The history of facilities master planning in the U.S. Navy dates back 188 years. In 1825, Secretary of the Navy Samuel Southard noted with alarm the rapidly deteriorating state of the nation’s Naval yards and recommended an urgent program of planning for their restoration.

While master planning got an early start in the Navy, it did not constitute a dedicated program until 1952, when the Master Shore Station Development Program was initiated.

Facilities planning became systematized in the Navy in 1960 when the Shore Facilities Planning and Programming System was instituted as a component of the Department of Defense’s well-known Planning, Programming, and Budgeting System (PPBS).

“Evaluation of the Navy Master Planning Program” by Robert W. Forsyth May 1976
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1.0 Introduction

Effective long-term development and management of the Department of Defense’s buildings, land, and infrastructure resources requires a thoughtful and comprehensive approach to installation master planning that delivers consistent results. For Navy shore activities, planning is the process of providing for the efficient use and orderly development of real estate and facility resources in response to assigned missions, functions, and tasks.

An Installation Development Plan (IDP) is the official planning document that guides installation physical development activities. It conveys strategic, efficient and orderly development of the installation around specific mission requirements and incorporates flexibility to adapt to dynamic and changing conditions, such as unforeseen missions or events.

An IDP is a road map to achieving a vision, allowing planners to anticipate the future, prioritize infrastructure actions, reduce risk and improve business processes and policies through a collaborative process. The IDP while guided by a vision and focused on mission excellence, is also developed to achieve plausible, feasible and implementable planning solutions influenced and guided by fiscal realities. The ideas, plans, direction and courses of action (COAs) provided by the IDP should provide the Installation Commanding Officer, Public Works and NAVFAC with a clear picture of development priorities and actions for the short, mid and long-term.

The final product of the IDP upon completion of the master planning process and critical thinking presented in this Guide will be a strategic shore infrastructure development plan for a Navy installation. This plan will contain planning information, in text and graphic form, following a standard table of contents presented throughout this Guide and specifically shown in Appendix A.

**Purpose of the Installation Development Plan (IDP) Consistency Guide**

This IDP Consistency Guide (herein after Guide) specifically defines the Navy installation level next-generation planning process, methods, and outputs necessary to support the defense mission, promote quality of life, and enhance sustainability and environmental viability for each installation. This Guide is designed to promote consistency and standardization of common information among all IDPs and coordination among the IDP and other Shore Infrastructure Planning (SIP) products at the regional and global level. Through this Guide, installation planners will understand the necessary components for executing a strategic and long-range installation master plan that will guide the investment planning process.

“The Department of Defense (DOD) military installations are invaluable national defense resources that must be planned and developed in a sustainable manner that supports current missions and preserves long-term military capabilities. Fundamental to the effectiveness and sustainability of our installations is the master planning process, which establishes a clear and principled long-range vision for the development of installations that support the Department’s defense mission and enrich the communities they serve.”


**Nomenclature Rule**

The term Installation Development Plan, or IDP, is the preferred phrase when referring to an installation master plan and is used throughout this guide. The IDP is a consolidated planning document that integrates strategic installation planning components such as installation-wide Vision Plan, Framework/Planning Districts, Future Development Plan, Infrastructure Network Plans, Development Program and Planning Standards. The IDP also includes plans that provide installation development information at a smaller scale for specific areas on an installation such an Area Development Plans (ADPs), Functional Plans, Site Development Plans, etc.
DOD Instruction 4165.70 (Real Property Management 6 April 2005) establishes the requirement for installation master plans. Unified Facilities Criteria (UFC) 2-100-01 Installation Master Planning, 15 May 2012, sets forth minimum requirements and standards for master planning processes and products in accordance with the DOD instruction. This Guide recognizes these instructions and further defines and clarifies the specific inputs and outputs necessary to complete a successful IDP for the Navy. The Guide places intentional emphasis and focus on infrastructure planning requirements for mission first as the primary driver that should influence all IDP outcomes. Figure 1.1 illustrates the primary facility and infrastructure areas that IDPs should focus on.

IDP Planning Priorities

- Mission
- Mission Support
- Workplace
- Workplace Support
- Housing
- Quality of Life
- Fitness/Recreation
- Aesthetics

Figure 1.1   IDP Planning Priorities

IDP Context

The Naval Shore Establishment

The Naval Shore establishment provides support to the operating forces (known as “the Fleet”) in the form of: sustainable shore station facilities for the repair of machinery and electronics; communications centers; training areas and simulators; ship and aircraft repair; intelligence and meteorological support; storage areas for repair parts, fuel, and munitions; medical and dental facilities; delivers utilities and services for our nations global installations.

According to the Facility Readiness Evaluation System (FRES), the Naval Shore establishment includes 108,600 facilities totaling approximately 463 million square feet (SF) and a Plant Replacement Value (PRV) of over $190 billion. These resources are distributed across 70 installations worldwide and support a workforce of 633,000 active duty, reserve, and civilian personnel.

1.0 Introduction – defines the purpose of the IDP, explains how the IDP fits within the SIP process, identifies applicable strategic guidance, and describes the organization of the Guide.

2.0 IDP Process – describes the objectives, inputs, methods, and outputs for each of the IDP process phases.

3.0 Product and Content Development – defines standards and requirements for IDP content to ensure compatibility with the iNSIPP.

The Scales of Shore Infrastructure Planning

Shore Infrastructure Planning (SIP) is the umbrella under which separate but interdependent planning processes occur to produce global, regional, and installation-level plans, as illustrated in Figure 1.12. The SIP products vary in scale but are all designed to guide cost-effective infrastructure investments to meet mission requirements and shore facility infrastructure needs.

Global Shore Infrastructure Plans (GSIP)

GSIPs translate the global, strategic view of the individual Warfare Enterprise/Provider’s operational mission requirements into current and future shore facility infrastructure requirements to achieve mission success. GSIPs are long-range (25 years+) planning documents that identify a vision, guiding principles, operational concepts, and strategic actions that drive shore facility infrastructure needs specific to a warfare or provider enterprise. The outputs of the GSIP provide Regions and Installations with the operational assessment of shore facility infrastructure which can then be combined with facility-level analyses undertaken via a Regional Integration Plan (RIP), including associated high-level operational courses of action (COAs), and an Installation Development Plan. A Shore Mission Integration Group (SMIG) prioritizes trade-offs among shore investments based on recommendations from the Enterprise/Providers.
Regional Integration Plan (RIP)

RIPs address the relationship between the thirteen CNIC Shore Capability Areas (SCAs), as shown in Figure 1.3, into a comprehensive infrastructure plan at the regional level. A RIP integrates requirements, opportunities, and funding and defines COAs to address capability gaps identified in Warfare Enterprise/Provider GSIPs in addition to region priorities and infrastructure capability gaps. A RIP addresses total infrastructure requirements and informs investment decisions at all levels of the region, including Installation Development Plans. A Region Mission Integration Group (RMIG) identifies and prioritizes COAs as part of the RIP process.

Installation Development Plan (IDP)

In the past, the nomenclature of installation level planning has broadly included various types of distinct plans, such as Installation Master Plans, Installation Appearance Plans, Encroachment Action Plans, Cultural Resource Management Plans, etc. This Consistency Guide defines the phrase ‘Installation Development Plan’ as the primary and preferred phrase when referring to an installation master plan. In this manner, distinct plans that address topics such as appearance, capital improvements, anti-terrorism force protection, cultural resources, space management, etc., roll up as components of an IDP.

An IDP provides a developmental path forward that incorporates known and projected mission requirements, developmental constraints and opportunities, and recommended COAs to achieve optimal use of lands, facilities, and resources in support of mission and installation performance. IDPs typically emphasize a 10-20 year planning horizon and provide specific real property, capital improvement and resource management solutions at the installation level. IDPs implement GSIP and RIP priorities and guiding principles, and also serve as input into GSIP and RIP processes. Each step of the IDP process described in this Guide builds upon the previous step, providing a logical framework for a comprehensive planning effort. An IDP enables the Installation Commanding Officer (ICO) at each installation to make effective development decisions affecting their installation and the surrounding community.

Figure 1.2 The Scales of Shore Infrastructure Planning

Figure 1.3 CNIC Shore Capability Areas

- Airfield Operations
- Base Support
- Command, Control, Communications, Computers, Combat Systems, Intelligence, Surveillance, and Reconnaissance (C5ISR) Operations
- Depot / Intermediate / Operational
- Maintenance Support
- Expeditionary Operations
- Ordnance / Weapons Operations
- Research, Development, Acquisition, Test & Evaluation (RDAT&E)
- Sailor and Family Support
- Supply Storage Support
- Training Support
- Utilities
- Waterfront Operations

CNIC Shore Capability Areas
Area Development Plans (ADP), or planning district plans, are considered components of an IDP and show both short-term and long-range development. The number of planning districts or ADPs within an installation is determined during the development of an installation-wide Vision and Framework Plan in Phase 2 of this IDP Guide. An ADP is a detailed plan for a defined district that illustrates the functional, physical, and human aspects of areas to be developed. ADPs describe constraints and opportunities, system studies, existing facility assessment, program requirements, and alternative analysis and specifically include an Illustrative Plan, Regulating Plan and Phasing Plan. These plans are developed at a different scale than the IDP. The scale of the ADP typically allows for more design and development detail at the area site level. The development standards developed for the IDP will guide the development of the ADPs.

Similarly, Functional Plans are considered components of an IDP and provide an in-depth analysis of shore facility infrastructure at the SCA level for a 10-20 year planning horizon. The need for a Functional Plan can be determined through a GSIP, RIP or IDP process.

**Influential Policies**

The Shore Infrastructure Planning process is informed by strategic guidance set forth by the DOD, Chief of Naval Operations (CNO), the Enterprise/Provider, Congress, and the President. Applicable strategic guidance should be reviewed and incorporated into the IDP process to ensure consistency with established visions, goals, and criteria and to confirm an understanding of any impacts from current guidance on mission or shore facility infrastructure. A full listing of strategic guidance resources is provided in Appendix C.

**IDP Relationship to Master Planning Guidance**

The Guide is intended to represent the Navy’s official process for creating long-range master plans for Navy Installations. The Guide interprets and incorporates all major facility and infrastructure planning goals, objectives and planning principles of DOD and Navy master planning guidance currently in effect such as the UFC 2-100-01 Installation Master Planning, 2012 and as appropriate other guidance referenced herein. The IDP Table of Contents included in Appendix A identifies how the Master Planning UFC directly or indirectly is incorporated into this Guide. It should be clarified that the planning focus of this Guide is at the installation level whereas the planning focus of the UFC is at the ADP level. Figure 1.4 illustrates a comparison between the planning intent of both documents to include common planning strategies and principles.

- This Guide further clarifies and enhances the organization and content requirements for the IDPs in recognition on the Navy’s own unique planning processes.
- This Guide emphasizes the importance of mission requirements as the primary planning consideration and lens through which analysis, opportunities and constraints, COAs, and priorities will be validated.
- This Guide seeks to strengthen the importance and role of overall Vision and Installation-level planning. A fundamental tenant of this Guide is that the Installation Plan drives the ADPs and the IDP is more than the sum of all ADPs within an installation.
This Guide incorporates the Integrated Shore Management concepts with a strong emphasis on coordination and alignment between global, regional, and installation level planning. This integration is reflected in the development of WCOAs as a key element of the IDP, and in consideration of requirements and capability gaps from the global/regional plans that will influence the IDP.

The Evolution of Navy Shore Infrastructure Planning

The Navy is transitioning its shore infrastructure planning processes and products from a static, paper document-centric delivery to a dynamic knowledge-centric electronic information-based enterprise. This transition will dramatically enhance the processes, productivity and decision outcomes for Navy leadership and the Navy Planning Community world-wide.

The intranet Navy Shore Infrastructure Planning Platform, or iNSIPP, is an online tool that provides a single consolidated resource for planning information across Global, Regional and Installation levels. Figure 1.5 illustrates the concept behind the iNSIPP as a key tool for the NAVFAC planning community. See Appendix B for more information regarding the iNSIPP. This Guide recognizes and reflects the product and content requirements that are part of the new web-enabled enterprise planning tool. The outputs from each phase of the IDP process described in this Guide are intended to be electronic and will be input into iNSIPP through the use of defined templates to ensure compatibility and consistency for all SIPs. The templates will be designed to facilitate roll-up of certain information to the regional and global levels and allow for consistent data-mining for analytics across the installations. Through the iNSIPP tool, IDPs will become ‘living’ documents that can be directly updated and reviewed by section, parts, or as a whole plan, thereby maintaining a higher level of relevancy. Section 3 of this Guide more fully describes the iNSIPP content development.

**Installation, Planning District, and Area Definitions**

**Installation** – an aggregation of contiguous or near contiguous, common mission supporting real property holdings under the jurisdiction of the Department of the Navy.

**Planning District** – an area within an installation that has defining characteristics such as geography, mission, land use, and building types that entail a unifying theme.

**Area** – an area within the installation and planning district with defining characteristics such as geography, mission, land use, and building types that entail a unifying theme.
Mission Focus - Shore Capability Areas

- Airfield Operations
- Waterfront Operations
- Expeditionary Operations
- Training Support
- ROTA&E
- Maintenance Support
- Ordnance/Weapons Operations
- Sailor and Family Support
- Base Support
- Utilities
IDP Process

The IDP process defined in this Guide and illustrated in Figure 2.1 and Figure 2.2 intentionally promotes an installation-wide philosophy to master planning. The process, comprehensive and iterative, relies upon a creative and implementable vision of the future state of the installation, analysis of data, and alternatives exploration to create an installation-wide development program that responds to mission priorities and meets current and future anticipated facility and infrastructure requirements. The evaluation and analysis performed as part of the IDP is both qualitative and quantitative. The outputs from an IDP should align with global and regional objectives and requirements defined in applicable GSIPs, RIPs and other strategic guidance documents.

The IDP development process recognizes that fulfilling mission requirements will remain the primary planning consideration and lens through which analysis, opportunities and constraints, COAs, and priorities will be validated. It also establishes the importance of a unified and long-term installation vision as the IDP foundation and upon which subsequent detailed district or area plans should be based. The IDP should be developed first to establish the vision and direction, followed by district or area development, followed by site or facility specific plans. All land use, development, and real estate actions on an installation shall conform to the IDP.

The core IDP methodology aligns with four primary steps beginning with establishing a planning baseline, followed by analysis, plan strategy and development, and ending with plan execution and feedback.

The IDP planning process shall include seven phases as shown in Figure 2.1. Outputs from each phase are designed to provide standard planning products and information across the Navy and to align with the requirements for transferring plan data seamlessly into the iNSIPP. The IDP Table of Contents is included in Appendix A for reference. Each phase is briefly summarized below and explained in more detail in the remainder of this section.
STEP 1: ESTABLISH THE PLANNING BASELINE

Phase 1 – Plan Initiation
- Clarify project approach and methodology, relevant stakeholders, and required government provided information, including strategic planning guidance and operational drivers.
- Conduct kick-off meeting.

Phase 2 – Collect Data and Develop a Vision
- Establish a baseline inventory for planning opportunity and constraints analyses, solicit input from stakeholders and site visits, define a vision, goals, and objectives for the installation and define planning district areas.
- Conduct data review and gaps meeting.
- Conduct vision session.

STEP 2: ANALYSIS

Phase 3 – Analyze Existing Data
- Review installation and community reports and data, perform qualitative and quantitative analyses on existing conditions and develop site analysis summary that will form the basis for a draft framework plan.

Phase 4 – Analyze Capability Gaps
- Determine and document operational facility and infrastructure capability gaps.
- Conduct gap analysis review and prioritization meeting.

STEP 3: PLAN STRATEGY AND DEVELOPMENT

Phase 5 – Develop Alternative COAs
- Develop COAs to address infrastructure gaps, new mission requirements, RIP/GSIP guidance and other infrastructure change triggers. Evaluate COAs against defined risk factors and evaluation criteria.
- Conduct concept workshop.
- Conduct concept workshop outbrief.

Phase 6 – Develop Preferred Plan
- Define a preferred COA, and supporting plans, that best meets the installation vision, goals and objectives.
- Conduct pre-final brief.
- Conduct final brief.

STEP 4: IMPLEMENTATION

Phase 7 – Plan Execution
- Advance the IDP through the approval and endorsement process and integrate it into iNSIPP.
The following sections more fully describe the IDP development process, sub-processes and resulting products. Each section contains information within the following areas:

- Objectives
- Inputs + Supporting Tools
- Methods
- Outputs
- List of IDP Components Aligned with Standard IDP Table of Contents

Figure 2.2  IDP Process
2.0 IDP Process
Phase 1: Plan Initiation

Objectives
A project kick-off meeting serves as an official initiation of the IDP planning process. A defined project management approach confirms expectations, communication protocols, and identifies key drivers to the IDP process so that an efficient and effective planning process is delivered from Phase 1 through Phase 7. Figure 2.3 illustrates the general process diagram for Phase 1.

Key Questions to Address during Phase 1

- What is the context of the “Installation”? Contiguous vs. non-contiguous sites?
- What is the approach and notional schedule for the project?
- Who are the core IDP stakeholder team members?
- What are the expectations of installation management?
- What is the installation’s core function(s)?
- What factors are driving mission growth? New mission(s), new platforms, new DOD/Navy initiatives, etc.
- Are there specific strategic guidance documents, policies, or business rules that have mission impact or shore infrastructure impacts?
- What current relevant information should the planning team collect?
- Who are the primary stakeholders that are critical to understanding current and future operations?
- Are there special areas or annexes to the main base to be considered?

Inputs + Supporting Tools
The installation mission is the most important element affecting the future direction of base development. Assigned missions dictate functional requirements, associated facility and infrastructure needs, ideal functional relationships and influence the physical layout of the installation. Numerous data sources will provide meaningful input to the IDP process. Data inputs for Phase 1 should include previously completed Master Plans, Area Development Plans, Functional Plans, along with strategic-level guidance, such as GSIPs and RIPs, to provide an understanding of current installation planning strategies. The review and analysis of this information collected and provided by the Government Point of Contact will provide baseline information in support of the initiation and kick off of the project. Figure 2.4 lists potential strategic guidance sources that should be reviewed as part of Phase 1.

An IDP Kickoff brief should be provided to define the IDP planning team, full project scope, process, schedule, and deliverables. Included in the kickoff meeting should be an Installation Command Brief by the installation leadership to convey to the planning team the installation’s mission, vision, and goals, to communicate any known shortfalls in existing infrastructure components and to identify any planning expectations or desired results.

Figure 2.3  Phase 1 Process Diagram
Methods

A desktop review of strategic guidance, policies, and relevant initiatives should be undertaken to prepare for the Project Kickoff meeting. The Kickoff Meeting should be attended by personnel representing the mission and primary tenant commands as well as cross-functional disciplines such as planning, asset management, public works, environmental, security, community support, encroachment, exchanges and commissaries, fleet and family services, and housing. This approach will allow a broad-based understanding of the IDP approach, objectives, deliverables, and schedule.

A primary objective of the kickoff meeting is to gain an understanding of the current and future mission, goals and vision of the installation and to confirm key drivers of mission growth that will influence the IDP process and outputs. Discussion during the kickoff meeting should define key drivers affecting mission and installation growth, including established principles or business rules for operations. Specific stakeholders should be identified that will be critical to the process for the team to interview and who might participate in subsequent workshops. The kickoff meeting should include an installation windshield tour to reinforce an understanding of the mission and current planning and programming issues and opportunities on site. Follow-up meetings with key tenants might be necessary to gain a full understanding of their mission requirements, needs and future organizational construct that might influence the IDP.

The kickoff meeting is the appropriate time to initiate collection of government information, such as data, reports, studies and other resources. A data request list should be developed and provided prior to the kickoff that defines desired government provided information. This list will be reviewed at the kickoff meeting and points of contact for data collection will be identified. The data request list should be actively monitored and updated during Phase 1 and 2 of the IDP process.

Outputs

Phase 1 outputs establish the IDP management approach for the complete planning process through documentation of the team organization and contact information, project approach and schedule, contact information of key stakeholders, a request list of government provided information (updated regularly), a kickoff meeting brief, and meeting minutes.

Each phase of the IDP process is designed to address content requirements of the Final Plan as the process is being executed. Inputs and supporting tools and methods are designed to allow for the generation of required content as defined in the full IDP Table of Contents (see Appendix A). Figure 2.5 identifies the required Phase 1 plan components, including the introduction and review of strategic guidance and operational drivers.

Primary Sources of Strategic Guidance for the IDP

(See Appendix C for complete listing)

- Quadrennial Defense Review
- The Undersecretary of Defense May 28, 2013 Memorandum on Installation Master Planning
- CNO Guidance
- SECNAV Goals
- Shore Energy Execution Plan
- NAVFAC Strategic Plan
- Unified Facility Criteria (UFC): UFC 2-100-01 Installation Master Planning
- UFC 3-201-01 Civil Engineering
- Global Shore Infrastructure Plans
- Regional Integration Plans
- Installation Master Plans
- Area Development Plans
- Functional Plans

Phase 1 IDP Plan Components

(See Appendix A for full IDP Table of Contents)

1. Introduction
   1.1 Purpose
   1.2 Background
   1.3 Vision/Mission

2. Strategic Planning Guidance and Operational Drivers
   2.1 DoD and Navy Guidance
   2.2 Installation Planning Initiatives
   2.3 Operational Drivers
   2.4 Planning Guiding Principles and Drivers
   2.5 IDP Planning Assumptions

IDP Appendix Content
- Kickoff Meeting Brief and Notes

Figure 2.4 Strategic Guidance Sources

Figure 2.5 Phase 1 IDP Plan Components
2.0 IDP Process

Phase 2: Collect Data and Develop a Vision

**Objectives**

A baseline inventory of data and solutions to any defined data gaps enables thorough and subsequent analyses during all planning phases of the IDP process. Data provides a confident understanding of current conditions so that an optimal vision statement can be established defining the desired physical development end-state for the installation, including goals related long-term redevelopment and construction and specific objectives for how the goals can be achieved. A vision statement is developed through a collaborative process with stakeholders and decision-makers, reinforces strategic guidance, and expresses how the Installation Commander will satisfy future mission needs. Figure 2.6 illustrates the general process diagram for Phase 2.

**Key Questions to Address during Phase 2**

- What are potential development themes?
- What are the long-term vision and supporting goals, objectives and planning principles for the physical development of the installation?

**Inputs + Supporting Tools**

A number of data inputs, from on-and-off installation sources, should be assembled to establish a baseline inventory of data and to allow for thorough opportunities and constraints analysis. These data sources are managed, manipulated and maintained to provide a standardized data model and tool that results in consistency for mapping and analyses within the IDP process. Furthermore, input from stakeholders and site installation tours will greatly enhance the understanding of current conditions and provide first hand observations of challenges and opportunities. Navy systems and databases such as Internet Navy Facilities Assets Data Store (INFADS), Facility Readiness Evaluation System (FRES), and Electronic Project Generator (EPG) provide authoritative asset information. NAVFACs GeoReadiness Centers provide the repository for all geodata and Geographic Information System (GIS) mapping.

**Methods**

**On-Installation Data Collection**

Data should be collected as available and relevant to the installation. Digital installation data should be collected to document natural and manmade conditions, including land use, existing facilities, infrastructure systems, natural conditions, operations and impact areas, restricted areas, and specific mission requirements.
to ensure a comprehensive understanding of existing physical conditions on site. Data layers from the GeoReadiness Center will allow the development of a comprehensive GIS database and enable detailed constraints and opportunities analyses. Typical installation data layers that should be considered are identified in Appendix D. Additional facility data, such as Computer Aided Design and Drafting (CADD) files or three-dimensional models from applications such as SketchUp, may also be required for certain key buildings. In addition, data should be collected to understand base loading characteristics, including personnel working on the installation, personnel living off the installation, dependents, and retirees.

Installation planners should provide a complete list of project data for major Military Construction (MILCON), major renovation or recapitalization (i.e. SRM), Demolition, Operations and Maintenance (O&M), Military Family Housing (MFH), Non-appropriated Funds (NAF), retail, Exchange, Marine Corps Community Services (MCCS), Defense Commissary Agency (DeCA), Morale, Welfare and Recreation (MWR), energy and sustainability projects, real estate actions, public-private initiatives, and any privatized housing, lodging or utilities initiatives.

Facility data from the iNFADS and FRES should be collected for each facility to provide an accurate picture of current facility conditions and needs at both the installation level and at an individual facility level. Figure 2.7 shows a generalized diagram of the Shore Facility Planning System as described in the SFPS Guidebook. See Figures 2.8, 2.9 and 2.15 of definitions for iNFADS, EPG and FRES.

All relevant and recent studies, plans and reports should be collected during this phase for analysis during the next phase.

**Off-Installation Data Collection**

Regional or Installation Community Plans and Liaison Officers (CPLOs) as well as local, state and federal agencies can be contacted to identify relevant off-installation data, reports, and plans that may be helpful to the planning process. For example, data from adjacent local governments, such as projected population changes, land use proposals, transportation plans, and zoning data will provide a regional context and ensure an understanding of potential challenges or opportunities associated with compatibility. Typical off-installation data sources are identified in the Appendix E.

**Installation Site Visits and Stakeholder Interviews**

Installation site visits should be scheduled to coincide with stakeholder interviews to fully maximize installation staff resources.

---

**iNFADS**

iNFADS is the authoritative database on owned and leased real property to meet the facilities inventory, planning and management information requirements of the Department of the Navy (DON). Key planning components that feed critical information into iNFADS and associated real property management systems include Basic Facility Requirements (BFRs), Asset Evaluations (AEs) and Facility Planning Documents (FPDs).

**BFR**

Basic Facility Requirement (BFR) refers to the optimal shore base footprint, by category code, required in order to perform peacetime missions. BFRs are not based on contingencies. BFRs cover entire functional categories of use, such as administrative offices, general warehouses and public works shops. BFRs are based on an authorized five year projection of base loading information.

**AE**

Asset Evaluation (AE) is an assessment of an installation’s physical facility assets. This on site evaluation is used to update and verify data in the Facilities Module of iNFADS. The primary purpose of an AE is to validate key information on the real property asset, including uses and functional adequacy. An AE is not a conditional inspection. Rather, it focuses on evaluating the functionality of a space and its suitability for a specific purpose.

**FPD**

A Facility Planning Document (FPD) is prepared for each category code and tenant activity on an installation for which a requirement—through the BFR process—and asset utilization(s)—through the AE process—have been assigned. It is during the analysis, concepts, and proposals phase of the SFPS process that the FPD is used to show facility deficiencies/surpluses and the planning actions needed to resolve any identified deficiencies and/or surpluses.
Stakeholders, to include installation, regional, NAVFAC, CNIC, key tenants, and warfare enterprise personnel, input is a critical component of the IDP process. Installation points of contact (POCs) should assist in scheduling interviews and installation leadership should emphasize the need and importance for installation personnel staff participation in interviews for the IDP effort. Interview questionnaires tailored to the subject matter and interviewee can be provided in advance to assist in preparing for the discussion.

Stakeholders that should be interviewed include installation leadership, mission operators, tenants, civil engineering/planning/public works staff, environmental, natural and cultural resources staff, community support personnel, security and anti-terrorism personnel, military police, privatized housing and lodging partners, and private utility partners. Consultation may also be required with operators of specific buildings, land or infrastructure to better understand unique mission requirements or operational requirements and needs.

Installation Master Plan Vision Workshop

Establishing a long-term installation vision is a critical milestone in the IDP process. The vision will provide the foundation and direction needed to develop the COAs and preferred IDP; subsequent detailed district or area plans will be formulated to support the overall vision. A multi-day planning vision workshop will engage a diverse set of stakeholders in defining the desired end-state for the installation that maximizes existing resources and prioritizes mission requirements. Specific goals for future installation development will provide guidance for later development of COAs and for the cross evaluation of different COAs. Goals should address broad functional and location considerations for future physical development rather than specific facilities or sites. The goals should also be responsive to the particular combination of natural, man-made, and operational conditions at the installation.

The vision workshop should involve installation leadership, mission operators, and key personnel involved in the stakeholder interviews. The workshop should be organized around a defined agenda that is bookended by an in-brief to define objectives and goals of the session and an outbrief that describes the draft vision and outcomes from the session.

Outputs

Phase 2 outputs include a comprehensive GIS database of information and supporting materials. Information from on-installation and off-installation sources, and input from stakeholder interviews and site visits is summarized for analysis in Phase 3. A comprehensive list of data sources is established along with identified data gaps and solutions.

The vision session results are summarized in a recap memorandum or brief. As part of the vision process, a draft planning district or framework plan should be developed to convey the functional and spatial context for long-term development based on mission requirements. The Framework Plan should represent the ideal arrangement of future functional land use areas, planning districts and otherwise defined areas which will accommodate both existing facility and program needs and long-
Key Planning Drivers and Planning Continuum

For each planning driver / change agent, a continuum exists that defines the planning approach extremes of that driver.

<table>
<thead>
<tr>
<th>Status Quo</th>
<th>Progressive</th>
<th>Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% Streamlined/Efficient</td>
<td>Enduring Installations</td>
<td>Fully Integrated</td>
</tr>
<tr>
<td>Demo/Renovation/MILCON</td>
<td>Asset Optimization</td>
<td>Recapitalized &amp; Vertical</td>
</tr>
<tr>
<td>Fort Mentality</td>
<td>Safety / ATPF</td>
<td>Consolidate &amp; Minimum Footprint</td>
</tr>
<tr>
<td>Silos</td>
<td>Encroachment</td>
<td>Pro-active Partners</td>
</tr>
<tr>
<td>Meet Requirements</td>
<td>Environmental</td>
<td>Set the Standard</td>
</tr>
<tr>
<td>Modest Improvements</td>
<td>Training</td>
<td>Virtual, Real-Time, School House</td>
</tr>
<tr>
<td>Make Do’s with Upgrades</td>
<td>Logistics</td>
<td>Right Place, Right Size, Right Time</td>
</tr>
<tr>
<td>Internal DoD</td>
<td>Policy</td>
<td>Regional Sphere of Influence</td>
</tr>
<tr>
<td>Decrease</td>
<td>Op Tempo</td>
<td>Increase</td>
</tr>
<tr>
<td>Status Quo</td>
<td>Community Services</td>
<td>Outsourced</td>
</tr>
<tr>
<td>Status Quo</td>
<td>Professional Workforce</td>
<td>Outsourced</td>
</tr>
</tbody>
</table>

Figure 2.10 Vision Session Planning Drivers Example

Initial Planning Priorities

- Physical
- Technical
- Internal
- External

- Physical
- Political
- Functional
- Internal
- External

- Internal
- External

- Energy
- Water
- High Perf. Bldg
- Walkability
- Right Facilities

Figure 2.11 Vision Session Planning Priority Example

term development requirements. Development of the Framework Plan should consider installation scale and operational environments when determining potential districts. Planning districts within the Framework Plan could be defined based upon geographic features, key transportation systems, open space networks, existing land use patterns and boundaries or historic districts. The vision session should also develop, through a consensus-building process, planning drivers, goals, objectives and planning principles that help to define the vision. Figures 2.10 and 2.11 provide examples of planning driver and priorities graphics used in vision sessions. These principles will be used to develop COAs and the Preferred Plan. The Preferred Plan will be assessed to determine its alignment with the vision and planning principles.

Outputs should align with the requirements for transferring plan data seamlessly into the intranet Navy Shore Infrastructure Planning Platform (iNSIPP). See Section 3.0 for iNSIPP content development standards. Figure 2.12 identifies the required Table of Contents sections that should be completed as part of Phase 2, including planning opportunities and constraints and the vision plan. See Appendix A for the full IDP Table of Contents.
**2.0 IDP Process**

**Phase 3: Analyze Existing Data**

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### Objectives

The analysis of data collected during Phase 2 allows for a thorough understanding of the installation’s development opportunities, constraints, and overall capacity to rectify current infrastructure and facility capability gaps and to handle current and anticipated mission growth. The findings documented during Phase 3 should be compared to the vision and goals previously established to confirm alignment with the vision and feasibility of the goals and objectives. Data should be analyzed through an in-depth and integrated approach whereby data layers and information are assessed across the installation to form the basis for planning decisions. Figure 2.13 illustrates the general process diagram for Phase 3.

**Key Questions to Address during Phase 3**

- What are the current condition, configuration, and capacity of installation facilities?
- To what extent do facility assets and requirements differ (capacity)?
- What natural, environmental or operational conditions could positively or negatively impact existing and future facilities and infrastructure on the installation?
- Are there limitations within the existing utility, transportation and circulation networks?
- Do land use relationships reinforce functional compatibility and help minimize internal and external encroachment?
- Can future mission or personnel loading changes be accommodated?

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### Inputs + Supporting Tools

The baseline inventory data assembled during Phase 2 provides the primary source of information for conducting analyses. Spatial data from on-installation and off-installation sources is compiled and consolidated in a compatible format using databases and GIS to allow for in-depth analysis of independent and interrelated variables.

Unless scoped otherwise, most if not all of the source information for analyses is provided by the installation or GeoReadiness Center and should be available, current and relevant. No in-depth analyses or engineering studies are required for high-level master plan considerations. Unless scoped otherwise, most if not all of the source information for analyses is provided by the installation and should be available, current and relevant. For the basic IDP, it is desirable that the following information is current and available to the extent possible.

- iNFADS data
- BFRs/AEs are current and in iNFADS
- Facility condition data
- Transportation analysis and plans
- Natural resources management plans
- Operational constraints data

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Figure 2.13 Phase 3 Process Diagram
• Utilities condition and capacity data
• Sustainability analysis
• Project IPLs
• Consolidation Plans
• FPD Planning Actions
• Current COAs

Facility data from iNFADS and FRES will provide an understanding of facility performance and capability gaps related to condition through the Facility Condition Assessment Program (FCAP), capacity BFR, configuration and mission dependency index MDI (See Figure 2.14.) Information from these Navy systems will help to develop an operational assessment of critical shore infrastructure and a descriptive assessment of any shore infrastructure or facility receiving a yellow (poor) or red (failing) rating. Shore Facility Infrastructure Analysis findings and recommendations from RIPs and GSIPs will also provide input and guidance into the installation existing situation assessment. Installation planners and information within the Electronic Project Generator (EPG) should provide information about existing project lists and documentation to assist in determining where short, mid and long-term planning gaps might exist.

Reports and direct input from base planners, energy managers and public works staff will provide an understanding of the installation’s current and planned efforts to reduce energy and water consumption, improve energy and water efficiency, reduce greenhouse gas emissions, and integrate sustainable technologies into federal facilities.

Information contained on the following pages describes the series of data and maps to be created during this phase of developing the IDP.

<table>
<thead>
<tr>
<th>SHORE CAPABILITY AREA</th>
<th>REQUIREMENT (SF)</th>
<th>ASSETS (GROSS)</th>
<th>ASSETS (INAD)</th>
<th>ASSETS (ADQ + SUB)</th>
<th>SURPLUS / DEFICIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airfield Operations</td>
<td>442</td>
<td>442</td>
<td>192</td>
<td>250</td>
<td>0</td>
</tr>
<tr>
<td>Base Support</td>
<td>790,395</td>
<td>701,745</td>
<td>35,989</td>
<td>665,756</td>
<td>(88,650)</td>
</tr>
<tr>
<td>CSISR Operations</td>
<td>12,927</td>
<td>17,869</td>
<td>0</td>
<td>17,869</td>
<td>4,942</td>
</tr>
<tr>
<td>Expeditorialy Operations</td>
<td>29,013</td>
<td>18,930</td>
<td>0</td>
<td>18,930</td>
<td>(10,083)</td>
</tr>
<tr>
<td>Intermediate / Depot Level Maintenance</td>
<td>980,513</td>
<td>786,898</td>
<td>0</td>
<td>786,898</td>
<td>(193,615)</td>
</tr>
<tr>
<td>Logistics &amp; Supply</td>
<td>3,751,179</td>
<td>2,795,389</td>
<td>4,745</td>
<td>2,790,644</td>
<td>(955,790)</td>
</tr>
<tr>
<td>Ordnance / Weapons Operations</td>
<td>1,547,523</td>
<td>1,449,017</td>
<td>18,006</td>
<td>1,431,011</td>
<td>(98,506)</td>
</tr>
<tr>
<td>RDAT&amp;E</td>
<td>101,376</td>
<td>101,376</td>
<td>140</td>
<td>101,236</td>
<td>0</td>
</tr>
<tr>
<td>Sailor &amp; Family Readiness</td>
<td>567,529</td>
<td>399,272</td>
<td>7,746</td>
<td>391,526</td>
<td>(168,257)</td>
</tr>
<tr>
<td>Training</td>
<td>75,033</td>
<td>61,247</td>
<td>11,840</td>
<td>49,407</td>
<td>(13,786)</td>
</tr>
<tr>
<td>Waterfront Operations</td>
<td>175,228</td>
<td>86,058</td>
<td>0</td>
<td>86,058</td>
<td>(89,170)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>8,031,158</strong></td>
<td><strong>6,418,243</strong></td>
<td><strong>78,658</strong></td>
<td><strong>6,339,585</strong></td>
<td><strong>(1,612,915)</strong></td>
</tr>
</tbody>
</table>

Figure 2.14  Requirements and Assets by Shore Capability Area Summary from iNFADS Example
Responsible for maintaining Common

Geospatial data are also fed to Computer Aided Dispatch systems to help Emergency Responders protect the Navy’s facilities and personnel. NAVFAC uses modern techniques like Global Positioning Systems (GPS), high-resolution satellite and aircraft imagery, LIDAR (Light Detection And Ranging), and GIS to collect and perform geospatial analysis, and develop both digital and hardcopy maps.

Each Navy Region has a GeoReadiness Center whose responsibilities are as follows:

- Regions single authoritative source of geospatial Information
- Provide overall coordination and acquisition of GIS data and resources
- Responsible for maintaining Common Installation Picture (CIP) data layers
- Insure that geospatial data holdings of the Navy Regions meet quality control standards for accuracy, currency, and compliance
- Provide GeoReadiness Services via Regional Shore Installation Management System (RSIMS)
- Enable program managers, activities, and tenant commands to view, report, analyze and update data
- Publish GIS data to the RSIMS Map Viewer (GRX)

### Environmental Conditions

Includes but is not limited to floodplains, wetlands, open space, green infrastructure and stormwater best management practices, storm surge areas, changing climatic conditions, restoration sites, soils, steep slopes, and rare, threatened, and endangered species (flora and fauna).

### Parking

Includes an inventory of surface lot, on-street and structured parking supply, and an analysis of parking utilization based upon existing parking demand of current facilities and proposed facilities.

### Cultural and Historical Resources

Includes but is not limited to historic buildings, structures, landscape features, districts, and pre-historic, archeological sites, if any.

### Functional Land Uses

Includes existing land use patterns that have resulted from growth on the installation over time, as well as the current requirements of the installation. Interdependence among functional uses, especially those most important to the mission, should be identified. Existing functional relationships may differ from desired functional relationships.

### Utilities

Includes but is not limited to networks associated with domestic hot water/potable water, sanitary sewer, stormwater, electricity, natural gas, renewable energy (ground source heat pumps, wind, solar, biomass), stream, compressed air, and communications (fiber optic and telecommunications).
Transportation – includes pedestrian networks (sidewalks and trails) and amenities, bicycle networks (on-street and off-street) and facilities, installation gates, primary and secondary roadways, airfield surface pavements, piers and wharves, installation bus / transit service existing and proposed routes, bus stops, regional transportation services, and documentation of alternative transport programs (telework, carpooling, etc.) and participation levels.

Operational Conditions – includes but is not limited to Air Installation Compatible Use Zones (AICUZ), Accident Potential Zones (APZs), Noise Contours, Anti-Terrorism Force Protection (AT/FP) requirements, Explosive Safety Quantity Distance (ESQD) Arcs, Explosive Transportation Routes, Hazards of Electromagnetic Radiation to Ordnance (HERO), People (HERP) and Fuels (HERF), and restricted areas, as applicable.

Development Area – includes areas on the installation that could be developed. These areas are unconstrained by natural, environmental, and operational constraints. These areas also include infill opportunities that are either currently vacant or developable once planned demolition on these sites is completed.

Future Development – includes on-going active, programmed, and un-programmed development projects (demolition and construction) that should be documented, mapped and factored into the asset assessment, condition analysis and the capacity analysis.

Facility Readiness Evaluation System (FRES)
FRES is a decision support system designed to help all levels of decision makers objectively evaluate and monitor the quality and quantity of facilities. It presents facility readiness in terms familiar to the senior managers (F1-F4 readiness ratings) and includes calculated funding requirements to raise ratings to the next higher level(s). FRES provides a view of current facility readiness with drilldown to regions, installations, and facility level. Facility readiness is indicated by an Installation Figure of Merit (IFOM). The rating reflects the lowest of the condition, configuration or capacity rating.

Configuration ratings are a measurement of the facilities capability to support the component commands or mission with respect to functionality. Ratings are calculated in INFADS and consider deficiency codes.

Condition ratings are evaluated based on physical conditions of the facility as calculated by the Facility Condition Assessment Program (FCAP).

Capacity ratings indicate if there are sufficient facilities to meet the mission at a site or installation location. It is a percentage calculation of the sum of total assets compared to the total requirement. In FRES, capacity ratings are not available at the facility level.

- 90-100: Good condition and ability to support current mission or function
- 80-89: Fair condition and ability to support current mission or function
- 60-79: Poor condition and ability to support current mission or function
- 0-59: Failing condition and ability to support current mission or function

Figure 2.15  FRES Description
Methods

A first step in the analysis is to define the extent of the area and facilities of an installation that are to be studied in depth as some installations have non-contiguous areas. Installation plans, reports and supporting data along with community reports and studies should be reviewed and documented as part of the analysis.

A series of GIS maps should be developed to define the existing environmental and operational conditions and associated constraints. All mapping should follow standards as defined by the NAVFAC GeoReadiness Center. The specific types of information included in the analysis will be influenced by installation location. However, the mapping methodology should consider and show the regional context and conditions beyond the fenceline where applicable. The methodology should ensure a thorough understanding of the following elements.

Current facility and infrastructure assets should be analyzed to formulate a comprehensive assessment of existing installation facilities. A detailed review of FRES data and Installation Figure of Merit (IFOM) scores for each facility will provide an understanding of how each facility currently supports the mission. Data anomalies observed in INFADS or FRES should be flagged and reviewed with installation planners during the analysis. Facilities that score as failing to support current mission or function or have a poor ability to support current mission or function should be easily identified.

See Figure 2.16 for a basic screenshot from FRES for SUBASE New London.

Mission Dependency Index (MDI) data should also be reviewed to understand the relative importance of a facility in terms of mission criticality. MDI evaluates the impact and operational risk to the mission on a scale of 1 to 100 if the function provided by the infrastructure is interrupted or relocated. See Figure 2.17 for MDI description. It can be used to identify and evaluate physical security and vulnerability issues from a mission perspective and is an important consideration as part of the capability.
gaps analysis. MDI considers the ability to relocate or replace a facility against the timeframe of interruptability of the function.

The off-installation and on-installation analyses together identify those conditions which combine to delimit buildable areas for the installation. The developable areas of an installation exclude all portions of the installation having one or more site development limitations or constraints. From the Developable Area Map the installations development carrying capacity can be derived. Capacity planning in the context of identifying the maximum development capacity of an installation (including open space and redevelopment areas) which should be addressed as part of Phase 3 at the installation level. Carrying capacity is defined as the maximum capability of the installation to support designated functions or activities without seriously degrading function, activity, or assets of the installation or some portion thereof. See Figure 2.18 for more capacity planning information. Examples include the ability to support training at certain levels of intensity, or availability of utilities (water, sewer, electricity), to support a new activity, or the ability of the transportation network to carry levels of traffic safety and efficiently. Carrying capacity considerations should be integrated into the analysis in Phase 3 at the installation level; additional capacity planning considerations will be addressed in Phase 5 as part of COA considerations and in Phase 6, as part of the installation-wide development plan and any ADPs completed in support of the IDP.

**Outputs**

The analysis outputs should serve as input for completing an operational capability gap analysis in Phase 4 which will guide the development of COAs and the preferred plan. The outputs of this phase provide the foundation and background information that will support informed decision making as the IDP is developed. While much of this information will remain in the background it is important that the analysis is thorough, comprehensive and accurate to the extent possible.

Phase 3 outputs should clearly summarize existing installation site, facility and infrastructure conditions through supported text, and a series of detailed maps, charts, and graphics. The summaries should clearly convey why particular conditions are important in relation to the overall character of existing and future development of the installation. The number of maps will depend upon the complexity of resources present at each installation.

Key outputs include:

- Opportunities and Constraints Summary
- Network Summaries - Transportation and Key Utilities
- Developable Area Map
- Future Development Summary Map

Outputs should align with the requirements for transferring plan data seamlessly into the INSIPP. See Section 3.0 for INSIPP content development standards. Figure 2.19 identifies the required Table of Contents sections that should be completed as part of Phase 3. See Appendix A for the complete IDP Table of Contents.

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**Capacity Planning**

Capacity planning allows planners to determine an installation’s maximum development capacity based on conformance to the installation’s planning vision, goals, and objectives without seriously degrading the environment, function, activity, or assets of the installation or some portion thereof while remaining fiscally responsible. This is also referred to as carrying capacity. While existing and known short-term requirements and proposed mid to long-term planning actions need to be sited in the IDP, unconstrained property needs to be reserved for unknown future requirements. This future growth area is shown on a Developable Area Map. The difference between the existing land/facilities and programmed projects over the FYDP as compared to the future build-out potential of an installation is described as its capacity. Capacity is shown on illustrative plans through the use of “notional buildings and/or areas” designated for “potential future growth.” A table should be provided on maps that identify how many square feet of facilities (by three digit DOD facility category code number) and the number of acres of other potential land within the relevant installation land use categories.

**Figure 2.18** Capacity Planning Description

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**Phase 3 IDP Plan Components**

(See Appendix A for full IDP Table of Contents)

- 3.1.8 Natural/Environmental/Cultural Constraints Summary
- 3.2.9 Man-Made/Operational Constraints Summary
- 3.3.7 Utilities Summary
- 3.4.9 Transportation/Circulation Summary
- 3.5 Developable Area Map
- 3.6 Sustainability Scorecard
- 3.7 Facility Condition/Configuration Matrix
- 3.8 Future Development Summary Map
- 3.9 Regional and Community Summary

IDP Appendix Content

- GIS Mapping
- Facility Condition Analysis Worksheets

**Figure 2.19** Phase 3 IDP Plan Components
2.0 IDP Process
Phase 4: Analyze Capability Gaps

Objectives
A comparison of current facility assets and known requirements, organized by Shore Capability Areas, will identify and prioritize significant facility and infrastructure capability gaps and will help determine how well existing facilities support required operational capabilities at the installation. Known and plausible planning change agents or triggers should be considered as well during this phase. Figure 2.20 illustrates the general process diagram for Phase 4.

Key Questions to Address during Phase 4

- What are the installation’s key infrastructure and facility capability gaps (condition, capacity, and configuration)?
- What is the status and planning actions described in the BFRs and FPDs?
- What are the installations primary SCAs? How do they score?
- How will planned and programmed projects affect identified capability gaps?
- What are the installation’s future infrastructure and facility requirements? Planning change agents? Triggers?
- Does the installation have the facilities necessary to support the mission of each tenant?
- What key capability gaps have been identified at the region and enterprise level that flow down to the installation?

Inputs + Supporting Tools
The capability gaps analysis takes data from Phase 3 a step further to isolate specific condition, configuration and capacity issues and gaps between current requirements, existing facilities, and in consideration of any programmed or planned pipeline projects (Integrated Priority Lists). The analysis will also be guided by identified gaps in current GSIP, RIP, and other regional or higher level guidance documents.

The analysis relies heavily upon data directly from Navy Shore Facilities Planning System (SFPS) electronic tools such as iNFADS, FRES and EPG as introduced in Phase 3. This data, embellished with relevant data derived from information collected during early phases, provides the information required to analyze the facility and infrastructure capability gaps - facilities needed to perform assigned missions; existing facilities and their condition, capacity and configuration; existing projects that have been identified to rectify known issues should be reviewed to determine if they are still relevant, need to be updated based on new information, deleted, or re-prioritized in the IPL.

Methods
The process for analyzing capability gaps should follow a standard process that will result in standard outputs that can be used in follow-on phases as well as rolled up for use at the Region and Global levels. A typical process is shown in Figure 2.21. This process identifies key gross capability gaps (all facility gaps identified as high MDI and IFOM ratings of yellow or red). Known projects that have been identified or have been further developed with DD1391 project documentation should be compared to the gross capability gaps. Gaps with projects that have been identified that address the facility or infrastructure issues are noted. This list is then filtered to identify capability...
A risk assessment should be completed to understand which identified capability gaps have the greatest potential to negatively impact mission readiness. The risk assessment should consider how proposed solutions may improve condition, configuration or capacity ratings and address identified space deficiencies.

Major facility and infrastructure net capability gaps revealed through this process will form the basis for a Capability Gap Analysis Review and Prioritization Meeting. The outcome of the meeting will guide the development of planning alternatives and COAs to address key mission critical capability gaps and to define potential solutions to include new construction, recapitalize, consolidation, dispose, pursuit of public/private ventures, etc.

The minimum meeting procedures and resulting outcomes should be as follows:

- Confirm capability gap analysis approach, process and results.
- Review and update the list of Gross (prior to applying known projects against gaps) Capability Gaps based on attendee feedback. If overrides are used, they must be fully documented.
- Confirm status of existing or known projects that address key capability gaps.
- Develop a list of operational or business process solutions to address appropriate capability gaps.
- Summarize list of Net Capability Gaps.
- Prioritize and gain consensus on Net Capability Gaps to be addressed during the COA Phase 5.
Outputs

Outputs from Phase 4 should include the capability gap analysis of specific shore facility infrastructure requirements and priorities at the overall installation level needed to support current and future missions, promote sustainable operations, promote stewardship of the land, environment and culture, and to maintain and enhance a safe, healthy and high quality of life for current and future generations. Outputs from this phase should include:

- A summary of the facility and infrastructure capability gap analysis
- A list of known or existing projects identified to rectify gaps
- The identification of key change agents or triggers that could influence the planning process
- A list of operational or business process alternatives to consider for Phase 5
- Meeting notes from the Capability Gap Analysis Review and Prioritization Workshop. These will further document priority capability gaps and potential solutions to be considered during the COA development phase

Outputs should align with the requirements for transferring plan data seamlessly into iNSIPP. See Section 3.0 for iNSIPP content development standards. Figure 2.23 identifies the required Table of Contents sections that should be completed as part of Phase 4. See Appendix A for the full IDP Table of Contents.
2.0 IDP Process

Phase 5: Develop Alternative Courses of Action (COAs)

Objectives

Alternative COAs, or planning alternatives, depict potential solutions and physical development approaches for addressing capability gaps, an installation’s current capability gaps, future functional needs, operational mission requirements and investment priorities defined during previous phases. COAs will be unique to each installation and will be influenced by GSIP and RIP guidance, the installation vision, goals, principles, and analyses conducted as part of Phases two through four of the IDP process. COAs at the installation level could depict different physical arrangements of installation components through variation in land utilization or density levels, or they could be based upon broad development preferences (renovation or new construction) or themes (land use, circulation network, utilities). They may also define variations or modifications to existing policies or contemplate new policies. Installation leadership will evaluate which COAs, or components thereof, best fulfill solutions for current capability gaps and future mission requirements and align with the vision of the future state of the installation during an interactive concept workshop. Figure 2.24 illustrates the general process diagram for Phase 5.

Key Questions to Address during Phase 5

- What are the key planning drivers and principles that must be addressed in each COA?
- To what degree does each COA address the installation’s vision, priorities, capability gaps, and mission requirements?

• Which COAs best express how an installation will make the most effective use of limited resources?
• What potential impacts do COAs have on the surrounding community?
• What are the advantages and disadvantages of each COA?
• What policy changes are needed to support the COAs?
• What rough order of magnitude (ROM) level of investment is associated with each COA?

Inputs + Supporting Tools

The installation vision and goals should provide guideposts for the development of various COAs along with the Constraints Summaries, Developable Areas Summary, Land Use and Framework Plans, and Facility and Infrastructure Capability Gap Analysis. Direct input from the participants of the COA Concept Workshop held during this phase will provide a forum for evaluating the merits of different COAs. The development of COAs shall consider the planning strategies outlined in the Undersecretary of Defense May 28, 2013 Memorandum on Installation Master Planning. Tenants of form-based planning (primarily used for new construction in non-mission areas of the installation) may inform the development of COAs; however, the concept of form-based planning, which guides the scale and character of development, is best addressed at the Preferred Plan stage for ADPs only - or the facility site level versus at the installation COA scale.
Methods

COAs should address existing and new mission requirements and identified capability gaps documented during prior analyses. Each COA should be evaluated against a set of established planning principles and criteria to allow a transparent comparison of ideas.

A sensitivity analysis of each COA will further allow an understanding of the how critical (i.e. level of dependence) each COA is to meeting current and future missions. Sensitivity analysis of a COA measures the degree of responsiveness a given COA has to meeting a set of planning objectives focused on achieving mission. This could be expressed in terms of high, medium, or low.

The evaluation process of the COAs will be initiated during the Concept Workshop to determine which elements in each concept come closest to achieving installation’s priorities, capability gaps, and mission requirements. One COA may be selected as the most appropriate. However, it is more likely that the best elements of several COAs will be combined to form the Preferred COA or Plan as part of Phase 6. COAs should be developed to address the defined gaps along a continuum of possible solutions. As illustrated in Figure 2.25, the continuum of alternatives should look at traditional, progressive and aggressive potential solutions to solve a given planning issues or COA.

In today’s fiscally challenging and ever evolving business environment it is important for the planner to think beyond the traditional methods of executing projects. Figure 2.26 illustrates the COA development process utilizing themes and alternative solutions continuum methodology.

All COAs should be presented and discussed during an interactive COA Concept Workshop, or charrette with installation leadership and key stakeholders. The workshop should provide sufficient information to allow for the comparison of COAs and should lead to the identification of the Preferred Plan to be further developed in Phase 6.

Figure 2.25 COA Alternative Solutions Continuum Diagram

Figure 2.26 COA Development Process Diagram
Outputs

At this stage of the IDP process a Concept Submittal should be assembled that includes the outputs from Phases one through five of the process which correspond to sections 1.0 through 5.0 of the IDP Table of Contents. Figure 2.27 identifies the required Table of Contents sections that should be completed as part of Phase 5. See Appendix A for the full IDP Table of Contents. Outputs from each phase should align with the requirements for transferring plan data seamlessly into the iNSIPP.

In summary, the Concept submittal shall include a draft of the following sections:

1.0 Introduction
2.0 Strategic Planning Guidance and Operational Drivers
3.0 Planning Opportunities and Constraints
4.0 Planning Analysis and COA Priorities
5.0 Installation Development Plan (vision plan only)

Additional outputs should include meeting notes from the COA Concept Workshop and the preparation of an Outbrief documenting the outcome of the COAs Concept Workshop and identification of a Preferred COA or Plan. It should also be noted that with the deployment of iNSIPP all major COAs developed during the planning process will be captured and made available for review or use by installation and region planners in the future.
2.0 IDP Process

Phase 6: Develop Preferred Plan

Objectives

The Preferred Plan represents the preferred COA to achieve optimum use of existing facilities, disposition of surplus facilities, and satisfaction of deficiencies in an effort to satisfy mission requirements. The Preferred Plan should enhance the installation mission and provide needed capacity and flexibility for future requirements. The Preferred Plan covers the entire installation and provides the basis for more detailed elements including area development plan(s), planning design standards, and capital investment programs that are part of the Final IDP deliverable. Figure 2.28 illustrates the general process diagram for Phase 6.

Key Questions to Address during Phase 6

- Does the Preferred Plan support the installation vision and goals?
- Does the Preferred Plan meet all of the stated requirements?
- Does the Preferred Plan address the gaps identified in Phase 4?
- What policy changes are needed to support the Preferred Plan?
- What rough order of magnitude (ROM) level of investment is associated with the Preferred Plan?
- What acquisition options are available to execute the projects and solutions identified in the Preferred Plan - MILCON? Special Projects? Other People’s Money (OPM)?
- What is the annual estimated average financial spend rate for each funding category for the installation over the past five years? Is it projected to change?
- Does the plan contain or implement sound planning principles and strategies such as those defined in Navy and DOD master planning guidance?
- Is the plan implementable and responsive to fiscal realities?

Inputs + Supporting Tools

The Preferred Plan is derived from direction received from installation leadership and key stakeholders during the COA Concept Workshop. It responds to existing conditions and analyses findings from prior phases and addresses established priorities formulated during the COA development process.

Methods

Development of the Preferred Plan will occur through iterative refinement of preferred COA elements and founded on the desired planning principles and strategies defined previously. A review process will ensure the Preferred Plan addresses the necessary requirements of the IDP Table of Contents and is consistent with the requirements for transferring plan data seamlessly into iNSIPP. The Preferred Plan will focus on installation-wide components and will include ADPs (if applicable) for defined districts, which will be reflected through appropriately scaled outputs.

The Preferred Plan will be consistent with the installation vision, goals and objectives which will be reflected through installation-wide outputs like an illustrative, framework plan, land use plan, circulation and parking plan and utility network plan. Installation design standards will be addressed at the installation level in a diagrammatic form due to scale and should reference existing available approved design guidelines from Installation Appearance Plans (IAP) or Base Exterior Architecture Plans (BEAP).
Applicable ADPs will support the overall installation vision and goals and will provide a more detailed level of planning for a specific area or site. (See Figure 2.29.) While areas covered through an ADP may have a focused vision that requires specific planning goals and objectives for the area’s mission, alignment with the overall installation vision is retained. ADPs will include a similar list of outputs as the overall installation plan along with a regulating plan that guides specific construction and design standards that are relevant at a site-level scale.

The Development Program or Capital Investment Plan (CIP) will address all installation short, mid- and long-range recommendations to provide a comprehensive understanding of the overall development program and phasing plan. The CIP will integrate all ADP program summaries as well to ensure consistency at both the installation and area/site level.

**Outputs**

The Final Plan or IDP should focus first and foremost on providing land, infrastructure, and facilities to maintain or enhance the mission readiness of our nation’s warfighters and those that support them through efficient, innovative and fiscally responsive solutions. The IDP should be developed using sound and applicable planning strategies that reinforce the installation’s capability to support the warfighters defense mission, promote quality of life, and as stewards of the shore installation, enhance sustainability and environmental viability.

The following planning strategies should be used to the extent feasible and possible in crafting the IDP:

- Mission-focused Planning
- Program-based Planning
- Sustainable Planning
- Natural, Historic and Cultural Resource Management
- Healthy Community Planning
- Defensible and Safety Planning
- Capacity Planning
- District/Area Small Scale Form-based Planning
- Utilities Network Planning
- Circulation Network Planning
- Facility Planning and Design Standards

The application of these planning strategies will depend on the mission, functional requirements, location, and physical configuration of an installation and its associated planning districts. There may be installations in which several of these planning strategies are not appropriate or applicable. Figure 2.30 provides a notional matrix of the applicability of the various master planning strategies to the shore capability areas. Red indicates a high applicability, orange a medium applicability and yellow a low applicability.

**Area Development Plan**

The Installation Development Plan provides broad planning direction at a installation-wide high level. In contrast, the Area Development Plan (ADP) shows the proposed development of a planning district or geographic areas on an installation at a smaller scale illustrating proposed site development in finer detail. Usually, ADPs are holistic in scope, unified by function or architectural character. Some examples include an airfield, a waterfront, a sailor and family support area, or an administrative area. Planning and design standards provided in the IDP, Installation Appearance Plan (IAP) or Base Exterior Architecture Plan (BEAP) should be used to guide proposed development. The ADP should show both short-term and long-range development. In all cases, the ADP presents much of its data through graphics. Each ADP will be described with an Illustrative Plan, Regulating Plan, and a Phasing Plan as appropriate.

**Figure 2.29 ADP Description**

**Figure 2.30 Degree of Applicability of Master Planning Strategies to the CNIC Shore Capability Areas**
The key products that comprise the Final IDP, as defined in this Guide, and the IDP Table of Contents are described below:

1. **Executive Summary**
   This is a summary of the main proposals resulting from the IDP planning process. The intended audience is at the Flag Officer level, including Base Commanders, Tenant Commanders, Regional Commanders and other Navy leadership with interest in the development and long-term future of the installation. The format and length can vary as appropriate. Because of iNSIPP requirements affecting production of the IDP document itself, a desk-top published 8 ½” x 11” brochure format can be helpful to graphically show the IDP as an attractive, stand-alone, printed piece. At a minimum, the Executive Summary should show the installation-wide Illustrative Plan, key ADPs as relevant, and a summary of the proposed development program for the installation.

2. **Vision Plan**
   The Vision Plan is a summary statement capturing the overall development vision for the base. This can be graphically illustrated or articulated as text (short and to the point) reflecting all input received in the visioning session conducted as Phase 2 of the IDP planning process. If desired, other components of the process can be combined under the Vision Plan to include but not limited to: opportunity and constraints mapping, a developable area map resulting from the constraints analysis, a framework plan for the installation, and a future development plan documenting existing planned projects at the installation as recorded in iNFADS or other relevant Navy databases.

3. **Illustrative Plan**
   The installation Illustrative Plan is the long-term development plan for the base showing all proposed physical improvements. The detail shown in this plan can vary depending on the scale of the installation. Ideally, all future buildings, runways and other aviation-related facilities, piers and waterfront facilities, training facilities and ranges, roads, parking, major landscape improvements and other physical development as relevant should be illustrated. A less detailed graphic illustration for larger installations can be appropriate with the area plans as the better scale for more detailed rendering(s). In some cases, illustrative plans will only be prepared for selected planning districts or areas within the installation where the scale or nature of the installation does not lend itself to a single drawing. In other cases, the individual area plans can be combined to create a single installation-wide Illustrative Plan. In all cases, the Illustrative Plan should reflect the documented installation vision and represent the preferred COA resulting from Phase 6 of the planning process.

4. **Planning Districts/Areas Plans**
   A Planning District or Area Plan is prepared for each district or area defined in the Installation Framework Plan produced during Phase 2 of the planning process. The Framework Plan divides the installation into discrete districts or areas (for the purposes of this Consistency Guide, these terms are
5. Land Use Plan
An installation-level Land Use Plan serves as the ‘zoning’ map for the installation. This plan depicts varying uses proposed on the installation (compared to existing land use prepared in Phase 3) providing recommended locations for all future development types. To encourage vertically and horizontally mixed uses or types of development (for example, combined administrative and personnel support functions and buildings), a ‘mixed use’ zone can be used in this plan. Otherwise, the plan designates where like uses should be located when considering future facility siting to encourage a logical, development pattern that avoids locating incompatible uses in close proximity.

6. Regulating Plan (ADPs only)
A Regulating Plan provides information on the type, form and scale of buildings recommended for individual building parcels comprising the area development plan. This plan is typically done at the smaller, district or area scale because of the detailed site-specific information it contains. It also is more appropriate for certain districts or areas (e.g., base ‘town centers’, administrative or housing areas, training campuses, community/personnel support areas, etc.) and not as appropriate for others (e.g., airfields, waterfronts, ranges, ordnance storage areas, etc). The Regulating Plan can include build-to lines, minimum and maximum building heights, key entry locations, proposed use, parking and roadway configurations. This plan is typically an important building block in developing the proposed ADP described above. Its genesis comes from the ‘Form-Based Code’ methodology used in the civilian planning arena and a major focus of current planning guidance in UFC 2-100-01, Installation Master Planning.

7. Circulation and Parking Plan
The Circulation and Parking Plan is a key network plan to show existing and proposed transportation systems on the installation. This plan can be done as a combined plan or separate plans for the different types of circulation comprising the transportation network: vehicular, pedestrian, bicycle, and transit, as relevant, depending on the scale and level of detail desired. The entrance gates are another important feature, as well as links to the outside street network and sidewalk and pedestrian/bike paths, if any. For some installations, the parking areas should include parking numbers to account for all required parking where this is a particular issue. This plan can also link to recommended streetscape treatment included in the Installation Design Standards (or IAP or BEAP).
8. **Green Infrastructure Plan**

The Green Infrastructure Plan depicts all existing and proposed open space elements on the installation, including parks, wetlands, riparian corridors, water bodies and other natural features comprising the installations open space system. This plan can vary depending on the scale of the installation. The intent is to plan for open space areas that thread through developed areas forming ecological, social functions, or buffers to land uses requiring separation. Green infrastructure naturally manages stormwater, reduces flooding risk and improves water quality. In addition to identifying major green infrastructure elements at an installation-wide planning level, green infrastructure is an important concept at the more detailed planning level as well since it reflects a more sustainable development pattern where open spaces are integral parts of the installation plan, potentially enjoyed by installation residents and employees or serving to naturally manage and filter storm water, reducing risk to flooding and improving water quality, or to protect environmental habitat and promote other ecological benefits for the long-term.

9. **Primary Utility Network Summary Plans**

Utility Plans are another important network plan that show existing and future utilities systems supporting all proposed development on the installation. Primary utilities include water, wastewater, storm sewer, electricity, natural gas, steam, compressed air, and telephone and cable systems. These plans should include transmission and distribution lines, as well as all structures that support these systems such as transformers, cell towers, power plants, dams, wells, treatment plants, and other utility-related facilities. In addition, the network plans should show all alternative energy facilities and sites such as solar farms, wind turbines, and any other renewable energy features. These plans can be prepared as combined or separate maps and depend on available data collected in Phase 3 of the planning process.

10. **Sustainability Development Summary Plan**

The Sustainability Development Summary Plan describes the alternative energy and other sustainable facilities and programs that will be developed as part of the long-term installation development program. This section can vary in content and detail. In some cases, adaptive responses to climate change will be appropriate; in others, renewable energy facilities and systems are suitable to create a more sustainable installation. Many installations are moving towards ‘net-zero’ installation goals and all improvements, new energy sources, conservation programs and other means to achieve these goals should be described in this section of the IDP. Other sustainability targets or goals, such as Executive Order 13423, Federal Leadership in Environmental, Energy and Economic Performance and other Federal mandates or regulations, should also be addressed. Referencing other existing sustainable plans or documents can also be appropriate since extensive work on this subject is done outside the context of master planning (for example, as engineering reports by the public works department).
11. Future Development Summary Plan

The Future Development Summary Plan shows the sequencing of all proposed development. It is preferably one map or drawing, installation-wide, which prioritizes future development projects and includes all district/area plan proposed development. A color-coded methodology could be used to depict the different phases of development in different increments, as relevant (e.g., short, mid and long-term). The planning timeframe can vary depending on the timeframe needed to execute the overall installation vision. This plan is a summary plan or map; more detailed phasing information is provided in the Development Program of the IDP (see below).

12. Installation-wide Planning and Design Standards

Installation-wide Planning and Design Standards provide a basic set of guidelines to achieve the base vision and planning objectives. This section is intended to be brief and to the point; ideally an Installation Appearance Plan (IAP) or Base Exterior Architectural Plan (BEAP) is available and can be referenced for recommended guidelines for base development and aesthetics. The standards, at a minimum, should address building, streets and parking, and landscape standards. If these standards differ for different portions of the installation, then an overall summary will be appropriate and planning/design standards provided at the district/area scale.

13. Installation Development Program (Capital Investment Plan)

The Installation Development Program is the same as the Capital Improvement Plan (CIP) in previous master planning terminology. This Development Program should list all programme and unprogrammed projects included in the IDP (and all district/area plans). The Development Program should also include project numbers (if available), order of magnitude costs, timeframe for development (e.g., short, mid and long-term or proposed year if available), and funding sources. Demolition projects and their proposed timing should also be included. Funding program types include Military Construction (MILCON); Sustainment, Restoration & Modernization (SRM), and other special funding sources such as the Defense Commissary Agency (DeCA), Navy Exchange (NEX), etc. In addition and as appropriate, Public-Private Venture (PPV) and Enhanced Use Lease (EUL) projects should also be included.

The Development Phasing Summary Plan graphically depicts the Installation Development Program, over time, from its current state to the final state shown on the Illustrative Plan.

14. Appendix

The Appendix should include any supporting material used to develop the IDP. These should be presented as separate appendices with dividers and do not require special formatting unless desired.
Figure 2.31 identifies the required Table of Contents sections that should be completed as part of Phase 6. At this stage of the IDP process the Concept Submittal from Phase 5 will be revised through two subsequent and additional submittals at the Draft and Pre-Final completion levels. Comments received during each review cycle will be reviewed and reconciled satisfactorily before proceeding to the next level of submittal.

In summary, the Draft and Pre-Final submittals shall include all required information for sections one through five of the IDP TOC as noted below. The Executive Summary should not be completed until the Pre-Final submittal.

ES Executive Summary
1.0 Introduction
2.0 Strategic Planning Guidance and Operational Drivers
3.0 Planning Opportunities and Constraints
4.0 Planning Analysis and COA Priorities
5.0 Installation Development Plan

In addition to the content sections noted for the Pre-Final, the Final submittal shall include supporting files and required source files as defined in the scope of work and the iNSIPP Content Guide (see Section 3.0). Outputs should align with the requirements for transferring plan data seamlessly into the iNSIPP.
CORE AREA DEVELOPMENT PLAN

Aquatic Center

Operational Training Facility Center

MWR Rec Mall (Theater/Bowling)

Library/Education Facility

Community Support Facility

Chapel

Command Ops Headquarters

Command Human Resources Office

Telephone Exchange

Command Personnel Support Detachment

Operational Training Facility Center
2.0 IDP Process
Phase 7: Plan Execution

Phase 7 is to be completed in the next version of the Guide.

Objective

The Installation Commanding Officer (ICO) of each installation is responsible for the preparation of the IDP. The ICO will ensure alignment with existing global and regional infrastructure plans and guidance. Key governance checks and balances will occur through the Shore-Mission Integration Group (SMIG), Region-Mission Integration Group (RMIG), and Installation Mission Integration Group (IMIG). The Regional Commander (RC) shall establish installation planning boards to review and endorse installation master plans, which shall be approved by the Regional Commander no less frequently than every 5 years. Figure 2.32 illustrates the general process diagram for Phase 7.

Governance

The roles and responsibilities for the SMIG and RMIG are described below.

SMIG Roles and Responsibilities

- SMIG will use Department of the Navy (DON) guidance, including CNO Sailing Directions and Guidance, DON Objectives, Naval Operations Concepts, Strategic Laydown decisions, and specific programmatic guidance to interpret the vision and inform the field. In this construct, “field” is defined as Regions, service providers, CNIC Warfare Enterprise Flag Officers (WEFOs) and Action Officers (WEAOs), and Enterprise BODs. This includes identification of priorities, establishment of guidance, and infrastructure-related deliberative decisions. The SMIG will dictate to RMIGs capability gaps that a particular Region is expected to address to support overall Navy mission.
- SMIG will endorse RMIG planning and priorities, redirecting them as required to integrate and balance higher priorities.
- SMIG will ensure Enterprise BOD concerns are considered and balance risk and requirements across all WE/P mission areas.
- SMIG will provide feedback to the Enterprise BODs, RMIGs, WEFOs, and CNIC programs on decisions, priorities and changes to Shore objectives.

RMIG Roles and Responsibilities

- Region RMIGs will integrate and prioritize installation requirements across a respective Region with inputs from stakeholders. RMIGs will evaluate capability gaps within their Regions and impact to other non-MILCON support products. RMIGs will evaluate any identified ‘available’ space and consolidation alternatives.
- RMIGs will oversee the development of Regional Integration Plans (RIP) and Regionally Integrated Mast Programs (RIMP). RIPs are envisioned as integrated and executable multi-year facility investment programs that include operational concept improvements that span beyond the FYDP. RIPs should assist in identifying critical capability gaps, addressing mission capability gaps and infrastructure requirements, and informing investment decisions at all levels within the Region to include Sustainment, Restoration, and Modernization (SRM) funds, MILCON funds, Non-MILCON funds, Non-Appropriated Fund (NAF) projects, and other Alternative Funding Sources.

Figure 2.32 Phase 7 Process Diagram
• Region RMIGs will conduct the enterprise level planning analysis within its domain.
• Global Shore Infrastructure Plans (GSIP) are envisioned to continue, however the format and deliverables are under review and are expected to change to include WEFO engagement based on capability gaps vice specific location desires. Key elements of the GSIP effort is to refresh and inform on capability gaps, now and in the foreseeable future (not specific location-centric).
• Periodicity of deliberations for the RMIG is envisioned to be at least quarterly. The expanded scope of the new RMIG process will require additional time and attention. Initial standup of RMIG governance and organizing a RIP will initially require meeting more often and probably an extended offsite effort.
3.0 Product & Content Development

Introduction

As of the writing of this Guide, iNSIPP is under development and has not been deployed to the NAVFAC planning community for use. It is intended that all IDPs will be loaded into iNSIPP once the website becomes available. To this end, the following information will be helpful in preparing plans until iNSIPP is available.

The development of IDP content for posting to the iNSIPP website is generally no different than developing a hard copy plan. One of the main differences is the page layout, style sheet and hyperlinks. The page layout of the IDP is simplified in its web form. The web does not allow for the layout and configuration alternatives that a desktop publishing and production application like Adobe InDesign provides. The style for fonts, labels, tables, etc., will be controlled by the iNSIPP web style format. The web version of the IDP will contain hyperlinks to add functionality and improve the user experience.

In addition to the full IDP being published on the iNSIPP website, it is expected that the IDP Executive Summary will be prepared using an application like Adobe InDesign and made available in a brochure-style hardcopy and PDF format for use in communicating and demonstrating the key master planning elements and strategic investment strategies of the IDP to executive and flag-level leadership.

Preparing Content for Posting to the Intranet Navy Shore Infrastructure Planning Platform (iNSIPP) Web Site

Document Components

Text: Text is prepared using MS Word. Prepare the document as required by the subject being addressed followed by a grammar and spelling check using the word processors native functions. Have the text reviewed by internal subject matter experts if required.

Tip: Keep the text formatting to a minimum.

Images: Images include photographs, charts, diagrams, graphics, map images, etc. that support the subject being addressed. All images should be referenced in the body of the text immediately preceding the image.

File Format: Do not use JPG file formats since the file degrades with each save action. Use lossless image file formats such as PNG or GIF to retain the exact image quality of the source image. TIFF file format may be used if the lossless method of compression is used.

Image Size: Size the image to fit the desired size within the web page. The recommended standard size is as follows:

• Full width: 700 pixels wide
• Half width: 350 pixels wide
• Quarter width: 175 pixels wide

Tip: It is highly recommended to keep multiple graphics on a page similar in height or width.

Tables: Tables present tabular information relevant to the plan. Tables should not be any wider than the size standards for images. The MS Excel source files for all tables should be located in the Tables folder. All tables should be referenced in the body of the text immediately preceding the table.
Tip: Keep the table formatting clean and simple.

Maps: Maps of all types are contained within most planning documents. Map documents can include PDFs images and ArcGIS files. Users of the INSIPP will typically be presented with three types of map file links – 1) graphic image of the map (follow the image standards), 2) a link to the PDF version of the map (follow the PDF standards), and 3) a link to the ArcGIS map service (this map will only launch if the user has a local version ArcGIS loaded).

Reference Docs: These are documents used to support the planning content. These include PDFs of DOD Instructions, Navy/NAVFAC Instructions, Installation Master Plans, Area Development Plans, Environmental Studies, etc. These documents are typically PDFs and should be reduced in size to the extent possible while maintaining the fidelity of the document. This is done by using the “Save As > Reduced Size PDF” function found under the “File” Adobe Acrobat menu. This reduced document will load faster and will require less storage space on the server.

Document Content Folders

Document Components

Document components should be stored in folders to help organize the data and to assist in posting to INSIPP. The following folder structure is recommended for all plans:

Document Content Folders

- Installation Name
  - Exec Summary
    - Text
    - Images
    - Tables
    - Maps
    - Reference Docs
  - 1.0 Introduction
    - Text
    - Images
    - Tables
    - Maps
    - Reference Docs
  - 2.0 Strategic Guidance
    - Text
    - Images
    - Tables
    - Maps
    - Reference Docs
  - 3.0 Stakeholder Guidance_Op Drivers
    - Text
    - Images
    - Tables
    - Maps
    - Reference Docs
  - 4.0 Capability Gap Analysis
    - Text
    - Images
    - Tables
    - Maps
    - Reference Docs
  - 5.0 Priorities_Impact Analysis
    - Text
    - Images
    - Tables
    - Maps
    - Reference Docs
  - 6.0 Acronyms
    - Text
  - 7.0 Appendices
    - Reference Docs
Content File Size and Name Size Constraints

The file size of certain file types has been restricted in an effort to manage the web page loading time and the server storage space requirements for the full potential of iNSIPP. The following are those restrictions:

- File Name: <128 characters
- File Size: <50 megabytes

File Naming Conventions

In order to provide for file organization and efficient file query functionality it is recommended that the following file naming convention be used:

File/Document Name

- 3 Parts – Location, Title, Type
  - Example: Guam Main Base Land Use Plan Image
- Locations: SUBASE NLON, Guam, NS Coronado, etc.
- Document Types: Photo, Chart, Diagram, Map Image, PDF

Unique iNSIPP Web Formatting

Font Styles:

2.0 Page Title

Page Title – System Generated (based on TOC)

SECTION TITLE

Section Title – All Caps, Arial, Bold, 12pt, Navy blue

Body text

Body Text – Arial, 11pt, Black

Subsection Title

Subsection Title – Arial, 11pt, Bold, Underline, Navy blue

Sub Subsection Title

Sub Subsection Title – Arial, Italic, 11pt, Navy blue

Captions:

Captions for all content elements within the web document are generated based on the metadata provided in the document asset data form. Figures and tables will not receive numbers as in a typical hard copy document. Only the caption title will be displayed.

Page Layout:

Single Column

Pagination:

Web documents are continuous on the screen and therefore do not have page numbers.

In-line References:

Do not put in-line document references to tables, charts, images, maps, etc. within the body of the text. All referenced objects should be located near the text that is describing them. For example: “See Table 3.12 for an illustration of the…” would become “See the COA Prioritization Table for an illustration of the …"
1.1 Background

SUBASELON is the Navy's first submarine base and is “Home of the Submarine Force.” Every officer and nearly every enlisted Sailor in the submarine force will be assigned to SUBASELON at least one time during his military career, carrying on a tradition that is nearly a century old. The current mission is:

"To provide the facilities, deliver the services, and create the environment for the Fleet, Fighter and Family to deploy combat-ready submarines and their crews, and train professional submariners."

The base was first established as a formal Navy Yard and storage depot in 1872. Prior to U.S. entry into World War I, a submarine tender and four submarines were stationed at the Navy Yard. Later, additional submarines and support craft arrived, and in 1919, the Navy Yard became the Navy’s first submarine base to support maintenance, repair, and training of the submarine force. The submarine school was established in 1917 and a dispensary was established in 1919. Following World War I, the Navy established additional maintenance, repair, training, and medical-related facilities at the base. The base expanded significantly during and after World War II, and was designated the Navy's training center of excellence for new sailors joining the Navy's attack submarine force. (Further detail on the base's history is provided in the Appendices.)

SUBASELON is currently home to 16 nuclear attack submarines and neighbor to a major submarine construction yard in Groton (General Dynamics Electric Boat facility). The main base occupies more than 660 acres with approximately 154 major facilities. It supports more than 70 tenant commands, three submarine squadrons, and housing and community support facilities for almost 25,000 personnel.

The main base property is located within the Towns of Ledyard and Groton. SUBASELON also includes five family housing areas within Groton. Outlying facilities include recreational facilities at Stonington, government-owned/contractor-operated facilities in Pitfield, N.H., and community support and family housing areas on Long Island.
4.0 Appendix

Appendix A – IDP Standard Table of Contents

Appendix B – Introducing iNSIPP

Appendix C – Strategic Guidance Resources

Appendix D – Typical Installation Data

Appendix E – Typical Off-installation Data Sources

Appendix F – Acronyms
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### Appendix A – IDP Standard Table of Contents

**Installation Development Plan Consistency Guide**

**IDP Standard Table of Contents**

11/5/2013

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<th>Corresponding UFC Section Reference</th>
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**1.0 Introduction**

Overview of IDP project, installation context, mission, and vision that guide the IDP recommendations.

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### 5.0 Installation Development Plan

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### 6.0 Acronym List

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### 7.0 Appendices

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<td>7.3</td>
<td>Other Studies, Plans, Reports, etc. that support the IDP</td>
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### KEY:

- **X**: These major sections should be required for each IDP. The sub-sections will vary based on the installation, scope of work, and available information. Generally, all 1st, 2nd and 3rd level sections are mandatory. 4th level sections will vary based on the installation.
- **L**: Provide as available. No in-depth analysis is required for high level master plan input. Reference subject-specific studies, plans, and supporting documentation where appropriate and available. Provide summary maps where possible. Provide summary text that describes critical issues that may have an impact on the development and execution of the IDP.

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**Installation Development Plan Consistency Guide**

**IDP Standard Table of Contents**

**11/5/2013**

**Appendix A**

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Appendix B – Introducing iNSIPP

Core iNSIPP Concepts

1. Centralization & Standardization of Information
   - Integrate standard templates and Consistency Guides for planning products applicable to installation, regional and global scales

2. Smart & Connected Content
   - Incorporate content types such as text, maps, photos, graphics, tables and charts linked to ‘live’ datasets, searchable keywords, meta-data and auto-update capability

3. Geo-Integrated Documents & Smart Maps
   - Embed live GRX maps within documents and discover geo-tagged documents from within maps

4. Smart Dashboards & Infographics
   - Integrate well designed executive, analytical and informational dashboards linked to current and relevant planning information

5. Vertical and Horizontal Data Flow Automation
   - Facilitate seamless flow of information between installation, region and global scales horizontally and vertically with automated ‘roll-up’ ability

6. Role-based Workflows & Governance Framework
   - Provide an effective workflow and role-based framework for review, assignment and editing of planning documents

INSIPP Value Proposition

INSIPP utilizes the core principles to streamline the production of planning products and facilitate better, more responsive and mission-aligned decisions.

By using a ‘live’ and connected on-line document paradigm, INSIPP allows more frequent and focused updates to planning products - improving work efficiency, less time on data gathering and more time on analysis and COAs*.

*Course of Action

INSIPP seeks to provide a common knowledge platform for the Navy Planning Community, facilitating templates, guidance, data and tools towards developing high value planning outcomes that help shape shore platform, operations, BOS and sustainment decision making.

Data Production
Data Intelligence

IN STALLATION DEVELOPMENT PLAN CONSISTENCY GUIDE • APPENDIX B 51
21st Century Navy Planning:
CNIC, NAVFAC and the Navy Asset Management business line are seeking to enhance our planning agility and productivity by enhancing our planning data transparency, processes and decision outcomes for all Navy planning stakeholders through an online tool - Intranet Navy Shore Infrastructure Planning Platform (iNSIPP).

Envisioned as a one-stop resource for reviewing, generating and updating a variety of planning products across the installation, regional, and global scales, INSIPP seeks to facilitate via the latest technologies, the 21st century paradigm of data-driven, highly relevant and responsive, knowledge-centric electronic planning for the Navy Enterprise.

iNSIPP is currently under development as a prototype and will be implemented under NAVFAC eTools as a module under the GRX application.

Key iNSIPP Features:
- One-stop access to Navy Planning related information
- Standardized templates for Installation, Regional, and Global planning documents, maps and data
- Executive dashboards linked to enterprise information supporting planning efforts
- Rapid updates to “live” planning documents
- Integrated with GRX maps and data
- Integrated document and content management
- Role-based review and editing
- Integrated Course of Action (COA) database to track and align COAs at Installation, Region and GSIP levels.
- GIS-based toolsets for scenario planning and analysis
- Sustainability tracking tools
Appendix C – Strategic Guidance Resources

- Unified Facility Criteria (UFC): UFC 2-100-01 Installation Master Planning, May 12, 2012
- Business Management System (BMS) B-2.2.1 Regional Shore Infrastructure Planning (RSIP), 18 September 2008
- Business Management System (BMS) B-2.2.2 Shore Infrastructure Planning (SIP) Visioning, 26 October 2007
- Business Management System (BMS) B-2.2.3 Global Shore Infrastructure Planning (GSIP), 15 October 2007
- Business Management System (BMS) B-2.2.8 Comprehensive Installation Master Plan, 20 October 2010
- Department of the Navy Correspondence Manual, SECNAV 5216.5
- DOD Instruction 4165.70, Real Property Management, 6 April 2005
- DOD Instruction 4170.11, Installation Energy Management, 11 December 2009
- MILCON/SP Warn Ord and scoring matrix
- NAVFACINST 11010.45 Various topics
- NAVFAC P-72 Department of the Navy Facility Category Codes
- NAVFAC P-78 Real property Inventory (RPI) Procedures Manual
- NAVFAC P-80.3 App E. Airfield Safety Clearances, Jan 82
- Navy Ashore Vision 2030 & 2035 (draft)
- NAVSEA OP 5, Volume 1, Ammunition and Explosives Safety (latest revision)
- Shore Facilities Planning System (SFPS) Guidebook, 09 October 2009
- UFC 2-000-05N Facility Planning for Navy and Marine Corps Shore Installations (formerly known as P-80)
- UFC 3-210-10, Low Impact Development
- UFC 3-260-01, Airfield and Heliport Planning and Design
- UFC 4-101-01, DOD Minimum Antiterrorism Standards of Buildings
- Other Government documents, drawings and regulations:
  - Energy Independence and Security Act, Section 438, December 2007
  - Executive Order 11990, Protection of Wetlands, 24 May 1977
  - Executive Order 11988, Floodplain Management, 24 May 1977
  - Executive Order 13514, Federal Leadership Environmental, Energy, and Economic Performance, 5 October 2009
  - National Environmental Policy Act of 1969, 1 January 1970
  - National Historic Preservation Act (16 USC, 470)
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Appendix D - Typical Installation Data

Typical Government Furnished Information (GFI)

- Installation Organization Chart and Mission
- Installation population data (Base Loading)
- Installation phone book
- List of Tenants or Tenant Commands
- Where available; MOU’s for space provisions (tenant organizations)
- Where available; Inter/Intra-service support agreements
- Current Capital Improvements Plan/Project list
- Current MCON Project Data Sheets/1391s
- Current BFR/INFADS Data
- Updated/Recent Area Improvement Plans
- Existing Maintenance and Repair Projects
- GIS information and shape files
- Existing Facility Building floor plans and base mapping
- Where available; Recent Building/Facilities Assessment
- Where available; Pollution Prevention Plan
- Where available; Solid Waste Management Report
- Where available; Naval Installation Restoration Program Study
- Explosives data
- Hazardous Material storage facility listing
- Where available; Electromagnetic Radiation Survey data
- Where available; Energy Conservation Plan
- Available Utilities data: maps, owners, restrictions

GIS Data Layers

The GeoReadiness Center (GRC) is the single, authoritative source and distribution point for all geospatial facility data. The GRC houses the most current geospatial information and provides access to the comprehensive data set and analysis tools to Regional and DOD decision makers/managers, sponsored contractors, and other sponsored individuals via a secure government Internet site. GIS data deliverable specifications address file naming conventions, metadata, data collection procedures, QA/QC standards, and geodatabase requirements and shall be adhered to in the development of project mapping.

- Airfield Constraints
- AT/FP Restrictions
- Quantity-Distance Arcs (Munitions Safety)
- Noise Contours
- Safety Buffers (setbacks required)
- Former Firing Ranges and Impact Areas
- Impact Areas (dudded and non-dudded)
- Chemical Storage/Pesticide Areas
- Topography
- Wetlands
- Threatened/Endangered Species Habitat
- Protected Natural/Cultural Areas or Protected Sites
- Floodplains
- Soil Restrictions
- Environmental Contamination
- Desirable and undesirable land use features off the installation
- Landfills
- Historic Districts
- Transportation Systems (roadways, sidewalks, trails, transit routes and stops)
- Open Space Systems
- Utility Systems
- Encroachment Areas
- Areas Proposed for Disposal/Deconstruction
- Pesticide-Sensitive Application Facilities and Areas
- Surface and Subsurface Hazardous Material Storage
- Existing Facility Assessment
- Future Development
- In/Out Grants
- Overall Real Estate boundaries (borders, easements, etc.)
- Access Control Points
- Open and Closed IRPs
- High Resolution Aerial Photography/ LIDAR Contour Mapping
Appendix E - Typical Off-installation Data Sources

- Federal Agencies, including the Census Bureau, National Weather Service, Environmental Protection Agency, Department of Transportation, Federal Aviation Administration, etc.

- State and County Departments, including Highways and Transportation, Natural Resources and Conservation, Fish and Wildlife, Planning and Community Affairs, Housing, Public Health, Environmental Policy, State Historic Preservation Officers/Offices, etc.

- Local Government Offices, including City Hall, Public Works, Planning, Public Health, Parks and Recreation, School Districts, Fire and Police Departments, etc.

- Other Local Agencies, including Utilities and Power Companies, Chamber of Commerce, Regional Planning Agencies, etc.
## Appendix F - Acronyms

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<tr>
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<td>ADP</td>
<td>Area Development Plan</td>
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<td>APZ</td>
<td>Accident Potential Zone</td>
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<td>Anti-Terrorism Force Protection</td>
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<td>Base Exterior Architecture Plan</td>
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<td>Basic Facility Requirements</td>
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