2.1.3. 100% of all sites at RIP/RC by 2012.
   - 2.2. Meet annual planned activities as projected in the Army Environmental Database for Restoration (AEDB-R) [formerly the Defense Site Environmental Restoration Tracking System (DSERTS)].
     - 2.2.1. 85% of actual versus planned annual activities are met, and plan to achieve RIP/RC at all sites by 2014 (GREEN)
     - 2.2.2. 75% - 84% of actual versus planned annual activities are met, and plan to achieve RIP/RC at all sites by 2014 (YELLOW)
     - 2.2.3. 74% or less of actual versus planned annual activities are met, <u>or</u> project that 1 or more sites will miss RIP/RC by 2014 (RED)
   - 2.3. Complete Remedy In Place or Response Complete (RIP/RC) for following number of installations:
     - 2.3.1. 25 by EOY FY04.
     - 2.3.2. 60 by EOY FY06 (50% of current 119).
     - 2.3.3. 101 by EOY FY09 (85% of current 119).
     - 2.3.4. 119 by EOY Y12 (100% of current 119.
   - 2.4. Develop an MMRP by FY05.
     - 2.4.1. By December 2003, develop and maintain an inventory of all locations other than operational ranges that require a military munitions response.
     - 2.4.2. Issue interim MMRP guidance in FY04.
     - 2.4.3. Develop site-level auditable requirements by EOFY 04.
     - 2.4.4. Ensure that 100% of known requirements are identified in POM (07-11).

2.5. Establish by FY05 and maintain a permanent archive for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.

2.5.1. Comprehensive permanent archive that reflects all environmental cleanup at an active installation that is up to date.

2.6. Establish by FY05 and maintain a database to track and manage land use controls created as part of a restoration program response action.

2.6.1. Database readily accessible on an installation geographic information system (GIS) to environmental and real estate personnel.

3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.

3.1. Anticipate and promptly achieve compliance with new or revised enforceable requirements.

3.1.1. No fines or penalties.

3.2. Use the installation's mission-focused ISO 14001 EMS to continually upgrade performance of the active installation cleanup program.

3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.

3.3. Complete five-year reviews as required.

3.3.1. Five-year review 100% complete in year required.

4. Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.

4.1. Recommend changes as required to Army Regulation 200-1.

4.2. Update the Army DERP Active Installations Environmental Restoration Program Management Plan within one year of changes to the DOD DERP Management Guidance.

5. Plan, program, budget, and execute cleanup in accordance with DOD and Army directives and guidance using validated, auditable, site-level data.

5.1. Execute the annual DERP ER,A appropriation for the active installation restoration program to meet DOD obligation and expense objectives.

5.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.

5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 95%, and 100%, as recorded in DFAS.

5.2. Develop a strategy to measure the NPL deletion program by the end of FY04. Strategy should measure the Army's submission of the site close out reports necessary to start the regulatory delisting process of NPL sites.

5.3. Integrate all cleanup requirements, regardless of funding source, into the Installation Action Plans (IAPs) and IAP workshops beginning in FY04.

5.3.1. AEC conducts IAP workshops with Army installations; workshop participants review and ensure the IAP incorporates all cleanup requirements (ER,A, BRAC, OMA, etc.).

5.4. Include a cleanup program exit strategy in all IAPs by FY 2005.

5.4.1. Sites with work underway have an exit strategy in the FY2004 IAP.

6. Develop cleanup partnerships with appropriate federal, Tribal, state, local, territorial, or host-nation authorities.

6.1. Review state participation in installation activities under DSMOA by FY05.

6.1.1. States and installations coordinate with each other according to the six-step cooperative agreement process.

6.2. Involve regulatory stakeholders in annual IAP development/revision process.

6.2.1. Regulatory stakeholders involved in IAP development.

6.3. Participate in EPA/state partnering sessions, typically sponsored by the DOD regional compliance offices in each EPA region.

6.3.1. Lack of cleanup related enforcement actions and fines.

7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.

7.1. Survey community for interest in establishing a RAB every 2 years, and when an installation with no RAB identifies MMRP sites.

7.1.1. Interest determined every 2 years, as scheduled.

7.1.2. Interest is solicited within 3 months of discovery of MMRP issues.

7.2. Involve public stakeholders in annual IAP development/revision.

7.2.1. Public stakeholders involved in IAP development.

7.3. As required by CERCLA, the NCP, and the DERP Management Guidance, establish by FY05 and maintain an information repository so that cleanup information is available to the public.

7.3.1. An administrative record and information repository available at a single location on the installation.

7.3.2. For NPL installations, an administrative record and information repository at a single location on the installation and a

comprehensive information repository available to the public at a location off the installation.

8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

   8.1. Implement innovative business strategies, commercial practices and incentives to improve overall project performance and completion. Implement performance-based contracts for 80% of the program by EOFY 2007.

      8.1.1. 3% - 5% by EOFY 2003.

      8.1.2. 30% by EOFY 2004.

      8.1.3. 50% by EOFY 2005.

      8.1.4. 70% by EOFY 2006.

      8.1.5. 80% by EOFY 2007.

   8.2. Streamline program to maximize the amount of funding going to actual remediation at the restoration sites. Achieve a target of 8% for program management costs by EOFY 06 (excluding ATSDR and DSMOA costs) (Based on $400M annual program).

      8.2.1. Less than 11% in FY03. ($4M more available)

      8.2.2. Less than 10% in FY04. ($8M more available)

      8.2.3. Less than or equal to 9% in FY05. ($12M more available)

      8.2.4. Less than or equal to 8% in FY06. ($16M more available)

   8.3. Develop better business process to streamline the project execution and contract administration cost. Target $25M reduction by EOY FY06 that will then be applied to actual remediation.

      8.3.1. Reduction of $5M in FY04.

      8.3.2. Reduction of $12M in FY05.

      8.3.3. Reduction of $25M in FY06.

   8.4. Streamline the number of contracting actions by an order of magnitude. Current number of contract actions in a given fiscal year approaches 1,000 (new tasks and modifications). Through consolidated regional contracts and other initiatives, reduce the number of contracting actions to about 100 in a given fiscal year, while maintaining opportunities for small business and local vendors through innovative and aggressive subcontracting strategies. Develop interim success indicators as innovative business strategies, commercial practices and incentives to improve program completion are implemented.

      8.4.1. Less than 100 contract actions in FY07.

8.5. Achieve a return on investment of $3 cost savings/avoidance for $1 investment for special studies/investment strategies by EOFY06. Track GWETER, IAP workshops, technical assistance, NRC study, and report progress during semiannual reviews.

8.5.1. Establish baseline during end of FY03 management review.

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

9.1. Develop the schedule for the mid-year and year-end reviews NLT 31 December of each year.

9.1.1. Meetings occur IAW the established schedule.

9.2. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.

9.2.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

Reporting Mechanisms

The Army Environmental Database for Restoration (AEDB-R) contains site level detail by phase of cleanup (studies, design and construction, long-term management) for contaminated sites being addressed by the Army. In addition, the database contains cost, relative risk, and other information for each site. The AEDB-R is managed by USAEC, is updated semi-annually by the installations, and is used for upward reporting to the Restoration Management Information System used by OSD to support development of the DERP Annual Report to Congress. AEDB-R is also used by the Army to support cleanup program planning, implementation, and semiannual management reviews.

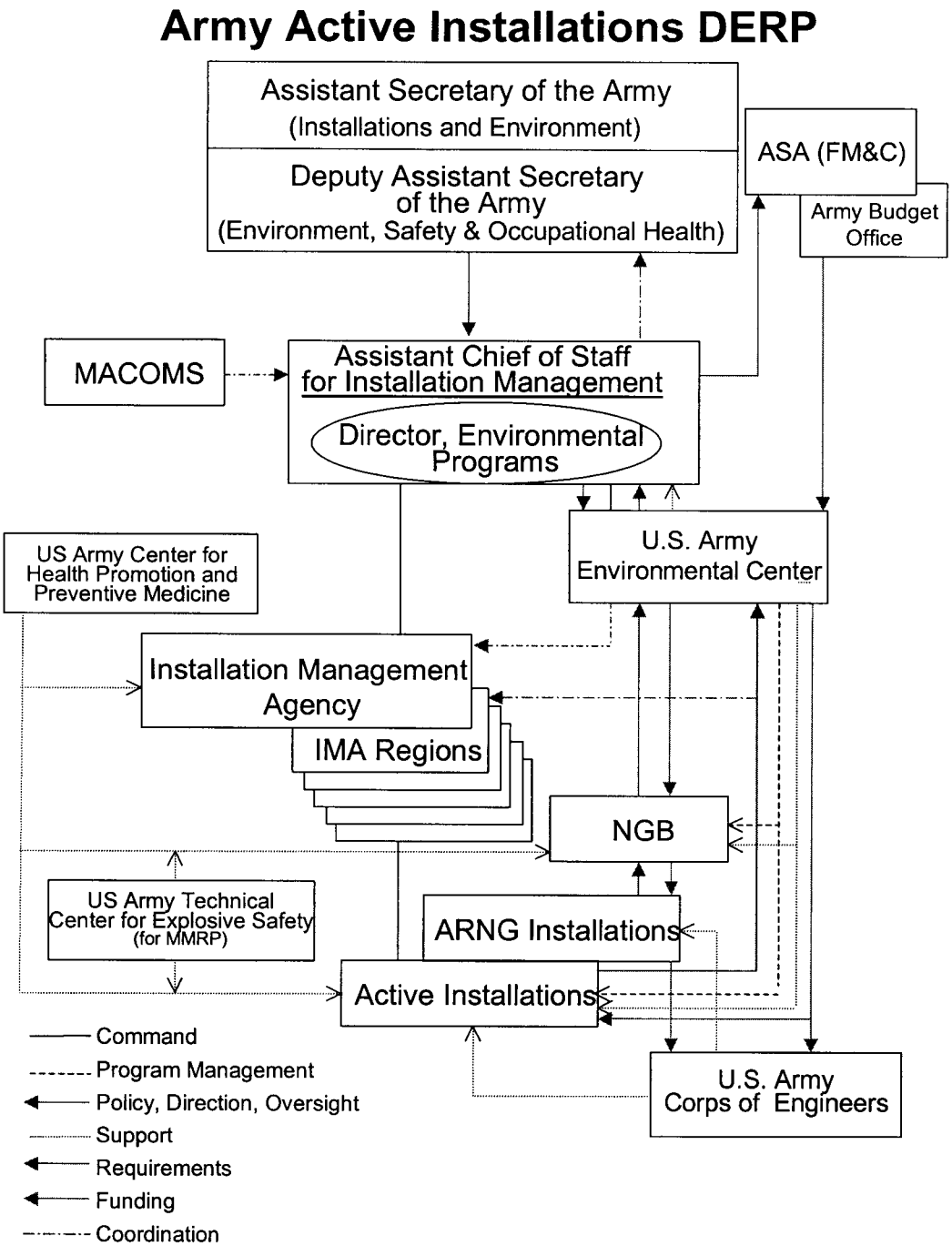
Management Review

OSD has established semi-annual in-progress reviews where the Army is required to provide information as of the end of the fiscal year and in mid-year. The end of year report addresses progress in meeting objectives and targets. The mid-year review is a look forward to ensure adequate resources are programmed into the future. The Principal Deputy Under Secretary of Defense for Installations and Environment is typically the senior reviewer.

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. Program managers and the ODEP staff participate in the

management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental strategy.

Program Build and Execution Chart



Army Excess Installation Restoration

Background

The Army has identified a total of 14 installations that are excess to operational needs and, though not covered by Base Realignment and Closure (BRAC) legislation, the Army plans to dispose of the 14 installations. These properties are primarily Army ammunition plants (AAPs) that have been addressed in the past under both the Army DERP and the Army Compliance-Related Cleanup programs. The Army has assigned responsibility for completing necessary cleanup and disposal of 13 of these installations to the Army Base Realignment and Closure Division in order to utilize their staff's expertise to complete transfer of these non-BRAC installations. The remaining excess installation (Cornhusker AAP) is being managed by the US Army Corps of Engineers.

Program Drivers

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

Investment and Progress

The Army has used ER,A as well as compliance funds to clean up excess installations. Through FY2002, a total of $1.58 billion has been spent at Army Excess Installations under the Army DERP. The estimated cost to complete remaining DERP cleanup is $1.28 billion. Through FY2002, the Army has reached RIP/RC at 571 sites at the excess installations. 233 sites remain to be addressed.

Mission Statement for Army Excess Installation Restoration

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

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

Objectives, targets and success indicators are formatted as follows:
1. Objective.
   1.1. Target(s) for this objective.
      1.1.1. Success indicator(s) for this target.

1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.
   1.1. Protect workers, the public, and the environment as hazards are identified.

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

   2.1. Meet the 2014 Defense goal to achieve remedy in place (RIP) or response complete (RC) at all sites.

      2.1.1. 95% of all high relative risk sites at RIP/RC by 2007.

      2.1.2. 100% of high and medium relative risk sites at RIP/RC by 2011.

      2.1.3. 100% of all sites at RIP/RC by 2014.

   2.2. Meet annual planned activities as projected in the Army Environmental Database for Restoration (AEDB-R) [formerly the Defense Site Environmental Restoration Tracking System (DSERTS)].

      2.2.1. 85% of actual versus planned annual activities are met, and plan to achieve RIP/RC at all sites by 2014 (GREEN).

      2.2.2. 75% - 84% of actual versus planned annual activities are met, and plan to achieve RIP/RC at all sites by 2014 (YELLOW).

      2.2.3. 74% or less of actual versus planned annual activities are met, or project that 1 or more sites will miss RIP/RC by 2014 (RED).

   2.3. Achieve RIP/RC for 3 additional installations by end of fiscal year (EOFY) 2008.

      2.3.1. 2 additional installations at RIP/RC in EOFY 2007.

      2.3.2. 1 additional installation at RIP/RC in EOFY 2008.

   2.4. Develop an MMRP by FY05.

      2.4.1. Develop and maintain an inventory of all locations other than operational ranges that require a military munitions response by December 2003.

      2.4.2. Issue interim program guidance in FY04.

      2.4.3. Develop site-level auditable requirements by EOY FY04.

      2.4.4. Insure 100% of requirements are identified in POM (07-11).

   2.5. Establish by FY05 and maintain a permanent archive for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.

      2.5.1. Comprehensive permanent archive that reflects all environmental cleanup at an active installation that is up to date.

   2.6. Establish by FY05 and maintain a database to track and manage land use controls created as part of a restoration program response action.

      2.6.1. Database readily accessible to environmental and real estate personnel.

3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.
   - 3.1. Anticipate and promptly achieve compliance with new or revised enforceable requirements.
     - 3.1.1. No fines or penalties.
   - 3.2. Use the installation's mission-focused ISO 14001 EMS to continually upgrade performance of the excess installation cleanup program.
     - 3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.
   - 4.1. Recommend changes as required to Army Regulation 200-1.
   - 4.2. Update the Army DERP Active Installations Environmental Restoration Program Management Plan within one year of changes to the DOD DERP Management Guidance.
5. Plan, program, budget, and execute cleanup in accordance with DOD and Army directives and guidance using validated, auditable site-level data.
   - 5.1. Execute annual appropriations for excess installations cleanup to meet DOD obligation and expense objectives.
     - 5.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
     - 5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 95%, and 100%, as recorded in DFAS.
   - 5.2. Integrate all cleanup requirements, regardless of fund source, into the Installation Action Plans (IAPs) and IAP workshops beginning in FY04.
     - 5.2.1. AEC conducts IAP workshops with Army installations; workshop participants review and ensure the IAP incorporates all cleanup requirements (ER,A, BRAC, OMA, etc.).
   - 5.3. Include a cleanup program exit strategy in all IAPs by FY2005.
     - 5.3.1. Sites with work underway have an exit strategy in the FY2004 IAP
6. Develop cleanup partnerships with appropriate federal, Tribal, state, local, territorial, or host-nation authorities.
   - 6.1. Review state participation in installation activities under DSMOA by FY05.
     - 6.1.1. States and installations coordinating with each other according to the six-step cooperative agreement process.
   - 6.2. Involve regulatory stakeholders in annual Management Action Plan (MAP) development/revision process.

6.2.1. Regulatory stakeholders involved in MAP development.

7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.

7.1. Survey community for interest in establishing a RAB every 2 years, and when an installation with no RAB identifies MMRP sites.

7.1.1. Interest determined every 2 years, as scheduled.

7.1.2. Interest is solicited within 3 months of discovery of MMRP issues.

7.2. Involve public stakeholders in annual MAP development/revision.

7.2.1. Public stakeholders involved in MAP development.

7.3. As required by CERCLA, the NCP, and the DERP Management Guidance, establish by FY05 and maintain an information repository so that cleanup information is available to the public.

7.3.1. An administrative record and information repository available at a single location on the installation.

7.3.2. For NPL installations, an administrative record and information repository at a single location on the installation and a comprehensive information repository available to the public at a location off the installation.

8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

8.1. Evaluate opportunities for consolidating post remedy-in-place activities on a regional basis during FY03.

8.1.1. Pilot project for long-term management activity

8.2. Put performance-based contracts in place for 10% of the program by EOY 2007.

8.2.1. 2% by EOY 2003

8.2.2. 4% by EOY 2004

8.2.3. 6% by EOY 2005

8.2.4. 8% by EOY 2006

8.2.5. 10% by EOY 2007

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

9.1. Develop the schedule for the mid-year and year-end reviews NLT 31 December of each year.

9.1.1. Meetings occur IAW the established schedule.

9.2. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.

9.2.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

10. Make excess installation property environmentally suitable for transfer.

10.1. Develop comprehensive strategy for addressing post-transfer cleanup issues not later than six months prior to date of transfer.

10.2. Complete required environmental site assessments (ASTM Phase I and II) of all excess installations by FY04.

10.2.1. 50% of investigations complete by the end of FY03.

10.2.2. 100% of investigations complete by the end of FY04.

Reporting Mechanisms

The Army uses the AEDB-R database for Excess Installation DERP-related cleanup reporting. AEDB-R contains site level detail by phase of cleanup (studies, design and construction, long-term management) for contaminated sites being addressed by the Army. 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 Restoration Management Information System used by OSD to support development of the DERP Annual Report to Congress.

The Army uses the Environmental Program Requirements (EPR) database for Excess Installation compliance-related cleanup requirements development and reporting.

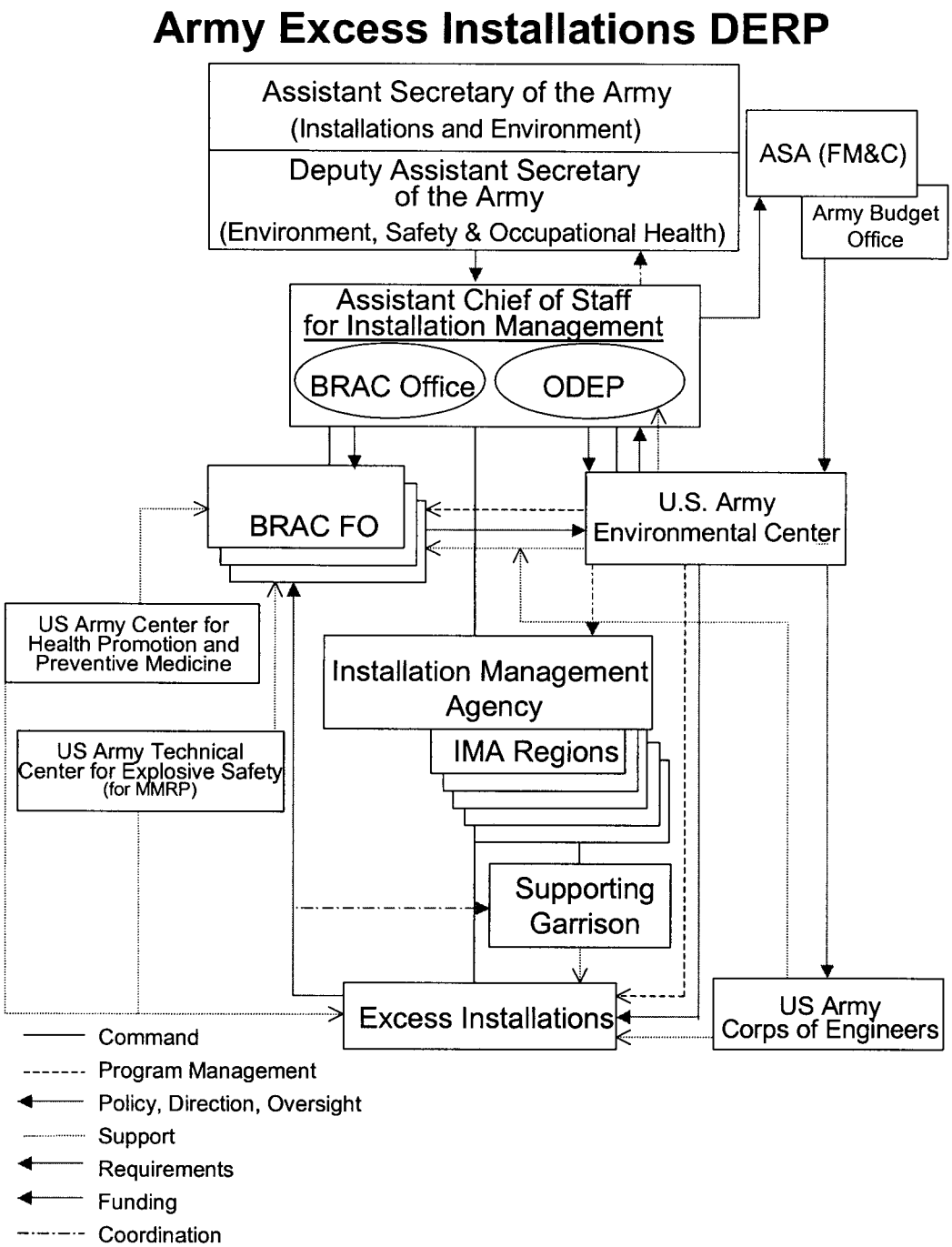
Information from AEDB-R and EPR databases are used by the Army to support cleanup program planning, implementation, and semiannual management reviews.

Management Review

The Army Base Realignment and Closure Division (DAIM-BD) prepares for overall management review of Army Excess Installation cleanups. For DERP-related cleanup, DOD has established a regular series of semi-annual reviews: one at mid-year and the other at the end of each fiscal year. The mid-year review is a look forward to ensure that adequate resources are programmed to accomplish future cleanup. The end-of-year review looks at progress in meeting objectives and targets. The Principal Deputy Under Secretary of Defense for Installations and Environment is typically the senior reviewer.

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. Program managers and the ODEP staff participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental strategy.

Program Build and Execution Chart



Army BRAC Cleanup

Background

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

Program Drivers

There are several statutes and regulations dealing with real property disposal, but for the cleanup portion of the BRAC program, the program drivers are essentially the same as for the other Army cleanup programs.

Congress has authorized additional BRAC in FY2005. Once installations are identified, authority to address cleanup at those installations will be transferred from the program area where cleanup activity is being conducted today to the BRAC program area, unless these installations are being realigned to the Army National Guard or Reserves and will remain active federal installations.

Investment and Progress

Through FY2002, a total of 124,934 acres have been transferred under the Army BRAC program. From FY1990 thru FY2002, $2.2 billion was expended on BRAC cleanup. Of the BRAC acreage that has not yet been transferred (141,913 acres), a substantial portion is awaiting completion of environmental investigation and cleanup. The current cost estimate for completing all remaining BRAC cleanup is $843 million.

Mission Statement for BRAC Cleanup

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

Objectives, Targets, and Success Indicators of BRAC Cleanup

Objectives, targets and success indicators are formatted as follows:
1. Objective.
   1.1. Target(s) for this objective.
      1.1.1. Success indicator(s) for this target.

1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.
   1.1. Protect workers, the public, and the environment as hazards are identified.

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

   2.1. Facilitate BRAC property transfer and reuse by completing required environmental investigation in FY04

      2.1.1. 100% of property in environmental category 1-6 by FY04.

   2.2. Meet annual planned activities as projected in the Army Environmental Database for Restoration (AEDB-R) [formerly the Defense Site Environmental Restoration Tracking System (DSERTS)].

      2.2.1. 75% of planned annual activities met (GREEN).

      2.2.2. 50% to 75% of planned annual activities met (YELLOW).

      2.2.3. Less than 50% of planned annual activities met (RED).

   2.3. 100K acres environmentally suitable for transfer in FY03

      2.3.1. Finding of Suitability to Transfer (FOST) or Finding of Suitability for Early Transfer (FOSET) signed.

      2.3.2. Operating properly and successfully determination made.

   2.4. Establish a target for number of acres to transfer in FY04 during mid-year review in FY03.

   2.5. Establish a target for number of acres to transfer in FY05 during mid-year review in FY04.

   2.6. Achieve RIP/RC for 17 additional installations by the end of fiscal year (EOFY) 2005

      2.6.1. Eight additional installations at RIP/RC in EOFY 2003.

      2.6.2. Four additional installations at RIP/RC in EOFY 2004.

      2.6.3. Five additional installations at RIP/RC in EOFY 2005

   2.7. Achieve 100% site and installation RIP/RC for installation restoration sites (exclusive of MMRP sites) by EOFY 2005.

      2.7.1. 95% of sites and installations (GREEN)

      2.7.2. 85%-95% of sites and installations (YELLOW)

      2.7.3. 84% or less of sites and installations (RED)

   2.8. Establish annual targets to be achieved to close out sites.

      2.8.1. 90% of the actual number versus what was planned.

   2.9. Develop an MMRP by FY05.

2.9.1. By December 2003, develop and maintain an inventory of all locations other than operational ranges that require a military munitions response.

2.9.2. Issue interim MMRP guidance in FY04.

2.9.3. Develop site-level auditable requirements by EOFY 04.

2.9.4. Ensure that 100% of known requirements are identified in POM (07-11).

2.10. Establish by FY05 and maintain a permanent archive for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.

2.10.1. Comprehensive permanent archive that reflects all environmental cleanup at an installation that is up to date.

2.11. Establish by FY05 and maintain a database to track and manage land use controls created as part of a restoration program response action.

2.11.1. Database readily accessible to environmental and real estate personnel.

3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.

3.1. Develop a plan to display potential consequences of the new DOD MMRP prioritization model on BRAC sites in lieu of the existing RAC priority process (e.g., the impact of re-evaluation of the MMRP model on BRAC sites).

3.1.1. Priority setting model is consistent with BRAC investment profile and responsive to stakeholder concerns.

3.1.2. Priority setting model provides a logical approach for application to the BRAC universe of properties

4. Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.

4.1. Recommend changes as required to Army Regulation 200-1.

4.2. Update the BRAC Environmental Cleanup Program Management Plan within one year of changes to the DOD DERP Management Guidance.

5. Plan, program, budget, and execute cleanup in accordance with DOD and Army directives and guidance using validated, auditable site-level data.

5.1. Execute BRAC appropriations to meet DOD obligation and expense objectives.

5.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.

5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 95%, and 100%, as recorded in DFAS.

5.2. For BRAC installations where an active enclave or cantonment area will remain, integrate all cleanup requirements, regardless of funding source, into the Installation Action Plans (IAPs) and IAP workshops beginning in FY04.

5.2.1. AEC conducts IAP workshops with Army installations; workshop participants review and ensure the IAP incorporates all cleanup requirements (ER,A, BRAC, OMA, etc.).

6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.

6.1. Develop and update annually BRAC Cleanup Plans (BCPs), with EPA and State participation, to promote coordination, cooperation, and property transfer.

6.1.1. BCP abstracts updated annually until property transfer is complete.

6.2. Include a cleanup program exit strategy in all BCPs by FY 2005.

6.3. Review state participation in installation activities under DSMOA by EOFY 2004.

6.3.1. States and installations coordinating with each other via the six-step cooperative agreement process.

7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.

7.1. Survey community for interest in establishing a RAB every 2 years, and when an installation with no RAB identifies MMRP sites.

7.1.1. Interest determined every 2 years, as scheduled.

7.1.2. Interest is solicited within 3 months of discovery of MMRP issues.

7.2. Involve public stakeholders in annual BCP development/revision.

7.2.1. Public stakeholders involved in BCP development.

7.3. As required by CERCLA, the NCP, and the DERP Management Guidance, establish by FY05 and maintain an information repository so that cleanup information is available to the public.

7.3.1. An administrative record and information repository available at a single government location.

7.3.2. For NPL installations, an administrative record and information repository at a single government location and a comprehensive information repository available to the public at a location off the installation.

8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

8.1. Evaluate opportunities for consolidating post remedy-in-place activities on a regional basis during FY03.

8.1.1. Pilot project for long-term management activity.

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

9.1. Establish responsibility prior to property transfer for conducting five-year reviews at National Priority List sites where contamination remains in place during long-term management.

9.2. Develop the schedule for the mid-year and year-end reviews NLT 31 December of each year

9.2.1. Meetings occur IAW the established schedule.

9.3. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the review.

9.3.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

Reporting mechanisms

The Army Environmental Database for Restoration (AEDB-R) contains site level detail by phase of cleanup (studies, design and construction, long-term management) for contaminated sites being addressed by the Army. In addition, the database contains cost, relative risk, and other information for each site. The AEDB-R is managed by USAEC, is updated semi-annually by the installations, and is used for upward reporting to the Restoration Management Information System used by OSD to support development of the DERP Annual Report to Congress. AEDB-R is also used by the Army to support cleanup program planning, implementation, and semiannual management reviews.

Management Reviews

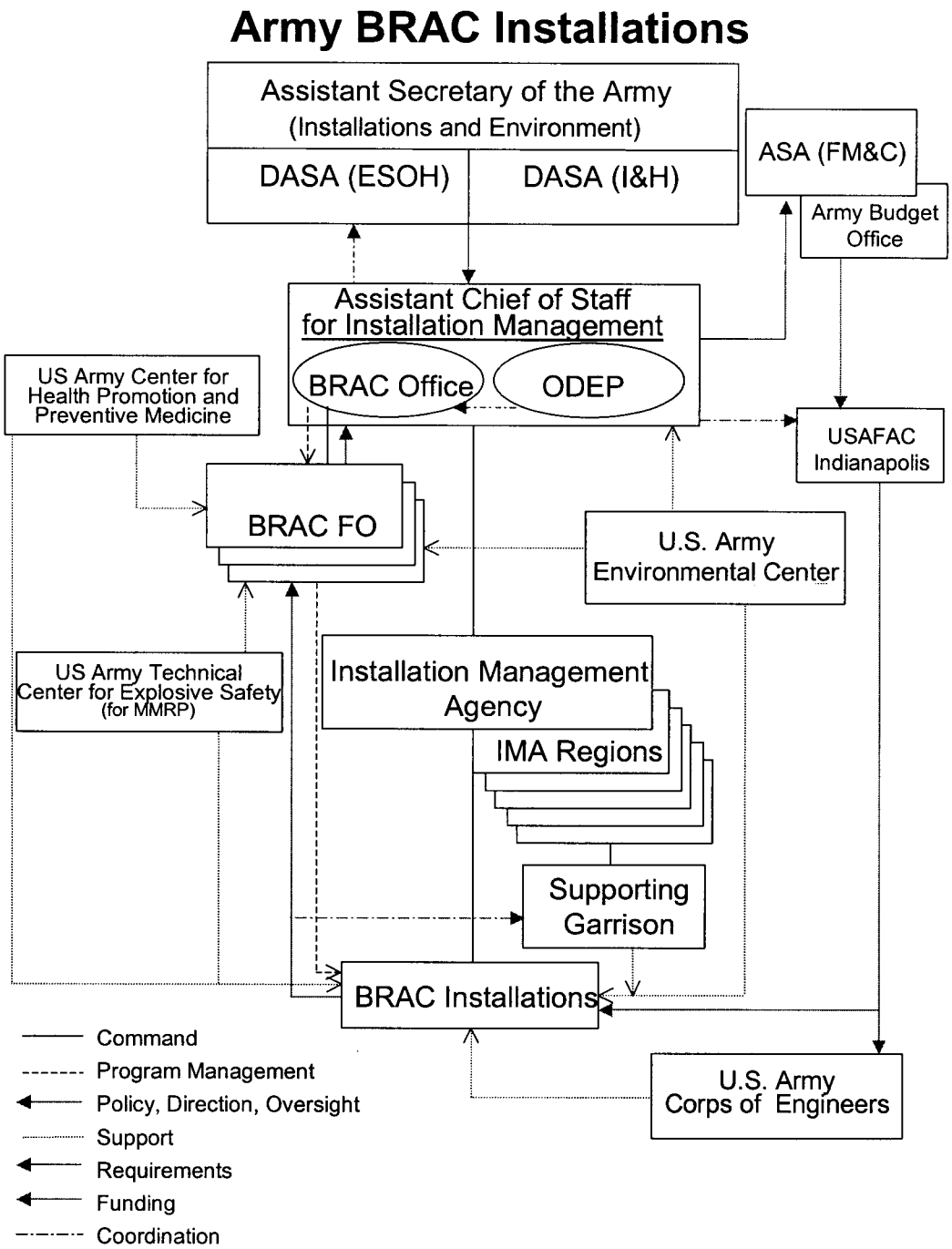
The Army reviews BRAC installation cleanup workplans on a quarterly basis, and conducts in-progress reviews of select installations and technical reviews of select cleanup projects. The Army BRAC Division Chief is the senior Army reviewer for these reviews.

At the DOD level, the BRAC cleanup program undergoes a semi-annual in-progress review.

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

BRAC-specific objectives and targets addressed in the Army environmental cleanup strategic plan. Program managers and the ACSIM staff participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental strategy.

Program Build and Execution Chart



Formerly Used Defense Sites

Background

DOD is responsible for accomplishing environmental restoration of contamination caused by DOD or building/debris safety hazards on properties that were under the jurisdiction of the Secretary of Defense and owned by, leased to, or possessed by the United States prior to 17 October 1986. The Office of the Secretary of Defense is responsible for overall FUDS program policy and budget guidance, developing and defending the budget, and reviewing program performance. The Army is the executive agent for the FUDS program, and the U.S. Army Corps of Engineers (USACE) is the program's executing agent and day-to-day manager. Because DOD no longer owns or uses the FUDS properties, a USACE District commander serves as each property's installation commander, executing environmental restoration projects and fulfilling associated responsibilities.

USACE has traditionally categorized projects at FUDS properties as:

- Hazardous, toxic, and radioactive wastes (HTRW)
- Containerized HTRW (CON/HTRW) (typically underground storage tanks)
- Ordnance and explosives waste (OEW) [including recovered chemical warfare material (RCWM)] (this category has most recently been referred to as the military munitions response program (MMRP))
- Building demolition and debris removal (BD/DR)
- Potentially responsible party (PRP) actions

Program Drivers

FUDS is part of the DERP as described earlier. The DERP Management Guidance further describes objectives for the program. The Army does not typically supplement the DOD DERP Management Guidance for the FUDS program. Detailed instructions for conducting the program are in USACE Engineer Regulation 200-3-1, FUDS Program Policy.

Investment and Progress

At the end of FY2002, there were 9,334 potential FUDS properties in the United States and its territories that had been entered in the FUDS inventory database. In determining whether a property was eligible for inclusion in the FUDS program, preliminary information was reviewed and 6,745 properties are eligible for inclusion in the FUDS program. Requirements for response actions exist at 2,822 properties. The USACE has 4,657 projects in its inventory to address required response actions, and to date has completed 2,565 of those projects. Additional properties are identified each year

USACE had obligated $2.8 billion through fiscal year 2002 (annual funding has been about $220 million in recent years) and projects $15.3 billion to complete the program. Overall program funding has remained relatively stable in the recent past, and is projected to remain stable until funding for MMRP implementation is increased.

Mission Statement for the FUDS Program

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

Objectives, Targets, and Success Indicators for the FUDS Program

Objectives, targets and success indicators are formatted as follows:
1. Objective.
   1.1. Target(s) for this objective.
      1.1.1. Success indicator(s) for this target.

1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.
   1.1. Protect workers, the public, and the environment as hazards are identified.
   1.2. Complete chemical warfare materiel (CWM) inventory, scoping and security study field work by end of FY2005.
      1.2.1. Begin property visits in 2nd quarter FY2003.
      1.2.2. Begin intrusive investigation by 4th quarter FY2003.
      1.2.3. Begin public involvement in 3rd quarter FY2003 based on intrusive information and property closeout determinations.
      1.2.4. Continue property visits, intrusive investigations, and public involvement in FY2004.
      1.2.5. Complete study and issue final report in FY2005.
2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DOD activities. Maintain relevant cleanup information in a permanent archive.
   2.1. Develop an execution strategy to have remedy in place or response complete for the existing HTRW portion of the FUDS program by FY2020 (i.e., projects in the FUDSMIS as of 30 September 2002).
      2.1.1. All projects projected to miss the FY2020 target identified by the end of FY2003.
      2.1.2. All projects projected to miss the FY2020 target reviewed and evaluated for management alternatives during the FY2004 mid-year in-progress review (IPR).
      2.1.3. A plan to address post-FY2020 projects developed by the end of FY2004.

2.2. Meet the FY2020 Defense goal to have a remedy in place (RIP) or be response complete (RC) for all HTRW projects.

2.2.1. 75% of all high relative risk projects at RIP/RC by FY2007.

2.2.2. 90% of all high and medium relative risk projects at RIP/RC by FY2011.

2.2.3. 100% of all HTRW projects at RIP/RC by FY2020.

2.3. Meet planned activities as projected in the FUDS Annual Work Plan.

2.3.1. 85% of planned annual activities met (GREEN)

2.3.2. 75% - 84% of planned annual activities met (YELLOW)

2.3.3. 74% or less of planned annual activities met (RED)

2.4. RIP/RC at 60 additional FUDS properties by end of fiscal year (EOFY) 2006.

2.4.1. 10 additional FUDS properties at RIP/RC by EOFY 2003.

2.4.2. 15 additional FUDS properties at RIP/RC by EOFY 2004.

2.4.3. 17 additional FUDS properties at RIP/RC by EOFY 2005.

2.4.4. 18 additional FUDS properties at RIP/RC by EOFY 2006.

2.5. The Army expects most CON/HTRW to be removal responses (tank excavation and disposal). Develop an approach by the end of FY2004 to reach response complete on all CON/HTRW projects by FY2010.

2.5.1. Based upon acceptance of the approach, there will be subsequent success indicators.

2.6. The Army expects most BD/DR to be demolition and disposal responses. Develop an approach by the end of FY2004 to reach response complete on all BD/DR projects by FY2010.

2.6.1. Based upon acceptance of the approach, there will be subsequent success indicators.

2.7. Establish annual workplan targets to achieve RIP/RC.

2.7.1. 90% of the planned number.

2.8. Develop an MMRP by FY05.

2.8.1. By December 2003, develop and maintain an inventory of all locations other than operational ranges on properties that require a military munitions response.

2.8.2. Develop project-level auditable CTC requirements by EOFY 04.

2.8.3. Ensure that all identified requirements (as of end of site inspection) are in cost-to-complete and have a project number.

2.9. Establish in FY03 and maintain a program to establish a permanent record of cleanup information at the 6745 eligible FUDS properties so that cleanup information can be retrieved at any date in the future.

2.9.1. 800 eligible properties complete in 2003.

2.9.2. Additional 800 properties complete in 2004.

3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.

3.1. Assist OSD with development of the MMRP prioritization protocol and rule making.

3.2. Develop a plan to display potential consequences of the new DOD MMRP prioritization model on FUDS in lieu of the existing RAC priority process (e.g., impact of re-evaluation of the MMRP model on FUDS).

3.2.1. Priority setting model is consistent with FUDS investment profile and responsive to stakeholder concerns

3.2.2. Priority setting model provides a logical approach for application to the FUDS universe of projects.

3.3. Anticipate and immediately come into compliance with new or revised enforceable requirements.

3.3.1. No fines or penalties.

3.4. Use the USACE's mission-focused ISO 14001 Environmental Management System (EMS) to continually upgrade performance of the FUDS cleanup program.

3.4.1. Cleanup considerations are included in USACE's EMS implementation plans at Districts managing FUDS cleanup activities.

4. Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.

4.1. Recommend changes as required to Army Regulation 200-1.

4.2. Develop Engineer Regulation 200-3-1, FUDS Program Policy, by the end of FY2003.

4.2.1. Publish Engineer Regulation 200-3-1, FUDS Program Policy, by the end of FY2003 subject to HQDA acceptance by June 2003.

5. Plan, program, budget, and execute cleanup in accordance with DOD and Army directives and guidance using validated, auditable project-level data.

5.1. Execute the annual DERP appropriation for the FUDS program to meet DOD obligation and expense objectives.

5.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.

5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 95%, and 100%, as recorded in DFAS.

5.2. Complete Remedy in Place for all non-PRP high relative risk NPL projects by 2014.

5.2.1. By the end of 2004, identify non-PRP NPL properties and assess RIP/RC projections.

5.3. Include a cleanup program long-term course of action (exit strategy) in property-specific Management Action Plans (MAPs) for each project included in a Statewide MAP by FY 2005, and all projects with RD/RA underway.

5.3.1. Projects with RD/RA underway have an exit strategy in the FY2004 MAP.

5.4. Assist OSD annually to justify additional resources, as current funding projections stretch the FUDS cleanups into the second half of the 21st century when MMRP responses are considered.

5.4.1. Assist HQDA to identify additional funding in order to meet DOD FMR goals and stakeholders' expectations.

5.4.2. Meet Defense Comptroller requirements on submittal of program and budget documents in accordance with the Program Objective Memorandum (POM), Programming Data Requirements (PDRs), and DOD FMR instructions and exhibits.

5.4.3. Ensure that FUDSMIS is populated with data vital to meeting planning, programming, budgeting, execution, and reporting requirements, determining proper allocation of resources, and addressing stakeholder concerns.

6. Develop cleanup partnerships with appropriate federal, Tribal, state, local, or territorial authorities.

6.1. Develop Statewide Management Action Plans, with respective State and EPA region participation, to promote coordination and cooperation at rate of 7 new plans per year until completion, subject to willingness of States to participate.

6.1.1. 50% of plans will be complete by the year 2005.

6.1.2. Existing plans updated annually.

6.2. Review state participation in property activities under DSMOA by EOFY2004.

6.2.1. States and USACE Districts coordinate with each other according to the six-step cooperative agreement process.

6.3. Involve regulatory stakeholders in annual property-specific Management Action Plan (MAP) development/revision process.

6.3.1. Regulatory stakeholders involved in MAP development.

6.4. Participate in EPA/state partnering sessions, typically sponsored by the DOD regional compliance offices in each EPA region.

6.4.1. Regional compliance offices are aware of FUDS issues and assisting to resolve as appropriate.

7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make project-level cleanup information publicly available.

7.1. Implement GIS access to eligible projects with cost-to-complete information for general public and Executive Management System for regulators by end of FY2003.

7.1.1. Turning on system subject to OSD/Homeland Security clearance.

7.2. For FUDS properties included in the Annual Work Plan and for which no RAB currently exists, survey community for interest in establishing a RAB every 2 years or when a MMRP project is initiated.

7.2.1. Interest determined every 2 years, as scheduled.

7.2.2. Interest is solicited within 3 months of initiation of MMRP projects.

7.3. As required by CERCLA, the NCP, and the DERP Management Guidance, establish by FY05 and maintain an information repository so that HTRW cleanup information is available to the public.

7.3.1. An administrative record and information repository available at a single government location.

7.3.2. For NPL properties, an administrative record and information repository at a single government location and a comprehensive information repository available to the public at a location off the property.

7.4. Involve RAB members in annual MAP development/revision.

7.4.1. Public stakeholders involved in MAP development.

8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

8.1. Evaluate opportunities for consolidating post remedy-in-place activities on a regional basis during FY03.

8.1.1. Pilot project for long-term management activity.

8.2. By the end of FY2004, identify States with the potential to be completely finished with the FUDS program.

8.2.1. Develop plan that is achievable within current funding limits.

8.2.2. Statewide Management Action Plan concurring with the proposal.

8.3. Identify by the end of FY2004 the schedule for completing the first State buy-out.

8.3.1. Remedy in Place for all projects in one State by 2007 (exclusive of PRP projects).

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

9.1. Develop the schedule for the mid-year and year-end reviews NLT 31 December of each year.

9.1.1. Meetings occur IAW the established schedule.

9.2. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.

9.2.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

Reporting Mechanisms

The DERP Annual Report to Congress (ARC) requires collection of data concerning phase progress and meeting milestones, and serves as the catalyst for reporting in the FUDS program. Preparation of the annual President's budget further drives reporting of FUDS program requirements and justification for those future expenditures. USACE Districts update FUDSMIS on a daily basis; information is used at all levels to manage the program. Snapshots taken from FUDSMIS are used for upward reporting and to provide data for ARC preparation, environmental liabilities reporting, and budget preparation.

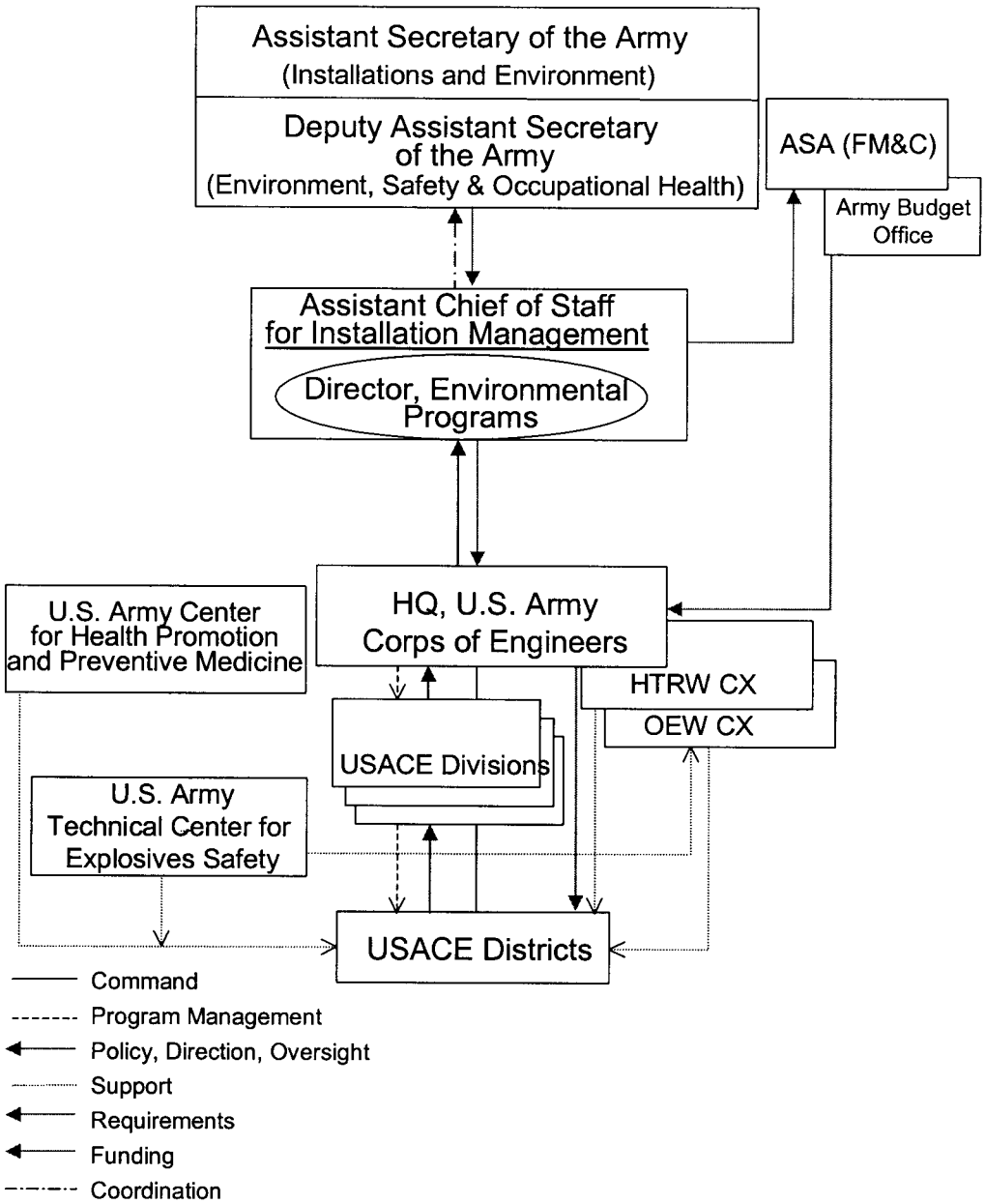
Management Review

OSD has established semi-annual in-progress reviews where the Army is required to provide information as of the end of the fiscal year and in mid-year. The end of year report addresses progress in meeting objectives and targets. The mid-year review is a look forward to ensure adequate resources are programmed into the future. The Principal Deputy Under Secretary of Defense for Installations and Environment is typically the senior reviewer.

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 FUDS-specific objectives and targets addressed in the Army environmental cleanup strategic plan. Program managers and the ODEP staff participate in the management review. Outcomes from the management review are considered and necessary adjustments are made for continual improvement of the environmental strategy.

Program Build and Execution Chart

DERP FUDS Properties



Army Compliance-Related Cleanup (Non-DERP)

Background

The Army conducts its operations in compliance with numerous environmental laws and regulations, to include cleanup of environmental contamination associated with its operations. Cleanup actions addressed via this program include contamination that has occurred since the enactment of the Superfund Amendment and Reauthorization Act (SARA) in October 1986, and thus by OSD policy are not eligible for inclusion in the Defense Environmental Restoration Program (DERP). Further, compliance-related cleanup is not subject to the DERP-driven requirements for planning, tracking, and review used in the Army IRP, BRAC or FUDS cleanup programs. Post SARA cleanups are funded using operational funds, primarily out of their installation operations and maintenance accounts (OMA).

Program Drivers

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

Investment and Progress

The Transformation of Installation Management reorganized how the Army manages its installation operations activities and created the Installation Management Agency (IMA). The IMA now manages funding requests for compliance-related cleanup at all installations except ARNG installations that continue to be managed by NGB. In tandem with this change, the Army's Director of Environmental Programs has determined that compliance-related cleanup actions need to be integrated with DERP-related cleanup (to the extent practicable given statutory constraints) in order to promote consistency and accountability for all of Army's cleanup actions. The Army will conduct semi-annual program management reviews of cleanup progress against established targets, and periodic reviews of sites where contamination remains in place.

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

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

Objectives, Targets and Success Indicators for Compliance-Related Cleanup (Non-DERP)

Objectives, targets and success indicators are formatted as follows:
1. Objective.
   1.1. Target(s) for this objective.
      1.1.1. Success indicator(s) for this target.

1. Ensure prompt action to address imminent and substantial threats to human health, safety, and the environment.
   1.1. Protect workers, the public, and the environment as hazards are identified.
   1.2. Provide advice and expertise to operational commanders, as required, to respond to and minimize imminent and substantial threats to human health, safety, and the environment.
2. Conduct appropriate, cost-effective efforts to identify, evaluate, and, where necessary to protect public safety or human health and the environment, conduct response actions to address contamination resulting from past DOD activities. Maintain relevant cleanup information in a permanent archive.
   2.1. Make the necessary changes to the AEDB to enable management of the compliance-related cleanup program by the end of 1st quarter FY04.
      2.1.1. AEDB and EPR information entered into one database and used by the other.
   2.2. Accomplish the inventory of all known compliance-related cleanup requirements, and incorporate the inventory into the AEDB by the end of FY04.
   2.3. Evaluate sites for IRP/BRAC environmental restoration program eligibility and complete the relative risk site evaluation within one year of discovery.
   2.4. Establish by FY05 and maintain a permanent archive for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future.
      2.4.1. Comprehensive permanent archive that reflects all environmental cleanup at an active installation that is up to date.
   2.5. Establish by FY05 and maintain a database to track and manage land use controls created as part of a cleanup program response action.
      2.5.1. Database readily accessible on an installation geographic information system (GIS) to environmental and real estate personnel.

3. Comply with statutes, regulations, Executive Orders, and other external requirements governing cleanup.
   - 3.1. Anticipate and promptly achieve compliance with new or revised enforceable requirements.
     - 3.1.1. No fines or penalties.
   - 3.2. Use the installation's mission-focused ISO 14001 EMS to continually upgrade performance of the compliance-related cleanup program.
     - 3.2.1. Cleanup considerations are included in installation EMS implementation plans at installations with cleanup activities.
4. Ensure that Army regulations, policies, and guidance are developed within the framework of this Strategy.
   - 4.1. Recommend changes as required to Army Regulation 200-1.
   - 4.2. Incorporate appropriate policy and guidance into regulations and guidance documents by the end of FY03.
   - 4.3. Develop specific performance goals for accomplishing compliance-related cleanup by the end of FY04.
     - 4.3.1. Installation mission activities are not impeded by cleanup requirements.
   - 4.4. Recommend changes annually to the *Policy and Guidance for Identifying US Army Environmental Program Requirements*.
     - 4.4.1. *Policy and Guidance for Identifying US Army Environmental Program Requirements* (the green book) updated by July 2003 for Fall 2003 EPR submittal.
5. Plan, program, budget, and execute cleanup in accordance with DOD and Army directives and guidance using validated, auditable site-level data.
   - 5.1. Execute the annual appropriations to meet DOD obligation and expense objectives.
     - 5.1.1. Obligation targets by quarter are 28%, 55%, 80%, and 100%, as recorded in DFAS.
     - 5.1.2. Expense targets over 5 years are 22%, 67%, 89%, 96%, and 100%, as recorded in DFAS.
   - 5.2. Establish "must fund" guidance for compliance-related cleanup by the end of FY2003.
     - 5.2.1. Policy letter issued to the field by the end of FY2003.
     - 5.2.2. *Policy and Guidance for Identifying US Army Environmental Program Requirements* (the green book) updated by July 2003 for Fall 2003 EPR submittal.

5.3. Integrate all cleanup requirements, regardless of fund source, into Installation Action Plans (IAPs) and action plan workshops beginning in FY2004.

5.3.1. AEC conducts IAP workshops with Army installations; workshop participants review and ensure the IAP incorporates all cleanup requirements (ER,A, BRAC, OMA, etc.).

5.4. Include a cleanup program exit strategy in all IAPs by FY2005.

5.4.1. Sites with work underway have an exit strategy in the FY2004 IAP.

6. Develop cleanup partnerships with appropriate federal, tribal, state, local, territorial, or host-nation authorities.

6.1. Participate in EPA/state partnering sessions, typically sponsored by the DOD regional compliance offices in each EPA region.

6.1.1. Lack of cleanup related enforcement actions and fines.

7. Promote and support public stakeholder participation in the cleanup process, as appropriate, and make site-level cleanup information available to the public.

7.1. Establish by FY05 and maintain an information repository of cleanup information at installations so that cleanup information is available to the public.

7.1.1. An administrative record and information repository available at a single location on the installation.

8. Support the development and use of cost-effective cleanup approaches and technologies to improve program efficiency.

8.1. Consider performance-based contracting and other approaches as appropriate for cleanup projects.

8.2. Implement standardized processes and procedures for introducing rigor, responsibility and accountability in management of the compliance-related cleanups beginning in FY03.

8.2.1. Guidance issued to field by end of FY03 for year-end IPR.

8.2.2. Compliance funding being used for compliance-related cleanup versus other BASOPS requirements.

8.2.3. Compliance-related cleanup program success indicators and Installation Status Report – Environment (ISR-II) management indicators show improvement in the compliance-related cleanup program.

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

9.1. Develop the schedule for the mid-year and year-end reviews NLT 31 December of each year.

9.1.1. Meetings occur IAW the established schedule.

9.2. Ensure the appropriate program managers present success indicators identified in the strategic plan as part of the semi-annual review.

9.2.1. Timelines and responsible respondents are tasked as part of the review for identified deficiencies. Required follow-ups are incorporated into the next scheduled review.

Reporting mechanisms

The Army currently uses the Environmental Program Requirements (EPR) reporting system to report requirements for compliance related cleanup requirements. The Installation Status Report II (ISR-II) contains information regarding the ability of the installation to support mission readiness that may be affected by compliance requirements. The Environmental Quality Report (EQR) contains compliance indicators and DOD Measures of Merit.

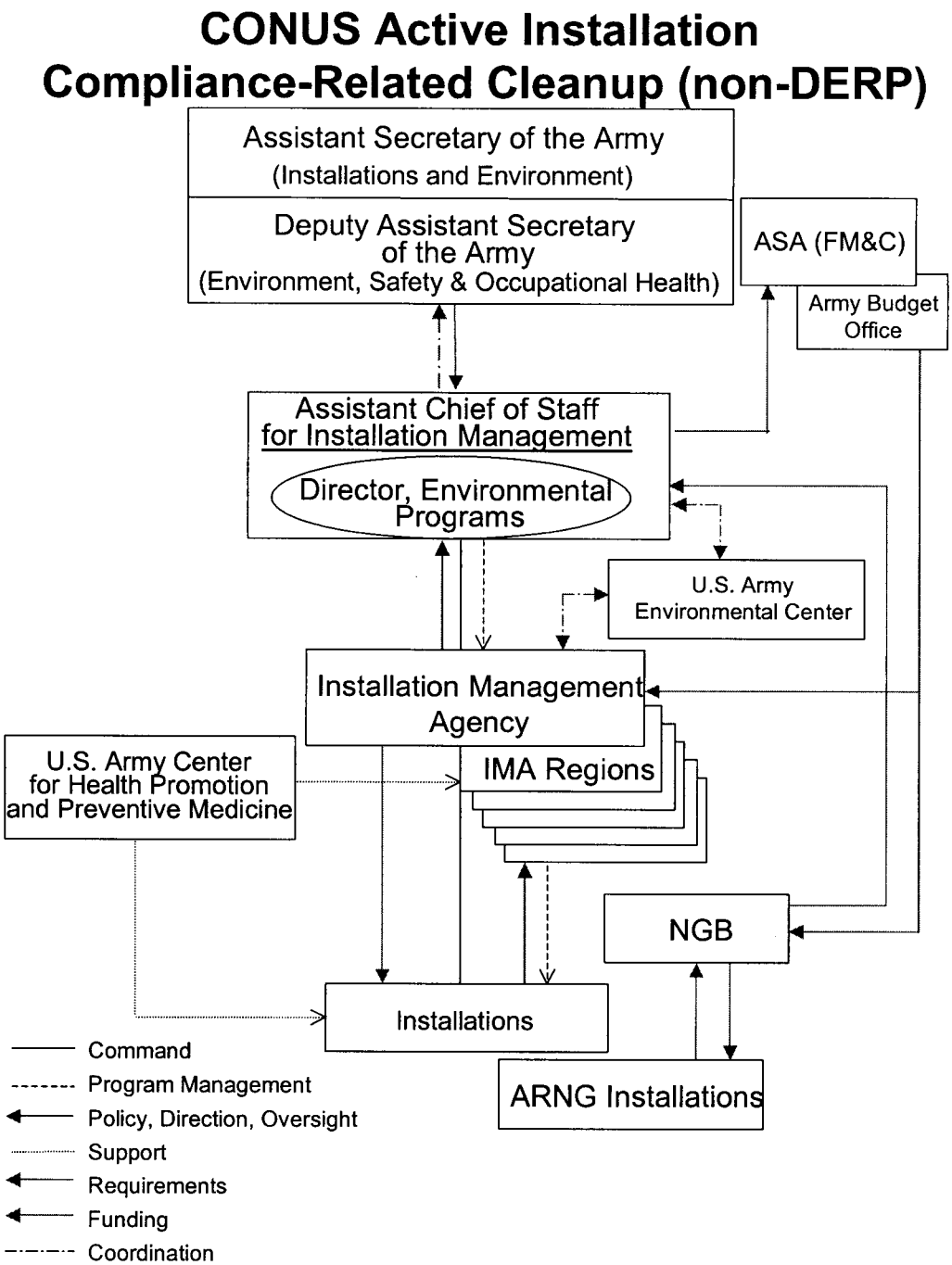
Once developed and populated, the Army will use the AEDB-R to report these requirements as necessary.

Management Reviews

With the creation of the IMA, the management review process is evolving. The framework for management review is that the IMA and NGB, with the assistance of USAEC, will conduct quality assurance reviews of EPR data for their respective installations and recommend validation of compliance-related cleanup requests.

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

Program Build and Execution Chart



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

Background

Special installations refer, for the purposes of this document, to installations that receive mission or Army Working Capital Funds to conduct traditional garrison operations in support of their primary mission. The ER,A funded DERP eligible cleanups at the special installations are governed by the same rules and metrics as those for installations receiving traditional funding. Similarly, mission or working capital funded RCRA corrective action cleanups will have the same metrics as those for OMA funded garrisons. The major difference in how these installations are managed stems from the source of funding. Special installations receive ER,A funds to address DERP eligible projects and are therefore, visible within the DERP metrics. Special installations use mission or Army Working Capital Funds to conduct compliance related cleanup. Additionally, there is a requirement for HQDA to be able to ensure that commanders of special installations (who also serve as the garrison commander for IMA) comply with the metrics developed for compliance-related cleanups, regardless of fund source. Therefore, garrison commanders at special installations must maintain at least some level of liaison with Installation Management Agency regional offices.

Program Drivers

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

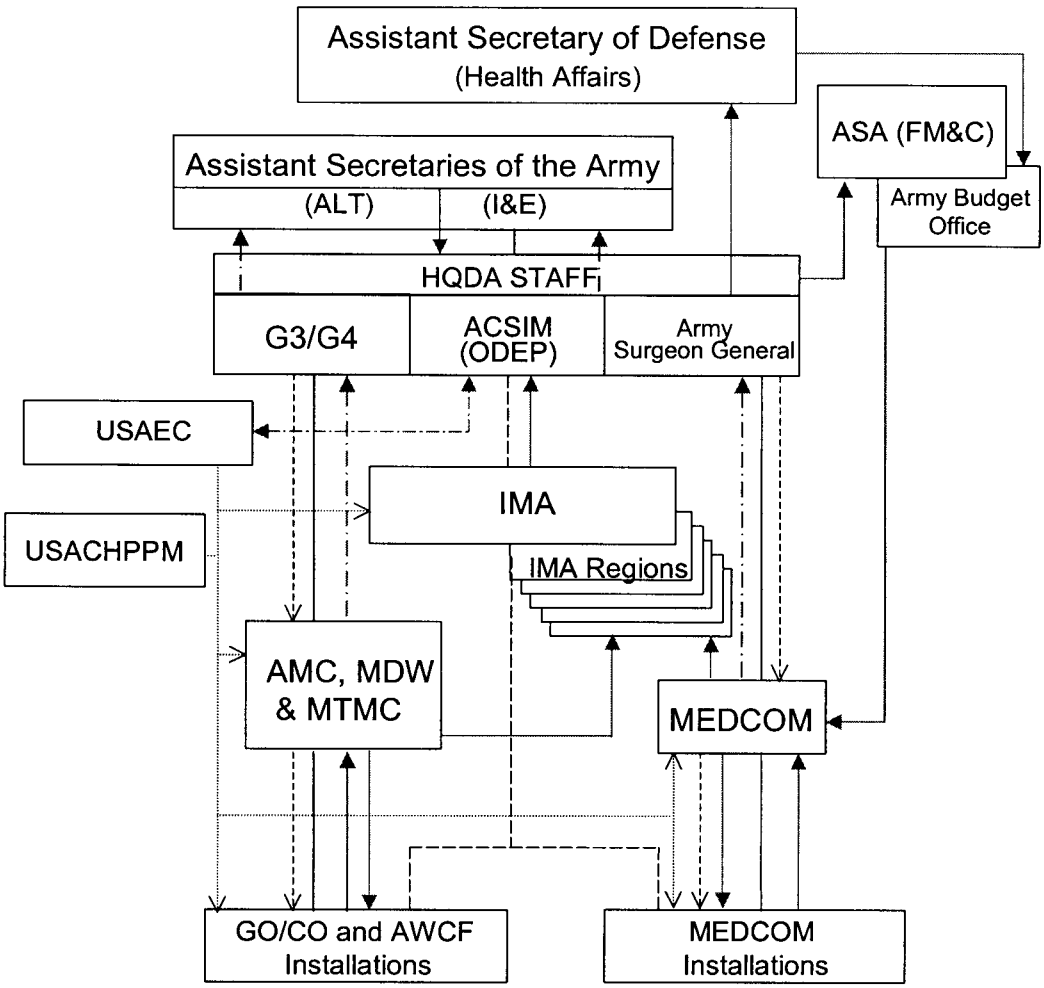
Investment and Progress

Investment and progress tracking is evolving for special installations. When this strategic plan is next updated, additional information will be available.

There is not a separate mission statement, nor a listing of objectives, targets, success indicators, reporting mechanisms and management review for the special installations. The major difference is the source of funding for their compliance-related cleanup. The same objectives, targets, success indicators, reporting mechanisms and management review will apply to these installations as for Compliance-Related Cleanup in the US. IMA will address issues at special installations during the Compliance-Related Cleanup management review.

Program Build and Execution Chart

Special Installations Compliance-Related Cleanup (non-DERP)



- Command
- Program Management
- Policy, Direction, Oversight
- Support
- Requirements
- Funding
- Coordination

Army Remediation Overseas

Background

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

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

Program Drivers

There are numerous drivers for overseas environmental management and remediation. DODI 4715.8 provides the fundamental policy "driver" applicable to remediation at Army installations overseas, and thus provides the basis for the Army Environmental Cleanup Strategy (AECS) for remediation at Army installations and activities overseas. Some of the drivers may be manifested in international agreements, such as a Status of Forces Agreement (SOFA). The overseas remediation program differs significantly from the cleanup program conducted in the continental United States (CONUS), which is driven by statutory requirements. Specifically, there is no requirement for a comprehensive cleanup program overseas that seeks to actively identify, remediate or cleanup all known or suspected contaminated sites. Thus, the objectives, targets and success indicators for overseas sites are tailored accordingly, as the CONUS metrics are not necessarily applicable. This strategy document does not supersede or amend any existing remediation policies for environmental contamination overseas. Additionally, neither this strategy, nor the DODI 4715.8 policy and procedures therein, apply to contingency operations, deployments, operations connected with actual or threatened hostilities (e.g., the Balkans), relief operations or peacekeeping missions.

Investment and Expenditures

The Army programs, executes and monitors expenditures for overseas cleanup via the EPR process. Installation Management Regional Offices (IMROs) and installations will maintain historical data on costs for remediation at overseas locations.

Mission Statement for Army Remediation Overseas

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

Objectives, Targets, and Success Indicators for Army Remediation Overseas

Objectives, targets and success indicators are formatted as follows: 1. Objective. 1.1. Target(s) for this objective. 1.1.1. Success indicator(s) for this target.

1. Protect the health and safety of military, civilian and local national personnel.

   1.1. Protect workers, the public, and the environment as hazards are identified.

      1.1.1. Exposure to contaminated sites is limited until remediation measures are conducted.

2. Conduct remediation in accordance with policy and procedures prescribed in DODI 4715.8; specifically, this includes:

   - Remediation of known imminent and substantial endangerment to human health and safety;
   - Remedial measures required in order to maintain operational capabilities;
   - Protection of human health and safety; and,
   - Consideration of applicable international agreements.

   2.1. Develop and maintain an inventory of contaminated sites that pose a threat to human health and safety by the end of fiscal year 2004.

   2.2. Develop and implement a relative risk prioritization system for overseas remediation sites by the end of FY2005. Complete relative risk site evaluation for newly identified sites within one year of discovery.

      2.2.1. Identification of appropriate site prioritization (high, medium, low) in EPR exhibits.

   2.3. Establish and maintain a permanent archive for cleanup information, regardless of funding source, so that cleanup information can be retrieved at any date in the future, by FY2005.

      2.3.1. Comprehensive, up to date permanent archive that reflects all environmental remediation at an overseas installation.

2.4. Achieve full compliance with country-specific remediation policies as they are established by the DOD designated Executive Agent/s.

3. Consider mission capabilities and objectives as an integral component of the decision-making process when determining whether the ability to "maintain operations" is sufficient to warrant cleanup expenditures (in consonance with DODI 4715.8).

3.1. Ensure contaminated sites do not impair operational / mission needs.

3.1.1. Maintenance of unimpaired operations and installation access.

4. Plan, program, and execute funds for identified remediation requirements at overseas locations.

4.1. Establish a baseline profile of remediation projects for the POM.

4.1.1. Requirements for all identified sites are programmed in the EPR.

4.1.2. Successful quality assurance review and validation of projects by HQDA/ODEP.

4.2. Ensure that 100% of all overseas remediation sites comply with funding eligibility parameters established in DODI 4715.8 and are programmed.

4.2.1. Funding requirements are adequately programmed in the EPR through the POM.

4.2.2. Decreases in programmed funding for baseline sites in the outyears.

4.3. Implement verifiable, credible and auditable cost estimates for overseas remediation projects.

4.4. Monitor projects to ensure that Army funds are spent for projects that meet the criteria established in, or are otherwise eligible for funding in accordance with DODI 4715.8.

4.4.1. Remediation projects in the baseline profile are steadily being completed.

4.4.2. Newly identified projects are higher in relative risk or another parameter to justify funding priority ahead of remediation projects in the baseline profile.

5. Demonstrate cooperation and coordination with host nation authorities, and ensure use of the claims process where appropriate.

5.1. Eliminate, to the extent practical, projects programmed in the EPR that are eligible for funding via the "Claims" process (e.g., by the host nation/third parties).

5.1.1. Reduction/elimination of sites/projects programmed in EPR due to funding via the Claims process.

Reporting Mechanism

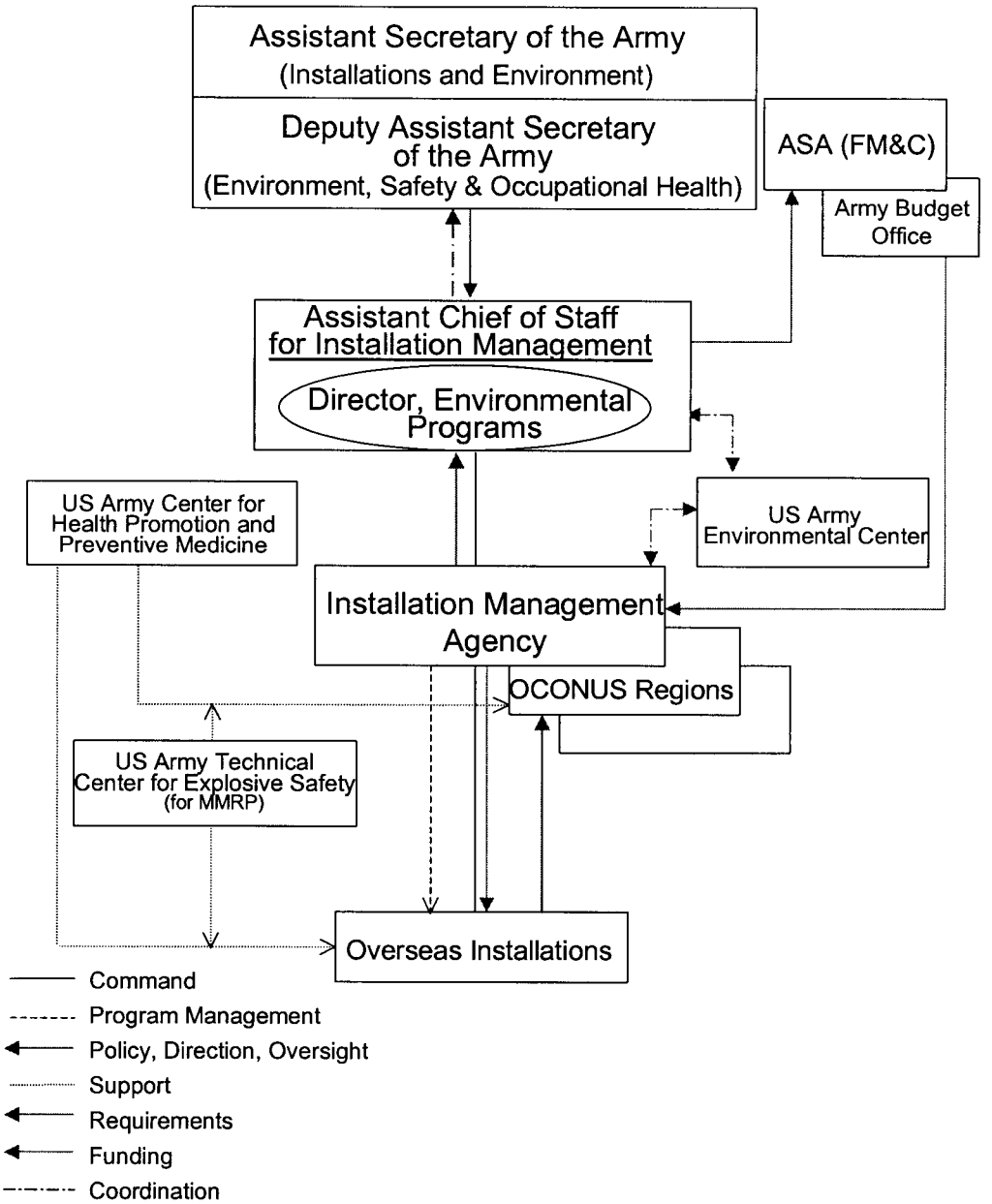
The Environmental Program Requirements (EPR) report is the primary mechanism to identify and report overseas remediation projects. The Army will continue to review overseas remediation projects in the EPR to ensure adherence to DODI 4715.8, and resolve any discrepancies as appropriate.

Management Review

A semiannual programmatic review of all overseas remediation projects will be implemented as part of the Army's environmental cleanup strategy. Army IMA regional offices conduct a comprehensive review of all EPR remediation projects. The Army Environmental Center also participates to ensure adherence to DODI 4715.8, and resolve any discrepancies as appropriate. The HQDA EPR validation review efforts have historically been focused on Exhibit 2 narratives, and conducted to ensure sufficient information is provided to determine whether in fact the parameters of the DODI are met with regard to compliance with DODI 4715.8 policy. Any programmatic issues needing increased visibility, awareness, or monitoring are also addressed by the overseas commands during the annual overseas program in-progress-review (IPR) meeting.

Program Build and Execution Chart

Army Remediation Overseas



Acronyms

AEDB-R	Army Environmental Database, Restoration
ARC	Annual Report to Congress
ASA(I&E)	Assistant Secretary of the Army for Installations and the Environment
ARNG	Army National Guard
BASOPS	Base Operations
BD/DR	Building Demolition/Debris Removal
BRAC	Base Realignment and Closure
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CON/HTRW	Containerized Hazardous, Toxic, and Radioactive Waste
CONUS	Continental United States
CTT	Closed, Transferred, and Transferring (ranges)
CWM	Chemical Warfare Material
CY	Calendar Year
DAIM-BD	Army BRAC Office (ACSIM)
DASA	Deputy Assistant Secretary of the Army
DD	Decision Document
DERP	Defense Environmental Restoration Program
DFAS	Defense Financial Accounting System
DLA	Defense Logistics Agency
DOD	Department of Defense
DODD	DOD Directive
DODI	DOD Instruction
DOJ	Department of Justice
EE/CA	Engineering Evaluation/Cost Analysis
EO	Executive Order
EOY	End of Year
EPA	Environmental Protection Agency
EPR	Environmental Program Requirements
EQR	Environmental Quality Report
ER,A	Environmental Restoration (account), Army
ESOH	Environment, Safety, and Occupational Health
FMR	Financial Management Regulation
FO	Field Office
FOSET	Finding of Suitability for Early Transfer
FOST	Finding of Suitability to Transfer
FUDS	Formerly Used Defense Site
FUDSMIS	FUDS Management Information System
FY	Fiscal Year
GIS	Geographic Information System
GPRA	Government Performance and Results Act
GSA	General Services Administration
HN	Host Nation

HQDA	Headquarters, Department of the Army
HTRW	Hazardous, Toxic, and Radioactive Waste
I&E	Installations and Environment
IAP	Installation Action Plan
IAW	In Accordance With
IMA	Installation Management Agency
IPR	In-Progress Review
IRA	Interim Remedial Action
ISO	International Organization for Standardization
ISR	Installation Status Report
LTM	Long Term Management
LUCs	Land Use Controls
MAP	Management Action Plan
MILCON	Military Construction
MMRP	Military Munitions response Program
NCP	National Oil and Hazardous Substances Contingency Plan
NDAI	No DOD Action Indicated
NGB	National Guard Bureau
NPL	National Priorities List
ODEP	Office of the Director, Environmental Programs
OE	Ordnance and Explosives
OSD	Office of the Secretary of Defense
POM	Program Objective Memorandum
PPI	POM Preparation Instructions
PRP	Potentially Responsible Party
RA	Remedial Action
RAB	Restoration Advisory Board
RAC	Risk Assessment Code
RC	Response complete
RCRA	Resource Conservation and Recovery Act
RIP	Remedy in place
ROD	Record of Decision
RRSE	Relative Risk Site Evaluation
TPS	Third Party Site
USACE	US Army Corps of Engineers
USC	United States Code
UST	Underground Storage Tank
UXO	Unexploded Ordnance

Glossary

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

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

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

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

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

Environmental Quality Report (EQR) – An annual report that documents all external regulatory inspections of compliance-related cleanup sites and actions, and any related enforcement actions.

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

Installation Status Report (ISR) II – An installation's annual report on the impact of compliance-related cleanup on its ability to support mission readiness.

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

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

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

Management Action Plan – An annual plan that outlines the status of and plans for restoration activities at active and excess installations.

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

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

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

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

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

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

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

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

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