

INSTALLATIONS 2020 STRATEGY

Marine Corps infrastructure consists of 15 major bases and stations in the United States and Japan. As noted earlier, the Marine Corps has a long-range vision, *Installations 2020 (I2020)* that provides a roadmap for the future of these bases. Among the subjects that *I2020* deals with are Public-Private Venture, encroachment control, sustainable infrastructure, natural resource protection, and environmental stewardship.

PUBLIC-PRIVATE VENTURE

Public-Private Venture (PPV) is a tool that allows the Marine Corps to more quickly provide quality homes for our families. Aiming to privatize 95% of its worldwide family housing inventory, the Marine Corps will have contracts in place to eliminate all inadequate family housing by 2007, in accordance with Defense Planning

Guidance. (Construction will be phased over four to five years to maximize the number of homes available to our families). Once privatized, the day-to-day management responsibility for this family housing will reside with our private partners. As a member of Limited Liability Company boards, the Department of the Navy continues to participate in key business decisions, including those involving major investments and – in the case of default by the managing partner – changes in the managing partner.

By the end of FY 2003, the Marine Corps had awarded PPV projects at Camp Pendleton (two projects for 4,104 homes), MCRD San Diego (5 homes), Quantico (1,137 homes), and Beaufort and Parris Island (1,718 homes). Through these projects, the Marine Corps will obtain \$800 million in housing investments, even



though the Service itself contributed only slightly more than \$100 million of its own resources. In addition to this reduction in up-front investment costs, the PPV projects will fix housing faster and produce better quality homes, community support facilities, and maintenance services than had been provided through traditional military construction, operations, and maintenance. These projects are self-sustaining and provide for the long-term renovation and recapitalization of our privatized housing assets, thus ensuring quality housing for the 50-year term of the projects.

ENCROACHMENT CONTROL

Monitoring, evaluating, and responding to encroachment is critical to ensuring bases and ranges are available to support mission readiness now and into the future. Encroachment is defined as any external force that causes the loss of military readiness, including the loss of use of land, air, sea, and frequency spectrum.

The Sustainable Ranges initiative is a process that integrates all aspects of installation and range/training area management, and provides for our installations' long-term viability and ability to support realistic training. The Marine Corps is proactively involved with federal, state, and local government agencies, as well as non-governmental organizations, to provide "win-win" solutions to encroachment pressures to ensure compatible land use which will not degrade mission readiness.

The tools used to ensure compatible land use include:

- >> Range/Air Installation Compatible Use Zone studies to prevent and mitigate public exposure to hazards associated

with aircraft operations and air-to-ground weapons delivery

- >> Joint Land Use Studies to assist local communities in considering the impact of military training areas on local development
- >> Land Conservation (Encroachment) Partnering to use Marine Corps operation and maintenance funds to partner with non-governmental organizations to acquire "non-training" buffer lands
- >> Community Plans and Liaison Offices at each installation to manage various community involvement and outreach issues, including the growing pressures associated with encroachment

SUSTAINABLE INFRASTRUCTURE

Buildings, utilities, runways and other fixed infrastructure are the backbone of the 5th Element of the MAGTF, and a national asset worth nearly \$40 billion dollars. Protecting these assets, and sustaining their value for training and housing Marines, requires a continual commitment in the form of facility maintenance and repair.

The Marine Corps is committed to programming funds to adequately maintain and improve these facilities so they will support the missions of the operating forces. To do this, the Marine Corps developed the Facilities Sustainment Model in conjunction with the Office of the Secretary of Defense. This model uses private industry standards to estimate maintenance and repair investments needed for our physical infrastructure to reach its full life cycle. In addition, the Marine Corps has developed the Commanding Officer's Readiness Reporting System to measure the mission readiness of facilities

that support the operating forces. With this system, the Corps can target facilities for major renovation that are most impacting mission accomplishment.

NATURAL RESOURCES PROTECTION

Marines train as they fight, and that training requires frequent, repeated access to land. Training can be destructive to land and its resources. Unless properly managed, Marine Corps lands can become damaged to the point where realistic training will be degraded.

To ensure that frequent, repeated use of land for readiness purposes can be sustained, each installation prepares and implements an Integrated Natural Resources Management Plan (INRMP). This plan provides a framework for ensuring the continued access to land by appropriately managing land entrusted to us by the American people.

ENVIRONMENTAL STEWARDSHIP

Our nation has crafted a strong environmental code of conduct structured on a wide range of federal, state, and local laws and regulations, strengthened through

increased regulatory agency scrutiny and enforcement. Due to the nature of the Marine Corps mission, environmental regulations present significant challenges, but these policies recognize that national defense and environmental protection can co-exist.

As the environmental stewards of our installations, the Marine Corps has engaged with regulators to make significant strides in this area. Today, Marines at all levels contribute toward this goal by simply performing their jobs with an increased awareness of potential environmental impacts. In addition to the Integrated Natural Resource Management Plans discussed above, other efforts include Joint Land Use Studies (JLUS) and aggressive pollution prevention programs.

Our hard work does not end with these initiatives. Much like encroachment, the impacts of environmental regulation and compliance on the Corps' ability to fully utilize its installations are varied and require constant vigilance and attention to ensure that operational readiness is not diminished.