

NAVFACINST 11010.45



REGIONAL PLANNING INSTRUCTION

REGIONAL SHORE

INFRASTRUCTURE PLANNING

Revision 1 - December 2003

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*** Revisions and additions to text of original instruction reflected in **Times New Roman Bold** 11pt text.

1.0 INTRODUCTION

1.1 Purpose

This instruction describes the Regional Shore Infrastructure Planning (RSIP) process that results in the Overview and Functional Plans of the shore establishment regions, Navy concentration areas (NCA), and stand-alone activities.

The RSIP module was initially released in 2000, and this is the first revision and update. The purpose of this update is to incorporate improvements and modifications to the RSIP process. Working with the original RSIP guidance from 2000, planners have identified areas requiring more guidance and direction in developing regional plans. This updated guidance must ensure that direction for regional planning remains consistent with planning efforts across the Navy, reflecting the best practices in the planning field within Navy long-range plans.

As presented in this module, two levels of analysis exist in the regional planning paradigm for the Navy. Analysis occurs at the broad level, incorporating all functions, as well as a detailed level where one function is assessed more thoroughly. The outcome of these two types of planning processes, the Overview and Functional Plans, are long-range planning documents which guide the Navy in its future decisions regarding infrastructure, facilities, and land.

The overview planning process results in a broad understanding of the regional context and a strategy for functional planning that maximizes opportunities within the region. The Overview Plan will outline regional land use and opportunities for economies of scale and will validate regional loading. It will establish guidelines for implementation and maintenance of the set of plans within the RSIP process.

The Functional Plan focuses on an individual functional area within the region. It addresses the functional area across traditional geographic and organizational boundaries within a regional context. Additionally, the plan can address a function on a larger scale than a region, such as an entire Area of Responsibility (AOR). Many of the most recent Functional Plans have addressed issues from an AOR perspective.

Revisions to the original RSIP instruction are highlighted with bold text in this document at the sentence and paragraph level, i.e. individual word changes are not reflected. Insertions of new text are the primary changes reflected while deletions are not. The chapters mimic the chronological order of the RSIP Process and were largely unchanged in order. Within specific chapters, however, elements may have been moved to assist the reader with content flow and development. This is most evident in Chapter 2 on the Initial Agreement.

1.2 Authority

The Chief of Naval Operations has delegated the authority to establish program standards for regional planning to the Naval Facilities Engineering Command in *Command Responsibility for Shore Land and Facilities Planning* (OPNAVINST 11000.16A Change 1). This instruction provides the process model, suggested methods, and tools needed to produce the plans and products that meet the standards directed by OPNAVINST 11000.16A Change 1. The entity in charge of administering the RSIPs as discussed in this instruction is the Commander, Naval Installations (CNI). This is the sole installation claimant of all Navy shore facilities.

1.3 General Principles

The Navy is taking a comprehensive regional approach to planning for how resources, facilities, and infrastructure are managed to carry out the mission of the Navy and each individual region, NCAs, and stand-alone activities. The Navy has three policy objectives for regional planning:

- Reduce Footprints and Costs
- Increase Existing Capabilities and Sustainability
- Maximize Efficiencies

The RSIP process helps define what types of resource conditions, infrastructure uses, and management actions will best achieve those objectives. Navy regions can realize regional planning goals and objectives through the RSIP process by:

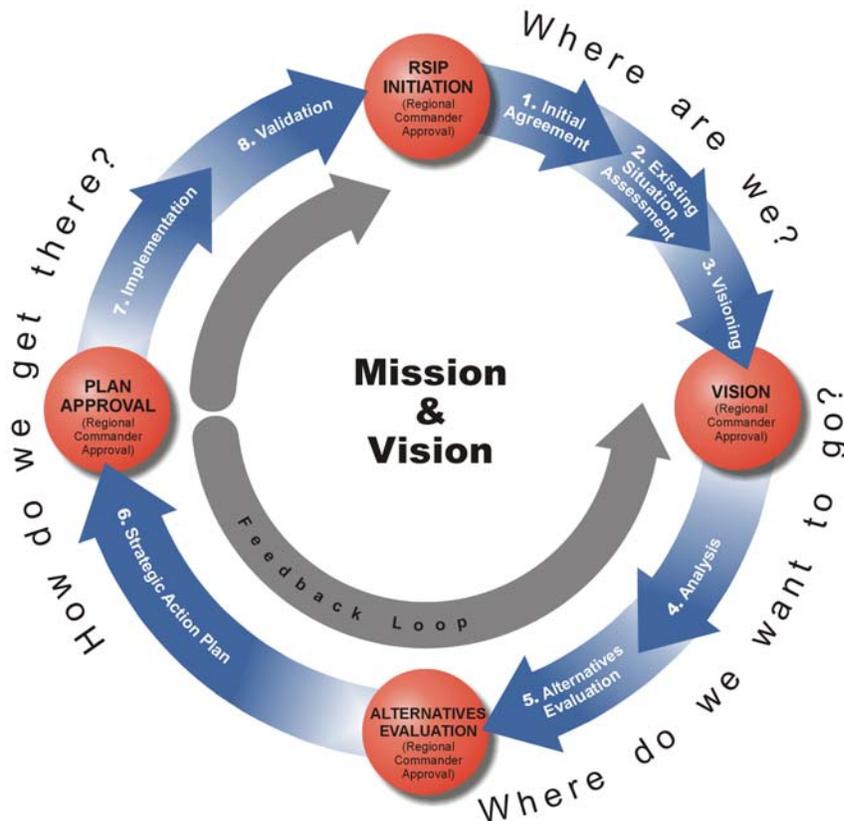
- Minimizing requirements and optimizing the existing uses.
- Optimizing the use, economy, and investment strategies of infrastructure.
- Identifying efficient utility systems and infrastructure to achieve energy conservation goals.
- Analyzing and recommending mutually beneficial uses with other services, federal, state and local agencies, and the private sector.
- Recommending a variety of facility management methods.
- Adopting a policy of “cradle-to-cradle” lifecycles for facilities through more flexible design and adaptive reuse.
- Recognizing the environmental association of all planning recommendations and providing ecologically sustainable solutions that support and enhance the regional shore establishment.

The Navy will use the RSIP process to bring logic, analysis, and a regional perspective into the decision-making process.

- *Logic* – Regional planning and decision-making will be conducted as a continuous, dynamic process that extends from broad visions shared with the regional command organization and essential stakeholders to individual, strategic work assignments and action steps. Each region will be able to demonstrate to command, decision-makers, staff, and the surrounding communities how decisions relate to one another in terms of a logical, traceable rationale.
- *Regional Perspective* – The RSIP process will ensure that the Navy fully understands and considers the regional interests of the military missions as part of their national heritage, cultural traditions, and community surroundings. To the maximum extent possible, the Navy

will actively seek out and consult with existing and potential neighbors, other military services, government agencies, and community and private sector partners. The Navy will work to improve the condition of the shore establishment, and to integrate them into sustainable ecological, cultural, and socioeconomic systems.

1.4 The RSIP Process Model



The RSIP process is an iterative one intended to facilitate feedback and continual updates. The Current Situation reflects existing conditions while the Vision encapsulates the future state which stakeholders envision in supporting mission operations. The Strategic Action Plan is the implementation vehicle for moving from the Current Situation to the envisioned end state. While the initial plan is a snapshot from which to plan for long-term improvements, it is recognized that conditions change, necessitating continual monitoring and information refinement. A successful process relies upon the buy-in of the Regional Commander throughout the life of the project, supporting stakeholders in assessing current conditions and developing creative solutions for the long-term efficiency of the region.

Throughout the process, both informal and formal approval milestones (as reflected in the red circles on the RSIP Process Model diagram), represent the importance of official buy-in by the Regional Commander. These points are intended to promote command responsibility as well as any guidance required at critical junctures in the planning process. Informal approval, or an

authorization to proceed, is important at the Vision stage by providing the guidance for the following stages of plan development. The formal approval by the Regional Commander occurs at the Alternatives Evaluation and Plan Approval stages in the form of a Concept Brief for the former and Brief/Signature for the latter.

1.5 Organization of RSIP Process Task Chapters

Each task in the RSIP model contains suggested methods and tools intended to assist Navy regions through the RSIP process. **The detail of tasks has changed in this revision, incorporating the “Pointers” from the former instruction into the text.** Each task is broken down into three sections entitled:

- Introduction
- Suggested Methods and Tools
- Products

Regional command organizations and Planning Teams may tailor their methods based on specific needs, so long as each element of the RSIP process is addressed and the general model is followed. The resulting plan must meet the policy standards outlined in OPNAVINST 11000.16A Change 1 and this instruction. Following the suggested methods for each task will result in a more dependable plan consistent with the objectives for Navy regional planning.

A summary of each of the eight RSIP process tasks and associated key elements for each can be found in Table 1a.

Table 1a

RSIP Process Tasks and Key Elements

RSIP PROCESS TASK ELEMENTS
Task 1: Initial Agreement
<p><i>Provides a foundation and focus for the RSIP Process by identifying how the RSIP process should proceed, who will participate, and what the expectations and limits are.</i></p> <ul style="list-style-type: none"> • RSIP process. • boundaries for the RSIP. • the RSIP process, as well as those individuals or groups affected by the RSIP. • its tasks, and the plan. • • Milestones and scope of work for the RSIP process.
Task 2: Existing Situation Assessment
<p><i>Promotes a comprehensive understanding of the region by capturing the unique character, issues, and concerns of the shore establishment and shore infrastructure.</i></p> <ul style="list-style-type: none"> • Navy and non-Navy sources. • planning information. • opportunities, and constraints through a careful examination, evaluation and appraisal of the regional data.

Task 3: Visioning

A new strategic planning methodology within the RSIP process for generating a collective vision of the future and defining the planning requirement.

- the future through Visioning. Includes the planning timeframe, key issues, critical uncertainties, current trends, and predetermined future elements.
- vision of the future.
- and testing the Visioning Framework and selected Driving Forces.
- development in a collaborative group exercise that is the central component of Visioning.
-
- RSIP requirements.
- and precepts developed during the session.

Task 4: Analysis

Prepares a number of options that answer all infrastructure questions raised by the Visioning session, satisfy the Planning Requirement, and address regional planning goals to reduce footprints and costs, increase existing capabilities, and maximize efficiencies.

- transitioning from existing to preferred situations in the region. Includes individual proposals and courses of action for the components of shore infrastructure.

Task 5: Alternatives Evaluation

Critically evaluates the Alternatives developed during Analysis and prepares recommendations that lead to the selection of a Preferred Alternative.

- regional vision of the future and satisfy the regional requirements for infrastructure. Includes an evaluation of the advantages, disadvantages, and potential conflicts, and an appraisal against the Vision Metrics for each Alternative.
- achieves a balance among varying interests, measures up well against the Vision Metrics, and has built-in flexibility.
- impact the development of strategic actions needed to implement the Preferred Alternative.

Task 6: Strategic Action Plan

Translates the long-term planning proposals of the RSIP into assigned and consequential implementation actions.

- and assigning them to individuals or organizations that will be held accountable during Implementation.
- milestones based on priorities, relationships, dependencies, and resources.
- people, and other resources needed for each Action Step.
- implementing each Action Step.

Task 7: Implementation

Represents the day-to-day execution of the Strategic Action Plan and the physical and procedural realization of the RSIP.

- Implementation by the regional command organization and planners. Includes the review, monitoring, and administration of the Strategic Action Plan.
- the realization of the RSIP.

Task 8: Validation

Enables the RSIP to remain current and relevant by continuously monitoring the changing dynamics of the region and recommending revisions, updates, and new RSIP processes.

- affecting the RSIP as part of the Implementation Oversight Committee.
- dramatic shifts in regional condition.

2.0 TASK 1: INITIAL AGREEMENT



The format of the initial agreement has changed from the original plan, reflecting the addition of specific guidance for planners in establishing a solid logistical foundation for the process before its inception. Issues within this task have been reorganized to reflect the sequential nature of the tasks Navy planners must perform as part of the Initial Agreement.

INITIAL AGREEMENT	
Define the RSIP Boundaries	
	<ul style="list-style-type: none"> • • •

Establish Regional Authority for RSIP Process
<ul style="list-style-type: none"> • process. •
Identify Stakeholders
<ul style="list-style-type: none"> • • decision-maker, or a Stakeholder merely influenced by the outcome of the RSIP process.
Generate a Statement of Purpose
<ul style="list-style-type: none"> • purpose, significance, and mission goals for the RSIP process. • process.
Define the Planning Teams and Working Groups
<ul style="list-style-type: none"> • •
Assign Key Process Roles
<ul style="list-style-type: none"> • tasks. • tasks.
Prepare a Work Plan
<ul style="list-style-type: none"> • • • •

2.1 Introduction to Initial Agreement

The Initial Agreement represents the foundation of the Regional Shore Infrastructure Planning Process. It provides the framework for how the RSIP will be developed, who the players are, and what their roles and responsibilities will be. It also provides the focus of the plan and sets its boundaries. Finally, it identifies the Stakeholders and Planning Teams who will participate in the RSIP process, establishing the projected deliverables, review guidelines, and schedule for the RSIP

process. Time spent clearly defining the framework of the RSIP in this task will help alleviate problems as the RSIP process unfolds.

The Regional Commander's direct participation and buy-in on all aspects of the initial agreement is imperative to lead participants in the planning process and to bring the plan to a successful conclusion. The Regional Commander (or Mission Claimant with AOR-wide studies) should buy-in to the Initial Agreement before the kick-off meeting.

The Initial Agreement Task is comprised of seven key steps:

Define the RSIP Boundaries
Establish Regional Authority for the RSIP Process
Identify the Stakeholders
Generate a Statement of Purpose
Define the Planning Team
Assign Key Process Roles
Prepare a Work Plan.

2.2 Define the RSIP Boundaries

The boundary definitions for RSIP are functional, geographic, and organizational, and work together at setting clear limits for the RSIP process. These three classifications are aimed at laying out the physical and more practical margins of both the process and the plan prior to getting started. The Regional Commander is the key participant in defining boundaries for the proposed RSIP process and should be assisted by CNI.

2.2.1 Suggested Methods and Tools

Define the Functional Boundaries for the RSIP process.

Overview and Functional Plans

The Overview Plan addresses the relationships between functional areas and their integration into a comprehensive infrastructure plan. The Overview Plan breaks down traditional geographic and organizational boundaries more easily because of the relationships between functional areas. It also promotes greater opportunities for regional economies of scale. The depth of analysis for the Overview Plan is limited to regional issues between functional areas. The scope of the Overview Plan is broad, including functional relationship issues and larger infrastructure strategies across functional areas.

The defining recommendations in the Strategic Action Plan (SAP) of the Overview RSIP are the identification of functional areas which warrant more detailed study within a functional plan. For those functional areas not identified within the Overview as having potential opportunities for regional efficiencies or consolidation, the Overview Plan will take the place of a more detailed functional effort. Those functional areas identified as opportunities for achieving efficiencies will be formally recommended for future study.

The Functional Plan provides a more in-depth analysis of functional issues within the region or AOR and integrates them into a comprehensive infrastructure plan. The Functional Plan promotes economies of scales within regional and functional areas. Its scope is deep, addressing specific functional issues and identifying more detailed infrastructure solutions and strategies for the functional area. The functional planning process results in a SAP of shore infrastructure improvements for the function. The resulting SAP should provide a detailed Integrated Priority List (IPL) which will guide future development decisions. Projects should be prioritized in an implementable, phased approach, providing a clear roadmap for future decision-making.

The results of the RSIPs must be uniform in nature and easy to understand and implement for the common stakeholder. The end products differ between overview and functional plans, however, each have elements where standardization will benefit the end claimant, CNI. In order for existing regions to effortlessly incorporate installations under the newest round of Installation Claimant Consolidation (ICC), plans must be standardized in their deliverables. See the examples of RSIP outlines at the end of the sample SOW in Appendix B for guidelines on required elements of each type of RSIP.

Define the Geographic Boundaries for the RSIP process.

The Geographic Boundaries of the RSIP represent the geographic extent of the plan. They may be defined as an entire region or as a single Navy Concentration Area (NCA) within a region, such as the San Diego Area within the Southwest Region, or a number of stand-alone activities. Stand-alone activities, as defined by OPNAVINST 11000.16A, are those activities within a specific Navy region that are not within an NCA. Examples of stand-alone activities include Naval Air Station Lemoore and Naval Air Facility El Centro in the Southwest Region. They are part of the region but are not part of the San Diego NCA.

In some cases, a specific geographic area may be excluded from an RSIP because of funding or specific planning issues. Designating a geographic area as beyond the scope of the RSIP should only be done with careful thought. The intent of regional planning is to broaden the perspective in which planning takes place; if installations are excluded from regional plans or planned without considering the entire regional context, the RSIP process is undermined.

Define the Organizational Boundaries for the RSIP process.

Organizational Boundaries refer to the organizational elements, both Navy and non-Navy, to be included in the RSIP process. These may include:

Navy shore commands

Type Commands

DoD Services (Army, Air Force, Marine Corps, or Reserves)

Federal governmental agencies (Coast Guard, GSA, etc.)

State and local government agencies (the local city government, local port authority, etc.)

Non-profit organizations and institutions (environmental groups, colleges, and universities)

Business groups and private-sector companies (private shipyards, banks, bowling alleys, etc.)

2.3 Establish Regional Authority for RSIP Process

2.3.1 Suggested Methods and Tools

Identify the responsibilities of the regional command organization for the RSIP process.

The Regional Commander has primary responsibility for RSIP; but in most regions, the Regional Commander will establish a form of regional command organization that is responsible for managing regional planning, the RSIP process, and associated initiatives.

Regional command organizations will vary but are generally comprised of the Regional Commander and Assistant Chiefs of Staff (ACOS), program managers, and/or functional area managers, etc. For purposes of clarity in this instruction, ACOSs, program managers, and functional area managers will be referred to collectively in the latter title—Functional Area Manager. **The areas represented by the functional area managers across commands follow the protocol as established in the Integrated Core Business Model (ICBM) as part of the Installation Management Accounting Project (IMAP). The ICBM provides a complete picture of all installation functional and sub-functional areas by appropriately grouping the business areas under specific headings. Functional areas documented in the IMAP 2003 version are grouped into larger ICBM areas, including those listed below:**

- Air Operations**
- Port Operations**
- Operations Support**
- Personnel Support**
- Housing**
- Facility Support**
- Environmental**
- Public Safety**
- Command and Staff**

Define CNI and Mission Claimant responsibilities for the RSIP process.

The success of any regional plan is dependent on the cooperation of the organizations involved. It is important to define the primary and secondary roles for the RSIP process, including those for both CNI and the applicable Mission Claimant.

2.4 Identify the Stakeholders

Stakeholders are those persons and groups that will either directly or indirectly influence or be influenced by the RSIP process. Stakeholders come from the military community and the

surrounding civilian communities. They are all critical to the RSIP process whether they participate directly in the process or are just impacted by its outcome.

In addition to those impacted by the RSIP process, the Stakeholders can also be thought of as a resource pool of essential and key participants in the RSIP process. Key Stakeholders can provide information on the region and functional areas, they can help define the future vision of the region, they can help craft the strategies and actions of the plan, and, most importantly, they can take responsibility for implementing the plan when the process is complete. Essential Stakeholders can provide direction and control of the process and establish the goals and objectives of future visioning. They can evaluate and select alternatives, approve the strategic action plan, and provide essential decisions along the way.

This step includes compiling a list of Stakeholders and classifying each of them for their potential roles in the RSIP process.

2.4.1 Suggested Methods and Tools

Compile a list of Stakeholders for the RSIP process.

Stakeholders should be drawn from a diverse organizational, discipline, and expertise background. The Stakeholder list will be used later in the Initial Agreement task as a source for identifying the participants of the planning team, its working groups, and the essential decision-makers of the RSIP process. It should also be used throughout the RSIP process as a reference source of persons in the region involved in and impacted by the regional plan. Possible Stakeholders include:

CNI and Mission Claimant representatives – A Stakeholder who brings an overarching perspective or more regional view on Base Operating Support services. CNI should be involved as the sole claimant of all installations. The Mission Claimant should be considered for participation in certain RSIP tasks, particularly Visioning. If multiple Mission Claimants have interest within the region, all should be included.

Regional Commander – The key participant in the development of the RSIP Overview or Functional Plan. Establishes the regional perspective of the plan and ensures Regionalization efforts are integrated into regional planning. The Regional Commander maintains the property records, current base maps, and data sets that will be used in the RSIP process.

Functional Area Managers (Assistant Chief of Staff (ACOS) and Program Managers) – These participants provide the most direct link between Regionalization initiatives and the RSIP process.

Commanding Officers – Many of these may be included as functional area managers because of their role as program manager or ACOS. They may also include COs of stand-alone activities, activities within an NCA, or as COs of major tenant commands or fleet operating units.

Executive Steering Committee – Participates in the RSIP process as a group. May be made up of other Stakeholders.

Regional Advisory Board – Participates in the RSIP process as a group. May be made up of other Stakeholders.

Fleet Operating Unit representatives – Provides an operating force, mission perspective on the RSIP process. Fleet operating units such as carrier groups and

destroyer squadrons have a significant impact on and special interest in shore issues, including MWR, housing, port operations, and ship maintenance.

Integrated Logistics Support (ILS) representatives – The Program Executive Office (PEO) or Systems Command (SYSCOM) are included as Stakeholders when decisions on home-porting for new weapons systems are made, such as when a new class of ships is under design and projected for a region. ILS representatives can provide key information on the infrastructure requirements of the new weapons systems and help explain decisions that will affect shore infrastructure.

Public Works Centers (PWCs) – To include those who work directly with the shore infrastructure of a region and know what is required to implement planning actions or that have BOS responsibilities within the region.

NAVFACENGCOM Engineering Field Division or Activity (EFD/A) – The EFD/A could provide several different Stakeholders for the RSIP process. They could lead or participate on the planning team or they could facilitate contracting with an outside consultant. They can also provide “subject matter experts” in the areas of environmental, cultural resources, natural resources, AICUZ/RAICUZ, utilities, etc. The EFD organization is structured to provide Liaison Officers (LnO) who have specific interface responsibilities between the EFD and NAVFAC clients. The LnO is the single point of accountability for all business lines for the client. (See the NAVFAC intranet for specific organizational elements designed to interface with the NAVFAC clients).

DoD Service representatives – To include representatives from the Army, Air Force, Marine Corps, and Reserves if they are included within the boundaries of the region.

Federal Agency representatives – To include representatives from the Coast Guard, General Services Administration (GSA), Fish and Wildlife Service, National Park Service, Federal Aviation Administration, or others.

State and Local Officials – These may include planning, transportation, environmental, and economic development agencies, port authorities, or others.

Community or Civic Groups – These may include environmental groups, groups with recreational marine interests, civic organizations with interests bordering on Navy property, or others.

Business Groups – These may include private shipyards, commercial pier owners, or others.

Classify each Stakeholder as a possible key participant, an essential decision-maker, or a Stakeholder merely influenced by the outcome of the RSIP process.

Not every Stakeholder has an equal role in the RSIP process. While every Stakeholder is important, there are different roles and different settings for Stakeholders to present their unique perspectives.

The designation as “essential decision-maker” should be given to Stakeholders that are needed to move the RSIP process forward. The Regional Commander should be an essential decision-maker but other representatives from regional command organizations and command leadership may vary.

The designation as “key participant” should be given to Stakeholders who have the expertise and the time to actively participate in the RSIP process. These Stakeholders should be those who will participate in every task of the process and those who will provide limited but key insight into one or more tasks. Key participants should be drawn on to be on the planning team and in its working groups.

The designation as a Stakeholder “influenced by the outcome of the RSIP process” should be given to those regional players that may not have a direct relationship with the infrastructure of a region but that rely heavily on that infrastructure as a part of the regional community. These Stakeholders should be those who provide secondary, but no less important, perspectives on the RSIP process. They should be given a voice in the RSIP process but expected to participate in fewer tasks than Stakeholders designated as “key participants.”

2.5 Generate a Statement of Purpose

The Statement of Purpose gives direction to the RSIP process by establishing overall goals and objectives for both the process and the plan. It identifies the primary implications of both the RSIP process and its plan on the region. The Statement of Purpose starts with the Navy goals and RPI policy objectives for regional planning, but focuses in specific regional terms on the intentions for the RSIP process. The Statement of Purpose should contain clear and specific purpose statements for the overall process and task objectives for each process task.

2.5.1 Suggested Methods and Tools

Develop three or more Purpose Statements that clearly and specifically state the purpose, significance, and mission goals for the RSIP process.

Integrate regional planning, Regionalization, and mission goals and objectives for both the Navy and the region into the Purpose Statements. Start by translating the three key RPI policy objectives from OPNAVINST 11000.16A Change 1—to reduce footprints and costs, increase existing capabilities and sustainability, and maximize efficiencies—into region-specific rationale for the RSIP process. Region-specific planning goals from the Mission Claimant or Regional Commander should also be integrated into the Purpose Statements. Specific Regionalization and mission goals can also be integrated as significant implications and expectations for the RSIP process.

Define specific Task Objectives for each of the subsequent tasks of the RSIP process.

The Task Objectives can be used as a framework for each subsequent process task in the RSIP process. Use the overall Purpose Statements generated above to further delineate these objectives. A reference to the RSIP Boundaries may also be helpful. Ask yourself and answer, “what is the objective of the Existing Situation Assessment,” “...of Visioning,” “...of Analysis,” etc.

2.6 Define the Planning Team and Working Groups

A Planning Team is required for the RSIP process. Working Groups are also needed to support both teams throughout the process. This Initial Agreement step should be used to identify who will participate on each team and in each group.

The Planning Team helps guide and facilitate the RSIP process by organizing meetings, assessing and analyzing information, managing participation and decisions, and producing final products. It may be led “in-house” by planning members from within the regional command organization or a NAVFACENGCOM EFD/A. It may also include “subject matter experts” such as environmental planners, cultural and natural resource specialists, real estate specialists, and others drawn from a number of organizational sources. A contracted planning consultant may also lead the Planning Team. In this case, EFD/A representatives would manage the contract and government “subject matter experts” might review findings along the way. The Planning Team must act as manager, teacher, facilitator, researcher, analyst, and detailed planner; and should incorporate and encourage participation by Stakeholders to ensure the RSIP process remains holistic and comprehensive.

The Working Groups provide technical expertise in specific functional areas and as part of distinct professional disciplines related to planning and implementation. The Working Groups should be “subject matter experts” able to support the Planning and Implementation Teams with detailed, focused assignments throughout the RSIP process. The functional area experts may be drawn from the regional command organization or NAVFACENGCOM EFD/As or from other sources. They may be assigned a specific task or step within a task or be placed “on-call” for issues that might arise later in the process.

2.6.1 Suggested Methods and Tools

Define the participants of the Planning Team

There should be a clear distinction in the Planning Team between active participants—essentially, the core Planning Team—and those that participate by providing regional leadership and decision-making. A professional planner should lead the core Planning Team. Regional leaders, like the Regional Commander and others, should be encouraged to participate in the RSIP process as much as possible, even to become part of the core Planning Team. However, at a minimum, the Planning Team should have a designated component that will make essential decisions along the way.

Define the participants of the Working Groups

Clearly identify the professional disciplines and “subject matter experts” that are available to support the RSIP process by using an internal audit of regional personnel and organizations. This is also an opportunity to include Stakeholders affected by the RSIP process that might otherwise not have an opportunity to be a part of the process. This might be a number of community groups from the surrounding region that could be assigned Working Groups supporting the efforts in the Existing Situation Assessment or Visioning tasks.

2.7 Assign Key Process Roles

Once the Planning Team and Working Groups are established, it is important to align the teams with specific tasks in the RSIP process. The goals of the Initial Agreement are not only to define the

Planning and Implementation Teams early in the process and to include as many Stakeholders as possible, but also to assign participation in each task fairly and appropriately. Not every team or group member will participate in every planning task. Stakeholders with unique expertise may participate in one task or more and not another. It is important to review the tasks in the RSIP process and clearly define who will participate in each and then define specific roles and responsibilities. Once the roles and responsibilities are designated, they should be communicated to all team and group members.

It is also crucial to identify the key processes which the team must follow. During the course of the RSIP, for example, the team must understand the requirements for the review and approval process. The Planner-in-Charge (PIC) will coordinate the team's schedules to meet the requirements for review periods and approval timelines.

2.7.1 Suggested Methods and Tools

Assign planning roles to the Planning Team members for each of the RSIP process tasks.

Include assignments for both core members and the regional leadership and decision-making members of the Planning Team. There should at least be a team leader and an associate team leader assignment within the core members of the Planning Team. Assignments should then also be given for remaining core members for each RSIP process task.

The regional leadership and decision-making members may be assigned to each task, but should at least be assigned to:

- Task 1: Initial Agreement (if it is organized into separate steps)
- Task 2: Existing Situation Assessment (where they are responsible for data sources)
- Task 3: Visioning (where the future vision of the region is established)
- Task 4: Analysis (when alternatives are developed to satisfy regional planning goals)
- Task 5: Alternatives Evaluation (where decisions are made on infrastructure proposals)
- Task 6: Strategic Action Plan (to provide final approval of the RSIP solutions).

2.8 Prepare a Work Plan

The RSIP process requires a Work Plan that outlines products, schedules, and milestones as a clear definition of expectations. The Work Plan contains a general project Plan of Action and Milestones (POA&M), a list of products for both the overall plan and each RSIP process task, and if necessary, a Scope of Work (SOW) for contracted planning services. Intermediate and final products are to be identified and the RSIP process is to be aligned with a calendar schedule. The POA&M identifies various RSIP milestones; including beginning, ending, and product delivery dates; dates for presentations and meetings between teams, groups, and the regional command organization; and expected decision points in the process. The SOW should clearly define products and delivery schedules. The entire Work Plan needs to be distributed to the entire Planning Team.

2.8.1 Suggested Methods and Tools

Prepare a POA&M for the RSIP process.

Begin by setting each of the RSIP process tasks as one or more action items. Expand each of these tasks as appropriate and organize them in relationship to one another. Milestones can be set based on a progression of submissions through the tasks and their products (Initial Agreement, Existing Situation Assessment, etc.) or they can be grouped and the milestones set by the calendar through versions (draft, prefinal, final) or percent complete (35%, 65%, 95%, etc.).

Define the proposed products for the RSIP plan and each RSIP process task.

Each of the task products in this RSIP Instruction should be reviewed and adjusted for the specific region and RSIP process to be addressed. This instruction contains a list of products for each task (See Appendix A); however, this instruction also recognizes that Overview Plans and Functional Plans in general may be very different and that they each may vary individually from region to region. This regional product flexibility, as far as it goes, is built into the RSIP process. Any one plan might be better suited as a land use plan and map set or as a business management plan. Interpreting individual products to fit the region should be done in this step.

Prepare a Scope of Work (SOW) for the RSIP process.

A Navy contracting official and/or planner from the NAVFACENGCOCOM EFD/A should work with the applicable Regional Command organization to develop a SOW if a planning contractor is to be used. **The coordination between both entities will help ensure the goals and outcomes of the RSIP will meet the Region's needs. The NAVFACENGCOCOM HQ RSIP coordinator maintains examples of standardized SOWs in addition to those found in Appendix B for particular functional or overview plans.** A SOW is also highly recommended when the RSIP is being done with in-house forces. This provides a definitive description for all concerned (customer, Mission Claimant, planning team, etc.) to know what will be done.

The SOW will differ according to the Mission Claimant or Regional Commander in charge of the specific RSIP. However, the underlying requirements for RSIP outlines, as established in the "CNO Standardization of RSIPs", must be retained. (see the sample SOWs in Appendix B.) In addition to following the guidance regarding type of information to be provided, the SOW must ensure that all information as described in this instruction is included in the main body of the plan, with Appendices used only for additional and substantiating information. The SOW must delineate that elements including the Vision, Existing Situation Assessment, Alternative Analysis, Concept Development, and Strategic Action Plan are in the body of the final Plan, with supporting details (e.g. detailed TFR tables or economic analyses) only in the Appendices. Once developed, the SOW should be thoroughly reviewed and approved by the Regional Commander prior to its approval, and should conform to the RSIP process and clearly state regional expectations.

Task products should be produced in electronic format conforming to current RSIP-Link guidance as found in the RSIP-Link Module of the RPI. In addition, all products should be supplied for review, concurrence, and final web posting in Adobe Portable Document Format® (pdf). In order to reduce costs and increase circulation, a maximum of three paper copies of the plan and accompanying appendices should be provided.

Prepare a project schedule for developing plan elements, review, approval, and monitoring processes.

The RSIP schedule is highly dependent upon the timeline established in the Initial Agreement, delivery of government documentation, and an efficient review process. In order for the plan to meet the desired completion date of six to eight months, an underlying sense of urgency must be instilled at the Regional Commander's level and below. This high-level recognition is critical to instilling accountability across the region that data must be provided and tasks completed according to schedule.

Before project kickoff, stakeholders throughout the region must provide all background data in the most current form to the RSIP team. This data must be collected and assembled before project kickoff. Failure to provide all updated data could result in schedule slippage. In order for data to be assembled for an on-time delivery to the planning team, all stakeholders must be notified by the time of RSIP kickoff of the upcoming data requirements.

Assuming the RSIP schedule is followed, data updates should be minimal throughout the planning process. The end product should be one reflecting the current situation and future vision, however, data collection and analysis must have some deadline for preparation of the plan. Significant modifications in mission or loading, which changes the end recommendations, should be reflected. Slight changes to numbers, expected within each planning cycle, should not delay the completion of the plan.

Follow established review process at selected milestone delivery dates.

The review of RSIPs must occur according to an aggressive schedule. Reviews must be approached with urgency. The Draft RSIP should be completed within approximately four months, with an efficient review and revision process rounding out the final two months. The review occurs in two stages, the first after publication of the Draft and the second, a Pre-Final review before production of the Final.

The Draft should be reviewed by all stakeholders in the planning process. The Draft will be produced in electronic form for distribution. The stakeholder review process lasts 2 weeks, at which time, comments must be returned to the PIC. The short review time is deemed necessary to maintain the six-eight month completion schedule.

A list of formal comment responses to each consolidated comment should be developed in conjunction with the RSIP team leaders. This list should be delivered to the Region for distribution with the Final RSIP. Comments should be addressed in the development of the Pre-Final.

The Pre-Final review should include only the Regional Commander, EFD/A PIC, Mission Claimant representative, and CNI. The review should be an electronic distribution, ensuring the comments from the Draft have been adequately included in the document. At the time of Pre-Final distribution, the Pre-Final brief should be scheduled with the Regional Commander. The Pre-Final brief is a brief to the Regional Commander of the Plan before hard copy production of the Final commences. Experience over the past years has shown that a brief before printing of the Final copy allows the Regional Commander input into

any minor changes deemed necessary. If the Regional Commander has no changes to the RSIP, the preparers may begin production/printing of the Final copy.

Follow established process for gaining approval up the chain-of-command.

The approval process for RSIPs builds upon the efficiency of the prescribed review process as described in the RSIP process table and diagram. Initial approvals must occur at the Draft and Final submissions of the plan. The Regional Commander must approve the Final submission. Briefs requiring buy-in within this process include the Concept and Pre-Final. Upon completion of the Final RSIP, the EFD/A must submit the document and associated products to the Regional Command PIC for approval.

2.9 Initial Agreement Products

- A full list of Stakeholders and their classifications.
- Identification of the RSIP Boundaries (functional, geographic, organizational, etc.).
- The Statement of Purpose for the RSIP process, including the overall purpose and significance, regional mission goals, and individual task objectives.
- A list of Planning Team and Working Group members and their assigned roles and responsibilities.
- A Work Plan for the RSIP process with POA&M actions and milestones, product list, schedule, and regional expectations.

3.0 TASK 2: EXISTING SITUATION ASSESSMENT



EXISTING SITUATION ASSESSMENT	
Data Collection	<ul style="list-style-type: none"> • • • • • •
Regional Profiles	<ul style="list-style-type: none"> • • • • • •

Information Assessment

- opportunities, and threats) analysis.
- future projections.
-

3.1 Introduction to Existing Situation Assessment

The Existing Situation Assessment provides for the collection, ordering, and assessment of regional data that is needed for the RSIP plan. It creates a set of comprehensive regional profiles that capture the unique character, issues and concerns of the RSIP plan and that promote a basic understanding of the region. The Existing Situation Assessment turns the collection of regional data into useful information and planning related knowledge. It establishes the region's unique strengths and weaknesses, and constraints and opportunities by taking into account both Navy and non-Navy resources and conditions.

The Existing Situation Assessment includes a careful examination, evaluation and appraisal of regional data. It looks at historic trends, current conditions and future projections where appropriate. It addresses all aspects of the shore establishment and shore infrastructure that will impact the RSIP plan. **The Regional Profiles of the study region are most typically performed at the Overview level, including a broad range of background data.**

The Existing Situation Assessment task is comprised of the following three steps:

Data Collection
Regional Profiles
Information Assessment

3.2 Data Collection

3.2.1 Suggested Methods and Tools

Define the regional profile and data needs for the RSIP process.

Before an inventory is initiated, define the appropriate amount of data and information needed to prepare the regional profiles and support subsequent RSIP process tasks. Set reasonable limits on the data collection process so that the highest quality information is gathered in the most efficient and effective manner.

Check available in-house data before approaching outside sources.

If you don't have complete data with which to proceed, assess whether you have the most crucial pieces of information to proceed. Generating regional profiles with the best available information is better than not generating profiles at all. Consult experts and substitute unofficial information if official information is unavailable. **All updates to BFRs and property record cards should be completed before the RSIP is to proceed. If the RSIP is developed by contract, facility and land data from the internet Navy Facilities Assets Data Store (iNFADS) should be provided to the contractor if open access is not available at the time of performing the RSIP. The Navy planner should work to establish a workstation or password access for the contractor to actively query the database over the course of the project.**

If the Regional Commander cannot provide adequate data to support planning in the region, the Initial Agreement should be revisited and either data preparation or maintenance should be added to the scope of the RSIP process or it should be deferred.

Aerial photography and digital orthophotography can be excellent tools for visualizing regional and base conditions, especially where mapping is out of date. They can also enhance existing maps and can be used as a baseline for GIS spatial analysis tools. **Where the RSIP is developed by contract, all available GIS data should be provided to the planning contractor. Unless development of new data is included in the scope of the project, only existing data from EFDs and Activities will be used. It is the responsibility of the Regional Commander to ensure all data provided to planning contractors is current and accurate.**

Collect all pertinent policy and guidance.

Collect all pertinent Executive Orders, federal regulations, DoD directives, and SECNAV, OPNAV and NAVFAC instructions. Focus on both planning and environmental policy and guidance. At a minimum, a copy of OPNAVINST 11000.16A Change 1, OPNAVINST 5090.1B, and this Instruction should be available to the participating team and group members.

Collect all existing and prior planning and infrastructure management documents.

Collect and review all Master Plans, RSIPs, Base Exterior Architecture Plans (BEAPs), Air Installation Compatible Use Zone (AICUZ) and Range Installation Compatible Use Zone (RAICUZ) plans, and special studies, along with Integrated Natural and Cultural Resource Management Plans (INRMPs and ICRMPs). Also collect and review surrounding community General Plans, Comprehensive Plans, Zoning Ordinances, and Design Guides.

Inventory existing Navy and non-Navy data sources.

Prepare an inventory by gathering and displaying electronic data prior to preparing the regional profiles and evaluating regional information. Use technology—the Internet, CADD and GIS, and electronic files—whenever possible. iNFADS, as well as Navy internet and intranet websites, should be polled for supporting infrastructure data in electronic format. State, county and local government, planning department, and economic development websites should also be polled as part of the automated data inventory.

Draw on regional data that is maintained by the regional command organization and non-Navy sources like other military services, and state, county and local governments. Include real property records, base loading and mission statements, base and environmental map and GIS sets, building floor plans, and community economic and demographic forecasts for counties, metropolitan areas, regions and states. Since the maintenance of this data is not a part of the

RSIP process but is the responsibility of the Regional Commander, focus this step instead on collecting and interpreting the data.

Perform interviews.

Personal interviews, either by telephone, e-mail, or face-to-face, can help in the collection of data, and as a way to identify day-to-day factors affecting regional operations and Base Operating Support (BOS). Interviews provide direct clarification of both current situations and future expectations.

Perform site visits.

Site visits can be used to verify existing conditions and acclimate the Planning Team to the physical realities of the region. Scheduled in conjunction with interviews and other inventory and collection efforts, the site visit can provide the most immediate and effective approach to data collection.

Collect detailed TFR information for use in Analysis

The Total Facilities Requirement (TFR) is a facility-by-facility matrix which documents the future need of the facilities as related to the RSIP recommendations and mission requirements (See Appendix E for example). The final TFR should provide a high-level glance at mission-essential facilities and those considered excess. During the data collection phase, the planners must collect adequate information on-site to complete the TFR matrix later in the RSIP process. In order to most accurately complete the TFR, facility information should be gathered from several sources. Visual inspection (e.g. walkthroughs) and consultation with the installation PWO, or representative, should be included in completing the TFR. The buildings studied in the RSIP should be documented in the spreadsheet before the site visits and interviews. As part of the Public Works interview, or appropriate functional interview (e.g. Housing office for Housing RSIP), the planner should review the facilities with the interviewee, assigning temporary ratings to confirm with site visits. The stakeholder input is invaluable at this stage, as the installation representative often knows the facilities very well.

3.3 Regional Profiles

Regional profiles provide a comprehensive picture of the regional community, its economics, built and natural environments, mission, and political character; and provide a context for planning in the region. The regional profiles accommodate all aspects of the Navy and its surroundings, including existing conditions and current issues, as well as important historic and future trends. They also include traditional planning components such as facilities, land use, transportation and circulation, utilities, environmental and cultural constraints, and natural resources. The level of detail provided within the profiles depends on whether the RSIP process supports an Overview or Functional Plan, and is based on expectations established in the Initial Agreement. **For guidance on information to include in your regional profiles, as well as data collection methods applicable to the entire RSIP, reference the Land Use Module of the RPI.**

3.3.1 Suggested Methods and Tools

Organize data and information into five or more regional profile categories.

The regional profiles are organized into five core profile categories, including:

- Community Profile*
- Economic Profile*
- Environments Profile*
- Mission Profile*
- Political Profile*

In some cases, it may be necessary to add other profile categories. This can be done as long as the data in each regional profile reflects the past, present and future, is both qualitative and quantitative, and can be used later in the process as an existing baseline to develop alternative solutions.

Develop a Community Profile

The *Community Profile* is comprised of those institutions, systems, activities, and relationships that affect and characterize the day-to-day lives of members of the community. This profile documents the resources available to the military and civilian community within the region and its quality of life. It addresses topics such as:

- Social Interaction*
- Archaeology*
- Historic Resources*
- Population (demographics)*
- Quality of Life*
- Morale, Welfare, and Recreation*
- Education*
- Support Services*

Develop a Mission Profile.

The *Mission Profile* summarizes the operational and BOS missions of the region. It is comprised of activities, organizations, personnel, equipment and their actions and intentions. The Mission Profile looks at current and projected missions and includes such things as:

- Mission Statements*
- Force Structure and Base Loading*
- Equipment Lists*
- Projections*
- Mission Readiness*

Develop an Environments Profile.

The Environments Profile includes the physical image, character, and condition of both the natural and built environments of the region. Sustainability goals for regional planning suggest that the RSIP process consider both the natural and built environments as a single, holistic system, balancing one with the other. This approach will encourage a comprehensive assessment, leading to more sustainable infrastructure alternatives later in the RSIP process. Use geo-spatial information from automated GIS when mapping natural and built environments, where available. In support, it is useful here to evaluate and assess the natural and built environments separately. The Environments Profile should be developed in two components: the Natural Environment and the Built Environment. The profile should be concluded with a section relating the two. Use only functional classifications of land, such as conservation area, buffer, outgrant, safety zone, contingency area, future development area, etc. even when the physical description of the land would otherwise be open space.

One or more sustainability or sustainable development theories should be used to develop the Environments Profile. A number of these theories, including sustainable design, sustainable planning, human ecology, green building, regional design, etc., can be helpful in understanding the relationships between natural and built environments in a region.

Natural Environment

The natural environment is comprised of air, water, land, flora, and fauna and can be seen as resources for life within the natural ecosystem of the region. The natural environment can be conceived in three overlapping elements:

Environmentally Sensitive Areas – Natural areas designated for protection, conservation, and restoration, including Installation Restoration Program (IRP) sites, endangered species areas, wetlands, and mitigation sites.

Natural Elements and Systems – Encompassing topography, habitat, hydrographic, soils, and geological elements and systems that are typically mapped and inventoried using geographic information systems.

Natural Context – Drawn from analyses of natural systems and their relationship to other environments (i.e. built, cultural, community, etc.), and can include profiles of predominant wind patterns, ecosystems, and viewsheds.

By conceptualizing the natural environment through these elements, the RSIP process recognizes the regional and global nature of the natural environment and its impact on the infrastructure (built environment) of the region. The following natural components should be included as appropriate:

Topography
Geology
Soils
Hydrology
Water Quality
Air Quality
Climate
Vegetation
Wildlife (habitat and endangered species)

Visual Resources
Compliance (NEPA, coastal zone management, etc.)
Conservation
Restoration

Built Environment

The built environment includes buildings, facilities, transportation, circulation and parking systems, utilities, and other elements that have been constructed or acquired to support the military mission and well-being of the community at-large. **Include an evaluation of the general condition, capacity and capabilities of existing assets in addition to the quantification of space by category code available in iNFADS. Start to use designations like “brownfield” and “greenfield” for facilities and land so that new facilities can be proposed on sites that have had previous development (brownfield) and not on new sites that have never been developed (greenfields).**

The following man-made components should be included as appropriate:

Land Use and Class 1 Property
Facilities and Class 2 Property
Transportation, Circulation and Parking
Utilities
Energy
Noise
Safety (ESQD, AICUZ, RAICUZ), Electromagnetic (HERP, HERF, HERO)
Zoning
Archaeology
Historic Resources
Compliance (NHPA, etc.)
Solid Waste Disposal
Recycling

Develop an Economic Profile.

The *Economic Profile* of a region includes historic, current, and projected funding levels, cost savings measures, and privatization and outsourcing functions for the shore establishment and the management of infrastructure. It also defines the economic profile of the surrounding community, including the business climate, economic development trends, and workforce figures. The Economic Profile should include topics such as:

Funding Programs
Annual Budgets and Funding Levels
Fiscal Management
Capital Expenditures
Privatization and Public-Private Partnerships
Joint Service Agreements
Economic Development

Develop a Political Profile.

The *Political Profile* is comprised of the political climate of the country, the organizational and political decision-making structure of the Navy region, the political influences of the local community, and the partnerships that exist or could exist with other military services or private interests in the region. It addresses topics such as:

National Political Trends
Local Political Trends
Organizational Structure
Decision-making Structure
Partnerships
Regulations and Policies

3.4 Information Assessment

3.4.1 Suggested Methods and Tools

Evaluate profile data and information using a SWOT analysis.

A *SWOT* analysis defines the strengths, weaknesses, opportunities and threats of a region. Strengths, weaknesses, opportunities, and threats are determined by the ability of the region to reduce its footprint and infrastructure costs, increase capabilities and the sustainability of its infrastructure, and maximize efficiencies. The *SWOT* analysis offers a broader evaluation of possibilities.

Use the *SWOT* analysis to characterize broad regional opportunities and constraints and not just those for development.

Define the Needs of the region and identify issues based on historic trends and future projections.

Review the data and information for an understanding of the region's past and its expectations for the future. Look for historic trends and future projections. Identify the needs of the region by characterizing the regions environmental and mission requirements, economic wishes, community desires, and political will. Note both quantitative and qualitative aspects and when needs are currently unmet.

Characterize the region's Opportunities and Constraints.

Mapping opportunities and constraints can also be included in the evaluation process. Analyze the opportunities and constraints for meeting the regional goals and objectives with those available from the regional infrastructure. Opportunities can include community, economic, environmental, mission and political conditions that support or affect regional planning goals. Constraints are conditions that limit potential actions for achieving regional planning goals. This analysis is typically more specific than the *SWOT* analysis described above and often proposed from a physical basis using regional or activity maps.

3.5 Existing Situation Assessment Products

These products are appropriate when developing an Overview Plan

Community Profile Report Content
Economic Profile Report Content
Environments Profile Report Content
Mission Profile Report Content
Political Profile Report Content

See RSIP-Link Module of the RPI 11010.45 for additional guidance on maps, data, and documentation requirements.

4.0 TASK 3: VISIONING



VISIONING

- uncertainties, current trends, and predetermined elements that will frame the future.
-
- stakeholders in determining precepts of a future vision.
-
- future.
- precepts as developed in the Visioning Session.
- Requirement.
- Planning Requirement later in the RSIP process.
-
- **session.**

4.1 Introduction to Visioning

Visioning is a critical step in the RSIP process for anticipating and planning for the future. The process is a strategic planning methodology that facilitates strategic thinking and identifies strategic infrastructure decisions that will shape the future.

Visioning is important to the RSIP process for a number of reasons. First, it establishes a collective vision of the future while preparing for the inevitability of change and the acknowledgment of uncertainties. It provides a forum for Stakeholder consensus on regional issues and concerns, and provides a context for understanding and discussing the future. It establishes a comprehensive planning requirement and metrics that can be used to evaluate planning alternatives and recommendations later in the RSIP process. **Overview Plans establish a comprehensive Vision for the region or AOR, and Functional Plans adapt and refine this vision for the infrastructure needs of the function.**

While there are many types of visioning processes, the following steps have been adopted as the preferred method to complete the Visioning Task for RSIPs. This process incorporates elements of traditional scenario planning and visioning exercises. Using scenarios often aid stakeholders in defining the precepts of a vision, thus, elements of both are utilized in the process laid out below. Instructions for each of these steps follow. The order and intensity of each step can be customized by region, as long as each area is addressed. The Visioning task includes, but is not limited to, the following:

Visioning Framework

Driving Forces

Strawman Scenarios

Future Scenarios

Planning Requirement

Vision Metrics

A collaborative Visioning Session is central to the Visioning task and is primarily focused on generating a limited number of distinct Future Scenarios and providing decision-makers and regional stakeholders an opportunity to confer on how those scenarios help shape the desired end state. The Visioning Session builds upon a Visioning Framework, Driving Forces, and Strawman Scenarios and leads to the development of a Planning Requirement and Vision Metrics.

To complete the Visioning Task, the planning team should enlist the skills of a trained facilitator who has experience conducting Visioning Sessions for military facilities planning. The facilitator may be a staff person in the military planning office, on the contractor's staff, or may be subcontracted specifically to complete the Visioning Task. The facilitator must be able to maximize the effectiveness of the Visioning Session participants and take responsibility for all communications to participants as well as the production of the Visioning Session documentation.

4.2 Methods and Tools

Ensure visioning is completed in conjunction with the existing situation analysis rather than directly following.

Visioning should be completed in the initial steps of the RSIP, concurrently with the Existing Situation Assessment. Ideally, the path from kickoff to completion of Visioning is not linear. As shown in the RSIP process diagram, the analysis of existing conditions precedes the Visioning effort. However, these tasks truly overlap, enabling crucial information from the Existing Situation Assessment to be used as a knowledge-base for the Visioning effort. Those completing the plan must use the Existing Situation Assessment as a baseline from which to understand the context of ideas generated in the Visioning element. For this reason, the Visioning should be completed as the Existing Situation Assessment is nearing completion.

*The planning team develops the **Visioning Framework** by identifying the timeframe, key issues, current trends, critical uncertainties, and predetermined elements that will frame the future.*

Before the Visioning Session, the planning team develops the Visioning Framework, establishing the context for the regional vision and the parameters under which the Visioning Task will be completed. The facilitator should develop a Pre-Visioning Session memorandum as a read ahead for Visioning Session participants, announcing the details of the meeting, expectations for participants and summarizing the Visioning Framework, and the Driving Forces. First, the planning team establishes an appropriate timeframe or planning horizon for the RSIP process. An appropriate timeframe should be defined based on cycles of change that will influence the region. Typically, the RSIP process looks ten to twenty years into the future.

The second component of the Visioning Framework is a set of *key issues* that should be addressed during the Visioning process. The planning team should identify key community, economic, political, environmental, and mission issues which will be influenced by future conditions.

The Visioning Framework also balances things we believe we know with those that we consider uncertain or unknowable. *Current trends* are current conditions that are expected to extend into the future. One easy way to define current trends is to look into the past over the same timeframe and think about what you know now that you might have done better to know then. With that same perspective, project yourself into the future and look back at today for trends that look like they will continue. *Critical uncertainties* are events whose outcomes are uncertain but may significantly affect future issues. *Predetermined elements* are aspects that are expected to remain constant and that the region is confident about. The Vision established in the Overview Plan becomes a predetermined element of the Functional Plans.

It is best to keep the Visioning Framework broad rather than analyzing details. Too many details can distract the visioning process from the larger issues and concepts that lead to a vision of the future.

*Prior to Visioning, the planning team defines the **Driving Forces** that can best characterize the variable future of the region.*

The Future Scenarios are organized around Driving Forces. Driving Forces are societal forces that allow change to occur, and can be thought of as clusters of trends or shifts within society so great that

they cause other significant shifts. In the RSIP process, the Driving Forces should influence the region’s organization, function, environments and infrastructure.

Define the Driving Forces by first reviewing the regional profile information in the Existing Situation Assessment for significant trends and forces. Use the community, mission, environments, economic, and political profile categories to group and classify the Driving Forces. When trying to decide on an individual Driving Force, consider its possible condition. *Operations Tempo* may be an appropriate mission Driving Force because of the way ships’ time in-port and time deployed affects the shore establishment. *Increasing the time in-port* for more computer simulations, for example, will dramatically change the need for training infrastructure. Thinking about the *increased time in-port* (possible condition) for *operations tempo* (a Mission Driving Force) validates that it is, or isn’t, appropriate for the region.

Driving Forces should be unique to the region, mission, and function and the RSIP process being undertaken. However, Table 4a provides “Sample Driving Forces” that might be helpful in defining unique regional Driving Forces.

Table 4a
Sample Driving Forces

SAMPLE DRIVING FORCES	
Community	Economic
<ul style="list-style-type: none"> • • • • • 	<ul style="list-style-type: none"> • • • • • •
Mission	Environments
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • • • • • •

Political
<ul style="list-style-type: none"> • • • • • • • • •

*The planning team defines up to three initial **Strawman Scenarios (including the Status Quo)** by pre-characterizing possible conditions for each driving force.*

These should be developed by the planning team and group of immediate stakeholders that identifies the Driving Forces, completed before the facilitated Visioning Session. They should be used as a baseline for the development of Future Scenarios.

The scenarios are developed from the Key Drivers around themes that describe the scenario. The objective in composing the scenarios is to not have all good and all bad, but to have different mixtures of the Key Drivers in the scenarios. The scenarios should also have "trailing threads" that lead the Visioning Session participants to envision infrastructure implications and outcomes for the RSIP. For most Visioning Sessions, two scenarios are all that will be needed. However, to arrive at those two, several may be considered in the development session that the two can be selected from, or hybrids developed. The scenarios are prepared in bullet format to enable the Visioning Session participants to grasp the content quickly and thus to be able to move on to the discussions.

Strawman Scenarios can be defined in a number of ways. One of the easiest ways is to create a condition continuum for each driving force, placing the extreme positive and negative condition on either end of the continuum. A "housing" driving force, for example, might place "Navy-owned" and "community-provided" on either ends of its continuum. This method then views the condition continuum for each driving force and summarizes the "positive" driving force conditions in one Strawman Scenario, the "negative" driving force conditions in another, and the "middle-ground" conditions in a third.

*Perform the **Visioning Session** to develop and prioritize two distinct and plausible **Future Scenarios**, and compare and contrast to illuminate priorities.*

The Visioning Session is a collaborative and creative group exercise that establishes the shared future vision of the region by broadly defining Future Scenarios. The Planning Team can fill in the gaps and develop a written summary after the session. The goal is to challenge the prevailing mind-set through collaboration; attempting to capture the richness and range of possibilities for the region by stimulating participants to consider changes in the future they would otherwise ignore.

During the Visioning Session, small breakout groups should analyze the strengths, weaknesses and impacts of the Strawman Scenarios to develop Future Scenarios (See Appendix C). Each breakout group will analyze one of the scenarios. All participants should then reconvene, and the facilitator will lead a discussion of similarities and differences in the future scenarios to help

the entire group develop a list of scenario priorities. The priorities should represent an imaginable and coherent future, while also challenging traditional thinking and assumptions. They must effectively satisfy the Visioning Framework, be comprehensive and inclusive, and be strategic about regional issues.

Prioritize each of the driving forces and refine how they will affect the future in the designated time period. Organize the scenario priorities on a timeline with near-term, long-term, and end-state issues. Identify the most significant strategic opportunities and rank them in order of importance. Also review and prioritize the key issues surrounding the priorities.

The planning team translates the scenario priorities into an infrastructure-focused Planning Requirement.

The creative and holistic process of the Visioning Session will generate a regional vision that not only includes regional planning and shore infrastructure issues, but also a wide range of operational, command, and mission-related issues. Some of these may need to be addressed in other processes like Regionalization or addressed directly by fleet command or other organizations outside of the RSIP process. This step should include the separation of these issues and a focus on the policy objectives of regional planning.

After the Visioning Session, the planning team develops the Planning Requirement by refining the scenario priorities further and translating and highlighting the regional planning and shore infrastructure issues and opportunities separately. Use the community, mission, environments, economic, and political profile categories to group and classify the Planning Requirement. Also specify requirements for land and facilities, transportation and circulation, natural and cultural resources, environmental considerations, utilities, and quality of life. The Planning Requirement should include new considerations for the region, areas to focus on, and problems to solve.

Summarize and rank each of these in order of importance. Also define a set of requirement goals and objectives that will not only establish the pathway for the regional vision, but can also be used to test whether the alternatives and solutions developed later will address shore establishment and infrastructure needs and issues for the region. Any non-infrastructure issues that are separated and given to appropriate stakeholders and decision-makers that may have direct bearing on the regional infrastructure and the RSIP plan should be tracked and their conclusions reinserted into the RSIP process later during Analysis.

Develop a set of Vision Metrics for evaluating alternatives against the priorities, vision, and Planning Requirement later in the RSIP process.

Metrics provide a tool to measure how well planning solutions satisfy the regional requirements for infrastructure. Two types of Vision Metrics are needed.

The first Vision Metric measures the mathematical distance along the condition continuum between present and preferred for each driving force. The scenario priorities might reflect that *fifty-percent* (desired condition) of family housing (a community driving force) *should be provided in the surrounding community*. Planning Alternative A might be able to satisfy the full fifty-percent, while Alternative B may only be able to satisfy forty-percent in the surrounding community. Alternative A would be rated higher than Alternative B for this driving force because it is mathematically closer, actually right-on, the desired condition. This method relies heavily on the priorities given to each driving force in the steps above for a complete evaluation of the planning

recommendations. To support this methodology, clearly identify the acceptable ranges of variation for each driving force in the identified scenario priorities. Define how close any one alternative has to get to the conditions of each driving force and the limits to being “over” or “under” the preferred condition.

The second provide a measure of the Planning Requirement based on a characterization of its considerations, areas of focus, problems to be solved, goals, and objectives (**See Appendix D for example**). *Improving the quality of life in the region* might be a high-priority Planning Requirement. In order to measure the ability of any one planning alternative to *improve the quality of life in the region*, a number of measurable characterizations of *quality of life* are needed. One characterization might be to *increase recreational opportunities*, and a way to make that measurable might be to suggest the *availability of 10 additional playing fields*. It would then be possible to measure the ability of each planning recommendation to increase the availability of ten playing fields either by yes or no or mathematically based on an acceptable variance. To support this methodology, define measurable characterizations for each of the components of the Planning Requirement, and also define the variations, if any, that might be acceptable.

The planning team develops a logistics strategy for conducting the visioning session

Prepare for the Visioning Session: This task includes logistical needs of the session. Items to cover include:

- **Identification of the participants.**
- **Invitation of participants by Senior host (e.g. Regional Commander or PIC)**
- **Determine meeting logistics, including the off-site location reservation of main meeting and breakout rooms, and food/drink.**
- **Develop the agenda and read-aheads. Distribute both to participants one week before the session. The focus should be on process education and preparation for long-term strategic planning requirements.**
- **Develop a facilitation guide.**
- **Prepare workbooks and briefs.**
- **Develop a list of equipment and materials needed during the session, with assignments for the people responsible.**

Conduct the Visioning Session: The team should convene at the site the day before the session to set up and ensure all the required needs are provided and to finalize the logistics with the conference center staff. Provide an on-site phone number for participants to receive messages during sessions.

- **Designate a support person available to handle administrative tasks during the session.**
- **The large group room should be comfortable and the breakout rooms should be separate from each other. One breakout group can stay in the main room but many times the facilitators and support staff will need to have a place to work and the large room usually works best.**

At the conclusion of each day's session, the working group (facilitators and support staff) need to assess whether adjustments will be required for the next day. At the end of the entire session, the facilitating group (contractors and Navy PICs) needs to stay that evening and/or the next day for a session debrief to capture the results and additional thoughts while they are still fresh.

4.3 Visioning Process Products

Visioning Session documentation should be created which documents the visioning process, the detail of each Future Scenario, scenario priorities and outlines the Planning Requirement and the Vision Metrics. This should include everything used during the session (workbook & briefs) and the charts and report-outs from the breakout groups. This documentation will become the RSIP/RSIP-Link “Visioning” Chapter.

5.0 TASK 4: ANALYSIS



ANALYSIS
<ul style="list-style-type: none"> • developing the planning Alternatives. • in existing regional conditions. • • separately after Visioning. •

5.1 Introduction to Analysis

The Analysis task uses examination, programming, and modeling to develop distinct and viable infrastructure Alternatives that present clear and viable choices for a wide range of infrastructure options. It is an instrument of change management that proposes transitions from existing to preferred situations. It addresses functional and physical components of the shore establishment and develops Alternatives to satisfy regional planning goals.

At its heart is *examination*—a formal interrogation and close inspection, a testing of conditions, a careful inquiry and rigorous examination, and a valuation of significance and worth. This is accomplished in a review of both the Planning Requirement and the Existing Situation Assessment prior to developing Alternatives. The Alternatives are developed using *Programming*, which involves the organization of component parts and the listing of instructions, directions, and stated courses of action for each of the Alternatives. The Analysis task then concludes with a *Modeling* system of mathematical or graphic representation used to document and display the Alternatives.

5.2 Methods and Tools

Review the Planning Requirement to understand what needs to be addressed when developing the planning Alternatives.

This involves a close inspection and rigorous examination of the Planning Requirement to understand how the Alternatives need to be developed to solve regional issues and opportunities. Test the organization of new considerations, areas of focus, and problems into categories (community, mission, environments, etc.) and components (land and facilities, transportation and circulation, etc.) and inquire how certain conditions might affect one or more possible solutions. This review can also help define how to format the Alternatives to address the needs of the region.

An “Ideal Functional Relationships Diagram” is an excellent examination and programming tool that can be used when reviewing the Planning Requirement. Not only does it stimulate creative thinking at the beginning of Analysis; it also provides a logical progression from general ideas about safety, compatibility, and connectivity to actual proposals. Be sure to thoroughly explore all options within the functional, organizational, and geographic boundaries of the RSIP plan.

Review the Existing Situation Assessment to ground the development of planning Alternatives in existing regional conditions.

This involves careful inquiry into the strengths, weaknesses, opportunities, and threats in the region to ensure that the Alternatives will respond to actual regional conditions and resources. Test the past, present, and future perspectives; needs and issues; and opportunities and constraints of the region to see how their interplay might affect one or more possible solutions. Review the regional profiles to help define how the Alternatives can be formatted to respond to existing regional conditions.

Use the Sustainable Planning Module of this instruction to guide the analysis of regional conditions and sustainable development alternatives which will be more viable and longer lasting, and more easily supported by the NEPA process required on all strategic actions.

Develop TFR

The TFR should be incorporated into the RSIP as a chapter, per guidance by the CNO-approved outline. The chapter will include a summary matrix of TFR ratings for all applicable facilities within the context of the RSIP. This summary displays TFR information for the functional area grouped by square feet (SF), installation, and percentage of facilities by TFR code. A discussion should accompany this graphical and tabular information, analyzing the summary results across the Region.

TFR tables must follow the format provided in the TFR Standards as provided by NAVFACENGCOCOM HQ. From this worksheet, pie charts summarizing the total TFR ratings for each category will be developed, displaying the distribution of TFR categories across the region as a whole. See the TFR Standards, Revision October 2003, for details on each category and required information on the spreadsheet (See Appendix E for a TFR Example worksheet and copy of standards).

An Overview Plan will incorporate TFR information by functional area. Specific building summary information should also be compiled and analyzed within this chapter, similar to the treatment in a functional plan. The Overview Plan will document TFR information for those functions that do not warrant their own functional plans. Functional plans will assume the responsibility of documenting TFR information for applicable functions.

Reinsert the conclusions of operational, command, and mission issues addressed separately after Visioning has been completed.

Use this step to check and recheck the operational, command, and mission decisions being made while this task is underway. The Planning Team should track the operational, command, and mission issues separated from the RSIP process during Visioning to see if they are brought to conclusion. If they are and their actions and decisions have direct bearing on shore infrastructure, make adjustments to how the planning requirement or Existing Situation Assessment influences the alternatives or their format, or make changes to individual alternatives as related conclusions are reached.

Develop two or more distinct and viable Alternatives.

Use a combination of programming and modeling techniques, tools, and processes that suit the circumstances of the region and the capabilities of the Planning Team. These might include the use of mapping, spatial analysis, GIS, tables, matrices, graphics, and narrative. The alternatives should be distinct expressions of the planning requirement with minimal overlap. The intent is not to see how many alternatives can be developed, but to present clear, viable choices. The alternatives should provide answers to all infrastructure questions raised by the identified scenario priorities, and satisfy regional planning goals to reduce footprints and costs, increase existing capabilities, and maximize efficiencies. Use the same components in each alternative to ensure an equitable evaluation in Task 5: Alternatives Evaluation. If an alternative legitimately does not contain detail for one or more components, at least document the reasons why. This will facilitate a quicker review and verification process during the Alternatives Evaluation task that follows.

Have component experts within the Planning Team organize and develop alternative proposals and courses of action for each of the components of the shore infrastructure, including a description of changes, improvements, and interrelationships. Include community, economic, environments, mission, political; as well as land use, facilities, transportation and circulation, utilities, environmental, and natural and cultural resource components as appropriate in each alternative.

Identify opportunities for cost avoidance and consolidation in Alternative Concepts.

In analyzing collected data and brainstorming alternatives, one of the primary goals should include assessment opportunities for consolidation and cost savings. The scale at which this is possible within a particular region depends largely on geographic location and similarity of missions. Some regions may have opportunities within sub-regions under their administration due to the practicality of consolidating facilities and services to multiple sites. Some installations that are geographically close to each other may have differing missions which make consolidation difficult, especially in mission-critical facilities.

Examples of questions to ask in identifying consolidation and savings opportunities include:

- **What functions (in an Overview Plan) have excess facilities, according to the TFR?**
- **Are there multiple buildings within the same, or related, function which could be consolidated into a “one-stop shop” for increased operational efficiencies?**
- **What opportunities exist for co-location between functions?**
- **What functional services can be provided by the surrounding community? (e.g. recreation, housing, community support)**
- **What functions have projected decreases due to mission changes?**
- **What functions are new due to mission changes?**
- **What is the relationship between any new missions and existing missions?**

The applicability of these opportunities also differs between types of RSIPs. Available opportunities in Overview Plans may be on a larger scale across several functions. As the goal of the Overview Plan is to identify areas requiring further investigation in a Functional Plan, it is essential these initial ideas are conveyed on a large scale within the Overview Plan. The Functional Plan then addresses these initial ideas in a detailed fashion, specifically noting size, cost, and project recommendations.

5.3 Analysis Products

Alternatives:

Presented in graphic and narrative form predicated on the solutions being proposed and the demands for evaluation that will follow. Maps, tables, diagrams, matrices, pictures, lists, and text should be used at the discretion of the Planning Team to effectively describe the components of each Alternative.

6.0 Task 5: ALTERNATIVES EVALUATION



ALTERNATIVES EVALUATION	
Evaluation and Recommendations	
<ul style="list-style-type: none"> • baseline for evaluation. • • • • • upon the assessment and evaluation of each Alternative. 	
Preferred Alternative Selection	
<ul style="list-style-type: none"> • and decision-makers. • • 	

6.1 Introduction to Alternatives Evaluation

The Alternatives Evaluation task provides an opportunity to critically evaluate the Alternatives developed during Analysis, and to recommend and then select a Preferred Alternative. It is based on the premise that an Alternative is preferable if it satisfies the regional requirements for infrastructure and supports the regional vision of the future. The evaluation is very much a comparison of Alternatives and their component parts to determine which more fully satisfies the Planning Requirement and identified scenario priorities. It draws heavily on the conclusions of the Visioning Task and its Vision Metrics to evaluate and measure each Alternative.

Critical evaluation leads to the development of recommendations that form the baseline for informed decision-making and the selection of a Preferred Alternative. The recommendations identify and separate those Alternatives and their component parts that do not perform well against the Vision Metrics and emphasize those that do. A consensus-building process is then used to select a Preferred Alternative and prioritize Strategic Issues that together will be carried forward and developed into a Strategic Action Plan in Task 6.

The Alternatives Evaluation task is organized into two distinct steps that include the review of Alternatives by component; the assessment of their advantages, disadvantages, and conflicts; an evaluation, preparation, and presentation of Alternatives Recommendations; a consensus selection of a Preferred Alternative, and the prioritization of Strategic Issues. The two steps are:

Evaluation and Recommendation
Preferred Alternative Selection

6.2 Evaluation and Recommendations

6.2.1 Suggested Methods and Tools

Review and verify the components of each Alternative and establish a consistent baseline for evaluation.

Review the components of each Alternative and determine which components are used consistently. Alternatives A, B, and C may all have a *community* component or they each may propose *transportation and circulation* improvements. In many cases, the components themselves can provide the consistent baseline needed for a standard and fair evaluation. Review each Alternative and verify which components are used consistently. Regardless of which actual components are used, some pattern of consistency needs to be verified to ensure the Alternatives can be evaluated and compared on equal terms.

The review of components also provides an opportunity to verify that each Alternative was appropriately defined during Task 4: Analysis. If the components are not sufficiently defined, the Alternative(s) should be sent back to the Analysis task for more work.

Assess the advantages, disadvantages and potential conflicts of each Alternative.

Clearly identify and define the quantitative and qualitative impact of each Alternative in the form of advantages, disadvantages and potential conflicts. There are a number of ways to do this. One way is to perform a SWOT analysis, identifying and then translating the strengths, weaknesses, opportunities, and threats of each component in each Alternative into strategic capabilities. The SWOT analysis was also helpful in assessing the regional profiles in Task 2: Existing Situation Assessment.

A simple list of advantages, disadvantages, and potential conflicts can also be prepared, particularly if Alternative components are not consistent between Alternatives. This approach is less dependent on an assessment of the components and more focused on the strategic capabilities of the entire Alternative. A comparative matrix or a scorecard may also be helpful in assessing the impacts of each Alternative. The matrix and scorecard establish the advantages, disadvantages, and potential conflicts within a framework that can be used for further evaluation and comparison. Preparing an Economic Analysis of each Alternative is also required to compare the Alternatives from a costs/benefits perspective. The economic analysis can be conducted using two different levels of assessment, depending largely on the needs of the Regional Commander. It is acceptable to either utilize a Rough Order Magnitude (ROM) approach to estimating costs of facility solutions using the DoD Construction Handbook or perform analyses with ECONPACK.

Account for estimates of future Return on Investment (ROI) of facility solutions in Alternatives

The potential future economic viability of Alternatives is a significant decision-making criterion in the evaluation of different scenarios. The viability of individual facility recommendations is factored into life-cycle costing of the Alternatives; however, the potential ROI must also be considered in the selection process. While the specific ROI cannot be calculated until after facility construction, general considerations can be evaluated as part of the Alternative selection process.

Evaluate the Alternatives using the Vision Metrics.

This step leads to an appraisal and valuation of each Alternative using the Vision Metrics to measure how well each Alternative achieves the regional vision. With a component understanding of each Alternative and a summary of their qualitative aspects, use the Vision Metrics established during Visioning to measure the Alternatives against the identified scenario priorities and Planning Requirement.

The first evaluation and measure of Alternatives against the identified scenario priorities requires an alignment of each of the components of an Alternative with the condition continuum of each Driving Force in the identified scenario priorities. A comparison is then made between the location of the Alternative component on the condition continuum and the desired condition of the identified scenario priorities. An Alternative might propose *twenty-five percent* (proposed condition) of *family housing* (a community component and driving force) in the surrounding community, while the identified scenario priorities identified *fifty-percent* (desired condition). A measured variance is calculated (twenty-five percent in this example) and the Vision Metrics used to evaluate the acceptability of the variation.

The second evaluation and measure of Alternatives against the Planning Requirement requires an alignment of each of the components of an Alternative with the components of the Planning Requirement where “measurable characterizations” were established during Visioning and the

development of Vision Metrics. In this case, one Alternative might propose the construction of *ten new ball fields* to improve the *quality of life* (a community component) of the region. The Planning Requirement might have established an *increase in recreational opportunities* as a measurable characterization of quality of life and defined *ten new playing fields* as the acceptable Vision Metric. This Alternative would appraise well for this component and measurable characterization.

Compare the Alternatives and prepare a set of Evaluation Recommendations based upon the assessment and evaluation of each Alternative.

Prioritize the conclusions of the evaluation and rank the Alternatives in order of preference. Prioritizing the Vision Metrics and the component parts of the Alternatives can emphasize those that are key to achieving the regional vision and help illustrate the important differences between Alternatives. One Alternative may measure well against one set of Vision Metrics, while another may measure well against another set of Vision Metrics. Not until priorities are given to all of the Vision Metrics can a fair comparison be made and Evaluation Recommendations prepared.

A comparative matrix or a scorecard with numerical scoring and weighting can be used to compare Alternatives. First, apply a weighting factor to each Vision Metric in relation to their priority. The most important Vision Metrics receive a high numeric weight of five, while the average to least important would receive medium and low weights of three and one, respectively. Second, score the results of the evaluation of each of the components in each Alternative. If the component condition matches the Vision Metric, it is given a score of five. The component farthest from the Vision Metric scores a one. Now, multiply the numeric weighting to the numeric scoring and tally the results for each Alternative.

6.3 Preferred Alternative Selection

6.3.1 Suggested Methods

Present the Alternatives and Evaluation Recommendations to essential stakeholders and decision-makers.

The Planning Team should not only present the Alternatives but also share how they were developed. They should present the Evaluation Recommendations along with an explanation of how the Alternatives were evaluated and compared to the Vision Metrics established during Visioning. It may be helpful to give details about the processes of Tasks 3 and 4 to help in the rationale behind the Alternatives and the results of the evaluation.

Review the Evaluation Recommendations and select a Preferred Alternative.

The Planning Team should facilitate a review and selection session that can probably occur along with the presentation of Alternatives and the Evaluation Recommendations to essential stakeholders and decision-makers. The session should be geared towards discussing the issues surrounding the recommendations and reaching consensus on the Alternative that best satisfies the Planning Requirement and identified scenario priorities of the regional vision. The

Evaluation Recommendations serve as a framework to guide this discussion and highlight major issues.

It is imperative that a Preferred Alternative is selected; however, the Preferred Alternative does not have to be one of the Alternatives presented. It is quite possible to combine several components from each of the Alternatives to generate a new Preferred Alternative. Most likely, the Preferred Alternative will be the one that has the widest acceptability, measures up well against the Vision Metrics, achieves a balance among varying interests, and has built-in flexibility. Buy-in from the essential stakeholders and decision-makers ensure their support and cooperation during the development of the Strategic Action Plan (Task 6) and during Implementation (Task 7).

Identify and prioritize the Strategic Issues for the Preferred Alternative.

Once the Preferred Alternative is selected, the essential stakeholders and decision-makers should identify and prioritize a number of Strategic Issues that will impact the development of specific strategic actions needed to implement the Preferred Alternative. The Strategic Issues should be based on an assessment of the available resources within the region, including manpower, and should help the Planning Team translate the Preferred Alternative into a Strategic Action Plan in Task 6.

6.4 Alternatives Evaluation Products

Recommendations, including a description of the evaluation and comparison process; a summary of the advantages, disadvantages, and potential conflicts of each Alternative; the results of the evaluation with measures of each Alternative; and a summary of the Evaluation Recommendations.

Preferred Alternative, describing the decision-making process and presenting the components, proposals, courses of action, interrelationships, and proposals for change and improvements in the Preferred Alternative. This *section* should also describe the Strategic Issues and their implications for developing the Strategic Action Plan in Task 6.

See RSIP-Link Module of this instruction for guidance on maps, data, and documentation requirements.

7.0 TASK 6: STRATEGIC ACTION PLAN



STRATEGIC ACTION PLAN	
<ul style="list-style-type: none"> • objectives for the Strategic Action Plan. • • • • • Plan. • Strategic Action Plan. 	

7.1 Introduction to Strategic Action Plan

The Strategic Action Plan breaks down the Preferred Alternative into specific Action Steps that will map an effective strategy for implementation. Its goal is to push the RSIP plan beyond a set of proposals and into strategies and tactics that can be used to accomplish the plan. The Planning Team and essential stakeholders should develop the Strategic Action Plan with realistic regional objectives, detailed Action Steps, assigned responsibilities, an achievable Timeline with major milestones, supporting resources, and Performance Metrics that can be used to monitor implementation. In this way, the Strategic Action Plan breathes day-to-day life into the long-term proposals of the RSIP plan. Distinct components of the Strategic Action Plan include but are not limited to:

Action Steps (and their assignments)
Timeline (with major milestones)
Performance Metrics

The Strategic Action Plan must be realistic in goals and time; creative in funding opportunities and design; and executable within current mission and development efforts. Plans should include phasing strategies which account for current and future mission requirements, providing facilities as the need occurs. Funding options should consider those beyond MILCON, including privatization and lease alternatives in the cost analysis. Solutions should consider alternatives of consolidation, cost avoidance, and sustainable design.

7.2 Suggested Methods and Tools

Review the Preferred Alternative and Strategic Issues and establish baseline objectives for the Strategic Action Plan.

The Planning Team should review the Preferred Alternative to make sure that it is achievable. If it is not clearly described or if it is too general and subject to interpretation, send the Preferred Alternative back to Task 5: Alternatives Evaluation for more work.

Establish and prioritize the baseline objectives for the Strategic Action Plan as a way to define general regional expectations and to establish a framework for the Action Steps, responsibilities, Timeline, milestones, resources, and Performance Metrics that follow. By example, this may set community or mission actions above political actions, or focus the Strategic Action Plan on economic actions first. A review of the Strategic Issues will help in establishing these objectives.

Define individual Action Steps for implementing the Preferred Alternative.

The Action Steps set the overall strategy for accomplishing all of the proposals in the Preferred Alternative by breaking them down into small steps that can be achieved by single organizations or individuals and that will, collectively, result in infrastructure improvements on the ground. Clearly define each action step to include the deed or work assignment, its expected outcome or forecast, and its relationship to and dependency on the original proposal and other Action Steps. By example, a Preferred Alternative with a new asset proposal might include separate project documentation,

environmental compliance, disposal, design, and management Action Steps as part of its Strategic Action Plan.

When defining specific Action Steps, consider additional RPI planning processes that might be needed to support the implementation of a proposal in the Preferred Alternative. Recapitalization, military construction, even privatization proposals might need additional project documentation, environmental compliance, lease management, or other planning processes to support their implementation.

Assign responsible organizations and individuals to each Action Step.

This is essential to having a successful Strategic Action Plan and subsequent timely implementation. Assign the Action Steps to individual people and organizations that will be held responsible for their implementation. Many of these assignments should fall to members of the Working Group or Planning Team members.

Develop a Timeline and set major milestones for each Action Step.

A Timeline with start and completion dates for every action step will help relate one to another and order them as part of a single Strategic Action Plan. Spread related Action Steps out chronologically using priorities, relationships, and dependencies. Do not stop at listing the Action Steps by fiscal year. This will help integrate each action step into the daily business of the region. Reasonable fiscal year, short-, and long-term milestones should be set for individual or groups of Action Steps to assist in monitoring the Strategic Action Plan.

Define the regional and Navy resources needed to accomplish the Strategic Action Plan.

Itemize funding, policy and guidance, equipment, technology, information, and any other existing or proposed resources needed for each Action Step. Be realistic about existing resources and their availability; only propose new resources when there is a good chance they will become available for future use. After itemizing the resources, be sure to identify a commitment to allocate and establish guidelines for the Implementation Team and decision-makers to respond to shifts in availability. The definition of resources should be realistic and practical, while acknowledging that future resources can be volatile and unforeseen situations may require changes in how Action Steps can be accomplished.

Establish Performance Metrics for measuring the successful implementation of the Strategic Action Plan.

Performance Metrics should establish acceptable limits and consequences to the implementation of each Action Step. They can then be used to monitor the Strategic Action Plan during Step 7: Implementation. Establish a set of standards defining how resources are to be used (and what the consequences are for not using them correctly), what happens when a milestone is not reached, and what happens when the Implementation Team and responsible personnel and organizations change.

7.3 Strategic Action Plan Products

Strategic Action Plan Section, documenting the management information needed to implement the Preferred Alternative. The report should include the baseline objectives for the Strategic Action Plan, along with detailed strategies, procedures, detailed actions, roles, responsibilities, schedules, budgets and projected outcomes for each Action Step. It should provide Performance Metrics that will help monitor Implementation. It should include a Timeline with major milestones, start, and completion dates, and identify regional and Navy resources and expenditures needed to achieve the Strategic Action Plan.

8.0 Task 7: IMPLEMENTATION



IMPLEMENTATION	
<ul style="list-style-type: none"> • • monitor the Strategic Action Plan. • • 	

8.1 Introduction to Implementation

The Implementation task represents the day-to-day execution of the Strategic Action Plan and is the physical and procedural realization of the RSIP plan. It is an integral part of the RSIP process.

Traditionally, implementation has been treated as a process that follows planning, focusing primarily on the design and construction of physical improvements on the ground. The RSIP process squarely places Implementation as part of the regional planning process. It does this by placing responsibility for the execution of individual Action Steps in the Strategic Action Plan on the regional command organization and planners through the designation of an Implementation Oversight Committee. This committee, along with the Planning and Implementation Teams, carries out the Implementation task by reviewing, monitoring, and administering the Strategic Action Plan. Implementation also includes the initiation of other planning and planning-related processes that will help to bring the RSIP plan to fruition.

8.2 Suggested Methods and Tools

Establish an Implementation Oversight Committee.

The Implementation Oversight Committee should be under the direction of the Regional Commander and other essential stakeholders, and include members of the Planning and Implementation Teams. This committee should include regional planning decision-makers and those responsible for the daily progress of Implementation, and should be used to monitor and review the implementation of the Strategic Action Plan and validate the overall RSIP plan (also see Task 8: Validation for additional responsibilities of the Implementation Oversight Committee).

Convene the Implementation Oversight Committee on a regular basis to review and monitor the Strategic Action Plan.

The Implementation Oversight Committee should meet as soon as the Strategic Action Plan is complete to review the plan and clarify expectations. As Implementation progresses, they should continue to meet regularly to review accomplishments, and share resources and ideas. At each meeting, the members of the Implementation Team should brief the Implementation Oversight Committee on the progress of individual Action Steps in the Strategic Action Plan, review its Timeline and the status of resource allocations, and summarize the performance of the Strategic Action Plan using established Performance Metrics.

At their first meeting, the Implementation Oversight Committee should also confirm the allocation commitment for policy and guidance, equipment, technology, information, and personnel resources as they were established in Task 6. They should also confirm the major milestones set by the Timeline of the Strategic Action Plan and integrate them into their monitoring schedule. In the long-term, they need to make critical decisions when performance standards for the Strategic Action Plan are not met or regional conditions change. In response, they should reprioritize the Timeline of the Strategic Action Plan and assist in the reallocation of resources as Implementation progresses.

Initiate additional RPI planning processes associated with the Strategic Action Plan.

The Implementation Team and the Planning Team should coordinate this requirement together. Some RPI planning processes will already be included as Action Steps, while other Action Steps will trigger the need for planning and planning-related processes.

8.3 Implementation Products

Action Step Administration Log used by individual Implementation Team members, including a record of individual assignments, meetings, questions, answers, resources used, and goals accomplished.

Action Steps Progress Report, including a summary of how each Action Step is performing against the Performance Metrics established by the Strategic Action Plan.

Implementation Oversight Committee Memorandum of Meeting, summarizing the actions and decisions of these regular meetings, including accomplishments and milestones reached, resources committed, critical decisions made, and adjustments to the Strategic Action Plan Timeline and resource allocations.

9.0 TASK 8: VALIDATION



VALIDATION
<ul style="list-style-type: none"> • Implementation Oversight Committee. • • • •

9.1 Introduction to Validation

Validation is the simple, yet essential, task for reviewing changes within the region and determining the continued currency and relevancy of the RSIP. It enables the Implementation Oversight Committee to continuously monitor key elements of four RSIP process tasks and to decide whether to leave the RSIP as-is, update a single task within the RSIP process, update and revise several tasks, or start the entire RSIP process over again.

The RSIP is intended to be a living document, reflecting changes in elements such as mission, goals, or loading. The RSIP process is designed to be flexible enough for each region or mission claimant to use it continuously in support of shore establishment goals to reduce footprints and costs, increase infrastructure capabilities and sustainability, and maximize efficiencies. The initial preparation of the plan lays the groundwork by collecting and verifying all data at a point in time. Regular maintenance of this plan will result in small, incremental changes to the information rather than large “overhauls” of the plan every 5 to 10 years. The Validation task provides the methods for keeping the RSIP plan current and enabling it to keep pace with changing regional dynamics. It includes a regular schedule for Validation as part of the responsibilities of the Implementation Oversight Committee and individual reviews and validation of the elements of Tasks 1, 2, 3, and 6.

9.2 Suggested Methods and Tools

Regularly maintain recommendations from SAP through yearly reviews

The RSIP requires a schedule of regular maintenance and review. After completion of the RSIP, the Strategic Action Plan shall be implemented. The first step of such implementation should be revision of Regional IPLs and DD Form 1391s to include RSIP recommendations.

Every year thereafter the completion, the plan should be reviewed at the time of MILCON preparation for submittal to the region. At this review, the installation should determine if significant changes have occurred at the site which would result in modifications of the RSIP recommendations. Examples of these include changes in base loading, mission, homeporting, or others which would significantly impact MILCON planning or infrastructure decisions at the installation. If changes have occurred, revisions must be forwarded to the applicable region for incorporation into the plan. The plan is intended to accurately reflect the existing situation and recommendations each year.

Establish a regular schedule for Validation as part of the responsibilities of the Implementation Oversight Committee.

Delegate responsibility for the review and validation of the elements of Tasks 1, 2, 3, and 6 to members of the Implementation Oversight Committee. Responsibility is more likely to fall to members of the Planning Team within the committee, although members of the regional command organization could also provide review and validation. It should be a continuous process once the RSIP has been completed once, including a reporting schedule tied to the meeting schedule of the Implementation Oversight Committee.

Review and validate the elements of Task 1: Initial Agreement.

The elements of Task 1 that should be validated include the:

List of Stakeholders
RSIP Boundaries
Mission goals

List of Stakeholders

The introduction of new essential Stakeholders or a major change in the regional command organization may impact or alter the future vision of the region. This may require an update to the Stakeholder list in Task 1 and a revision of one or more of the following tasks where essential decision-makers are crucial to the success of the plan:

Task 3: Visioning
Task 4: Analysis (only if the Planning Requirement is dramatically altered in Task 3)
Task 5: Alternatives Evaluation
Task 6: Strategic Action Plan.

RSIP Boundaries

A dramatic change to the functional, geographic, or organizational boundaries of the region may dramatically change the RSIP plan. An entirely new RSIP process may be required to prepare a Functional Plan after an Overview Plan has been completed, or a second Functional Plan is requested after the completion of the first, or an Overview Plan is expanded to encompass additional Navy Concentration Areas or Stand-alone Activities. A relatively small geographic boundary change to encompass an additional surrounding county may only require an adjustment to the Regional Profiles or the Preferred Alternative. RSIP Boundary changes may require an update to Task 1 and a revision of one or more of the following tasks:

Task 2: Existing Situation Assessment
Task 5: Alternatives Evaluation
Tasks 1-8 (only if the changes are dramatic)

Mission Goals

A review of the Statement of Purpose in the Initial Agreement may show that the mission goals in the region have dramatically changed. This could simply mean that the Mission Profile should be updated, or it could mean that the entire Visioning Framework has changed and the RSIP process needs to be re-initiated starting at Task 3. Changes in the region's mission goals may require an update to Task 1 and a revision of one or more of the following tasks:

Task 2: Existing Situation Assessment (Mission Profile)
Tasks 3-8 Review and validate the elements of Task 2: Existing Situation Assessment.

New data sets with more detailed information may enhance the general understanding of the region, and ostensibly require continuous updates to the Regional Profiles in this task. This is particularly

true with automated data sources that improve and expand so rapidly. In some cases, this information will enhance the due-diligence preparation that is possible for Visioning. In other cases, new information may have a dramatic impact on Analysis and the development of Alternatives, and their continuation through Alternatives Evaluation and the Strategic Action Plan. A close review of policy and guidance is also recommended. Changes in federal regulations (like environmental regulations) and DoD directives (affecting operational procedures) may have dramatic impact on the evaluation of Alternatives and the development of the Strategic Action Plan.

Changes in regional data sets may require an update to the Regional Profiles in Task 2 and a revision of one or more of the following tasks:

Task 3: Visioning (possibly continuing through Task 8)

Tasks 4-6

Task 5-6

Review and validate the elements of Task 3: Visioning.

The elements of Task 3 that should be validated include the:

Driving Forces

Future Scenarios

Vision Metrics

Driving Forces

Driving Forces in a region may evolve over time. If new Driving Forces arise, it may be necessary to rethink all of the Future Scenarios or expand the identified scenario priorities and carry them through the RSIP process with new Alternatives, a new Alternatives Evaluation, and a new Strategic Action Plan. This could lead to an update of Task 3 and a revision of Tasks 4-6.

Future Scenarios

Reviewing the regional conditions for each Driving Force may suggest that the preferred conditions have changed and one of the unselected Future Scenarios should now replace the selected identified scenario priorities. This may lead to revisions throughout Tasks 4-6 with the development of Alternatives, their evaluation and selection of a Preferred Alternative, and the development of a new Strategic Action Plan.

Vision Metrics

A review of the Vision Metrics may find dramatic new measures requiring a new Alternatives Evaluation. Changes may be required to the acceptable condition variations used to measure the Alternatives against the identified scenario priorities. Dramatic changes may also be required in the quantifiable and qualitative measures of the Planning Requirement. An entirely new set of Vision Metrics may also be identified. Changes in Vision Metrics may require an update to Task 3 and a revision of Task 5: Alternatives Evaluation and then Task 6: Strategic Action Plan.

Review and validate the elements of Task 6: Strategic Action Plan.

The elements of Task 6 that should be validated include the:

*Timeline**Regional resources**Performance Metrics***Timeline**

The Timeline may change dramatically based on world, regional, and local events. Start and completion dates for specific Action Steps, priorities, relationships between Action Steps, and dependencies can all dramatically change over time and may require an update to Task 6 and a revision to Task 7: Implementation.

Regional Resources

Regional resources are constantly changing, again, based on world, regional, and local events. In some cases, more resources may be available, making it easier to Implement the RSIP plan. In other cases, fewer resources may be available, making it very difficult to implement the RSIP plan according to the Strategic Action Plan. When regional resources change dramatically, the Strategic Action Plan should be updated. In the best case for regional resources, administration activities should then be escalated in Task 7: Implementation. In the worst case, the pace of Implementation should be diminished.

Performance Metrics

The Performance Metrics set standards for monitoring and measuring the successful Implementation of individual Action Steps, and individual and group performance. If Implementation efforts continually fail to meet these standards, new or different Performance Metrics may be required. This should lead to an update of the Strategic Action Plan.

9.3 Validation Products

Validation Summary Report made to the Implementation Oversight Committee and used to identify regional changes and proposals for updates and revisions to the RSIP plan, or entirely new RSIP processes.

Addendum to the Implementation Oversight Committee Memorandum of Meeting, summarizing the Validation findings and proposals when presented to the Implementation Oversight Committee.

APPENDIX A: Matrix of RSIP Deliverables

Matrix of Deliverables

Deliverable	Format of Delivery		
	<i>Electronic Document</i>	<i>RSIP-Link/Mapping</i>	<i>Powerpoint</i>
Vision Materials and Report	●		●
Existing Conditions Assessment	●	●	
Concept Brief			●
Draft RSIP	●	●	
Overview of all functional areas	●		
Identification of Functional Plans needed	●		
Economic analysis of alternatives	●		
Draft Strategic Action Plan (Functional)	●	●	
Project Implementation List	●		
Phased Implementation Plan	●		
Economic analysis of alternatives	●		
Pre-Final RSIP	●	●	
Pre-Final Brief			●
Final RSIP	●	●	
Appendices	●	●	

APPENDIX B:

Scope of Work Examples

RFP APPENDIX A

1. A&E Contract No.:
Project Title/Location: {insert location here} OVERVIEW RSIP
Attachment: (a) Scope of Work dated

2. NAVFACENGCOM Planner in Charge (PIC)/Telephone:

FAX

E-mail:

The PIC is the NAVFACENGCOM point of contact on technical matters.

NAVFACENGCOM Contract Specialist, Code/Telephone

FAX

E-mail:

The Consultant's responsibility is directly to the Contracting Officer via the Contract Specialist. Any requested change/deviation in scope must be brought to the attention and/or approved by the Contracting Officer. In no case will changes to the contract scope be made at the Activity level or by any person other than the Contracting Officer.

3. Activity Point of Contact and Others/Telephone:

4. Award: (To be filled in at the conclusion of negotiations):

Award

Engineering Services	\$
Travel and Subsistence	\$ _____
TOTAL T.O. Amount	\$

5. Project Milestones:

Item	Description	Complete weeks after award / NTP
Task 1	Kick-Off	1 weeks
Task 2	Field Visits	5 weeks
Task 3	Existing Data Analysis	6 weeks
Task 4	Visioning	8 weeks
Task 5	Alternatives Development	12 weeks
Task 6	Concept Brief	13 weeks
Task 7	TFR	14 weeks
Task 8	Draft RSIP	16 weeks
Task 9	Draft Review	18 weeks
Task 10	Pre-Final RSIP	20 weeks
Task 11	Pre-Final Review	22 weeks
Task 12	Final RSIP	24 weeks

6. Project Submittals

Deliverable	Weeks after award / NTP
Kick-off Brief	1 week
Visioning Report	8 weeks
Concept Brief	13 weeks
TFR	14 weeks
Draft Overview RSIP and Brief	16 weeks
Pre-Final Overview RSIP	20 weeks
Final Overview RSIP	24 weeks
Final Overview RSIP Brief	26 weeks
RSIP-Link Information	28 weeks

All correspondence and submittals, both regular and express/courier mail shall be addressed to:
 Commander, {insert EFD here}
 Naval Facilities Engineering Command

SAMPLE SCOPE OF WORK

Commander {insert here}
Overview RSIP

A. Purpose

{insert Regional Commander here} requires an Overview Regional Shore Infrastructure Plan (RSIP) for {insert Region here} to ensure optimum use of resources through the next decade and beyond.

The objective of this RSIP is to define the posture of operational and support facilities in broad mission readiness, functional and geographic terms. It will develop broad comparisons of requirements vs. assets and describe broad scale constraints and opportunities. The plan will provide a framework for integration and coordination of decision making for infrastructure and basing decisions and will provide a clear direction for the future development of MILCON, special project, and demolition programs. Where applicable, the viability of alternatives shall be supported by an analysis of costs and associated benefits.

A comprehensive list of 'stakeholders' will be developed in cooperation between the contractor and Navy representatives. Several representatives within the regional command structure will be particularly active in the RSIP process. A Navy Working Group (NWG) will be established to ensure appropriate channels of communication are maintained during the period of performance.

2. Planning Objectives. The objectives of the RSIP are to:

- a. Formulate the rationale for Navy land holdings and land use based on future mission tasking and force levels.
- b. Formulate land and facilities requirements for the following functional areas:
 - (1) MISSION CRITICAL: (Waterfront, Training, & Aviation)
 - (2) MISSION SUPPORT: (Ordnance, Fuels, Supply, Communications, Public Works & Utilities)
 - (3) QUALITY OF LIFE: (Bachelor & Family Housing, Community Support – including MWR, schools, health services)
- c. Develop a comprehensive plan for Navy land use and facilities requirements which:
 - (1) Identifies opportunities for functional consolidations to optimize land and facilities use among all Navy shore commands;
 - (2) Identifies any malpositioned functions and potential for enhanced efficiency;
 - (3) Identifies real property that the U.S. Navy should control to assure continued mission capability, as well as, real property that the U.S. Navy could relinquish

control of without detriment to mission accomplishment or capability displayed on a map;

- (4) Identifies development constraints and addresses impacts on land use (provide development constraints on current installation existing conditions map with identifying legend);
- (5) Identifies encroachment issues and display these graphically on maps;
- (6) Identifies long-range conceptual land use plan depicted via polygons of the broad functional areas (land use) of Item 2b above (provide display on current installation existing conditions map with identifying legend);
- (7) Provides lists of proposed Facility Demolition, Consolidation, Military Construction (MILCON) Projects, Host Nation Funded Construction (HNFC) Projects, Special Projects, and Exercise Related Construction (ERC) Projects (as applicable).

d. Provide maps of long-range facility planning proposals/projects on current installation existing conditions map with corresponding listing of those proposals/projects and identifying legend.

B. DELIVERABLE PRODUCTS

1. Kick-off Brief: The Contractor shall provide a Kick-off Brief of professional quality and depth to express objectives and goals, schedule and the Work Plan for the project, and POC's. This brief should also be provided in electronic format via e-mail to the PIC

2. Visioning Report

The facilitator should develop a Pre-Vision Session memorandum as a read ahead for Vision Session participants, announcing the details of the meeting, expectations for participants and summarizing the Visioning Framework, the Driving Forces, and the Strawman Scenario. A Vision Session Report must be created which documents the visioning process, the Vision Session(s), the detail of each Future Scenario and the Preferred Scenario, and outlines the Planning Requirement and the Vision Metrics. This report will become the RSIP-Link "Visioning" Chapter.

3. Concept Briefs: The Contractor shall provide a Concept Brief of professional quality and depth to express results of the Workshop and alternative development based on the data gathered and customer input. This brief should also be provided in electronic format via e-mail to the PIC.

4. Draft RSIP and Brief: The Draft RSIP will be comprised of two sections, the RSIP and the Supporting Details CD. Recommendations for facilities should be easily distinguishable in the RSIP. For purposes of estimating level of effort the RSIP is envisioned to be 50 pages in length. This document will be the format and content of the final RSIP hard copy document. The document must follow the CNO standard outline for RSIPs. The RSIP must address the major sections of the plan within the main document, including Visioning, Existing Situation Assessment, Concept Analysis, and Strategic Action Plan sections. The Supporting Details will

consist of supporting information only (e.g. TFR Matrices, Detailed Economic Analysis) provided on a CD. Multiple files in different formats are acceptable, but all files must be formatted to the extent required for future printing. The contractor will provide 3 copies of the RSIP document and Supporting Details CD. "Quick copies" are acceptable for this document. The draft RSIP should also be provided in electronic format via e-mail or on a CD, or posted on the RSIP-Link to the PIC for review, distribution and comment. The Contractor will also provide response to all comments on the Draft document. This template of comments will be the mechanism to review the pre-final document.

The Contractor shall provide a Draft Plan Brief of professional quality and depth to express objectives and goals, concepts, alternatives and implementation plan included in the Draft Plan. This brief should also be provided in electronic format via e-mail to the PIC.

5. Pre-Final RSIP: The RSIP will be comprised of two sections, the RSIP and the Supporting Details CD. Recommendations for facilities should be easily distinguishable in the RSIP. For purposes of estimating level of effort the RSIP is envisioned to be 50 pages in length. This document will be the format and content of the final RSIP hard copy document. The Supporting Details will consist of supporting information provided on a CD. Multiple files in different formats are acceptable, but all files must be formatted to the extent required for future printing. The contractor will provide 3 copies of the RSIP document Supporting Details CD. "Quick copies" are acceptable for this document. This pre-Final RSIP should also be provided in electronic format via e-mail or on a CD, or posted on the RSIP-Link to the PIC. This document will not be routed for wide-scale review. The Regional POC and the PIC will review it together to determine that the comments from the draft RSIP have been appropriately incorporated.

6. Final RSIP: This is the final product based on the review comments provided to the draft documents and as approved for print at the "pre-final" stage. The Overview RSIP will be comprised of two sections, the RSIP and the Supporting Details CD. The RSIP should be bound in a professional manner and printed on "finished" paper stock. Laminated covers are acceptable for this document. The consultant will provide 3 copies of this document and supporting Details CDs. This final plan should also be provided in PDF.

7. Final RSIP Brief: The consultant will prepare a briefing in PowerPoint that reflects the findings and recommendations of this RSIP.

8. RSIP-Link Electronic Tools Integration for RSIP: This should meet all the standards as defined in the "[RSIP-Link Electronic Deliverable Standards](#)" and the "[BD Submission Standards](#)". These standards can be obtained on the LantDiv Internet site at the following location:

http://www.lantdiv.navy.mil/servlet/page?_pageid=7972,7996&_dad=lantdiv&_schema=LANTDIV

This deliverable product includes the following parts:

- a. The report in PDF format
- b. An "RSIP Functional Map" as defined in paragraph 3.3.6 of the Electronic Deliverable Standards.
- c. A CD with all data collected, provided and developed during the RSIP process. These files should be in native format and loosely organized by an HTML interface.

9. Total Facility Requirement (TFR). A summary of the TFR should in the RSIP, with the complete TFR provided in the Supporting Details CD. This should meet all the standards as defined in the "TFR Standards" and the "BD Submission Standards". These standards can be obtained on the LantDiv Internet site at the following location:

http://www.lantdiv.navfac.navy.mil/servlet/page?_pageid=7972,7996&_dad=lantdiv&_schema=LANTDIV

C. TASKS

Task 1 - Kick-Off Meeting

This meeting will be held at {insert location here} and will last approximately 1 working day. The objective of this meeting is to form the complete team to include the consultant, {insert EFD here}, {insert Regional Commander here}, Navy Region representatives, activity representatives and other stakeholders. During this meeting, the contractor will brief schedule and the Work Plan for the project, and POC's will be defined. Data to be collected during Task 2 will be identified during this meeting. All available government furnished material will be provided at, or prior to this meeting. The contractor will provide minutes of the meeting within 5 days of Kick-Off Meeting.

TASK 2 - FIELD VISIT AND DATA GATHERING

During this period the consultant will field a team to visit all the activities facilities included in this RSIP. Any other locations identified during the course of this field visit will also be visited. During these visits the consultant should take digital photos, visit existing on base and off-base facilities, review existing personnel loading with the project team, and gather any existing functional information. The contractor will generate a matrix of assets on a facility-by-facility basis for use in Task 8. The Government shall approve database field definitions prior to database population.

The contractor will also interview the pertinent stakeholders and managers within the region. Prior to these interviews, the contractor will review the interview questions with the Navy Working Group. The contractor will provide detailed interview minutes of all interviews.

a. Onsite Preplanning.

- Obtain and review: existing Navy Facilities Assets Data Base (NFADB) & Shore Facilities Planning System (SFPS) data; recent past RSIP studies; personnel and ship loading information; land inventory data; information on current, programmed and future facilities projects; Integrated Priority Lists [Military Construction (MILCON) projects, Host Nation Funded Construction (HNFC) projects (where applicable), Special Projects, Non-Appropriated Funded (NAF) projects, demolition projects, etc.]; other information pertaining to DOD/Navy/Regional initiatives [Anti-terrorism/Force Protection (AT/FP), Total Facilities Requirements (TFRs), Basic Facility Requirements (BFRs), Bachelor Housing initiatives, etc.] that may impact land use and facilities planning.
- Conduct land use and facilities planning analyses and formulate preliminary proposals to address shortfalls/surpluses and other planning issues.

- Prepare kick-off briefing of the process, the planning issues and analyses, the preliminary proposals, and the overall study objectives/goals and schedule.
- b. Onsite.
- Present kick-off brief and solicit feedback.
 - Conduct meetings/interviews with installation representatives to discuss issues/proposals, as well as visit facilities to observe operations and conditions as required.
 - Conduct additional analyses as required and revise/refine proposals.
 - Prepare out-brief of analyses, findings, and proposals, with the goal of obtaining consensus on those proposals
 - Present out-brief to CO & PW staff; a separate out-brief may be required for {insert Regional Commander here} executive level and/or staff.

TASK 3 - DATA ANALYSIS

During this time the consultant will analyze existing facility assets and requirements. The analysis will identify each activity's strengths, weaknesses, opportunities, and constraints as well as identifying any opportunities for shared on-base and off-base facilities across activities within the Region. Areas that will be addressed are:

- a. Analysis and definition of existing assets and requirements. Analysis of each facility will include, but is not limited to, the determination of whether the facility is obsolete, no longer meets the demand, is undersized or oversized, is no longer functional and needs improvement, or can become a regional asset/requirement. Analysis of requirements data will also determine any future action required for each facility such as demolition, renovation, or expansion, as well as determine any required additional facilities.
- b. Definition of impacts of policy on requirements.

During this period there will be one working review of progress at the contractor's office. If others are desired or required they will be held in the contractor's offices.

Task 4 – Conduct Visioning Session

A collaborative Vision Session is central to the Visioning task and is primarily focused on generating a limited number of distinct and plausible Future Scenarios and providing decision-makers and regional stakeholders an opportunity to confer on a single most-likely or Preferred Scenario. The Vision Session builds upon a Visioning Framework, Driving Forces, and Strawman Scenarios and leads to the development of a Planning Requirement and Vision Metrics. The Session should last 1-2 days.

To complete the Visioning Task, the contractor should enlist the skills of a trained facilitator who has experience conducting Vision Sessions for military facilities planning. The facilitator may be a staff person in the military planning office, on the contractor's staff, or may be subcontracted specifically to complete the Visioning Task. The facilitator must be able to maximize the effectiveness of the Vision Session participants and take responsibility for all communications to participants as well as the production of the Vision Session Report.

Vision Session participants should include the planning team, stakeholders, and relevant functional area staff as appropriate. The facilitator and planning team should be as comprehensive as possible in establishing the list of participants, and the list must be approved by the Regional Commander in order to insure that the resulting vision will be valid for the region.

Task 5 - Alternatives Development

During this time the contractor will analyze the data from Task 3, developing strawman concepts for review in Task 7. The goal is to understand where to target future efforts and program funding. Alternatives will be fully developed with site plans, character sketches, recommended priority for development, required demolition and relocation costs. The contractor is to incorporate RSIP goals such as regional efficiency and cost reduction. Areas that will be addressed are:

- a. Economics of alternative methods. This will address relative life-cycle economics and business case analysis of various acquisition methods (MCON, PPV, Lease-Construct, use agreements with local communities, etc.) The key drivers of each method will be outlined. The economics will be displayed in two ways first from a generic comparison that is applicable to the region and the second is to apply it to the specific bases within the region.
- b. Implementation/Phasing Plan. This is a list of development and consolidation priorities identifying the required action, order of magnitude cost, and funding source.

During this period there will be two working reviews of progress, both at the consultant's office. If others are desired or required they will be held in the consultant's offices.

TASK 6 - CONCEPT BRIEF

This is a briefing that reflects the developed alternatives from Task 5. This brief is to the {insert Regional Commander here} RSIP Program Manager, Regional Engineer, Installation Commander and other stakeholders. The Brief should last 1-2 days.

The objective of this effort is to develop alternatives for providing the functions effectively and efficiently across the Region. The brief should focus on identifying facilities needed; reacting to functional concepts within the activity; and, identification of possible cost savings and value added benefits.

The Brief should begin with a short presentation by the contractor identifying issues and facts discovered during Task 2. All identified stakeholders should be present for this presentation. During the Brief, the contractor will review alternatives, soliciting stakeholders' feedback. At the conclusion of the Workshop, the contractor should out-brief the pertinent stakeholders including the Regional Engineer, {insert Regional Commander} RSIP Program Manager, and other stakeholders. Working drawings are acceptable for this out-brief. The contractor will prepare for and lead the Brief. Professional facilitation is not required. {insert Regional Commander here} will provide a meeting room and facilities for the day-long Brief.

The Brief will require extensive Navy participation by the identified stakeholders. The Navy will recruit stakeholders and ensure the stakeholders are available to agree upon proposed alternatives and provide high-level buy-in of concept development efforts to date. Immediately following the Brief, a consolidation meeting attended by {insert EFD here} and the contractor will

convene to discuss the findings of the Brief to ensure all findings and decisions were accurately recorded.

Task 7 - TFR Development

The TFR is a complete facility by facility evaluation of the shore infrastructure to determine which facilities are required to meet the mission and which facilities should be made available for other uses, demolished, or maintained for surge/mobilization. Determine which TFR code applies to each facility identified in Task 2. TFR codes are defined in the "TFR Standards". These standards can be obtained on the LantDiv Internet site at the following location:

http://www.lantdiv.navfac.navy.mil/servlet/page?_pageid=7972,7996&_dad=lantdiv&_schema=LANTDIV

TASK 8 - DEVELOP DRAFT RSIP AND DRAFT RSIP BRIEF

The Contractor will prepare a Draft RSIP (Plan and Supporting Details CD) for review and comment. The RSIP should be a concise document, and in accordance with NAVFACINST 11010.45 (Comprehensive Regional Planning Instruction), the RSIP shall discuss and document:

- a. The existing situation and planning requirements to meet mission objectives.
- b. The analysis of alternatives to meet the regional infrastructure requirements.
- c. Implementation actions will include defining the chronology of action steps and major milestones based on priorities, relationships, dependencies, and resources.

The Supporting Details CD should provide back-up information required to support the RSIP.

A Draft RSIP Brief shall accompany the delivery of the Draft RSIP Plan. This brief should summarize the analysis, proposals and proposed recommendations included within the Draft RSIP Plan. The contractor will deliver this brief at {insert location here}.

TASK 9 - DRAFT RSIP REVIEW BY GOVERNMENT

During this period the Government will review the draft of the RSIP. The Contractor will assemble all comments for review and response. This comment sheet will be used at the "Pre-Final" stage to ensure comments on the draft have been accurately incorporated in to the document. Comments will be provided during a meeting to be held in the contractor's office.

TASK 10 - INCORPORATE COMMENTS ON DRAFT RSIP AND DEVELOP PRE-FINAL RSIP

The contractor will incorporate comments to the Draft RSIP during this period and provide a Pre-Final RSIP for review. Electronic copies in PDF format will only be distributed to the PIC and Regional POC.

TASK 11 - PRE-FINAL RSIP REVIEW

During this period the Government will review the pre-print of the RSIP. The PIC and the Regional POC will conduct this review only. Objective of this step is to use the template of comments to see that comments to the draft have been incorporated. Once the PIC and Regional POC are in agreement that the comments have been incorporated a "Ready to Print" direction will be issued.

Task 12 - Final RSIP Plan, TFR, RSIP Link Information, and Final RSIP Brief

The contractor will deliver the final products to the PIC. The contractor will deliver the Final Brief at {insert location here}. RSIP Link information for the Overview Plan shall display narrative and graphic information such as photos, charts, site plans, etc.

D. GOVERNMENT FURNISHED MATERIAL

1. RSIP Outline for CNO RSIPs.
2. Current Master Plans or special studies.
3. Existing electronic mapping of the installation included in the study.
4. List of facilities to be TFR coded.
5. Comprehensive Regional Planning Instruction, NAVFACINST 11010.45 (RSIP Module)
6. Sample Outlines for Overview Plans

OVERVIEW RSIP – Sample Outlines**PACFLT CONTENT OUTLINE****Executive Summary**

Introduction

Background

- Location
- History
- Mission
- Chain of Command
- Command Organization
- Base Loading/Tenants
- Website

Real Estate & Facilities

- Land Holdings
- Joint Use Areas
- Water Areas
- Natural Environment
- Land Use Constraints (natural & man-made)
- Existing Facilities Summary
- TFR Analysis
 - Long-Range Future Framework
- Vision
- Guiding Principle/Precepts
- Consistency with CINCPACFLT 2003 Theater Overview Plan (TOP) Guidance
 - Functional Analysis
- Mission Critical (Waterfront; Airfields/Aviation; Operational Training)
- Mission Support (Communications; Ordnance; Fuels; Supply; Ship Maintenance ; Public Works; Base Services; Utilities; Administration)
- Quality of Life (Bachelor Housing; Family Housing; Personnel/Community Support)
 - Land Use Plan
- Land Use Analysis (man-made and natural constraints)
- Encroachment
- Additional Planning Issues/Considerations (which may affect future land use)
- Land Use Recommendations and Potential Land Disposition/Acquisition

Summary of Recommendations

- Implementation Strategy (as applicable)
- Specific Facility Proposals (as applicable)
- Follow-on Studies, including high priority functional studies

Appendices (as appropriate)

CNO OVERVIEW RSIP OUTLINE

Document Includes:

- Regional Vision
- Land Use Plan
- “Other functions”
- Identify follow-on functional studies; ties all functions together
- Recommendations

RFP APPENDIX A

1. A&E Contract No.:
Project Title/Location: {insert location here} FUNCTIONAL RSIP
Attachment: (a) Scope of Work dated

2. NAVFACENGCOM Planner in Charge (PIC)/Telephone:

FAX

E-mail:

The PIC is the NAVFACENGCOM point of contact on technical matters.

NAVFACENGCOM Contract Specialist, Code/Telephone

FAX

E-mail:

The Consultant's responsibility is directly to the Contracting Officer via the Contract Specialist. Any requested change/deviation in scope must be brought to the attention and/or approved by the Contracting Officer. In no case will changes to the contract scope be made at the Activity level or by any person other than the Contracting Officer.

3. Activity Point of Contact and Others/Telephone:

4. Award: (To be filled in at the conclusion of negotiations):

Award

Engineering Services	\$
Travel and Subsistence	\$ _____
TOTAL T.O. Amount	\$

5. Project Milestones:

Item	Description	Complete weeks after award / NTP
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Task 3	Existing Data Analysis	6 weeks
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Task 9	Draft Review	18 weeks
Task 10	Pre-Final RSIP	20 weeks
Task 11	Pre-Final Review	22 weeks
Task 12	Final RSIP	24 weeks

6. Project Submittals

Deliverable	Weeks after award / NTP
Kick-off Brief	1 week
Visioning Report	8 weeks
Concept Brief	13 weeks
TFR	14 weeks
Draft Overview RSIP and Brief	16 weeks
Pre-Final Overview RSIP	20 weeks
Final Overview RSIP	24 weeks
Final Overview RSIP Brief	26 weeks
RSIP-Link Information	28 weeks

All correspondence and submittals, both regular and express/courier mail shall be addressed to:
 Commander, {insert EFD here}
 Naval Facilities Engineering Command

SAMPLE SCOPE OF WORK

Commander {insert here}
Functional RSIP

A. Purpose

{insert Regional Commander here} requires a Functional Regional Shore Infrastructure Plan (RSIP) for {insert Region here} to ensure optimum use of resources through the next decade and beyond.

The objective of this RSIP is to define the posture of operational and support facilities in terms of mission readiness, functional and geographic considerations. It will develop specific comparisons of requirements vs. assets and describe broad scale constraints and opportunities. The plan will provide a framework for integration and coordination of decision making for infrastructure and basing decisions and will provide a clear direction for the future development of MILCON, special project, and demolition programs. As part of the Strategic Action Plan, an Integrated Priority List will be developed which will provide a specific, phased, implementable plan for guiding development of future facilities and land assets. Where applicable, the viability of alternatives shall be supported by an analysis of costs and associated benefits.

A comprehensive list of 'stakeholders' will be developed in cooperation between the contractor and Navy representatives. Several representatives within the regional command structure will be particularly active in the RSIP process. A Navy Working Group (NWG) will be established to ensure appropriate channels of communication are maintained during the period of performance. This RSIP functional planning effort will cover all category codes included within the operational foot-print of the [insert function here]. A list of the category codes included in this function will be provided by the Government to the contractor until access is provided to the NSI website.

Planning Objective:

The objective of this RSIP functional plan is to identify the capacity of the [insert function here] areas and the facilities or assets needed to support Management and Operations. The goal of the functional plans is to provide safe, operational, and environmentally sensitive management guides to support Navy needs for range operations. This RSIP functional plan shall identify cost saving initiatives and document detailed alternatives and implementation strategies to support the infrastructure vision and Navy needs for the next 20 years.

B. DELIVERABLE PRODUCTS

1. **Kick-off Brief:** The Contractor shall provide a Kick-off Brief of professional quality and depth to express objectives and goals, schedule and the Work Plan for the project, and POC's. This brief should also be provided in electronic format via e-mail to the PIC

2. **Visioning Report**

The facilitator should develop a Pre-Vision Session memorandum as a read ahead for Vision Session participants, announcing the details of the meeting, expectations for participants and summarizing the Visioning Framework, the Driving Forces, and the Strawman Scenario. A Vision Session Report must be created which documents the visioning process, the Vision Session(s), the detail of each Future Scenario and the Preferred Scenario, and outlines the Planning Requirement and the Vision Metrics. This report will become the RSIP-Link "Visioning" Chapter.

3. Concept Briefs: The Contractor shall provide a Concept Brief of professional quality and depth to express results of the Workshop and alternative development based on the data gathered and customer input. This brief should also be provided in electronic format via e-mail to the PIC.

4. Draft RSIP and Brief: The Draft RSIP will be comprised of two sections, the RSIP and the Supporting Details CD. Recommendations for facilities should be easily distinguishable in the RSIP. For purposes of estimating level of effort the RSIP is envisioned to be 50 pages in length. This document will be the format and content of the final RSIP hard copy document. The document must follow the CNO standard outline for RSIPs. The RSIP must address the major sections of the plan within the main document, including Visioning, Existing Situation Assessment, Concept Analysis, and Recommendations sections. The Supporting Details will consist of supporting information only (e.g. TFR Matrices, Detailed Economic Analysis provided on a CD. Multiple files in different formats are acceptable, but all files must be formatted to the extent required for future printing. The contractor will provide 3 copies of the RSIP document and Supporting Details CD. "Quick copies" are acceptable for this document. The draft RSIP should also be provided in electronic format via e-mail or on a CD, or posted on the RSIP-Link to the PIC for review, distribution and comment. The Contractor will also provide response to all comments on the Draft document. This template of comments will be the mechanism to review the pre-final document.

The Contractor shall provide a Draft Plan Brief of professional quality and depth to express objectives and goals, concepts, alternatives and implementation plan included in the Draft Plan. This brief should also be provided in electronic format via e-mail to the PIC.

5. Pre-Final RSIP: The RSIP will be comprised of two sections, the RSIP and the Supporting Details CD. Recommendations for facilities should be easily distinguishable in the RSIP. For purposes of estimating level of effort the RSIP is envisioned to be 50 pages in length. This document will be the format and content of the final RSIP hard copy document. The Supporting Details will consist of supporting information provided on a CD. Multiple files in different formats are acceptable, but all files must be formatted to the extent required for future printing. The contractor will provide 3 copies of the RSIP document Supporting Details CD. "Quick copies" are acceptable for this document. This pre-Final RSIP should also be provided in electronic format via e-mail or on a CD, or posted on the RSIP-Link to the PIC. This document will not be routed for wide-scale review. The Regional POC and the PIC will review it together to determine that the comments from the draft RSIP have been appropriately incorporated.

6. Final RSIP: This is the final product based on the review comments provided to the draft documents and as approved for print at the "pre-final" stage. The Overview RSIP will be comprised of two sections, the RSIP and the Supporting Details CD. The RSIP should be bound in a professional manner and printed on "finished" paper stock. Laminated covers are

acceptable for this document. The consultant will provide 3 copies of this document and supporting Details CDs. This final plan should also be provided in PDF.

7. Final RSIP Brief: The consultant will prepare a briefing in PowerPoint that reflects the findings and recommendations of this RSIP.

8. RSIP-Link Electronic Tools Integration for RSIP: This should meet all the standards as defined in the "RSIP-Link Electronic Deliverable Standards" and the "BD Submission Standards". These standards can be obtained on the LantDiv Internet site at the following location:

http://www.lantdiv.navfac.navy.mil/servlet/page?_pageid=7972,7996&_dad=lantdiv&_schema=LANTDIV

This deliverable product includes the following parts:

- d. The report in PDF format
- e. An "RSIP Functional Map" as defined in paragraph 3.3.6 of the Electronic Deliverable Standards.
- f. A CD with all data collected, provided and developed during the RSIP process. These files should be in native format and loosely organized by an HTML interface.

9. Total Facility Requirement (TFR). A summary of the TFR should in the RSIP, with the complete TFR provided in the Supporting Details CD. This should meet all the standards as defined in the "TFR Standards" and the "BD Submission Standards". These standards can be obtained on the LantDiv Internet site at the following location:

http://www.lantdiv.navfac.navy.mil/servlet/page?_pageid=7972,7996&_dad=lantdiv&_schema=LANTDIV

C. TASKS

Task 1 - Kick-Off Meeting

This meeting will be held at {insert location here} and will last approximately 1 working day. The objective of this meeting is to form the complete team to include the consultant, {insert EFD here}, {insert Regional Commander here}, Navy Region representatives, activity representatives and other stakeholders. During this meeting, the contractor will brief schedule and the Work Plan for the project, and POC's will be defined. Data to be collected during Task 2 will be identified during this meeting. All available government furnished material will be provided at, or prior to this meeting. The contractor will provide minutes of the meeting within 5 days of Kick-Off Meeting.

TASK 2 - FIELD VISIT AND DATA GATHERING

During this period the consultant will field a team to visit all the activities facilities included in this RSIP. Any other locations identified during the course of this field visit will also be visited. During these visits the consultant should take digital photos, visit existing on base and off-base facilities, review existing personnel loading with the project team, and gather any existing functional information. The contractor will generate a matrix of assets on a facility-by-facility basis for use in Task 8. The Government shall approve database field definitions prior to database population.

The contractor will also interview the pertinent stakeholders and managers within the region. Prior to these interviews, the contractor will review the interview questions with the Navy Working Group. The contractor will provide detailed interview minutes of all interviews.

c. Onsite Preplanning.

- Obtain and review: existing Navy Facilities Assets Data Base (NFADB) & Shore Facilities Planning System (SFPS) data; recent past RSIP studies; personnel and ship loading information; land inventory data; information on current, programmed and future facilities projects; Integrated Priority Lists [Military Construction (MILCON) projects, Host Nation Funded Construction (HNFC) projects (where applicable), Special Projects, Non-Appropriated Funded (NAF) projects, demolition projects, etc.]; other information pertaining to DOD/Navy/Regional initiatives [Anti-terrorism/Force Protection (AT/FP), Total Facilities Requirements (TFRs), Basic Facility Requirements (BFRs), Bachelor Housing initiatives, etc.] that may impact land use and facilities planning.
- Conduct land use and facilities planning analyses and formulate preliminary proposals to address shortfalls/surpluses and other planning issues.
- Prepare kick-off briefing of the process, the planning issues and analyses, the preliminary proposals, and the overall study objectives/goals and schedule.

d. Onsite.

- Present kick-off brief and solicit feedback.
- Conduct meetings/interviews with installation representatives to discuss issues/proposals, as well as visit facilities to observe operations and conditions as required.
- Conduct additional analyses as required and revise/refine proposals.
- Prepare out-brief of analyses, findings, and proposals, with the goal of obtaining consensus on those proposals
- Present out-brief to CO & PW staff; a separate out-brief may be required for {insert Regional Commander here} executive level and/or staff.

TASK 3 - DATA ANALYSIS

During this time the consultant will analyze existing facility assets and requirements. The analysis will identify each activity's strengths, weaknesses, opportunities, and constraints as well as identifying any opportunities for shared on-base and off-base facilities across activities within the Region. Areas that will be addressed are:

- a. Analysis and definition of existing assets and requirements. Analysis of each facility will include, but is not limited to, the determination of whether the facility is obsolete, no longer meets the demand, is undersized or oversized, is no longer functional and needs improvement, or can become a regional asset/requirement. Analysis of requirements data will also determine any future action required for each facility such as demolition, renovation, or expansion, as well as determine any required additional facilities.
- b. Definition of impacts of policy on requirements.

During this period there will be one working review of progress at the contractor's office. If others are desired or required they will be held in the contractor's offices.

Task 4 – Conduct Visioning Session

A collaborative Vision Session is central to the Visioning task and is primarily focused on generating a limited number of distinct and plausible Future Scenarios and providing decision-makers and regional stakeholders an opportunity to confer on a single most-likely or Preferred Scenario. The Vision Session builds upon a Visioning Framework, Driving Forces, and Strawman Scenarios and leads to the development of a Planning Requirement and Vision Metrics. The Session should last 1-2 days.

To complete the Visioning Task, the contractor should enlist the skills of a trained facilitator who has experience conducting Vision Sessions for military facilities planning. The facilitator may be a staff person in the military planning office, on the contractor's staff, or may be subcontracted specifically to complete the Visioning Task. The facilitator must be able to maximize the effectiveness of the Vision Session participants and take responsibility for all communications to participants as well as the production of the Vision Session Report.

Vision Session participants should include the planning team, stakeholders, and relevant functional area staff as appropriate. The facilitator and planning team should be as comprehensive as possible in establishing the list of participants, and the list must be approved by the Regional Commander in order to insure that the resulting vision will be valid for the region.

Task 5 - Alternatives Development

During this time the contractor will analyze the data from Task 3, developing strawman concepts for review in Task 7. The goal is to understand where to target future efforts and program funding. Alternatives will be fully developed with site plans, character sketches, recommended priority for development, required demolition and relocation costs. The contractor is to incorporate RSIP goals such as regional efficiency and cost reduction. Areas that will be addressed are:

- a. Economics of alternative methods. This will address relative life-cycle economics and business case analysis of various acquisition methods (MCON, PPV, Lease-Construct, use agreements with local communities, etc.) The key drivers of each method will be outlined. The economics will be displayed in two ways first from a generic comparison that is applicable to the region and the second is to apply it to the specific bases within the region.
- b. Implementation/Phasing Plan. This is a list of development and consolidation priorities identifying the required action, order of magnitude cost, and funding source.

During this period there will be two working reviews of progress, both at the consultant's office. If others are desired or required they will be held in the consultant's offices.

TASK 6 - CONCEPT BRIEF

This is a briefing that reflects the developed alternatives from Task 5. This brief is to the {insert Regional Commander here} RSIP Program Manager, Regional Engineer, Installation Commander and other stakeholders. The Brief should last 1-2 days.

The objective of this effort is to develop alternatives for providing the functions effectively and efficiently across the Region. The brief should focus on identifying facilities needed; reacting to functional concepts within the activity; and, identification of possible cost savings and value added benefits.

The Brief should begin with a short presentation by the contractor identifying issues and facts discovered during Task 2. All identified stakeholders should be present for this presentation. During the Brief, the contractor will review alternatives, soliciting stakeholders' feedback. At the conclusion of the Workshop, the contractor should out-brief the pertinent stakeholders including the Regional Engineer, {insert Regional Commander} RSIP Program Manager, and other stakeholders. Working drawings are acceptable for this out-brief. The contractor will prepare for and lead the Brief. Professional facilitation is not required. {insert Regional Commander here} will provide a meeting room and facilities for the day-long Brief.

The Brief will require extensive Navy participation by the identified stakeholders. The Navy will recruit stakeholders and ensure the stakeholders are available to agree upon proposed alternatives and provide high-level buy-in of concept development efforts to date. Immediately following the Brief, a consolidation meeting attended by {insert EFD here} and the contractor will convene to discuss the findings of the Brief to ensure all findings and decisions were accurately recorded.

Task 7 - TFR Development

The TFR is a complete facility by facility evaluation of the shore infrastructure to determine which facilities are required to meet the mission and which facilities should be made available for other uses, demolished, or maintained for surge/mobilization. Determine which TFR code applies to each facility identified in Task 2. TFR codes are defined in the "TFR Standards". These standards can be obtained on the LantDiv Internet site at the following location:

http://www.lantdiv.navfac.navy.mil/servlet/page?_pageid=7972,7996&_dad=lantdiv&_schema=LANTDIV

TASK 8 - DEVELOP DRAFT RSIP AND DRAFT RSIP BRIEF

The Contractor will prepare a Draft RSIP (Plan and Supporting Details CD) for review and comment. The RSIP should be a concise document, and in accordance with NAVFACINST 11010.45 (Comprehensive Regional Planning Instruction), the RSIP shall discuss and document:

- d. The existing situation and planning requirements to meet mission objectives.
- e. The analysis of alternatives to meet the regional infrastructure requirements.
- f. Implementation actions will include defining the chronology of action steps and major milestones based on priorities, relationships, dependencies, and resources. The outcome of this analysis will be an Integrated Priority List (IPL) as part of the Strategic Action Plan.

The Supporting Details CD should provide back-up information required to support the RSIP.

A Draft RSIP Brief shall accompany the delivery of the Draft RSIP Plan. This brief should summarize the analysis, proposals and proposed recommendations included within the Draft RSIP Plan. The contractor will deliver this brief at {insert location here}.

TASK 9 - DRAFT RSIP REVIEW BY GOVERNMENT

During this period the Government will review the draft of the RSIP. The Contractor will assemble all comments for review and response. This comment sheet will be used at the "Pre-Final" stage to ensure comments on the draft have been accurately incorporated in to the document. Comments will be provided during a meeting to be held in the contractor's office.

TASK 10 - INCORPORATE COMMENTS ON DRAFT RSIP AND DEVELOP PRE-FINAL RSIP

The contractor will incorporate comments to the Draft RSIP during this period and provide a Pre-Final RSIP for review. Electronic copies in PDF format will only be distributed to the PIC and Regional POC.

TASK 11 - PRE-FINAL RSIP REVIEW

During this period the Government will review the pre-print of the RSIP. The PIC and the Regional POC will conduct this review only. Objective of this step is to use the template of comments to see that comments to the draft have been incorporated. Once the PIC and Regional POC are in agreement that the comments have been incorporated a "Ready to Print" direction will be issued.

Task 12 - Final RSIP Plan, TFR, RSIP Link Information, and Final RSIP Brief

The contractor will deliver the final products to the PIC. The contractor will deliver the Final Brief at {insert location here}. RSIP Link information for the Overview Plan shall display narrative and graphic information such as photos, charts, site plans, etc.

D. GOVERNMENT FURNISHED MATERIAL

1. RSIP Outline for CNO RSIPs.
2. Current Master Plans or special studies.
3. Existing electronic mapping of the installation included in the study.
4. List of facilities to be TFR coded.
5. Comprehensive Regional Planning Instruction, NAVFACINST 11010.45 (RSIP Module)
6. Complete Basic Facilities Requirements (BFRs) for all applicable category codes in Functional Plan
7. Sample Outlines for Functional Plans

FUNCTIONAL RSIP – Sample Outlines**PACFLT CONTENT OUTLINE****Title Page****Table Of Contents****Executive Summary****A. Introduction**

1. Goals & Objectives
2. Background
3. Study Methodology

B. Field Work/Analysis

1. Existing Conditions
2. Loading data
3. Requirements
4. Shortfall Analysis

C. Planning Scenarios Recommendations

1. Land Use Plans
2. Cost Estimates
3. Economic Analysis
4. Alternatives Analysis

D. Recommendation**E. Implementation Plan**

1. BQ Development Plan
2. Phasing

F. Appendix

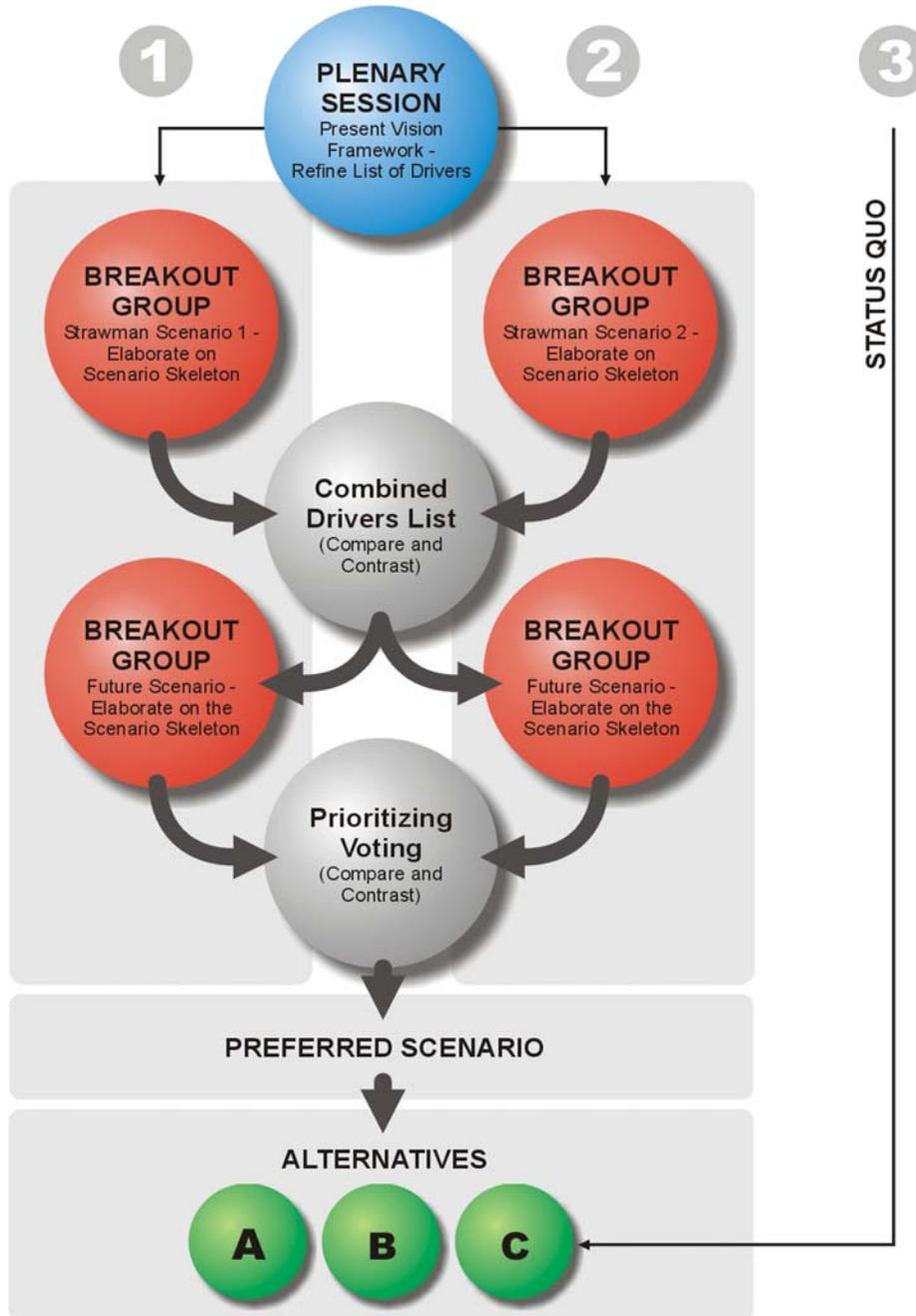
1. List of Acronyms
2. Interview/Meeting Notes
3. Determination of Bachelor Housing Requirements (DBHR)
4. Bachelor Housing Assets and Requirements Data
5. Assets Versus Requirements Analysis
6. List of Projects
7. Photographs
8. Economic Analysis
9. Project Cost Estimates

CNO FUNCTIONAL RSIP OUTLINE

- Executive Report
 - Introduction—purpose, current situation, study boundaries
 - Vision—Force Structure—Base Loading (ships, planes, personnel, etc.), assumptions, guiding principles
 - Alternatives Summary
 - Strategic Action Plan—Recommended Alternative(s), IPLs for MCON, Special Projects, PPV, demolitions, etc.
 - TFR Summary—number of buildings, TFR Matrix, SF, percentages of TFR codes
- Back-up information/data in appendices or in a separate report

APPENDIX C: Visioning Process Diagram

VISION SESSION PROCESS



APPENDIX D: Analysis Metrics Table Example

Investment Decision Model - Regional Guideline

DECISION-MAKING CRITERIA

RANKING DEFINITION

Objectives	Vision	Mission		Execution			Personnel		Regulatory			Other				
	Long Term Consistency	Readiness	Efficiency of Operation/Mission	Minimization of MILCON Funding Sources	Minimization of O & M Costs	Implementation Timeliness	Quality of Life Environment	Quality of Work Environment	Compliance	Minimization of Risk	Safety Compliance	Facility Use	Highest and Best Use	Public Relations	Revenue Potential	AT/FP
H (High)	B A	B	B A	A			A	B A	B A	A	B A	A	A	A	A	B
M (Medium)		A			B A	B A	B				B		B	B	B	A
L (Low)				B												

 Accepted minimum for Alternative ranking

 Community Support Complex Alternative

 Unacceptable ranking under all circumstances

 Regional Administrative Complex Alternative

Investment Decision Model

DECISION-MAKING CRITERIA

RANKING DEFINITION

H
(High)
M
(Medium)
L
(Low)

Objectives	Vision	Mission		Execution			Personnel		Regulatory			Other				
	Long Term Consistency	Readiness	Efficiency of Operation/Mission	Minimization of MILCON Funding Sources	Minimization of O & M Costs	Timeliness of Repair	Quality of Life Environment	Quality of Work Environment	Compliance	Minimization of Risk	Safety Compliance	Facility Use	Best Highest and Use	Public Relations	Revenue Potential	Anti-Terrorism/Force Protection (AT/FP)
H (High)	Consistent with all Channel Markers	Improves Readiness	Improves Efficiency	Self Help/CO's authority/minimal financial impact/joint/ shared funding	Low Cost	Replaces facilities before they reach inadequate condition	Exceeds Quality of Life standards	Exceptional work environment	Minimal/no mitigation/easy permitting	Little/no legal risk/ public controversy	Little to no safety issues	Overall improvement/ maximum reuse	This is the only location for use	Positive community relationships	Increase	Increase level
M (Medium)	Consistent with some Channel Markers	Status Quo	Status Quo	Special Project funding	Average Cost	Replaces facilities as they become inadequate or require substantial maintenance investment	Meets Quality of Life standards	Average work environment	Mitigation required/average permitting	Some legal risk/ public controversy	Some safety issues	Some improvement/ reuse	A couple locations for use	Neither negative/ positive	No increase or decrease	Maintain current level
L (Low)	Not consistent with any Channel Markers	Degrades Readiness	Reduces Efficiency	MILCON funding	High Cost	Replacement of facilities occurs long after inadequate condition is reached.	Comprises Quality of Life standards	Degrades work environment	Unable to mitigate/unable to permit	Insurmountable legal risk/ public controversy	Insurmountable safety issues	No improvement/ reuse	Numerous locations for use	Negative community relationships	Decrease	Decrease in level

CHANNEL MARKERS



<input type="checkbox"/> Consistent with the NRS vision <input type="checkbox"/> Consistent with RSIP guiding principles: <input checked="" type="checkbox"/> Consistent with the NRS mission	<input type="checkbox"/> Meets mission requirements for all programs (i.e., does not prevent another program's ability to accomplish its mission) <input type="checkbox"/> Maximizes mission flexibility <input type="checkbox"/> Impact if not provided (negative impact being low, no change being medium, and improved situation being high)	<input type="checkbox"/> Maintains desirable functional relationships <input type="checkbox"/> Reduces redundancy of operations <input type="checkbox"/> Improves ability to accomplish the mission	<input type="checkbox"/> Source of Funds <input type="checkbox"/> Maximizes third party financing/ partnerships <input type="checkbox"/> Minimal infrastructure improvements required <input type="checkbox"/> Minimizes costs for mitigation of the project	<input type="checkbox"/> Dollar cost of the O&M aspect of an alternative <input type="checkbox"/> Can the alternative be implemented in less than 10 years? <input type="checkbox"/> Will the alternative take over 10 years to implement?	<input type="checkbox"/> Likely to be funded <input type="checkbox"/> Can the alternative be implemented in less than 10 years? <input type="checkbox"/> Will the alternative take over 10 years to implement?	<input type="checkbox"/> Improves the quality of the live environment for MILPER/ CIVPER <input type="checkbox"/> Maximizes benefits for sailor and their families <input type="checkbox"/> Promotes retention of personnel	<input type="checkbox"/> Improves the quality of the work environment for MILPER/ CIVPER <input type="checkbox"/> Improves location and promotes compatibility of uses <input type="checkbox"/> Improves condition of the work space <input type="checkbox"/> Promotes a better system of providing services	<input type="checkbox"/> Environmentally compliant <input type="checkbox"/> Maximizes public acceptance or minimizes public controversy	<input type="checkbox"/> Minimizes legal liability <input type="checkbox"/> Are there explosive safety issues? <input type="checkbox"/> Are there EMR safety issues? <input type="checkbox"/> Are there operational space issues?	<input type="checkbox"/> Are there explosive safety issues? <input type="checkbox"/> Are there EMR safety issues? <input type="checkbox"/> Are there operational space issues?	<input type="checkbox"/> Alternative reuses existing facilities <input type="checkbox"/> Improves size deficiencies and condition of facility <input type="checkbox"/> Improves configuration/ makes more efficient spaces <input type="checkbox"/> Improves a fire, safety, or health condition <input type="checkbox"/> Space availability <input type="checkbox"/> Easy to implement and maximizes use of host or community facilities	<input type="checkbox"/> Is this the only site available? <input type="checkbox"/> Is this one of a few sites? <input type="checkbox"/> Are environmentally sensitive areas maintained?	<input type="checkbox"/> Emphasizes being a good neighbor <input type="checkbox"/> Perceived as taking positive action for community <input type="checkbox"/> Is it a positive action for community?	<input type="checkbox"/> Does the alternative generate revenue? <input type="checkbox"/> Does the alternative lose revenue?	<input type="checkbox"/> Are personnel-intensive methods required? <input type="checkbox"/> Are the methods concentrated in one area? <input type="checkbox"/> Are both civilians and military protected? <input type="checkbox"/> Are technological solutions employed to enhance process?
---	---	---	---	--	--	---	---	--	--	--	--	---	--	--	--

APPENDIX E: TFR Excel Worksheet Example and Standards

Sample TFR Worksheet

UC	Activity Name	Facility Functional Area	Facility Number	Facility Name	Prime Use CCN	Description	M- Required to Support Mission	O- Required for Mobilization	R- Required, Pending Implementation of RSIP Solutions	F- Surplus to Current Functional Requirement	X- Not Required, Excess to Navy's Needs	
N12345	Any Install	Bach Housing	1	BOQVIP ANNEX		72414						
N12346	Any Install	Bach Housing	2	EMBARRACKS		72111						
N12347	Any Install	Bach Housing	3	BOQ		72413						
N12348	Any Install	Bach Housing	4	BOQVIP		72414						
N12349	Any Install	Bach Housing	5	BOQ		72413						
N12350	Any Install	Bach Housing	6	BACHELOR OFFICER QUARTERS		72413						
N12351	Any Install	Bach Housing	7	ENLISTED BEQ		72111						
N12352	Any Install	Bach Housing	8	UEPH		72113						
N12353	Any Install	Bach Housing	9	UEP.H		72111						
N12354	Any Install	Bach Housing	10	A SCHOOL BARRACKS		72114						
N12355	Any Install	Bach Housing	11	BEMQUARTERS WOMESS		72111						
N12356	Any Install	Bach Housing	12	BEMQUARTERS WOMESS		72114						
N12357	Any Install	Bach Housing	13	BEMQUARTERS WOMESS		72111						
Total								0	0	0	0	0

NFA DATA ELEMENT NO. 057

NAME: TOTAL FACILITY REQUIREMENT

DEFINITION:

"Total Facility Requirement" is a facility-by-facility evaluation showing whether and how a particular facility supports the operational requirements of the Navy.

SOURCES OF DATA:

1. CNO Washington DC 031420Z APR01
2. NAVFACINST 11010.45, Comprehensive regional Planning Instruction.

INSTRUCTIONS:

1. NEW RECORDS:

Assign Total Facility Requirement code to all new property records.

2. CHANGES:

Total Facility Requirement codes, when warranted, will be updated to reflect current status.

3. CHECKS: None

MAX. LENGTH: ALPHA/NUMERIC/NUMERIC

1. Total Facility Requirement code must be a M, O, R, F or X

TFR Applicable Coding

Code	Name
M	Required to Support Mission
O	Required for Mobilization
R	Required, Pending Implementation of RSIP Solution
F	Surplus to Current Functional Requirement
X	Not Required, excess to Navy's Needs

TFR Code Explanation

M) Required to Support Mission

As a part of the RSIP process, the Regions/Stand Alone Activities use the force structure (ships, aircraft, and personnel loading) provided by the IMC to develop Basic Facilities Requirements (BFR) using the criteria of NAVFAC P-80, Facility Planning Criteria for Navy and Marine Corps Shore Installations, or other criteria as appropriate. These facility requirements are compared to existing assets to determine surpluses and deficiencies on facility category code basis. Facilities that are utilized to meet the facility requirements are coded "Required to Support Mission"

When encoding the TFR, if a facility is a single-use facility, and therefore only one function or category code is present, the quantity of existing assets must be supported by the BFR. When a facility is a multi-use type, where a number of different functions or category codes are present, the primary category code (the category code with greatest number of square feet assigned) must be supported by the BFR. In situations where only a portion of the facility is occupied and the other portion is vacant, the occupied portion must be supported by the BFR and the RSIP must have developed a plan to account for the vacant portion.

O) Required for Mobilization

The RSIP process provides a methodology to plan shore installations and regions in a peacetime environment. Where certain facilities are required to meet a mobilization mission and they exceed peacetime facility requirements, these requirements must be reflected in RSIP. For TFR encoding purposes, the facilities that are solely required to meet mobilization mission (i.e. not required to support a peacetime mission) must be indicated as such in the RSIP and coded "Required for Mobilization" in the iNFADS.

R) Required, Pending Implementation of RSIP Solution

The RSIP process requires an analysis that focuses on optimizing the use of existing land, facilities and infrastructure across the region. The analysis will incorporate current and future Required Operational Capability of the Region and Installations (e.g. ship, aircraft and personnel loading), current and future Operational Environment in the Region (e.g. encroachment issues, environmental issues, etc) as well as facility inventory and condition. Code R will be used for those facilities that are required only until a facility management recommendation, as identified in the RSIP, is implemented. For TFR purposes RSIP solutions fall into two categories:

Space Management—These solutions are associated with facilities that are currently occupied, but no valid requirement exists for the use of the space by the current occupant. For example, over time a supply operation has expanded into an adjacent vacant warehouse. There is no valid requirement for the additional space, although it allows the unit to operate in a more convenient manner. For TFR purposes, the improperly occupied facility should be encoded "Required, Pending Implementation of RSIP Footprint Reduction Solution". The unit should consolidate into its original facility and the vacant warehouse should receive TFR Code F "Surplus to current functional requirement" and be included in subsequent cross-functional analysis.

RM Plans/Projects—These solutions are associated with facilities that have plans and/or projects the require upfront R&M funding to realize long term savings by reducing recurring costs. For example, a typical RSIP will propose a number of consolidations to

provide for efficient facility usage. Many of these consolidations will collocate the same or similar functions within one building, thereby obviating the need for one or more other facilities, which then may become excess to the Navy's needs. For TFR purposes, these later vacated facilities should be encoded "Required, Pending Implementation of RSIP Footprint Reduction Solution "In other words, the RSIP may include a provision for a particular facility to be vacated associated with a consolidation move. This facility is therefore required to meet the Navy's mission until the consolidation identified in the RSIP actually takes place. In addition, the functions being consolidated must also be support by a BFR (same as "Required to Support Mission" code). Once the consolidation actually occurs, it may be appropriate to recode the vacated facility as "Surplus to Current Functional Requirement."

F) Surplus to Current Functional Requirement

This code will indicate facilities that are no longer required to meet the Navy's mission within a specific function at a Region/Stand Alone Activity. TFR coding is typically assigned during RSIP Functional Plans. The Functional Study will produce a number of facilities that are not necessary to meet the requirements in the function under study. These facilities will receive TFR code F. Additional cross-functional analysis, typically provided by an RSIP Overview Plan, is required to determine if these facilities can be utilized by another function or are Excess to the Navy's needs. At the conclusion of the cross-functional analysis all TFR code F's should be recoded to reflect their new affiliation with a valid facility requirement (Code M, O or R) or recoded as Excess to the Navy's Needs (Code X).

X) Not Required, Excess to the Navy's Needs

This code will indicate facilities that are no longer required to meet the Navy's mission within the Region/Stand Alone Activity and have been declared "Excess" to the needs of the activity. Using this TFR code will indicate that the facility is not required to support any Navy mission within the Region. A "Declaration of Excess" procedure, as described in NAVFAC P-78, Internet, Navy Facility Assets Data Store Procedures Manual, should also be completed for the facility. Specifically, the facility will receive a "1" in the Excess Action Code (Data Element 604) to reflect the preparation of a Declaration of Excess that initiates the disposal process.

Total Facilities Requirement Facility Investment Strategy

The Navy's Facility Investment Strategy develops common metrics and models for the programming of all Facility Investments (including Sustainment, RM, MILCON, NWCF). Sustainment and Recapitalization represent two distinct functions of the Facility Investment Strategy. Each has a different focus and is supported by its own models using commercial data sources.

SUSTAINMENT

Sustainment is the amount of funding required for preventative maintenance, corrective maintenance and component replacement over the expected service life of the facility. The DoD **Facilities Sustainment Model**, based on industry standard facility costs, provides a defensible means of validating Sustainment requirements. The Facility Investment Strategy as approved by the NROC is founded on the principle of full Sustainment. FSM functions effectively as a programming tool at the aggregate level (e.g. Navy or large Claimant). Execution of Sustainment will vary based on the maintenance needs of specific facilities in a given year. In any given year the execution of Sustainment dollars for a particular facility will not equal the FSM amount. Over the lifetime of the facility, however, the annual average execution of sustainment dollars should approximate the FSM amount. In FY04, it is planned for Sustainment funding to have a distinct Special Interest (SI) code allowing better visibility of and requiring additional justification for migration of these funds away from their intended purpose.

RESTORATION & MODERNIZATION

Restoration & Modernization is the portion of SRM that holistically improves the condition and readiness of the entire facility (vice the Sustainment emphasis on components), using Operations and Maintenance as well as military construction funds. The Navy's **Total Facilities Requirement**, based on how a facility supports the operational requirements of the Navy, provides a defensible means of validating Restoration & Modernization funding.

The MILCON Projects list, Family Housing Projects list and Central Demolition Program projects list

The TFR code will be automatically extracted from iNFADS data element 057. In the RSIP field, a "Y" indicates that an RSIP functional study has been approved by the IMC. To annotate requirements validated by a RSIP IMCs must provide R&K the functional areas and regions where an RSIP functional study has been approved.

From: FY 2002 ANNUAL INSPECTION SUMMARY (AIS) AND INSTALLATION READINESS REPORTING SYSTEM (IRRS) AUGMENTATION GUIDANCE 03 OCTOBER 2002

Funding Implications:

Code M: "Required to Support Mission" HIGH PRIORITY FOR RECAPITALIZATION.

Code O: "Required for Mobilization" STRONG CANDIDATES FOR ALTERNATIVE RECAP FUNDING (outleasing, joint-use, PPV, etc).

Code R: "Required, Pending Implementation of RSIP Solution" (The Facility Investment Strategy emphasizes RSIP solutions that offer lower total cost of ownership above and beyond savings associated with providing a modern, up-to-date version of the existing facility. This is primarily achieved through either Space Management initiatives or R&M Plans/Projects.) MEDUIM

PRIORITY RECAPITALIZATION PROJECTS, HIGH PRIORITY FOOTPRINT REDUCTION PROJECTS.

Code F's, "Surplus to Current Functional Use" (these facilities do not meet a facility requirement in the context of a specific functional study, but have not yet been analyzed in terms of Regional facility requirements for other functions) **LOW PRIORITY FOR RECAPITALIZATION.**

Code X, "Excess to the Navy's Needs" (These facilities have undergone cross-functional analysis (e.g. Overview Plan) and are determined to be Excess to the Navy's needs .Additionally Excess Action Code "1"(Data Element 604) indicates that the first step in the disposal process, submission of a Declaration of Excess, has been completed.) **HIGH PRIORITY DEMOLITION PROJECTS.**

Workflow:

The primary TFR output of Functional plans are codings (i.e M's, O's, R's, F's and occasionally X;s).

The primary TFR output of Overview Plans is a final disposition for all TFR code Fs. At the conclusion of the Overview Plan all facilities previously Coded TFR F should be recoded M, O or R to reflect a new functions requirement for the facility or they should be recoded X and receive a 1 in the Excess Action Code to reflect the initiation of the disposal process.

As Space Management and R&M Footprint reduction efforts are completed facilities coded TFR R should become TFR Fs. As the number of TFR code R's decline initiation of follow on Functional Studies may be justified.

Updating

Current, accurate data is critical for TFR to function as an R&M validation tool. TFR data derived from RSIP studies will be loaded promptly upon study completion. TFR data generated outside of the RSIP process from mission changes will be entered promptly.

Coding

Accurate coding is critical to the utilization of TFR data as a recap validation tool.

SAMPLE CODING SCENARIOS

Pier replacement

- A. You have two old piers designed to accommodate Iowa class Battleships (888 ft. long). Now it is primarily used by Arleigh Burke class destroyers (510 ft. long) You are only able to tie up two destroyer up a pier at a time. You develop a R&M plan to extend one of the existing piers to 1100 ft pier so it can accommodate four destroyers. The pier that would be extended would receive TFR code M. The pier that will be demolished should receive TFR code R.
- B. You are upgrading 1 of you piers to handle Deep Draft Power Intensive vessels. There will be no associated demolition, because the vessel that will use the pier had been tied up at one of the piers typically utilized by a currently deployed carrier. The pier would receive TFR Code M.

Airfield

- A. You develop an R&M plan to consolidate the operations in 8 line shacks into 2 centralized maintenance trailers. There will be a net reduction in square footage due to shared IT, bathroom, and break room facilities in the centralized maintenance trailers. All 8 line shacks would receive TFR code R.
- B. An old seaplane hangar has been converted to use by a helo squadron. The existing OH and Maintenance spaces are inadequate to meet the helo squadrons needs. Over time a larger number of Temporary building have been erected adjacent to the hangar to attempt to correct the shortfall. You develop an R&M plan to replace all the temporary structure with one facility that will meet the squadrons needs. Due to the lack of facilities in the existing temporary buildings (bathrooms, IT, conference rooms, etc.) the square footage of the new facility exceeds the existing square footage of all the temporary structures combined. All the temporary structures would receive TFR Code M.

Warehousing

DRMO utilizes two warehouses in a series of six on the FISC complex. Routine Inspection reveals that the DRMO has occupied an additional warehouse. Further investigation reveals that the material was placed there when the MHE broke down and prevented the use of the shelving system in the original two warehouses. The MHE has since been repaired, but the material was never returned to its original location. Prior to occupation by DRMO the warehouse was vacant for several years. The original two warehouses can meet the DRMO facilities requirement. No other warehousing/logistics activity has a requirement for space at that location. The improperly occupied warehouse should receive TFR Code R. The original two DRMO warehouses should receive TFR Code M.

Upon the removal of DRMO, since no other warehouse/logistic users require the facility it will receive TFR code F. If users from other functional areas are located the Facility should receive code M, O or R depending on the particular situation. If no other users are found the Facility should receive a code X. Additionally, a Declaration of Excess should be prepared and a Code 1 entered in the Excess Action Code (DE 604).