



DEPUTY SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1010

OCT 30 2024

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP  
COMMANDERS OF THE COMBATANT COMMANDS  
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Resilient and Healthy Defense Communities Implementation Plan

To meet the objectives of the 2022 *National Defense Strategy*, the Department of Defense (DoD) must recruit and retain a strong, healthy, and ready military force. Defense installations are at the core of our Service members' military experience. Installations comprise both built and natural spaces where our people—current and prospective Service members, their families, and civilian personnel—live, work, train, raise their children, and spend time together. These spaces enhance quality of life and improve military readiness. Therefore, it is a national security imperative and our moral obligation to the people who defend our nation to ensure that these spaces are safe, appealing, and supportive of their well-being.

The attached Resilient and Health Defense Communities Implementation Plan builds on the Resilient and Healthy Defense Communities Strategy that I signed in February 2024. The implementation plan will guide the Department's actions to maintain communities where our people thrive. We envision an end-state where:

- People living and working on DoD installations thrive as part of happy, productive, and resilient communities.
- The built and natural environment around them meets operational needs and improves their quality of life.
- Installation managers and senior DoD leadership have a common operating picture of the quality of infrastructure to guide timely decisions and resource allocations.
- Installations are integrated with surrounding communities, providing public services and lifestyle-oriented features that build the readiness and resiliency of the Total Force.

I appreciate your hard work in implementing this strategy to make it a reality.

Attachment:  
As stated



OSD008029-23/CMD011361-24

**Department of Defense  
Resilient and Healthy Defense  
Communities Implementation Plan**



**Deputy Secretary of Defense  
October 2024**

## **RESILIENT AND HEALTHY DEFENSE COMMUNITIES IMPLEMENTATION PLAN**

*Taking Care of our People Where They Live, Work, and Train*

### **Introduction**

To meet the objectives of the 2022 *National Defense Strategy (NDS)*, the Department of Defense (DoD) must recruit and retain a strong, healthy, and able military force. Defense installations are at the core of our Service members' military experience and are fundamental to the readiness posture of the total force. These communities are composed of spaces, both built and natural, where our people live, work, train, raise their children, and spend time with their families. Ensuring that these spaces are and remain supportive and enabling to the professional and personal needs of current and prospective Service members, their families and the civilian workforce, and are instrumental in promoting their well-being, is a national security imperative. It is also our moral obligation to the people who defend our nation.

### **Situation**

Today, more than two million military and civilian personnel live and work on 538 installations across 25 countries. DoD installations provide more than one million rotational and permanent unaccompanied housing bed spaces and over 250,000 homes for Service members and their families. These installations encompass more than 650,000 buildings and permanent structures, including workspaces, schools, commissaries, hospitals, and other facilities that support the military community. In addition, DoD manages 26 million acres of land, including parks, campgrounds and other outdoor recreation opportunities, protected areas, waterways, and other natural infrastructure that provides green and recreational spaces to local economies and communities.

DoD continues to address new and emerging challenges that affect human health and the environment. The department continually adapts to and mitigates the increasing severity of climate events while also providing for energy security, the availability of clean, accessible water and addressing other quality of life considerations for the workforce. These collective priorities require an integrated implementation plan that ties the wellbeing of the workforce and its families to the ongoing clean energy transition, infrastructure modernization efforts, and sustainable procurement requirements.

### **End State**

When the objectives and tasks outlined in the Resilient and Healthy Defense Communities Implementation Plan (RHDC-IP) are achieved, the people living and working on DoD installations will thrive as part of happy, safe, productive, and resilient communities. The Department will oversee implementation through clear governance, policies, informed guidance, and outcome-based evaluations that support the goals of the Resilient and Healthy Defense Communities Strategy (RHDC). Through the RHDC-IP, the Department will have set the conditions for and executed on a broad range of activities to build, assess, and maintain

healthy, functional, safe, and resilient spaces that will yield a strong, healthy, and ready military force. Additionally, feedback loops will exist to ensure the Department is postured to refine its approach to improve the quality of life for Service members, their families, and others who interact with military spaces.

## **Problem Statement**

The quality of life experienced by Service members, their families, and the broader defense community depends a great deal on the quality, suitability, and condition of their living and workplaces. Historic underinvestment in these spaces erodes the Department's recruiting, retention, readiness, and operational capabilities. This underinvestment reflects a fundamental misunderstanding of how consequential the condition of our buildings and natural spaces are for morale, readiness, and health of our people.

## **Mission**

Center our approach to infrastructure – both natural and built – to support, invest in, and advance our supported community's overall quality of life.

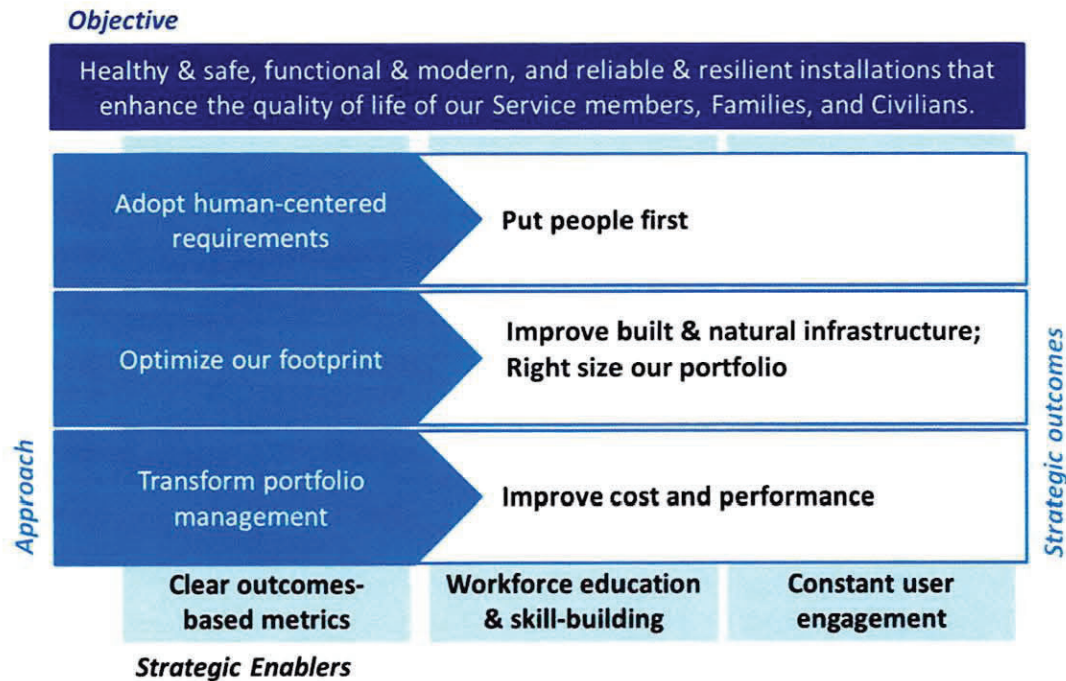
This IP outlines specific actions the Department will take in its commitment to ensuring that the built and natural infrastructure on our installations and in our defense communities supports our workforce and their families. We believe that our installations can help deliver superior operational outcomes by providing an environment that is:

- **Healthy**, providing spaces that are comfortable, have good indoor and outdoor environment quality, and offer proximity to open space areas that contribute to overall well-being.
- **Safe**, designing and sustaining spaces that do not endanger the wellbeing of occupants but rather enhance their ability to succeed.
- **Functional**, enabling the way people want to live and work by offering intuitive, efficient, and user-friendly design and modern amenities and technologies; and
- **Resilient**, delivering continuous service and protection against climate change, current and future all-hazard challenges, and other risks that have the potential to disrupt or displace people and their lives.

The goal of the RHDC-IP is to ensure an environment for the workforce, families, and the community engaged with each installation that integrates mission requirements, environmental, social, health, and economic considerations to support the total community throughout its lifecycle. This work will consider and enhance the condition of our built and natural infrastructure at DoD installations, taking into account long-term impacts of new designs and infrastructure modernization plans, and leveraging benefits of sustainable acquisition procurement processes.

## Strategic Approach

The Department will consider all aspects of an installation and establish lines of effort (LOEs) to support Healthy, Safe, Functional, and Resilient spaces for our workforce communities. The RHDC provides overall strategic guidance and direction for the Department to address the built and natural infrastructure that contribute to quality of life for our people. The Department will create a thriving, mission ready community by leveraging stakeholders' efforts and enhancing partnerships in and around our installations.



## Objectives, Tasks, and Metrics.

Each RHDC-IP LOE contains objectives and supporting tasks necessary to achieve that LOE's strategic outcomes. Annex A lists all the objectives and specified tasks in each LOE.

Each task includes an Office of the Secretary of Defense (OSD) office that will have primary oversight; a DoD office that will lead efforts on the actions, data, and reports associated with the task; a DoD office that will execute the task; and the fiscal year (FY) in which the task will be completed. If a task will be completed more than once over the duration of the RHDC-IP, multiple FYs are listed or otherwise noted. While some tasks are episodic, some will be continuous.

Within 90 days, task executors will provide the task oversight office with an execution plan to meet the target completion date(s).

## **Prioritization.**

One key function of the RHDC-IP is helping the Department prioritize built and natural infrastructure-related actions so that they can be integrated with the Department's other operations, activities, and initiatives (OAI). The RHDC-IP does not supersede or replace any Department-wide prioritization policies or process, but it will inform them going forward. This plan does, however, prioritize RHDC-IP objectives and tasks against each other, placing each element into one of three bins.

Critical priorities must be completed no later than the specified FY. Failure to do so will present a major challenge to keeping the Department on track towards the RHDC end state "where people living and working on DoD installations thrive and are cared for as part of happy, safe, ready, productive, and resilient communities." If a critical priority is at risk, additional resources are required to ensure on-time accomplishment. Critical RHDC-IP priorities meet one or more of the following criteria:

- Directly supports a goal or task directed by Executive Order (EO) or federal law
- Directed priority of Senior Leader(s)
- Supports the Secretary of Defense's priorities to Take Care of Our People and Defend the Nation
- Aligns with strategic objectives and performance goals in the Department's Strategic Management Plan (SMP) and Agency Priority Goals (APG)
- Offers well-documented, high return on investment

Important priorities are those efforts that can have a significant positive impact on current or future built and natural infrastructure-related activities, including any initial steps to further long-term processes. RHDC-IP tasks and objectives should be considered throughout the Program Objective Memorandum (POM) and Planning, Programming, Budgeting and Execution (PPBE) process to ensure they are adequately resourced.

Desirable priorities drive beneficial outcomes that the Department wishes to accomplish within the scope of the RHDC-IP. In some instances, desirable actions enable higher priorities but are not essential components to accomplish those priorities. The priority of each RHDC-IP objective and task is noted in Annex A.

## **Risks.**

If we do not prioritize infrastructure, we put the health, safety, and quality of life of our Service members, civilians, and their families at risk. More significant and frequent weather threats have resulted in the need to adapt to and mitigate against these impacts and have therefore created momentum for energy transitions and interest in potential risks to infrastructure, energy security, clean and accessible water, and other quality of life considerations for the workforce. These collective and mutually reinforcing priorities require an integrated Implementation Plan that ties the wellbeing of the workforce and its families to

the ongoing shifts for energy transitions, infrastructure modernizations, and sustainable procurement requirements. Environmental risks associated with extreme weather and changing climate pose a challenge to RHDC-IP implementation due to their constant evolution.

### **Governance.**

The primary governance body for the RHDC-IP is the Senior Leader Installation Council (SLIC) which meets quarterly. The SLIC is chaired by Assistant Secretary of Defense for Energy, Installations and Environment (ASD (EI&E)) and includes the Military Departments (MilDeps), CAPE, Comptroller, Washington Headquarters Services (WHS), as members, and the PDASD (EI&E) and Office of General Counsel (OGC) as advisors. Additional members may be invited by the Chair to participate as needed.

Additional governance forums include the NDAA-required Military Family Readiness Working Group and the Personnel and Readiness (P&R) and Acquisition and Sustainment (A&S) Quality of Life Working Group. These working groups will be instrumental in ensuring cross-Departmental collaboration on quality-of-life issues.

### **Conclusion.**

The actions outlined in the RHDC-IP are important first steps in aligning the Department's work on built and natural environments with a people-centered perspective. While many of the objectives and tasks have definitive target completion dates, the purpose of the RHDC is continuous improvement in quality of life for the total force and these actions should thus never be considered "complete." Infrastructure degrades without sustainment, so it is imperative that the Department continue to maintain, update, and improve its infrastructure. Degraded and under sustained infrastructure has a negative impact on the lives of our people. The Department should continuously be working to improve the quality of life of Service members, their families, and the civilian workforce, starting, but not ending with the actions outlined in this Implementation Plan.

ANNEX A

RHDC LINE OF EFFORT DETAILS

LOE 1.

- a. Objectives, Tasks and Prioritization (C = Critical, I = Important, D = Desirable)

LOE 1. Adopt Human-Centered Requirements							
Strategic Outcomes.							
<ul style="list-style-type: none"> <li>• Create livability standards</li> <li>• Increase digital connectivity</li> <li>• Invest in user technology</li> <li>• Incorporate human-centered design</li> </ul>							
Objective 1.a Create livability standards for facilities, and where necessary, create separate standards for housing							
Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics
1.a.1 C	Develop and codify standards and metrics to ensure buildings are maintained to meet indoor air quality standards: at a minimum, take into account ventilation design and performance, air quality monitoring, air filtration, window operability, microbe/mold control, and humidity control	ASD (EI&E)	DASD (IM&R)	DASD (IM&R), in coordination with DASD (Housing), Defense Health Agency (DHA), OUSD (P&R)	FY25	2.e.1	
1.a.2 C	Engage with occupants to help them understand thermal comfort standards, limitations, and occupant role in thermal comfort, such as thermal zoning,	ASD (EI&E)	DASD (IM&R)	DASD (IM&R), in coordination with DASD	FY25	2.e.1	



	monitoring, and increasing ambient air temperatures				(Housing) and DHA				
1.a.3 C	Establish lighting standards and controls: at a minimum, take into account circadian lighting design, glare control, daylight design, visual balance, lighting quality, and illumination levels	ASD (EI&E)	DASD (IM&R)		DASD (IM&R), in coordination with DASD (Housing)	FY25	2.e.1		
1.a.4 C	Evaluate exterior acoustics impact on interior acoustic comfort, including training, equipment, and vehicles, and where appropriate, codify exterior acoustics standards	ASD (EI&E)	DASD (IM&R)		DASD (IM&R) and DASD (Readiness)	FY25	2.e.1		
1.a.5 C	Establish security standards: at a minimum, take into account door locks, window locks, and door view holes	ASD (EI&E)	USD (I&S)		DASD (IM&R), in coordination with DASD (Housing), OUSD (P&R)	FY25			
1.a.6 C	Incorporate health standards related to buildings: at a minimum, take into account mold, radon, lead, carbon monoxide, carbon dioxide, pest control, asbestos, and other known health hazards	ASD (EI&E)	ASD (IM&R)		DASD (IM&R), in coordination with DASD (Housing) and DHA	FY25			
1.a.7 C	Establish digital connectivity standards: at a minimum, take into account 5G connection specs,	ASD (EI&E)	DASD (IM&R)		DASD (IM&R), in coordination with CDAO,	FY25			

	WiFi, cybersecurity, and outlet availability				DoD CIO, and OUSD (P&R)				
1.a.8 C	Establish standards in product categories not covered by Energy Star and establish user training to improve service life of all appliances.	ASD (EI&E)	DASD (IM&R)	DASD (IM&R), in coordination with DASD (Housing) and DASD (ER&O)	FY24				
<b>Objective 1.b Create livability standards for outdoor recreation and access to nature</b>									
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>		
1.b.1 D	Establish index and standards for evaluating access to nature and outdoor recreation, including distance, access, and quality	ASD (EI&E)	DASD (EM&R)	DASD (EM&R), in coordination with DASD (IM&R) and OUSD (P&R)	FY25				
1.b.2 C	Improve oversight of the development of installation master plans, especially to encourage community walkability, connections to community-based programs and services, and green space within commercial and residential areas	ASD (EI&E)	DASD (IM&R)	DASD (IM&R) in coordination with DASD (EMR), DASD (Housing), and OUSD (P&R)	FY25				
<b>Objective 1.c Establish Unaccompanied Housing Tiger Team</b>									
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>		

1.c.1 I	Request participant representatives from OSD, the MilDeps, and the DoD Construction Agents and kick off Tiger Team	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	February 2024		
1.c.2 I	Update design standards for UH (including privacy and configuration)	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY24		
1.c.3 I	Draft policy for establishing civilian employee oversight of UH	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY24		
1.c.4 I	Modify procedures for issuing waivers for privacy and configuration standards	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY24	1.c.2	
1.c.5 I	Draft uniform index for evaluating the condition of UH	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY24		

1.c.6 I	Establish standards for habitability of UH	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY25		
1.c.7 I	Establish maintenance work order management processes for covered UH	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY24		
1.c.8 I	Eliminate flexibilities for construction standards	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY25		
1.c.9 I	Draft a playbook for standardized preventative maintenance plans and schedules	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY25		
1.c.10 I	Establish new UH metrics for adequate oversight through Quarterly Performance Reviews	ASD (EI&E)	DASD (Housing)	DASD (Housing), MilDeps, DoD Construction Agents	FY25		

1.c.11 I	Leverage information gained from P&R-led on-site installation evaluations to make notable improvements to safety and security for UH	ASD (EI&E)	DASD (Housing)	In coordination with P&R OFR	FY25		
<b>Objective 1.d Establish cross-department communication</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
1.d.1 D	Establish regular meetings on quality of life between OUSD (A&S), OUSD (P&R), and DHS. Topics to include BAH, WiFi, food insecurity.	ASD(EI&E) and ASD(M&RA)	ASD (EI&E)	ASD (EI&E)	FY25		
1.d.2 D	Explore and/or pilot housing with P&R-led on-site installation evaluations to improve data on impacts of residential neighborhoods, family and unaccompanied housing to safety and security; create metrics and define data elements and definitions	USD (P&R)	DASD (Housing)	DASD (Housing) and USD (P&R)	FY25		
<b>Objective 1.e Incorporate chemical and material risk management</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
1.e.1 I	Establish process to communicate, educate, and reduce the use of chemicals of	ASD (EI&E)	DASD (EM&R)	DASD (EM&R)	FY25		Percentage of known* essential/critical uses for which

	concern within Installation building materials									actions have been identified regarding status, mitigation actions to avoid obsolescence and/or potential sustainable alternatives.  *recognizing on-going information regarding critical uses continue to emerge from year to year
1.e.2	Establish process to communicate the availability of more sustainable and resilient products that reduce the use of emerging and/or hazardous chemicals	ASD (EI&E)	DASD (EM&R)	DASD (EM&R)	DASD (EM&R)	FY25				
<b>Objective 1.f Expand digital connectivity</b>										
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>			
1.f.1 C	Develop a Department-wide Wifi Strategy	ASD (EI&E)	DASD (Housing)	DASD (Housing), in coordination with MilDeps,	FY25					

							P&R, OGC, and Comptroller				
1.f.2 C	Establish pilot opportunities for improved or free internet access in on-base housing facilities	ASD (EI&E)	DASD (Housing)	DASD (Housing), in coordination with MilDeps, P&R, OGC, and Comptroller	FY25	End of CY28				Number of installations providing improved or free internet access in on-base housing facilities	
1.f.3 I	Improve 5G data availability accessibility in commercial, industrial, residential, training, and recreational areas	CIO	5G Cross-Functional Team	MilDeps	End of CY28					Percentage of on premise 5G coverage	
<b>Objective 1.g Understand Service member and family member sentiment around housing</b>											
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>				
1.g.1 C	Conduct research on housing residents' sentiments and deliver a report detailing the results of that analysis	ASD (EI&E)	DASD (Housing)	DASD (Housing)	Q2 FY24						
1.g.2 C	Review report generated in 1.g.1 to get a better understanding of Service members' real feelings and concerns	ASD (EI&E)	DASD (Housing)	DASD (Housing)	Q3 FY24	1.g.1					
1.g.3	Communicate reports findings to stakeholders contributing to the Housing ecosystem	ASD (EI&E)	DASD (Housing) ICW EI&E CoS	DASD (Housing) ICW EI&E CoS	FY25	1.g.2					

1.g.4 I	Establish an action plan based on the results of report generated in 1.g.1 and reviewed in 1.g.2	ASD (Ei&E)	DASD (Housing)	DASD (Housing)	CY24	1.g.2
<b>Objective 1.h</b> Increase the use of sustainable products						
1.h.1 D	Update DoDI 4105.72 "Procurement of Sustainable Goods and Services"	ASD (Ei&E)	OCSO	OCSO, in coordination with DPC	FY25	
<b>Objective 1.i</b> Increase accessibility to community services and facilities						
1.i.1 D	Collaborate with MHPI project owners or other housing providers to increase opportunities for community-based programs and services in community centers/residential areas	ASD (Ei&E)	DASD (Housing)	DASD (Housing) in coordination with DASD MC&FP		
1.i.2 I	Reduce food deserts and increase accessibility to healthy food and meal preparation options	ASD (Ei&E)	DASD (Housing)	DASD (Housing) in coordination with DASD (MC&FP)		
<b>Objective 1.j</b> Create Military Family Readiness Working Group to focus on military housing						
1.j.i C	Implement FY24 NDAA SEC 2821, requiring the Department to form a Military Family Readiness Working Group on Military Housing which is a subcommittee of the Department of Defense Military Family Readiness Council (MFRC).	ASD (M&RA) & ASD (Ei&E)	DASD (Housing)	DASD (Housing) in coordination with DASD (MC&FP)	CY24	

LOE 2.



- a. Objectives, Tasks and Prioritization (C = Critical, I = Important, D = Desirable)

<b>LOE 2. Optimize Our Footprint</b>									
<b>Strategic Outcomes.</b>									
<ul style="list-style-type: none"> <li>• Eliminate unneeded or failing assets</li> <li>• Build facilities that last</li> <li>• Integrate climate and environment risk assessments into construction assessments and design</li> <li>• Adapt to a changing climate</li> <li>• Increase energy resilience</li> <li>• Increase natural infrastructure resilience</li> </ul>									
<b>Objective 2.a Develop plan for efficient and effective building energy sourcing</b>									
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>		
2.a.1 C	Develop building assessment plan	ASD (Ei&E)	DASD (IM&R)	DoD Components	End of FY25				
2.a.2 I	Assess building inventory and develop plan for electrification or other efficient and effective energy source	ASD (Ei&E)	DASD (IM&R)	DoD Components	End of FY30				
<b>Objective 2.b Decarbonize buildings</b>									
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>		
2.b.1 D	Eliminate scope 1 emissions, as defined by EO 14057, in 50% of all DoD building inventory and 100% of all residential and administrative buildings	ASD (Ei&E)	DASD (IM&R)	DoD Components	End of FY30	Progressive completion of assessments of building inventory (2.a.1)	Gross square feet (GSF) of DoD buildings where scope 1 emissions have been eliminated		

2.b.2 D	Eliminate scope 1 emissions in 100% of DoD building inventory	ASD (EI&E)	DASD (IM&R)	DoD Components	End of FY35	Progressive completion of assessment of building inventory (2.a.1)	GSF of DoD buildings where scope 1 emissions have been eliminated
2.b.3 I	Perform deep energy retrofit assessments, in line with EO 14057	ASD (EI&E)	DASD (IM&R)	MilDeps	FY30		Number of deep energy retrofit assessments completed
2.b.4 D	Pilot deep energy retrofits of historic buildings	ASD (EI&E)	DASD (ER&O)	ESTCP, in coordination with DASD(IM&R)			
<b>Objective 2.c Complete installation energy plan</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
2.c.1 I	Complete 95% of required installation energy plans, not counting excluded installations, in accordance with resilience needs at the installation and DoD-wide guidance	ASD(EI&E)	DASD (ER&O)	MilDeps	FY25		Percentage of installation energy plans completed
<b>Objective 2.d Establish policy on use of deconstructed or salvaged materials</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
2.d.1 D	Establish policy on use of deconstructed and salvaged materials	ASD(EI&E)	DASD (EM&R)	DASD (EM&R), in coordination	FY25		

							with DASH (IM&R)					
<b>Objective 2.e Update unified facilities criteria (UFC)</b>												
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>					
2.e.1 D	Host stakeholder workshop	ASD (EI&E)	DASH (IM&R)	DASH (IM&R)	Q2 2024							
2.e.2 I	Develop criteria roadmap	ASD (EI&E)	DASH (IM&R)	DASH (IM&R)	FY25	2.e.1	2.e.1					
2.e.3 C	Incorporate livability standards (1.a) into UFCs	ASD (EI&E)	DASH (IM&R)	DASH (IM&R), in coordination with DASH (Housing)	FY25	1.a						
2.e.4 C	Establish an unaccompanied housing UFC for design and habitability standards	ASD (EI&E)	DASH (IM&R)	DASH (IM&R), in coordination with DASH (Housing)	FY25	1.c						
2.e.5 C	Update installation master plans to incorporate updated UFCs	ASD (EI&E)	DASH (IM&R)	MilDepts	FY30	2.e.3	Percentage of installations with a Master Plan, inclusive of the components in Unified Facilities Criteria 2-100-01, Installation Master Planning, completed or re-approved within					

												the past 5 years (DoDI 4165.70)
<b>Objective 2.f Establish process to address difficult decisions related to climate change exposure</b>												
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>					
2.f.1 I	Establish process for making climate choices – adapt or defend in place, adapt or relocate due to increasing exposure to variable climate conditions	ASD (EI&E)	ODASD (ER&O)	DASD (ER&O), in coordination with DASD (IM&R) and others	FY27	Complete sensitivity, adaptive capacity, and mission adaptation efforts within ODASD (ER&O)						
2.f.2 D	Take into account climate impacts in building/infrastructure design	ASD (EI&E)	DASD (IM&R)	DASD (IM&R), in coordination with DASD (ER&O)	FY26	2.f.1	Percent of building/infrastructure design that takes into account climate impacts					
<b>Objective 2.g Integrate resilience into policies and technical guidance</b>												
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>					
2.g.1 I	Update guidance to clarify authority to carry out flood resilience projects	ASD (EI&E)	DASD (IM&R)	DASD (IM&R), in coordination with DASD (ER&O)	FY24							

2.g.2 I	Establish policy to ensure integrated installation resilience against current and future extreme weather, climate change, and other natural or human-induced hazards	ASD (Ei&E)	DASD (ER&O)	DASD (ER&O), in coordination with DASD (EM&R) and DASD (IM&R)	FY26	Release DoDI 4715.AG (in WHS Stage 4A) and updated DoDI 4165.70 (in WHS Stage 2B)	Percentage of installation resilience plans that include impacts of factors listed in 2.g.2 to on-base privatized housing
2.g.3 I	Establish policy to direct all installation resilience plans include impacts of factors listed in 2.g.2 to on-base privatized housing	ASD (Ei&E)	DASD (ER&O)	DASD (ER&O), in coordination with DASD (Housing)	FY26		
<b>Objective 2.h Integrate installation resilience planning</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
2.h.1 I	Integrate all installation planning activities to address all built and natural infrastructure-related risk reduction measures	ASD (Ei&E)	DASD (ER&O)	DASD (ER&O), in coordination with DASD (IM&R) and DASD (EM&R), MilDeps	FY26	Release DoDI 4715.AG (in WHS Stage 4A) and updated UFCs	1. Percentage of Installation Integrated Natural Resource Management plans that address resilient

2.h.2 I	Integrate installation wildland fire management plans, emergency management plans, and emergency response plans for full wildfire and all-hazards planning, risk mitigation, emergency response and recovery coordination for operational installation resilience	ASD (EI&E)	DASD (EM&R)	DASD (EM&R) in coordination with DASD (IM&R)	FY26	Release DoDI 4715.AG (in WHS Stage 4A), DoDI 6055.06 (in WHS Stage 1A), DoDI 6055.17 (in	natural infrastructure (per DoDI 4715.03)  2. Percentage of Installations Integrated Natural Resource Management Plans that include the use of natural and nature-based features to maintain or improve military installation resilience (per 16 USC 670a(3)(iii))	1. Percentage of installations with active wildland fire management plans2. Number of INRMP projects implemented to
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											WHS Stage 1A), coordinate proposed DoDI 6055.xx, DoD Installation Wildland Fire Management, and updated UFC	address natural infrastructure resilience (e.g. wildfire risk reduction, flood risk reduction, extreme heat risk reduction, etc.)
<b>Objective 2.i Improve geospatial information</b>												
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>					
2.i.1 D	Update existing Defense Installations Spatial Data Infrastructure (DISDI) to reflect weather and climate hazards, environmental justice, health hazards, and heat island effects	ASD (EI&E)	DASD (IM&R)	DASD (IM&R), in coordination with DASD (ER&O)	FY25	Complete deployment of the Installation Geospatial Platform (IGP) to the GovCloud environment	<ol style="list-style-type: none"> <li>Existence of the datasets specified in IGP</li> <li>Relative quality and completeness of the datasets</li> <li>Standardization of the datasets relative to DISDI standards or</li> </ol>					

												national standards
<b>Objective 2.j Issue Healthy, Sustainable, and Resilient Built Environment Memo (to supersede the DoD Sustainable Buildings Memo from 2013)</b>												
Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics					
2.j.1	Draft and issue revised memo addressing healthy, sustainable, and resilient, built environment	ASD (Ei&E)	DASD (IM&R)	DASD (IM&R)	FY25	2.e.1						
<b>Objective 2.k Issue memo on intentional substitution of better materials (i.e., roadmap to prohibited ingredients to building materials)</b>												
Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics					
2.k.1	Draft and issue memo establishing road map on better building materials, including fire-retardant materials	ASD (Ei&E)	DASD (IM&R)	DASD (IM&R), in coordination with (EM&R)	FY25							
<b>Objective 2.l Issue a memo for understanding and reducing embodied emissions in buildings</b>												
Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics					
2.l.1	Draft and issue memo establishing standards for reducing embodied emissions in buildings	ASD (Ei&E)	DASD (IM&R)	DASD (IM&R)	Q1 FY25							
<b>Objective 2.m Improve water resilience of installations</b>												
Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics					
2.m.1	Draft "Water Resilience Policy" memo, which defines water resilience,	ASD (Ei&E)	DASD (ER&O)	DASD (ER&O)	FY24		Number of Water					



	<p>establishes a Water Resilience Working Group, and requires modernization and continuation of annual reporting in support of DoD's water resilience priorities</p>	ASD (EI&E)	DASD (ER&O)	DASD (ER&O)	FY25		<p>Management and Security Assessment (WMSA) completed</p> <p>1) Number of DoD installations with WMSA complete</p>
2.m.2 I	<p>Write a DoD Instruction to codify water resilience requirements, including addressing water rights and water security, as statutorily required by Titles 10, 33, and 42 of U.S. Code, and aligned with DoD policy initiatives and goals on clean and accessible water for military installations and their communities</p>	ASD (EI&E)	DASD (ER&O)	DASD (ER&O)	FY26	<p>Data codification, modernization; completion of Beta testing development into deployment ; determination of end-state platform (e.g., DoD Resilience Tools,</p>	<p>Modernization of data collection and reporting efforts for water security information with central collection and management of water rights information.</p>
2.m.3 D	<p>Expand DoD Water Management Security Assessment Dashboard from existing beta version, and integrate the assessments into existing systems</p>	ASD (EI&E)	DASD (ER&O)	DASD (ER&O)	FY26	<p>Data codification, modernization; completion of Beta testing development into deployment ; determination of end-state platform (e.g., DoD Resilience Tools,</p>	<p>Modernization of data collection and reporting efforts for water security information with central collection and management of water rights information.</p>

									climate.mil, DISDI, etc.)	
<b>Objective 2.n Establish a DoD resilient natural infrastructure strategy</b>										
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>			
2.n.1 C	Draft and issue a DoD Resilient Natural Infrastructure Strategy which will further the lines of effort established in the DoD Climate Adaptation Plan, by providing a framework for managing DoD natural infrastructure that sustains mission-essential and co-beneficial ecosystem service support, addresses current and emerging challenges, and through stewardship of lands and waters, provides numerous additional benefits to defense communities quality of life and to the communities that support installations	ASD (EI&E)	DASD (EM&R)	ODASD (EMR)	FY24					
<b>Objective 2.o Develop maintenance guidelines and procedures for historic buildings and structures</b>										
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>			
2.o.1 D	Develop maintenance guidelines and procedures for historic buildings and structures	ASD (EI&E)	DASD (EM&R)	DASD (EM&R), in coordination with DASD (IM&R) and DASD (H)	FY26					
<b>Objective 2.p Establish a DoD cohesive wildland fire management strategy</b>										

Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics
2.p.1 I	Establish a strategy that enables DoD wildland fire personnel to safely and effectively manage wildland fire risk to moderate impacts to installations, the military mission, and surrounding communities through strategic actions, innovation, and partnerships to enable installations as fire-adapted communities, resilient landscapes, and safe wildfire response and recovery areas	ASD (Ei&E)	DASD (EM&R)	DASD (EM&R)	FY25		

LOE 3.

- a. Objectives, Tasks and Prioritization (C = Critical, I = Important, D = Desirable)

**LOE 3. Transform Portfolio Management**

**Strategic Outcomes.**

- Explore privatization opportunities
- Transform construction and procurement processes
- Develop targeted maintenance regimes
- Increase oversight and accountability for infrastructure
- Build resilient infrastructure that takes into account reasonably foreseeable climate and weather effects
- Create a natural infrastructure framework

**Objective 3.a Develop a Housing Improvement Plan**

Task No./ Pri.	Task Description	Task Oversight	Task Lead	Task Executor(s)	Target FY to Complete	Task Prerequisite	Metrics
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3.a.1 C	Develop a housing improvement plan for FY26-FY30	ASD (EI&E)	DASD (Housing)	DASD (Housing) in coordination with CAPE and MilDepts	FY25		
3.a.2 I	Establish a forum or mechanism to enhance OSD oversight for both family and unaccompanied housing	ASD (EI&E)	DASD (Housing)	DASD (Housing)	FY25		
3.a.3	Expand DoD Housing Feedback System (DHFS) to intake feedback on government-owned and controlled family and unaccompanied housing	ASD (EI&E)	DASD (Housing)	DASD (Housing) in coordination with MilDepts	FY25		
<b>Objective 3.b Establish sustainment metrics</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.b.1 D	Develop DoD Instruction establishing infrastructure sustainment metrics	ASD (EI&E)	DASD (IM&R)	DASD (IM&R)	End of FY25		
<b>Objective 3.c Establish data monitoring requirements</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.c.1 I	Link Advana Facility Readiness Dashboard to E-SMS	ASD (EI&E)	DASD (IM&R)	DASD (IM&R)	FY24	3.d.1	Percentage of Dashboards linked to E-SMS
<b>Objective 3.d Develop targeted maintenance regimes</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.d.1 C	Implement E-SMS	ASD (EI&E)	DASD (IM&R)	USACE CERL	FY24		

3.d.2 I	Implement optimization model for asset management	ASD(EI&E)	DASD (IM&R)	USACE CERL	FY26	3.d.1	
<b>Objective 3.e Increase use of third party financing in pursuit of energy-related goals</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.e.1 I	Pursue third-party performance contracting of energy efficiency measures combined with other priority energy resiliency projects	ASD(EI&E)	DASD (ER&O)	MilIDeps	Ongoing		1. Number of third-party performance contracts 2. Amount of energy savings 3. Number of energy resiliency projects enabled by third-party contracts
<b>Objective 3.f Explore expanded opportunities for non-federal providers of services</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.f.1 D	Expand use of Intergovernmental Support Agreements (IGSAs), to provide a broader range of providers or greater efficiency in obtaining needed services	ASD(EI&E)	DASD (IM&R)	DASD (IM&R)	Ongoing	Passage of legislative proposal to expand max IGSA term from 10 to 20 years	Number of IGSA's used
3.f.2 D	Complete UH privatization study	ASD(EI&E)	DASD (Housing)	DASD (Housing)	FY25		

3.f.3 D	Implement UH privatization pilots (as needed)	ASD(EI&E)	DASD (Housing)	MilDeps	Ongoing	3.f.3	Number of installations with privatization pilots
3.f.4 D	Establish policy and guidance to expand nontraditional means of procurement and operations of unaccompanied housing	ASD(EI&E)	DASD (Housing)	DASD (Housing)	FY25		
<b>Objective 3.g Build and maintain strong external partnerships</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.g.1 D	Expand the Readiness and Recreation Initiative, which is a partnership between the REPI Program and the National Park Service's Land and Water Conservation Fund (LWCF) that is managed by the State and Local Assistance Program.	ASD (EI&E)	DASD (EM&R)	REPI Program	Annually		Acreage added
3.g.2 D	Expand Sentinel Landscapes Partnership, with the goal of increasing public access to recreation within designated sentinel landscapes. Through participating in the Sentinel Landscapes Federal Coordinating Committee (FCC), the REPI Program can: 1) explore strategies to gather funding data on projects taking place in sentinel landscapes with the primary purpose of supporting recreation, and 2) coordinate with the USDA, DOI and FEMA through	ASD (EI&E)	DASD (EM&R)	REPI Program	Annually		

3.g.3 D	the FCC to explore recreation-related metrics the Sentinel Landscape coordinators might track in implementation plans Enable community-led tabletop exercises to model threats and gauge civilian and uniformed first responders' capabilities, to enhance the public and private infrastructure and necessary services to sustain military installations and communities in threat situations	ASD (EI&E)	OLDCC	OLDCC	Annually	Award of Federal grant via the OLDCC Installation Resilience (IR) Program	1) Number of installations benefitting from the IR program; 2) Number of installations involved in tabletop exercises; 3) % grants leveraging tabletop exercises and then folding outcomes into actionable plans; 4) % grantees that invested in added measures to implement recommendations from actionable plans
3.g.4 D	Enable Local Education Authorities to renovate, expand, or reconstruct public schools on military installations (PSMI) in accordance with a prioritization list established by the SECDEF	ASD (EI&E)	OLDCC	OLDCC	As funded	Appropriations specific to PSMI program	1) Number of installations impacted by PSMI grants

3.g.5 D	Explore opportunities to increase on-base housing density, particularly in local communities with limited housing support or supply, remote and isolated locations, and / or locations deemed critical housing areas by the DoD in partnership with local communities. Focus initial efforts in the Indo-Pacific.	ASD (EI&E)	DASD (Housing)	DASD (Housing), in coordination with OLDCC and MilDepts	FY25		2) Total # of school children supported
<b>Objective 3.h Sponsor National Public Lands Day (NPLD) events</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.h.1 D	Expand the number of NPLD events, which foster a strong connection between people and the environment, educating and cultivating environmental stewards	ASD (EI&E)	DASD (EM&R)	DASD (EM&R)	Annually		Number of NPLD events hosted annually
<b>Objective 3.i Establish operations and maintenance (O&amp;M) historic buildings training program</b>							
<b>Task No./ Pri.</b>	<b>Task Description</b>	<b>Task Oversight</b>	<b>Task Lead</b>	<b>Task Executor(s)</b>	<b>Target FY to Complete</b>	<b>Task Prerequisite</b>	<b>Metrics</b>
3.i.1 D	Deliver targeted, specialized training on O&M to facilities maintenance staff, cultural resources staff, and planners to develop an increased understanding of how to approach maintenance of historic buildings, including historic housing on an installation	ASD(EI&E)	DASD (EM&R)	DASD (EM&R)			Number of people trained



## ANNEX B

### GLOSSARY

#### I. Abbreviations.

A&S	– Acquisition and Sustainment
APG	– Agency Priority Goals
ASD	– Assistant Secretary of Defense
CAPE	– Cost Assessment and Program Evaluation
CERL	– Construction Engineering Research Laboratory
CSO	– Chief Sustainability Officer
DASD	– Deputy Assistant Secretary of Defense
DCIP	– Defense Community Infrastructure Program
DHA	– Defense Health Agency
DISDI	– Defense Installations Spatial Data Infrastructure
DoD	– Department of Defense
DoDI	– Department of Defense Instruction
DoDM	– Department of Defense Manual
DOI	– Department of Interior
DPC	– Defense Pricing, Contracting, and Acquisition Policy
E-SMS	– Electronic Sustainment Management System
EI&E	– Energy, Installations and Environment
EM&R	– Environmental Management and Restoration
EO	– Executive Order
ER&O	– Energy Resilience and Optimization
ESTCP	– Environmental Security Technology Certification Program
FCC	– Federal Coordinating Committee
FH	– Family Housing
FY	– Fiscal Year
GSF	– Gross Square Feet

HA – Health Affairs  
IGSA – Intergovernmental Support Agreements  
IM&R – Installation Modernization and Resilience  
IR – Installation Resilience Program  
KPP – Key Performance Parameters  
LOE – Line of Effort  
LWCF – Land and Water Conservation Fund  
M&RA – Manpower and Reserve Affairs  
MC&FP – Military Community and Family Policy  
MFRC – Military Family Readiness Council  
MHPI – Military Housing Privatization Initiative  
MilDep – Military Departments  
NDAA – National Defense Authorization Act  
NDS – National Defense Strategy  
NEEF – National Environmental Education Foundation  
O&M – Operations and Maintenance  
OAI – Operations, Activities, and Initiatives  
OGC – Office of General Counsel  
OLDCC – Office of Local Defense Community Cooperation  
OSD – Office of the Secretary of Defense  
P&R – Personnel and Readiness  
PDASD – Principal Deputy Assistant Secretary of Defense  
POM – Program Objective Memorandum  
PPBE – Planning, Programming, Budgeting, and Execution  
PSMI – Public schools on military installations  
REPI – Readiness and Recreation Initiative  
RHDC – Resilient and Healthy Defense Communities Strategy  
RHDC-IP – Resilient and Healthy Defense Communities Implementation Plan  
SECDEF – Secretary of Defense  
SLIC – Senior Leader Installation Council  
SMP – Strategic Management Plan

UFC – Unified Facilities Criteria  
UH – Unaccompanied Housing  
USACE – United States Army Corps of Engineers  
USC – United States Code  
USDA – United States Department of Agriculture  
WHS – Washington Headquarter Services  
WMSA – Water Management and Security Assessment

## **ANNEX C**

### **REFERENCES**

1. DoD Policies
  - DoD Climate Adaptation Plan
  - DoD Sustainable Buildings Policy
  - DoDI\_4105.72\_Procurement of Sustainable Goods and Services
  - DoDI\_4165.70\_Real Property Management
  - DoDI\_4715.24\_The Readiness and Environmental Protection Integration (REPI) Program and Encroachment Management
  - DoDI\_6055.17\_DoD Emergency Management Program
  - DoDM\_4165.63\_DoD Housing Management
  - National Defense Strategy
  
2. Other U.S. Government References
  - Executive Order 14057