Office of the Assistant Chief of Staff for Installation Management

ARMY INSTALLATIONS

MG Ted Harrison
Director of Operations
Office of the Assistant Chief of Staff for Installation Management

28 February 2017
Priorities: “Readiness is #1”

“Installation readiness is one of the foundational parts of overall readiness”
- General Milley, Chief of Staff of the Army

Team ACSIM

Installations
Infrastructure Services Resources

Assistant Chief of Staff for Installation Management
Army Strategic Readiness Assessment (ASRA)

Strategic Readiness Tenets
- Manning
- Equipping
- Sustaining
- Training
- Leading
- Installations

Capacities and Capabilities

Chairman Joint Chiefs of Staff

Joint Capability Area (JCA) Assessments

Army Plan Assessments

Readiness Deficiencies

Top Concerns

Readiness Assessment Level (RA)
- RA 1
- RA 2
- RA 3
- RA 4

ASRA

Input

Holistic Analysis

Output

Fulfills Title 10 Requirements
- Joint Force Readiness Review (JFRR)
- Quarterly Readiness Report to Congress (QRRC)
- Chairman’s Risk Assessment (CRA)

Assistant Chief of Staff for Installation Management
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Airfield Example

CURRENT DATA FEEDS

ISR–Infrastructure
RPLANS

ISR-Services
Resources - PROBE

Mission Index identifies high payoff facilities and services based on proximity to Army readiness

Mission Readiness

Q4/F4 Airfield at Fort “B”

Q4/F4 Airfield at Fort “L”

ISR and RPLANS Rating

Mission Capacity

Mission Index is unique to the type of and Mission of each particular Installation

Mission Index

Soldier and Family Readiness

Mission Index

ISR and RPLANS Rating

Assistant Chief of Staff for Installation Management
Conclusion

“Installation readiness is one of the foundational parts of overall readiness”
- General Milley, Chief of Staff of the Army
A Vision for Navy Installations

Exclusion Zone (Nuclear Weapons Security only)
Installations of the Future (IotF)

Mr Ed Oshiba
Deputy Director, Civil Engineers
DCS/Logistics, Engineering and Force Protection

28 Feb 2017
Building Resilient Installations
Enable Enduring Air Force Core Missions

Installations

- Power projection platforms—CONUS, OCONUS, expeditionary
- Enable air & space superiority
- Assure Cyberspace access
- Provide infrastructure necessary to hold targets at risk anywhere across the globe
- Facilitate ISR exploitation
- Host robust C2 networks
- Build partnerships with allies & developing nations by forward basing US forces

“Air bases are a determining factor in the success of air operations. The two-legged stool of men and planes would topple over without this equally important third leg.” General of the Air Force Henry H. “Hap” Arnold
Integrated Approach

Support Global Vigilance – Global Reach – Global Power missions

WHERE

Right Installations / Right Place
Strategic Basing
- Inform strategic basing decisions
  -- Force structure and missions
  -- Analysis of opportunities and gaps
  -- Long-term view: 25-50 years

Optimize Installations
Mission requirements-driven strategy for installation support
- Mission risk-informed enterprise policy
- Mission & energy assurance considerations
- Understand mission & mission support impacts

WHAT

Optimize Installations
Effective, efficient infrastructure/services
- Focused installations support investment
- Better data…mission dependency, condition
- Consider the full range of “hows”

HOW

Consider cost -- Balance risk to mission, force, and institution
How Can We Help Each Other?

- Innovation & Experimentation
  - Share ideas from our perspective
  - Be willing to “fail fast” and “win quick”

- Agility: Ability to adapt to future conditions
  - Changing mission needs
  - Environmental conditions
  - Fiscal conditions

- Find “win-win” partnerships—transparent, fact-based, unemotional
  - Starts with understanding our respective “missions”
  - Robust utility services = mission assurance
  - Leverage installation “value”… and community “value”
Questions?
Association of Defense Communities
Installation Innovation Forum

Infrastructure Reset Strategy

28 February 2017

Dr. Todd R. Calhoun
Executive Director
Marine Corps Installations Command

Pre-decisional
For Official Use Only (FOUO) / FOIA(b)(5)
Framing the Problem

- Too much obsolete, costly infrastructure
  - Continued growth in footprint, complexity, and cost of infrastructure ownership
- Many infrastructure bills (Rebalance-to-the-Pacific, Aviation Plan, Training Facilities)
  - Mitigate future operating force impact by driving down infrastructure cost
- Limited resources
  - Hard choices required to close the gap between resources and requirements

To reduce infrastructure cost, we must reduce footprint.
Fixing the Problem

- Too much obsolete, costly infrastructure
  - Demolish 31 million square feet (MSF) of facilities and eliminate failing infrastructure
- Many infrastructure bills (Rebalance-to-the-Pacific, Aviation Plan, Training Facilities)
  - New footprint offset with equivalent footprint reduction
- Limited resources
  - Mitigate future operating force impact by driving down infrastructure cost

To reduce infrastructure cost, we must reduce footprint.
IR Strategy Guiding Principles

- **Spend every infrastructure dollar on the right long-term investment**
  
  - **Targeted best value investment:**
    Process and governance that aligns infrastructure investment with strategic priorities, ensures that every dollar is targeted and spent on the highest priority for the USMC, and optimizes investment over the long term to achieve the lowest total life cycle cost.

- **Make every infrastructure dollar go further**
  
  - **Drive efficiency with consistent use of best practices:**
    Unified installations management drives down costs of operating and maintaining our installations by standardizing processes through consistent employment of best practices, exploiting innovation, and better business practices, policies and tools.

- **Make better informed infrastructure investment decisions**
  
  - **Informed, data driven decision making:**
    Development and implementation of authoritative data systems, geospatially linked decision tools, and performance metrics that are clearly linked to Marine Corps missions and capabilities and enable informed tradeoffs and decisions based on analysis of associated costs, risks, and impacts.
IR Lines of Effort and Objectives

LOE 1: Reduce and Optimize Infrastructure Footprint

1.1: Standardized and constrained Basic Facility Requirements (BFRs)
1.2: Space management and utilization
1.3: Consolidation and divestiture plans
1.4: Global and Regional Infrastructure Plans

LOE 2: Facilities Investment at Lowest Lifecycle Cost

2.1: Q3/Q4, Interim Relocatable Facilities (IRF), and leased space divestiture plans
2.2: Workforce optimization
2.3: Data driven decision capabilities
2.4: Facility Investment Plans

LOE 3: Best Practices and Process Efficiencies

3.1: Service contracts
3.2: Transient lodging alternatives
3.3: Alternate service and support models
3.4: Barracks operations and maintenance
3.5: Performance metrics and best practices

LOE 4: Aligned Installation Management & Enterprise Governance

4.1: Aligned installations management
4.2: Consolidation initiatives
4.3: Regional AORs and staffs
4.4: Governance processes
Results of IR Strategy Implementation

Difficult Decisions Made Clear

- Present course leads to:
  - Failing facilities
  - Unaffordable funding gap
- Infrastructure Reset Strategy optimization:
  - Preserves readiness
  - Improves effectiveness
  - Closes the gap

Achieving the Desired Results

- Implementation of the Infrastructure Reset Strategy results in closing the investment gap by 2028, through comprehensive footprint reduction, Q3/Q4 facilities elimination, and reinvestment of savings to increase the facilities investment funding line
- Improved infrastructure life cycle management institutionalized through process & governance
  - Improved planning capability to right-size footprint and respond to dynamic operational requirements
  - Balanced facilities investment to achieve and sustain optimal facilities readiness with available funding
  - Cross functional senior leader stakeholder governance to sustain long term commitment to the strategy
Infrastructure Reset Strategy

Installations Excellence

Home for Marines and Families

Where MAGTFs train and hone battle readiness

Deployment Platforms from which Expeditionary Forces Fight and Win the Nation's Battles
MCICOM Overview

Map showing locations of Marine Corps installations, including MCMWTC Bridgeport, MCLB Barstow, MCAGCC 29 Palms, MCAS Yuma, MCB Quantico, MCB Cherry Point, MCB Camp Lejeune, MCAS New River, MCAS Beaufort, MCRD Parris Island, MCSF Blount Island, MCB Hawaii, MCAS Kaneohe Bay, Camp Kinser, Camp Courtney, Camp Foster, MCAS Iwakuni, CATC Camp Fuji, and MCB Camp Butler.