



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTOR, DEFENSE LOGISTICS AGENCY
DIRECTOR, WASHINGTON HEADQUARTERS SERVICES

SUBJECT: Installation Master Planning

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.

With that goal, the Department recently updated its requirements for the design and content of installation master plans, as detailed in Unified Facilities Criteria (UFC) 2-100-01, "Installation Master Planning." This document reflects a comprehensive approach to developing installations across DoD using planning strategies that reinforce capabilities to support the defense mission, promote quality of life, and enhance sustainability and environmental viability.

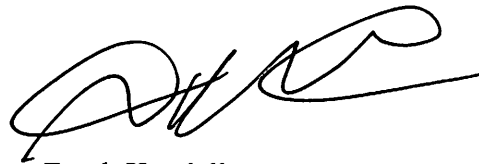
The new UFC will accomplish its intended purpose only through clear guidance and strong senior leadership support. To that end, I am issuing the following policy to provide the foundation for effective installation master planning.

- The DoD Component exercising management responsibility over each installation shall develop a master plan that defines opportunities for site development and alternate land use and incorporates the following planning strategies:
 - **Sustainability** allows an installation to meet present mission requirements without compromising its ability to meet future requirements. Sustainability also conserves limited natural resources (including land and fossil fuels) through compact, mixed-use development.
 - **Resource management** preserves and enhances natural, historic, and cultural resources.
 - **Transportation alternatives** provide for pedestrian, bicycle, and transit-friendly communities that allow residents opportunities for regular physical activity and, consequently, healthier lifestyles while decreasing dependence on automobiles.
 - **Defensibility** protects critical infrastructure and incorporates appropriate safeguards to prevent mass casualties in the event of a terrorist attack.

- **Area and network planning** creates identifiable and connected districts based on geographical features, land use patterns, building types, and transportation networks.
- **Form-based planning** guides the scale and character of development, prescribing the size and form of buildings, the patterns of circulation between buildings, and the relationship between buildings and outdoor space.
- **Local and regional coordination** ensures that planning within the installation boundary considers constraints and opportunities beyond the boundary and promotes compatibility with local authorities.
- All land use, development, and real estate actions on an installation shall conform to its master plan.
- DoD Components shall establish installation planning boards to review and endorse installation master plans, which shall be approved by a command above the installation level no less frequently than every 5 years.
- For the purpose of keeping plans current and relevant, DoD Components shall maintain a comprehensive list of all installation master plans and their respective completion dates.
- DoD Components shall provide master planning training for key personnel using curricula developed either in-house or through the Army's Master Planning Institute, toward a goal of at least 4 hours of training for installation commanders and 32 hours of training biennially for installation master planners. This training goal comports with the requirement of the American Institute of Certified Planners.

DoD Components shall develop or update all installation master plans in accordance with this policy not later than October 1, 2018. The Deputy Under Secretary of Defense for Installations and Environment shall establish metrics to evaluate the implementation of this policy. This policy will be incorporated into DoD Instruction 4165.70, "Real Property Management."

I appreciate your support of our master planning process and commitment to improving our installations for the long term.



Frank Kendall