

ITAM Strategy

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Executive Summary

Program Goal

The Integrated Training Area Management program (ITAM) provides a management and decision-making process to integrate Army training and other mission requirements for land use with sound natural resource management of land. ITAM program proponentcy is assigned to the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS), Headquarters, Department of the Army, with specific responsibility residing in the Training Directorate (DAMO-TR). Under ODCSOPS proponentcy, the overall goal of the Army's ITAM program is to achieve optimum, sustainable use of training lands by implementing a uniform ITAM program which includes inventorying and monitoring land condition, integrating training requirements with land capacity, educating land users to minimize adverse impacts, and providing for land rehabilitation, and maintenance. The program encourages proactive rather than reactive conservation and land management.

ODCSOPS Proponentcy

The assignment of ITAM responsibilities to ODCSOPS was made by the Army's leadership at the Senior Environmental Leadership Conference V (SELC V) in November, 1993. That action was undertaken to align policy for, and resourcing of, training land management (ITAM) more closely with that for other Army training programs. Although ITAM has been implemented at a number of installations over the past twelve years, no standard Army policy, procedures or program scope have been established. The purpose of this strategy document is to establish that standard policy. This strategy defines a living process focusing on Army-wide objectives which are accomplished through a core program capability. That core capability is built on strengths and lessons learned from existing natural resource management practices and methods. That approach takes advantage of previous and current practices and investments in establishing a standard program methodology. In the future, the methodology will better incorporate the concept of ecosystem management.

Partnering Concept

This strategy establishes responsibility for training land management, performed through ITAM, in operations/training channels, but fosters a "partnering" of operations/range management staff and natural resource management staff at HQDA, Major Command (MACOM) and installation levels. ITAM links the

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Army's Range and Training Land Program (RTLTP)/range operations; Natural Resource Management (NRM) program , and real property management program. Operations/Training managers identify training land requirements through the RTLTP. Natural resource managers apply best scientific technique through NRM. ITAM is the bridge between those two disciplines.

Roles and Responsibilities

ODCSOPS establishes ITAM policy for the Army. Operations/training managers at MACOM and installation levels implement that policy and make management decisions which ensure training and mission requirements are supported, while natural resource scientists lend critical technical expertise to ensure Army environmental stewardship goals and objectives are supported, as well. Their combined efforts will ensure that the Army's invaluable land resources are maintained to support future training and mission needs.

Scope

The ITAM Program focuses on installations which have a major training mission, notably those assigned to or managed by the following MACOMs: Forces Command (FORSCOM) and its Army Reserve Command (USARC), Training and Doctrine Command (TRADOC), National Guard Bureau (NGB), US Army Europe (USAREUR), US Army Pacific (USARPAC), and Eighth US Army (EUSA). In addition, because of its significant land holdings and critical testing mission , installations assigned to the Army Materiel Command (AMC), notably those assigned to the Test and Evaluation Command (TECOM), also are included in the ITAM Program. ITAM also supports land management at US Army Medical Command (MEDCOM), and Military District of Washington (MDW) installations and the US Military Academy (USMA). Initially, the program supports land management at approximately 60 installations and training sites, with a requirement for full implementation at over 150 installations and trainingsites.

Resourcing

Under ODCSOPS management, ITAM is resourced through an installation prioritization process and standard resourcing model, rather than through an environmental compliance rule. Installations are rated by MACOMs based on mission, environmental sensitivity, and size. ODCSOPS assigns installations to categories which place them in priority in terms of the importance of training land management to their training and mission activities. The policy established here recognizes the existing ITAM processes which have been implemented across the Army over the past twelve years. This strategy translates those practices into the ITAM core capability. ITAM resourcing is

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based on a resourcing model which describes resources needed to execute the core capability. The resourcing model accounts for the installation priority categories. Resourcing requirements are refined through the continued use of the annual RCS-1383 report. Through this resourcing process the Army ensures establishment and sustainment of a uniform, consistent ITAM capability reflecting readiness priorities. ITAM provides resources which represent the foundation for the conservation of Army land resources.

Program Management

The program is intensively managed. Four key agencies perform ITAM executive management for Department of the Army. The Training Directorate, ODCSOPS (DAMO-TR) is the proponent with overall program responsibility. The Environmental Readiness Division, Office of the Director of Environmental Programs (DAIM-ED-ER), has responsibility for and provides conservation policy in support of the ITAM program. The Combat Training Support Directorate, Army Training Support Center, TRADOC (ATIC-CTS), is ODCSOPS' executive agent for program management support, focusing on user requirements, staff support of policy formulation, and training support to MACOMs and installations. The Conservation Branch, US Army Environmental Center (SFIM-AEC-ECN), provides environmental technical support which includes support to MACOMs and installations and identification as well as definition of research and development requirements. In addition to the four executive management agencies, the Plans Division, Facilities and Housing Directorate, Office of the Assistant Chief of Staff for Installation Management (DAIM-FDP), HQDA, provides the policy link to the Army's overall real property management program.

Management Oversight

Oversight is exercised through a series of semi-annual Program Management Reviews (PMR) involving the key HQDA management agencies, MACOM training land and natural resource managers representing their installations, and other supporting agencies. PMRs result in identification and validation of user requirements. User requirements, in turn, generate actions which affect program policy and procedures, environmental technical support and training support. PMRs routinely include: review of installation ratings and prioritization; identification of technology needs, identification of research and development requirements, and validation of level the of technical support provided to installations; development of budget and program submissions; and a fostering of a cohesive program across the Total Army. PMR recommendations are validated by an Executive Management Council (EMC), consisting of the representatives of the four key agencies discussed above. The EMC reports to an ITAM Council of Colonels (COC), composed of the directors of the

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four key agencies, identified above. The COC approves program actions or makes recommendations, as required, to the Director of Training, ODCSOPS.

Context

ITAM provides the critical land management tool which forms the foundation for the Army's multi-billion dollar annual investment in land-based training reflected in high priority programs, such as: the Combat Training Centers, Army range modernization, and unit OPTEMPO. ITAM will be central to the sustainment of the Army's training land assets and training readiness into the 21st Century.

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Chapter 1. Introduction

This chapter describes the purpose of the ITAM Strategy document, provides the training and environmental context of the ITAM program, and summarizes the historical background of the program's creation and development.

1.1 Strategy Purpose

The Integrated Training Area Management (ITAM) program is a management and decision-making process to integrate Army training and other mission requirements for land use, with sound natural resource management of land. The purpose of the ITAM program Strategy is to provide a standardized description, policies and procedures for the program, and establish a plan for its Army-wide implementation.

1.2 References

The applicable regulations and other references affecting the ITAM program are listed at ANNEX A. The laws specified in this listing are applicable in the United States, only, and do not include final governing standards applicable to non-US based MACOMs.

1.3 Army Environmental Stewardship

ITAM is a key part of the Army's commitment to environmental stewardship. Four of the Chief of Staff of the Army's environmental goals serve as the basis for ITAM policy contained in this strategy. They are:

- a. Integrate environmental planning procedures into all operations.
- b. Protect natural and cultural resources.
- c. Ensure operations comply with environmental standards. Receive no notice of violation and fines for non-compliance.
- d. Prevent future pollution and reduce hazardous waste and toxic releases.

1.4 Army Training and Environmental Stewardship

a. The guiding principle of Army environmental stewardship is that all activities, including training, must be environmentally sustainable and meet current needs without compromising the integrity of the environment for future generations. One of the

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guiding principles of Army training is that the Army trains as it will fight. Army training is conducted under realistic combat conditions to established, doctrinally-based standards. Army training is designed to challenge soldiers, leaders and units. As DOD's premiere land force, the Army relies on land to achieve its training objectives and maintain readiness.

b. Conservation is one of the pillars of the Army's environmental program. Range operations and land management are crucial to Army training. The ITAM program supports the conservation pillar of the Army's environmental program while sustaining land assets needed for Army training. It is in overcoming this apparent conflict that ITAM serves the overall needs of the Army. ITAM is used to manage the integration of training and mission activities with the natural resource conditions on training lands. The effective integration of training land management and natural resource management ensures that the Army's lands remain environmentally viable to support future training and mission requirements, indefinitely.

1.5 ITAM Historical Background and Program Development

a. ITAM was initiated under the Facilities Technology Application Test (FIAT) program in 1983 and its need was validated by a Secretary of the Army (SA) directed 1984 study to review the Army's Natural Resource Management (NRM) Program. The study identified increasing levels of soil erosion and loss of land on Army installations. The SA concluded that closer coordination was necessary between the professional land managers with expertise in soils and vegetation, and personnel responsible for the siting, scheduling and use of installation lands.

b. Based on the SA's concerns, Headquarters, Department of the Army conservation staff tasked the US Army Construction Engineering Research Laboratories (CERL) to undertake research. CERL research resulted in technologies which would alleviate deficiencies identified in the initial SA-directed study.

c. The CERL research and development effort, including work in the mid-1980's at three field technology/process test sites (Ft Hood, TX, Ft Carson, CO, and Hohenfels, GM), resulted in a 1987 directive from the Army Secretariat to implement ITAM at installations with major training areas. That directive included the following implementation requirements:

(1) A capability to analyze data from a standardized program that monitors trends in training land condition.

(2) A qualified, properly trained and sufficiently staffed land management function.

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(3) A strong, enforceable land management policy that matches training load with land capabilities.

(4) An information and education program for all land users that engenders pride and responsibility.

(5) A rehabilitation program for all impacted/degraded lands.

d. Those requirements formed the basis for the ITAM program components. Major Commands (MACOMs) and installations used that framework to begin decentralized implementation. MACOM Implementation Plans were published by FORSCOM and TRADOC in 1991, and by the NGB in 1993. AMC's Implementation Plan is currently under development.

e. Two successive Senior Environmental Leadership Conferences (SELC) in October, 1992 and November, 1993, reemphasized the need for aggressive, Army-wide implementation of ITAM. ITAM was reemphasized to underscore the Army senior leadership's commitment to a program of training and natural resource management integration.

f. As a result of SELC V in November 1993, proponentcy for ITAM was established in Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS), HQDA, with specific responsibility assigned to the Training Directorate (DAMO-TR).

g. As part of its proponent responsibilities, the Training Directorate initiated development of an Army-wide directive to implement ITAM. In developing that directive, it became apparent that the program could not be implemented without appropriate standardized policy, procedures, guidance, and resourcing to support a consistent Army-wide program. That need is the basis for this strategy document.

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Chapter 2. ITAM Program Objectives

This chapter establishes the scope of the ITAM program and defines some key terms. It articulates the goal and objectives of the ITAM program as it will be implemented and sustained under ODCSOPS proponentcy. The chapter also contains a program "intent" conveying the philosophy of ITAM and a "concept of operations" summarizing the program's management process.

2.1 Scope and Terms

a. The term, **"training land"**, as used in this strategy refers to land used for both training and testing. The term, **"training land"**, also includes soil, water, vegetation, airspace, and wildlife on maneuver areas, firing and test ranges, and impact/demolition areas.

b. The term, **"natural resources"**, as used in this strategy, implies both natural and cultural resources as they affect training and testing land management.

c. The term, **"Range and Training Land Program (RTLTP)"**, as used in this strategy, refers to the operations/training functions of land management, including identification of doctrinally-based training range and training land requirements; and the day-to-day range operations activities, such as training event scheduling.

d. The term, **"training"**, as used in this document, includes the entire range of mission activities which require, and/or affect "training lands". In that regard, the ITAM policy applies to the test, and maneuver activities conducted on Army Materiel Command (AMC) installations.

e. ITAM is used to manage lands on both Active and Reserve Component installations, world-wide. On ARNG installations, ITAM applies to training lands supporting the Federal mission, including installation properties owned by non-Department of Defense (DOD) Federal agencies, and the states, as well as the Army.

2.2 Goal and Objectives

a. Goal: In conjunction with other training and environmental programs, the Army will achieve optimum, sustainable use of its training lands by implementing a uniform ITAM program that includes inventorying and monitoring land condition, integrating training requirements with land capacity, providing for land

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rehabilitation and maintenance, and educating land users to minimize adverse impacts.

b. The objectives of the ITAM program are:

(1) Sustain training lands to ensure their availability to support Total Army training and mission requirements, indefinitely.

(2) Establish a uniform, consistent program across the Total Army, with standard procedures reflecting sound training and land management principles.

(3) Establish an inventory of natural and cultural resource conditions to support the training mission.

(4) Determine a defined land condition baseline which is to be maintained through ITAM and which is relevant to the installation environmental setting and mission activity.

(5) Determine the capacity of the land to sustain training through diagnostic methods, models and tools to support assignment of the optimum type, frequency, duration and intensity of training which can be conducted on a given parcel, and identify the risk and cost associated with exceeding that capacity.

(6) Allocate training land uses, including the type, frequency, duration and intensity of use, based on the capacity of the land to sustain those uses.

(7) Monitor resource conditions and determine trends in those conditions.

(8) Stabilize and sustain natural resource conditions by changing type, frequency, duration or intensity of use, or by applying adjusted levels of repair and maintenance.

(9) Plan, program work, and execute both repair and maintenance projects, and reconfiguration and redesign of training areas to support the sustainment of land.

(10) Educate land users to prevent avoidable damage to the land and minimize unavoidable damage resulting from training and other mission activities.

2.3 Intent

The Army's intent in establishing the ITAM Program is to provide a consistent management capability at installation, MACOM and

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HQDA levels under the direction of operations/training staff elements (with specific exceptions noted in this strategy). That management capability allows the Army to bridge doctrinal based training land requirements as articulated through the Range and Training Land Program (RTLTP) with sound conservation policy and practices, as articulated in the Integrated Natural Resource Management Plan (INRMP).

- a. ITAM is used at installation, MACOM and HQDA to manage and assess the Army's total training land assets, and training land use. ITAM supports on-going consideration of the potential impacts on the land of changing and projected future mission requirements, and determination of the ability of land to support those requirements. ITAM provides managers at each echelon with uniform information on land conditions and trends in order for them to determine adequacy of training land assets, and to identify requirements to modify those assets to respond to user needs.
- b. The ITAM program, as defined here, establishes a system of standard land management practices across the Total Army, resulting in requirements which generate allocation of Army resources sufficient to support the program's objectives. ITAM focuses resources at the installation level where critical land management functions take place.
- c. ITAM incorporates a number of past operations/training practices, philosophies, and experiences into a formal framework. For example:
 - Components of ITAM should be thought of as preventive maintenance of training land. Just as the Army accepts and resources preventive maintenance programs to protect its substantial investment in tactical equipment, it also must invest in preventive maintenance of what is probably one its most valuable and least easily replaced training assets, its training lands.
 - The practices articulated in this strategy are those which the Army has traditionally employed in mitigating and minimizing maneuver damage resulting from training.
 - Training readiness is resourced through modeling unit training activities based on established cost factors, i.e., Operational Tempo (OPTEMPO). The management and sustainment of land must be resourced in a similar, proactive manner since availability of land is an essential part of training readiness. With ITAM, the Army establishes on "OPTEMPO" for training land management.

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- ITAM, as a training program, complements training programs and systems that the Army has developed to support its doctrinal needs.

2.4 Concept of Operations

The Army implements ITAM with responsibility in operations/training channels, establishing management procedures and tools to optimize availability of Army lands for mission use, notably training, and mission requirements, including operational and developmental testing. Army natural resource managers and environmental scientists participate in the management process to integrate sound natural resource management practices. Together, operations/training and natural resource management/environmental staffs balance mission use of training lands with land conditions. The ITAM process integrates training land and training facility requirements with natural resource requirements, and coordinates both with overall real property management. ITAM is resourced through a standardized model rather than compliance based requirements. MACOMs and installations refine the model through annual RCS-1383 ITAM submissions. The ITAM program is intensively managed through a process of management reviews and interaction between operations/training and natural resource management/environmental staffs at HQDA, MACOM and installation level.

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Chapter 3. The ITAM Program and Process

This chapter describes the application of "user requirements" in developing the ITAM strategy. It defines the four program components, and describes the process which links those components. This chapter also establishes program applicability to MACOMs and installations.

3.1 User Requirements

The ITAM strategy is derived from detailed MACOM and installation needs, or user requirements, for each component of ITAM. User requirements were developed through participation by installation and MACOM operations/training and natural resource management/environmental staffs in a series of workgroup meetings in 1994. Those requirements are provided in ANNEX B. ITAM policy encompasses the consensus expressed through user requirements, consistent with the goals, objectives and intent of the program. The user requirements are the basis for a continuous process which implements initial user requirements, as responses and resources become available, and solicits and develops new user requirements to support future program needs.

3.2 Program Components

The ITAM program consists of the four components, identified below.

3.2.1 Land Condition Trend Analysis (LCTA)

a. LCTA is a methodology for inventorying and monitoring Army land resources. It incorporates a relational database and Geographic Information System (GIS) used to support land use planning decision processes. LCTA collects physical and biological resources data from training land in order to relate land conditions to training activities. This data is intended to provide information to effectively manage land use and natural resources.

b. The term, LCTA, is generally associated with a methodology developed by the US Army Construction Engineering Research Laboratories (CERL), and currently applied at a significant number of Army installations, world-wide. The adopted methodology includes provisions for:

(1) Sample plot allocation (incorporating aspects of remote sensing)

(2) Plot data sampling protocols for:

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- (a) Soils
 - (b) Vegetation
 - (c) Wildlife
 - (d) Surface disturbance
- (3) Trend analysis of sampled data
 - (4) Spatial analysis

c. In the context of this strategy, LCTA is not limited to the above methodology. Instead, it encompasses a combination of techniques including remote sensing, in situ data collection, and use of related data sources from other agencies. The various combinations of techniques that are designed to meet installation needs for ecological information must achieve the following:

(1) Estimate the major kinds, coverage and interrelationships of soils, vegetation, and wildlife.

(2) Estimate the ecological status (condition) and trend (degradation or improvement) of surface water quality, soil stability, and vegetation and wildlife.

(3) Enable associations (empirical relationships) to be established between kinds of resources, their condition trends and land use frequency, duration and intensity.

(4) Establish factors which support estimation of training impact on natural resources, within acceptable confidence limits, that are statistically defensible.

d. Through the use of a relational database and Geographic Information System (GIS), LCTA incorporates other data required by an installation to manage its lands. Of particular importance is the incorporation of data derived from compliance projects in the conservation area such as wetlands survey/mapping, endangered species inventories, and archeological surveys. The result is a comprehensive database that, based on installation needs, could include all the elements indicated below:

- (1) Floristic and vegetation cover
- (2) Wildlife habitat
- (3) Wetlands, surface waters, and floodplains
- (4) Noise profiles
- (5) Air quality

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(6) Soil characterization

(7) Cultural resources

e. Comparison and analysis of ecological data with land use (frequency, duration and intensity), together with consideration of naturally occurring effects (drought, disease, etc) is the basis for estimating land carrying capacity.

f. Carrying capacity is an abstract term that describes a level of land use activity at which land resource conditions are sustained, or beyond which measures must be taken to repair land to an acceptable condition.

3.2.2 Training Requirements Integration (TRI)

a. The TRI component of ITAM integrates the installation's training requirements for land use derived from the Range and Training Land Program (RTLTP), range operations and training land management process and the installation's training readiness requirements, with the natural resource conditions of the installation's lands derived from the LCTA and other NRM processes. The RTLTP provides the means by which installations identify training land and range requirements based on doctrine. RTLTP uses the installation's assigned units' Mission Essential task List (METL) and Combined Arms Training Strategy (CATS) to determine land and range requirements. RTLTP also provides procedures by which range and training lands are managed on a day-to-day basis to support unit training requirements. Training requirements include events which must be scheduled and allocated to land parcels. Training requirements also include siting of training facilities (e.g., ranges) which are needed to conduct and support training.

b. Through TRI, the installation operations/training staff, supported by the natural resource management/environmental staff, exercises a decision-making process leading to identification of options for allocating specific training requirements to specific land parcels.

c. The decision-making and allocation process is based on a concept of land carrying capacity/sustainment factors. Such factors are based on training events and the effects of those events on natural resource conditions. Carrying capacity/sustainment factors also consider the environmental setting of the installation, including climatic factors.

d. At present, the use of land carrying capacity/sustainment factors is primarily limited to subjective judgment based on observed training impacts. In future, such factors will evolve to more objective, scientifically-based measures which will

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support predictive decision-making. The operations/training staff will use land carrying capacity and sustainment factors to reach decisions concerning use of land and to establish resourcing levels to sustain acceptable land conditions.

e. The following are examples of possible land use options exercised through TRI:

(1) Cease all training permanently on a given parcel of land due to severe impacts and initiate restoration of that parcel.

(2) Cease training temporarily on a given land parcel to permit rehabilitation, repair and maintenance.

(3) Schedule and allocate lower impact training to a given parcel to reduce adverse effects and allow for natural recovery or longer, sustained use.

(4) Redesign or reinforce a given parcel to support higher impact training.

(5) Alter likely training use of a given parcel by redesigning and reconfiguring the parcel.

(6) Redesignate the parcel's use to an alternative training, mission, or non-mission activity to permit natural recovery, prolong sustained use, or allow for rehabilitation, repair or maintenance.

(7) Accept training related degradation of a given parcel.

f. The possible options derived from TRI for siting training facilities will include all feasible locations which:

(1) Support full accomplishment of all training objectives associated with the facility.

(2) Eliminate or minimize adverse impacts to natural resource conditions on or around the site(s).

(3) Eliminate or minimize compromises to training use of parcels around the site(s).

(4) Take into account not only the facility, itself, but also user access to the facility, utilities servicing, support and housekeeping activities.

g. TRI seeks to continuously balance training requirements with natural resource conditions by selecting options which will sustain use of lands indefinitely to support training readiness.

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h. Determination of options, such as those in para 3.3.2e, above, contribute to the identification and prioritization of requirements for projects to rehabilitate, repair, maintain, and reconfigure land. Such projects constitute the LRAM component described below.

3.2.3 Land Rehabilitation and Maintenance (LRAM)

a. LRAM includes programming, planning, designing, and executing land rehabilitation, maintenance, and reconfiguration projects based on requirements and priorities identified in the TRI component of ITAM.

b. LRAM uses best management practices (i.e., professionally accepted, cost-effective practices) for design and execution of projects affecting all environmental media to ensure that the rehabilitation, repair, and maintenance results are commensurate with the resources applied.

c. LRAM includes training area redesign and reconfiguration. The need for training area redesign results from recurring use of specific parcels for specific training activities, and from an understanding of how the mission relates to the natural environment. Redesigning and reconfiguring a land parcel to cause its training use to change helps sustain the overall condition of the installation's lands. Redesign also responds to requirements derived from force modernization, unit restructuring and realignment, and changing training strategies and missions which affect the installation.

d. LRAM includes long-term land maintenance plans coordinated with other real property management programs. Since installations support multiple missions, the optimum plan for managing and developing all installation real property requires LRAM to be coordinated with the overall installation Real Property Management Plan (RPMP). Through this coordinated effort, the installation commander ensures all real property assets are maintained and available to support the installation's multiple missions. The Army also is able to prioritize its management and investments to ensure the long-term military viability of its installations. Though integrated with the RPMP, LRAM projects are funded separately through operations/training channels.

3.2.4 Environmental Awareness (EA)

a. EA improves land user understanding of the impacts of their mission, mission training, and other activities on the environment. The EA component of ITAM applies to: tactical

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units, leaders, and soldiers, who are assigned to or using the installation; tenant activities; installation staff, including civilian employees; and other installation training land users, including local populations, family members, etc.

b. ITAM EA is established at the installation level, but relies on a foundation of institutional environmental training provided by Army schools. Institutional training by the TRADOC Service School system and other training institutions provides formal environmental education. TRADOC's proponent for institutional environmental training is the US Army Engineer School (USAES). The Engineer School has developed an institutional environmental training program that includes a comprehensive set of courses and products which support individual and collective training, and sustainment of skills and knowledge. Institutional environmental training is important the foundation of ITAM EA, but is not a component of the ITAM program.

c. Installation ITAM EA consists of the following three elements: training/educational materials, a plan for awareness training implementation, and command emphasis.

(1) An installation EA program includes both general and installation-specific multi-media materials, created locally at the installation level, or centrally for Army-wide distribution. Such products include video tapes, soldier and leader cards, posters, maps, incorporation of restrictions and rules into range regulations, etc.

(2) The plan for awareness training implementation specifies levels and types of environmental awareness training to be provided for various levels and types of land users. The plan indicates how and when materials and instruction are provided to appropriate levels, e.g., commanders, unit leaders, soldiers, installation managers, installation employees, local populations, family members, etc. Plans specify what key information will be incorporated into range regulations, pamphlets, and SOPs.

(3) EA is the ITAM component which will be most visible to units and soldiers in the field. Command emphasis is necessary to convey the seriousness of environmental stewardship, as well as to provide focus for installation-specific issues. Command emphasis also conveys the priority and resolve needed to sustain the training land resource base, and ensure compliance with laws and regulations. Installation and MACOM public affairs offices help to proactively convey their command's program to both military and civilian audiences. Units coordinate with installation staff, and ensure that unit personnel are properly oriented on relevant environmental restrictions, rules, procedures and behavior.

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d. The Army's Environmental Training Support Center (ETSC), located at the Huntsville Division, US Army Corps of Engineers, Huntsville, AL, serves as the center of expertise for ITAM EA. ETSC supports HQDA, MACOMs and installations in the production of ITAM EA material and products. ETSC is a repository of such products and thus supports product quality and standardization across the Army.

e. The Soldier Radio and Television Service, an agency of the Office of the Director of Public Affairs, HQDA, also produces ITAM EA products designed for the television and radio media.

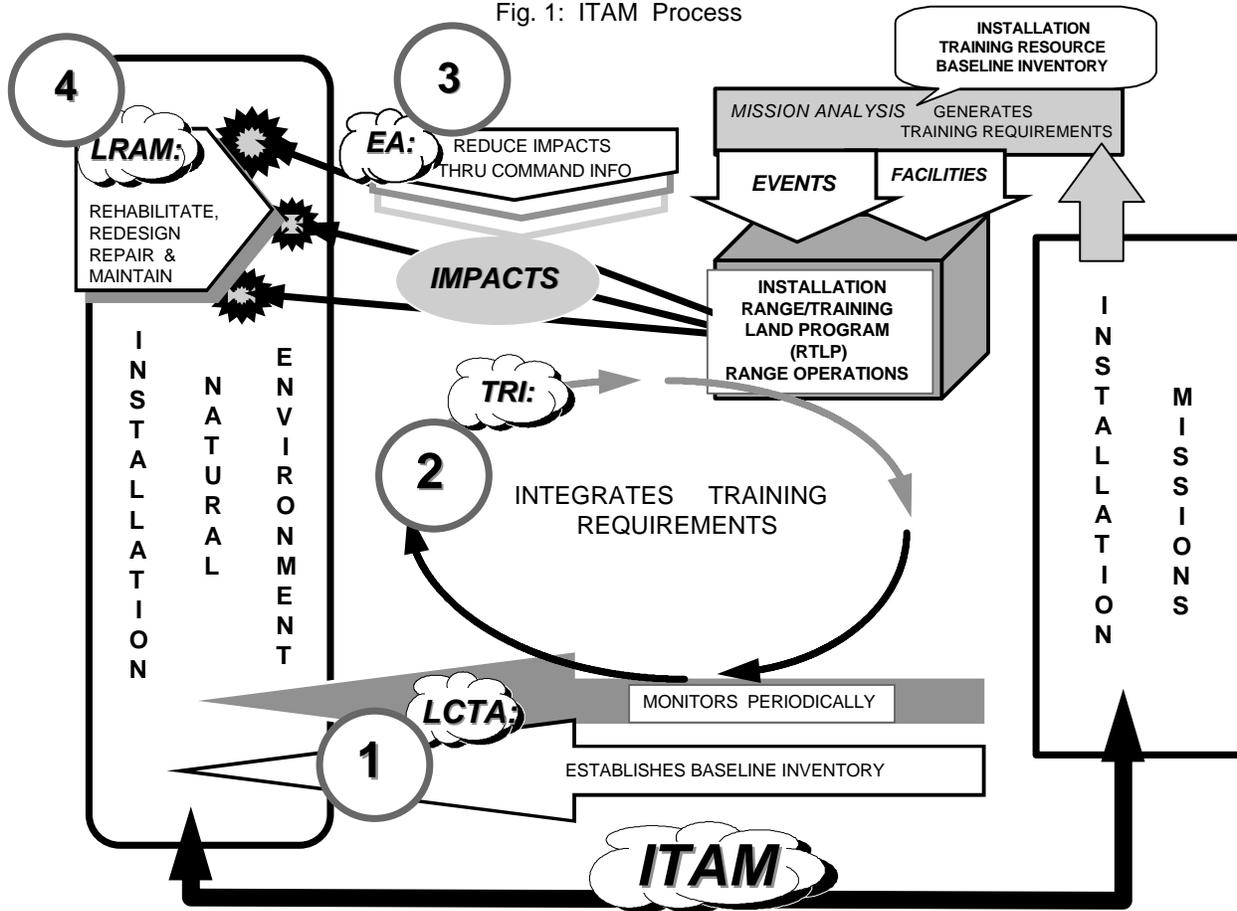
f. As an element of ITAM EA, the Army will provide centrally managed training for operations/training and natural resource management/environmental staff personnel with major responsibilities for the ITAM program. Such training includes more in-depth environmental awareness and management training for the operations/training staff. However, since successful management of training lands requires a clear understanding of the installation's mission(s) on the part of the natural resource management/environmental staff, the program also includes Army mission orientation and operations training for that staff. Training will focus on natural resource management principles and specific installation or regional issues. It will include the specific mission essential activities of the installation in sufficient detail to permit the environmental staff to recognize installation priorities and provide effective technical support.

3.3 The ITAM Process

The process which integrates the four components of ITAM is depicted in **Fig. 1**. The process is based on the fundamental integration of installation mission requirements with natural resource and environmental conditions. The process depends, **first**, on the LCTA component, used to survey and monitor natural resource and other environmental conditions. **Second**, the TRI component identifies training and mission requirements through the RTLP and range operations process, integrating those requirements with environmental conditions by coordination between operations/training and natural resource management/environmental staffs. **Third**, EA mitigates training impacts prior to the fact by educating land users on practices which minimize the severity of effects. Regardless of the effectiveness of TRI, the nature of Army training and mission activities is such that impacts on the environment will occur. **Fourth**, the LRAM component is the output which mitigates training and mission effects after they occur by providing for rehabilitation, repair, and maintenance. This process is conceptual, with all components actually occurring simultaneously and continuously.

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Fig. 1: ITAM Process



3.4 MACOM Applicability

- With the exceptions indicated below, ITAM is managed in operations/training channels for both the Active and Reserve Component, from HQDA to MACOM headquarters.
- MACOM policy, developed by operations/training staff, may be established to supplement the guidance contained in this strategy.
- Exception to the operations/training lead responsibility are:
 - In EUSA, all ITAM activity is centrally managed at the MACOM level.
 - In AMC, ITAM will be managed in natural resource management/environmental staff channels due to the absence of a traditional "operational" staff structure; however, there will be coordination with the test and evaluation functional elements.

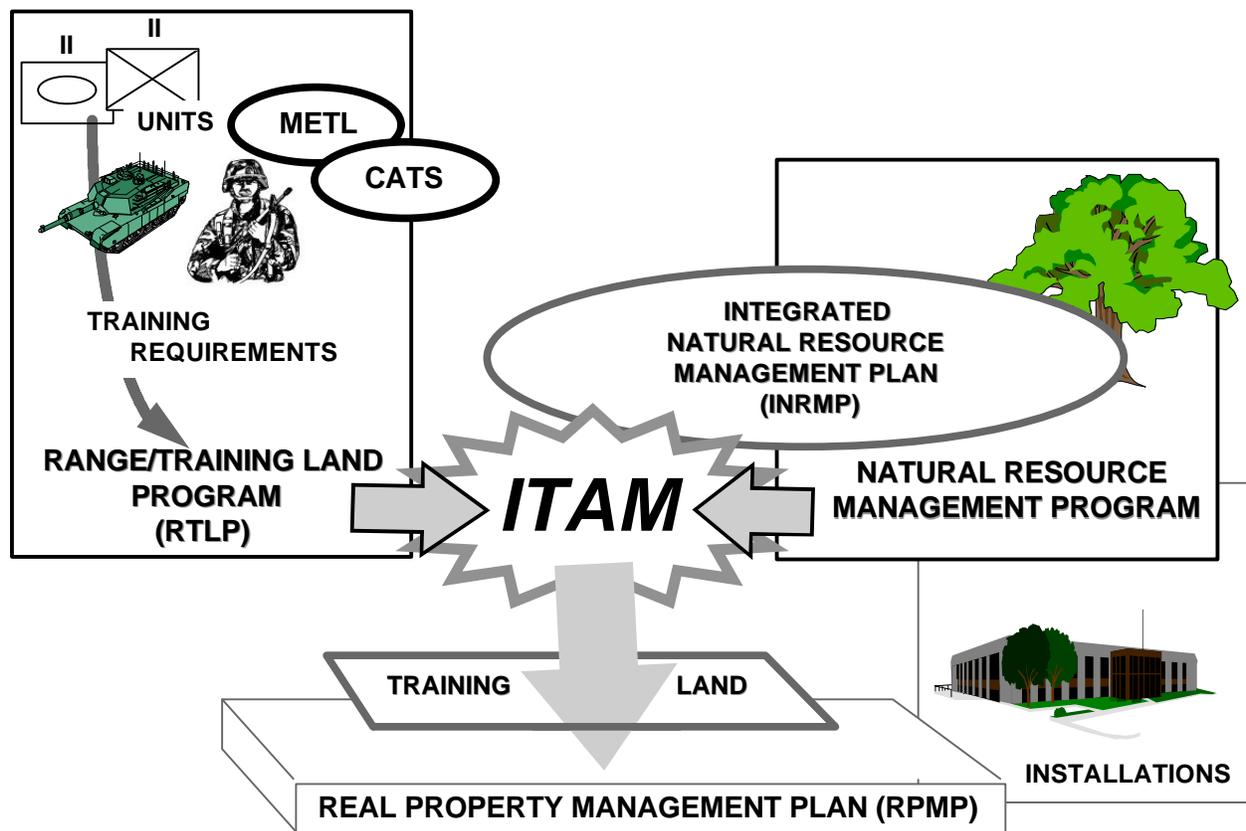
ITAM Strategy

(3) In USAREUR, ITAM is centrally managed by the ADCSOPS-Training for Major Training Areas (MTA), and by HQ USAREUR for most Local Training Areas (LTA).

3.5 Installation Applicability

a. ITAM links the installation's Range and Training Land Program (RTLTP) and the installation's natural resource management program as articulated in the Integrated Natural Resource Management Plan (INRMP). ITAM links both RTLTP and INRMP to the training land development portion of the installation Real Property Management Plan (RPMP). **Fig. 2** depicts that relationship.

Fig. 2: Management Systems Interface



b. ITAM supports the INRMP on installations; however, ITAM is not a component of the INRMP. The INRMP establishes and integrates specific rules and procedures for environmentally sound use of all lands on an installation. ITAM provides the principle process which manages the implementation and execution of those rules and procedures for training lands. ITAM management experience and data contribute to the periodic review and revision of the INRMP.

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c. ITAM supports management of the training land on an installation. It does not generally apply to the management of developed cantonment areas; however, that is not to imply that, from an environmental perspective, procedures for land management of both training land and cantonment areas should not be common. The ITAM process and methodology, therefore, can also serve as a frame of reference for managing land use other than training land.

d. ITAM is used to contribute to and support management of the undeveloped lands of the installation for all mission activities. In addition to mission activities, ITAM also is used to support management of an installation's undeveloped land for recreational, agricultural, and other uses when that undeveloped land falls within the training land boundaries as defined by the installation's RTLP, INRMP, and RPMP.

Chapter 4. Responsibilities

This chapter provides ITAM program responsibilities assigned to key offices at HQDA, other agencies that support the program, MACOM headquarters, and installations. The role of the Executive Management Council (EMC) is described.

4.1 Operations/Environmental Interface

The organizational responsibilities for ITAM provided in this chapter are established under a broad concept of "partnering" of selected staff elements. At all echelons, the operations/training staff is responsible for ITAM; however, it relies upon and receives essential technical support and expertise from the natural resource management/environmental staff, as well as management expertise from the real property management staff, to ensure that the goal and objectives of the program are accomplished. That relationship is depicted in **Fig. 3.**

Fig. 3: Operations/Training Management - Natural Resource Management - Real Property Management "Partnering"



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4.2 Headquarters, Department of the Army (HQDA)

4.2.1 The Executive Management Council (EMC):

a. ITAM is managed at HQDA by a four member panel chaired by the Training Simulations Division, Office of the Deputy Chief of Staff for Operations and Plans, ODCSOPS. That panel is the Executive Management Council, or EMC.

b. EMC membership consists of representatives from the following agencies:

(1) Training Simulations Division, ODCSOPS, HQDA (DAMO-TRS).

(2) Environmental Readiness Division, Office of the Director of Environmental Programs, HQDA (DAIM-ED-ER).

(3) Combat Training Support Directorate, Army Training Support Center, TRADOC (ATIC-CTS).

(4) Conservation Branch, Army Environmental Center (SFIM-AEC-ECN).

c. The EMC operates at two levels. At the action officer level, the EMC conducts semi-annual Program Management Reviews (PMR) which are discussed in para 5.3. At the executive level, the EMC conducts semi-annual Council of Colonels (COC) meetings whose membership is the directors of the agencies listed above, or their designated representatives. The operation of the COC is described in para 5.3.

4.2.2 Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS)

a. Is the Army proponent for ITAM.

b. Has overall responsibility for the ITAM program. Specific responsibility for ITAM resides within the Training Simulations Division (DAMO-TRS), ODCSOPS.

c. Establishes ITAM policy.

d. Integrates ITAM policy with other Army training policy.

e. Programs and budgets resources to support Army-wide implementation and sustained execution of ITAM through Management Decision Package (MDEP) TATM, the Integrated Training Area Management Program, effective FY 96.

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- f. A representative of the Training Simulations Div chairs the Program Management Review (PMR) and program Executive Management Council (EMC). The Chief, Training Simulations Div, chairs the ITAM Council of Colonels (COC).
- g. Approves new program requirements as recommended by the EMC.
- h. With recommendation of the EMC, approves the scope of program environmental technical support, as developed by the technical support agency (Conservation Br, Army Environmental Center, AEC), and training support as developed by the Executive Agent (Combat Training Support Dir, ATSC) which will be resourced and executed in a given Fiscal Year.
- i. Coordinates matters impacting and/or related to ITAM within the Army Staff (ARSTAF), and with the Army Secretariat, Office of the Secretary of Defense (OSD), and Departments of the Navy and Air Force.

4.2.3 Office of the Assistant Chief of Staff for Installation Management (OACSIM)

- a. The Environmental Programs Directorate (ODEP) is responsible for Army-wide environmental policy, and performs the following functions in support of the ITAM program:
 - (1) Is responsible for Army conservation policy. Responsibility resides within the Environmental Programs Directorate (ODEP), specifically the Environmental Readiness Division (DAIM-ED-ER).
 - (2) Monitors ITAM development and execution for consistency with the Army's total conservation program.
 - (3) At the ITAM Program Management Review (PMR) receives direct input on ITAM matters related to conservation policy and program execution and, as a member of the EMC, makes recommendations to the HQDA proponent (Training Simulations Div, ODCSOPS).
 - (4) Considers ITAM goal and objectives in formulating conservation policy and programs.
 - (5) Incorporates ITAM requirements into the Conservation Research and Development program through the Environmental Quality Technology (EQT) process.
 - (6) The Chief, Environmental Readiness Div, is a voting member of the COC.
- b. The Facilities Directorate (DAIM-FD) has overall responsibility for Army real property management policy. The

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Programs Division (DAIM-FD-P) provides staff assistance to the Training Simulations Div, ODCSOPS, in areas where ITAM policy interfaces with installation real property management policy. The Programs Div, OACSIM, also integrates ITAM data management requirements and systems with those for real property management. The Programs Div is represented by a non-voting member on the COC.

4.3 Supporting Agencies

There are two agencies that play a significant role in the ITAM program management.

4.3.1 US Army Training Support Center (ATSC)

a. Serves as the HQDA proponent's executive agent for ITAM program management support focusing on user requirements, staff support of program policy formulation, and training support of MACOMs and installations.

b. Specific ITAM executive agent responsibilities within ATSC reside with the Combat Training Support Directorate (ATIC-CTS). Executive agent responsibilities include:

(1) Integrates ITAM with other Army training systems and programs, notably with the RTLTP.

(2) Develops and updates, as required, the ITAM User Requirement Document.

(3) As a member of the EMC, is responsible for identifying user requirements to the proponent.

(4) Coordinates user requirements for environmental technical implications with the Conservation Br, AEC.

(5) Integrates ITAM requirements into existing or developmental automated training and training management support systems, such as the Range Facility Management Support System (RFMSS).

(6) Provides training support as described in para 5.2.5 and 5.2.6.

(7) Hosts semi-annual Program Management Reviews (PMR) attended by MACOMs, supporting agencies, other agencies with an interest in ITAM and chaired by the Training Simulations Div, ODCSOPS, IAW procedures described in para 5.3.

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(8) The Director, Combat Training Support Dir, ATSC, is a voting member of the COC.

(9) Develops and submits RCS-1383 for requirements associated with its executive agent responsibilities.

4.3.2 US Army Environmental Center (AEC)

a. Responsible for providing and managing environmental technical support to the ITAM program (see para 5.2.2, 5.2.3 and 5.2.4).

b. ITAM lead responsibilities at AEC reside within the Conservation Branch, Environmental Compliance Div (SFIM-AEC-ECN). Technical support agency responsibilities include:

(1) Provides direct technical support (as described in Chap 5) to HQDA, ATSC, and MACOMs through the Military Training Operations and Environment (MTOE) support team.

(2) Participates in PMR.

(3) Assesses environmental technical aspects of user requirements in coordination with the executive agent (Combat Training Support Dir, ATSC), and in support of the HQDA proponent.

(4) Defines and/or coordinates the scope of day-to-day environmental technical support to MACOMs and installations based on user requirements identified through the PMR process.

(5) Is a member of the EMC and recommends to the COC or HQDA proponent, scope and levels of environmental technical support to be resourced and executed by the ITAM program.

(6) Provides direct environmental technical support to MACOMs and installations within scope recommended by the EMC and approved/resourced by HQDA proponent.

(8) Establishes and maintains the Army-wide training program for operations/training and natural resource management/environmental staff personnel involved in the ITAM program.

(9) Develops specific requirements and identifies environmental technology applications and solutions to respond to validated ITAM user requirements. Coordinates with the technology developer (e.g., industry, labs, academia, etc) on prioritization, design, development, testing and validation of new capabilities that are intended to be incorporated into ITAM.

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This is normally a cooperative effort with the Executive Agent (Combat Training Support Dir, ATSC).

(10) The Commander, US Army Environmental Center (or his designated representative) is a voting member of the COC.

(11) Develops and submits RCS-1383 for requirements associated with its ITAM technical support agency responsibilities.

4.4 MACOMs

a. Lead Responsibility: ITAM responsibility at all MACOM headquarters, except as indicated below, resides in the ODCSOPS, G3, or equivalent staff element. MACOM natural resource management/environmental staffs provide technical support to the operations/training staff to develop sound MACOM policy and to identify MACOM user requirements to the executive agent (Combat Training Support Dir, ATSC), and technical support agency (Conservation Br, AEC). Exceptions are:

(1) AMC, where ITAM responsibility resides in the Installations and Services Activity.

(2) Eighth US Army (EUSA), where all ITAM installation level responsibilities, as indicated below, are performed by the MACOM Assistant Chief of Staff, G3 (ACofS, G3).

(3) US Army, Europe (USAREUR), where ITAM installation level responsibilities for MTAs and some LTAs are performed by the USAREUR ADCSOPS-Training.

b. MACOM responsibilities are:

(1) Supplement Army policy by publishing MACOM policy, as required by MACOM-specific conditions.

(2) Provide ITAM Program oversight for subordinate installations.

(3) Budget for ITAM implementation and sustainment at subordinate installations.

(4) Prepare and submit RCS-1383 reports for MACOM HQ ITAM requirements.

(5) Review and approve installation ITAM RCS-1383 reports.

(6) Participate in the PMR process.

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(7) Identify ITAM user requirements to the executive agent (Combat Training Support Dir, ATSC), through the PMR process (see para 5.3).

4.5 Installations:

a. ITAM responsibility at installation level resides with the Director of Plans, Training, and Mobilization (DPTM). The exceptions to this are:

(1) AMC installations where range management is the responsibility of the appropriate test command or agency, and ITAM is managed primarily in the natural resource management/environmental staff element.

(2) EUSA, where installation level responsibilities are performed by the MACOM ACoFS, G3.

(3) USAREUR where DPTM functions are located in various organizations, such as the Office of the Director of Training, Area Support Groups (ASG) and Base Support Battalions (BSB). HQ, USAREUR specifies precise responsibility.

b. Installation responsibilities include:

(1) Implements, manages, and sustains ITAM as described in para 5.1.6, below.

(2) Budgets for ITAM requirements, IAW MACOM procedures.

(3) Provides user requirement inputs to the MACOM HQ.

(4) Submits technical support requests for day-to-day support in accordance with MACOM procedures, to the technical support agency (Conservation Br, AEC) within the scope of ITAM environmental technical support approved by the HQDA proponent.

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Chapter 5. Policy & Procedures

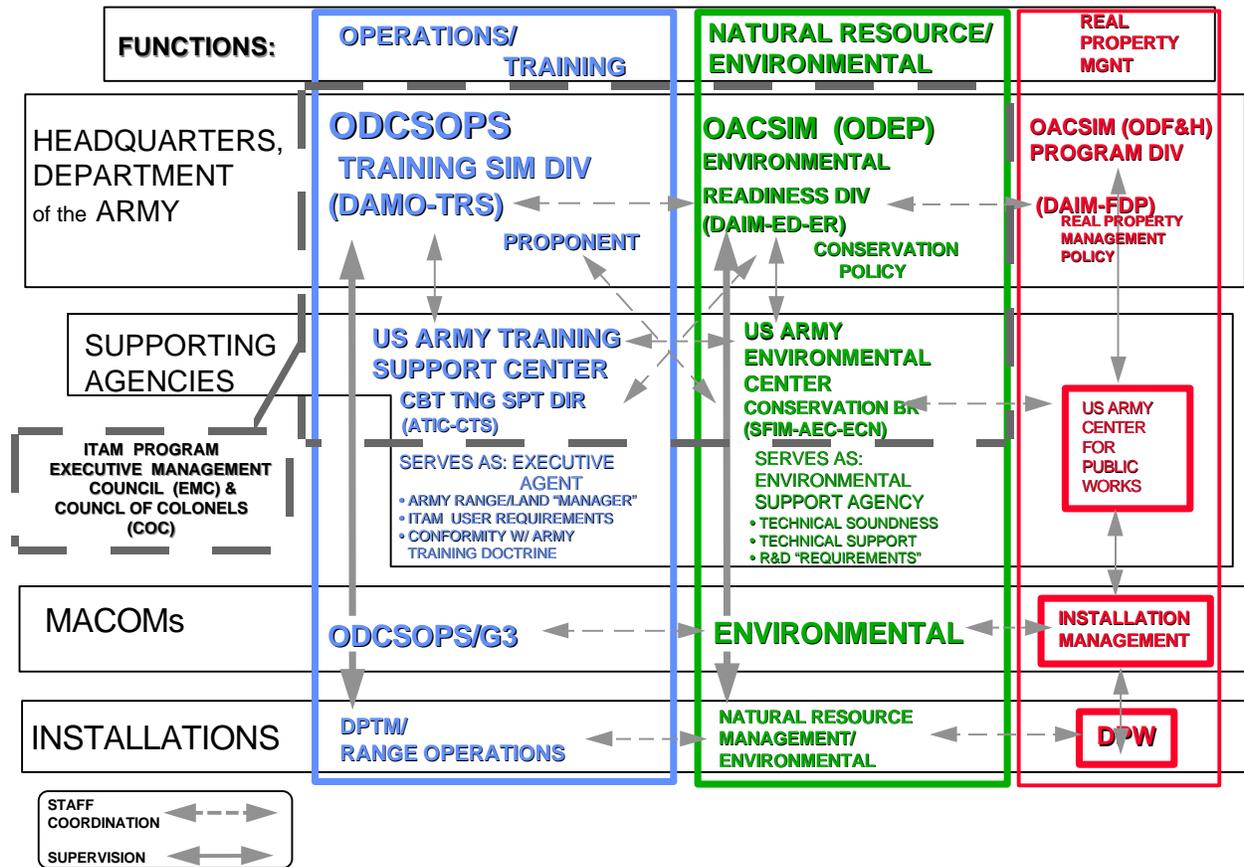
This chapter contains the major policies and procedures governing the ITAM program. Included are the organizational relationships of key agencies, and of staffs within MACOM headquarters and installations whose responsibilities were described in Chap 4. The specific ITAM program component responsibilities at installation level are described. This chapter contains the program's management process. The concept of an ITAM "core capability" is defined and its relationship to installation priorities achieved through a MACOM/proponent scoring and category assignment process is described.

5.1 Organizational Relationships

The organizational relationships described in this section are depicted in **Fig. 4**.

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Fig. 4 ITAM Management Organizational/Functional Relationships



5.1.1 HQDA

ITAM policy is promulgated by the HQDA proponent for ITAM, the Training Simulations Division (DAMO-TRS), ODCSOPS. That agency has primary responsibility for Army-wide ITAM policy, program oversight, and for the implementation and sustainment of the program. The Training Simulations Div performs that function with the close support of, and in coordination with, the Environmental Readiness Division (DAIM-ED-ER), ODEP. The Environmental Readiness Div, ODEP, is responsible for overall Army conservation policy, and in that capacity ensures that ODCSOPS ITAM policy and Army environmental policy are mutually supporting. The Plans Div, Directorate of Facilities and

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Housing, OACSIM, participates in HQDA level ITAM program management as the agency responsible for overall real property management, and installation master planning policy. ITAM policy is coordinated to preclude conflicts among, and to synchronize activities between the operations/training, natural resource management/environmental, and real property management/master planning communities.

5.1.2 Supporting Agencies

a. The two key agencies supporting the ITAM program, the Combat Training Support Directorate, ATSC, and the Conservation Branch, AEC, perform major program management and support functions.

(1) The Combat Training Support Dir, ATSC, as the Training Simulations Div, ODCSOPS, executive agent for ITAM program management, focuses on user requirements, staff support for program policy formulation, and training support to MACOMs and installations.

(2) The Conservation Br, AEC, as the ITAM environmental technical support agency, addresses all matters related to the conservation aspects of ITAM implementation and sustainment.

b. To ensure effective development of ITAM policy and procedures, their implementation, and sustainment; close, continuous, and direct coordination is conducted between the Combat Training Support Dir, ATSC, and the Conservation Br, AEC.

5.1.3 ITAM Executive Management Council (EMC)

Together, the Training Simulations Div, ODCSOPS; the Environmental Readiness Div, ODEP; the Combat Training Support Dir, ATSC; and the Conservation Br, AEC, constitute the ITAM Executive Management Council (EMC). At the action officer level, the EMC acts on the results of the semi-annual PMR. The directors of those four agencies, functioning as the ITAM Council of Colonels (COC), approve program policy, resourcing and execution matters and determine which actions require formal

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approval or action by the Director of Training, ODCSOPS . The COC makes appropriate recommendations to him.

5.1.4 Center for Public Works and HQ, USACE

The real property management and master planning executive agencies for the Programs Div, OACSIM, are the Center for Public Works (CECPW-FP) and Director of Military Programs, HQ, US Army Corps of Engineers, USACE (CEMP-EA). Programmatic coordination and support from HQ USACE is assigned to the DA program coordinator for Army training facilities, which is the Engineering and Architectural Div, Directorate of Military Programs (CEMP-EA). These agencies may also attend PMR and COC meetings.

5.1.5 MACOMs

At the MACOM level, primary ITAM responsibility rests with the ODCSOPS, G3, or equivalent staff element. A functional relationship with the MACOM environmental and installation management staffs is maintained by the MACOM ODCSOPS to effectively implement and sustain the program. The exception to this is AMC, where the Installation and Services Activity (AMXEN-M) is responsible for ITAM.

5.1.6 Installations

a. At installation level, primary ITAM responsibility is assigned to the DPTM, or equivalent element. At AMC installations, the range management function is performed by the respective test management activities or commands instead of by the DPTM. In EUSA, the ACoFS, G3, performs centralized management of ranges and training land, including ITAM, throughout the MACOM.

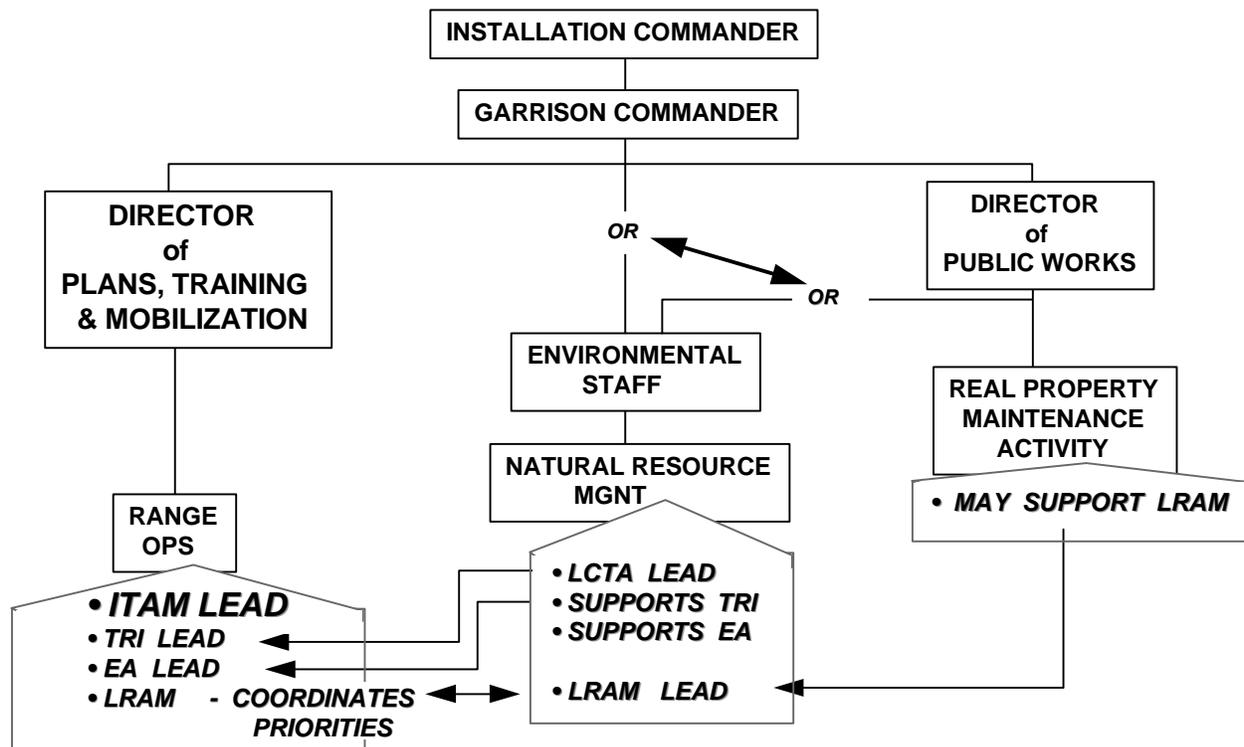
b. Staff responsibility for achieving **compliance** with environmental statutes at the installation level will remain with the natural resource management/environmental staff and is **not** part of ITAM program management.

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c. Except as noted in this strategy, staff responsibility for execution of the Army Natural Resource Program **remains with the natural resource management staff.**

d. **Fig. 5** depicts the suggested installation level ITAM management responsibilities. Specific installation level staff responsibilities for each component of ITAM are described below.

Fig. 5 - Installation Level ITAM Program Responsibilities



(1) ITAM Program: With the exception of AMC and EUSA, as already discussed, the DPTM has lead responsibility for ITAM. To effectively manage ITAM, installation operations staff must work in close coordination with, and receive direct support from two other staff elements, the natural resource management/ environmental staffs, and the Director of Public Works (DPW) staff, recognizing that at some installations the natural

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resource management/environmental staff is subordinate to the DPW. The natural resource management/environmental staffs' role is to provide the environmental technical expertise needed for the effective execution of all four ITAM components. The real property management staff's role is to integrate ITAM actions with the installation's overall real property management plan and master plan. Because of the significant public interest in land management, natural resource management and conservation, the Public Affairs Office (PAO) plays an important role in informing the public of the installation's ITAM program.

(2) LCTA: The natural resource management/environmental staff manages the LCTA component of ITAM and based on the LCTA provides the operations staff with the status of the installation's natural resource and environmental conditions associated with training lands. That status is the basis for training and mission requirements integration with, allocation to, and execution on training lands. In turn, the DPTM provides training and mission land use data to the natural resource management staff to help them determine relationships between training activities and land condition trends.

(3) TRI: The TRI function is managed by the operations/training (DPTM) staff with direct support from the natural resource management/environmental staff. Current and projected installation mission requirements serve as the basis for ITAM management. The TRI component achieves the training - environmental balance and interface which is the key to ITAM. TRI requires continuous interaction and coordination between the operations/training staff, and the natural resources management/environmental staff. That coordination includes integration of selected management automation systems, such as, the database containing LCTA information, GIS, and RFMSS. Coordination also is accomplished through manual means, such as exchange of maps and direct coordination of requirements for training events and facilities, and projects supporting land maintenance. Effective TRI also includes appropriate coordination, through natural resource management channels, with external agencies, such as those within states, other Federal departments, and appropriate host nation governments for foreign based MACOMs and installations.

(a) TRI is managed through the following process at installation level:

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1 Through the RTLTP, the DPTM identifies existing and projected training resources, by establishing a training facility baseline inventory, such as that in RFMSS. That inventory describes quantities and types of maneuver land, numbers and types of ranges, and special training facilities, such as river crossing sites and Military Operations on Urban Terrain (MOUT) training facilities.

2 Using the RTLTP process, the DPTM identifies existing and projected training requirements (both events and facilities). Training requirements are derived from mission analysis of all land users, including assigned units, agencies and activities; and installation users, such as RC units, units from other services, agencies, and NATO units in USAREUR. The RTLTP is based on Combined Arms Training Strategies (CATS), Mission Essential Task List (METL), and other doctrinal mission documents for land users. Training requirements, which include events, activities and training facilities, considered in conjunction with other land uses (e.g., recreation, agricultural, etc., which are carried out within the confines of the training land boundaries, as previously discussed), are considered in TRI execution.

3 The RTLTP process also supports installation assessment of implications of new weapons systems, unit restructuring and realignment, and emerging training strategies, such as increased use of simulations and simulators, which will impact training land use.

4 The DPTM makes decisions about the capability of the training lands (based on LCTA) to support training requirements. This is a coordinated effort with natural resource management/environmental staff to ensure their clear understanding of installation missions and training requirements.

5 Carrying capacity, or training land sustainment, is central to the TRI process. Over time, installation staffs develop factors to predict the effect of specific training events on specific areas of the installation. Scheduling and allocating options are based on this prediction process (see para 3.2.2).

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6 The DPTM allocates land to support current and future requirements for training and training related projects (e.g., range construction) so as to maintain training readiness while generating the lowest possible negative impact on the land conditions and the environment, thus conserving land assets for sustained use.

(b) Through TRI, the DPTM provides commanders with an analysis for options available for the assignment and allocation of training requirements to available lands. Analyses of options include their relative environmental impacts to allow commanders to make decisions weighing readiness and conservation factors.

(c) TRI provides units with the best available training land parcel(s), based on land condition, that are capable of supporting training requirements.

(d) Through TRI, the DPTM generates requirements for the rehabilitation, repair and/or redesign of training lands by identifying priorities for work which is accomplished through LRAM projects. This process places projects on most valuable training lands as highest priorities.

(4) LRAM: LRAM projects are identified and designed by natural resource management/environmental staffs based upon sound technical principles in response to training priorities set by the DPTM. Design can be accomplished either in-house or by contract. The natural resource management/environmental staffs design LRAM projects based on sound environmental principles (best management practices). The natural resource management/environmental staff plans, programs and executes projects either in-house or by contract. LRAM projects may be coordinated with the installation DPW's RPMA plan.

(5) Environmental Awareness (EA): As the installation trainer, the DPTM has overall responsibility for the EA component of ITAM. The DPTM develops and maintains plans for awareness training implementation. The natural resource management/environmental staffs provide technical advice and normally produce, or assist in the production of awareness training materials. Materials are produced either in-house or through contract. In support of EA, the PAO staff analyzes the

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community's information environment and prepares a public affairs effort to support the installation's conservation and ITAM programs.

5.2 Requirements Identification and Program Support

User requirements are derived from installation input through MACOMs to the program executive agent. As the program executive agent, the Combat Training Support Dir, ATSC, collects user requirements through the PMR process described in para 5.3, below, and depicted in **Fig. 6**. User requirements result in actions in one or more of the following three areas:

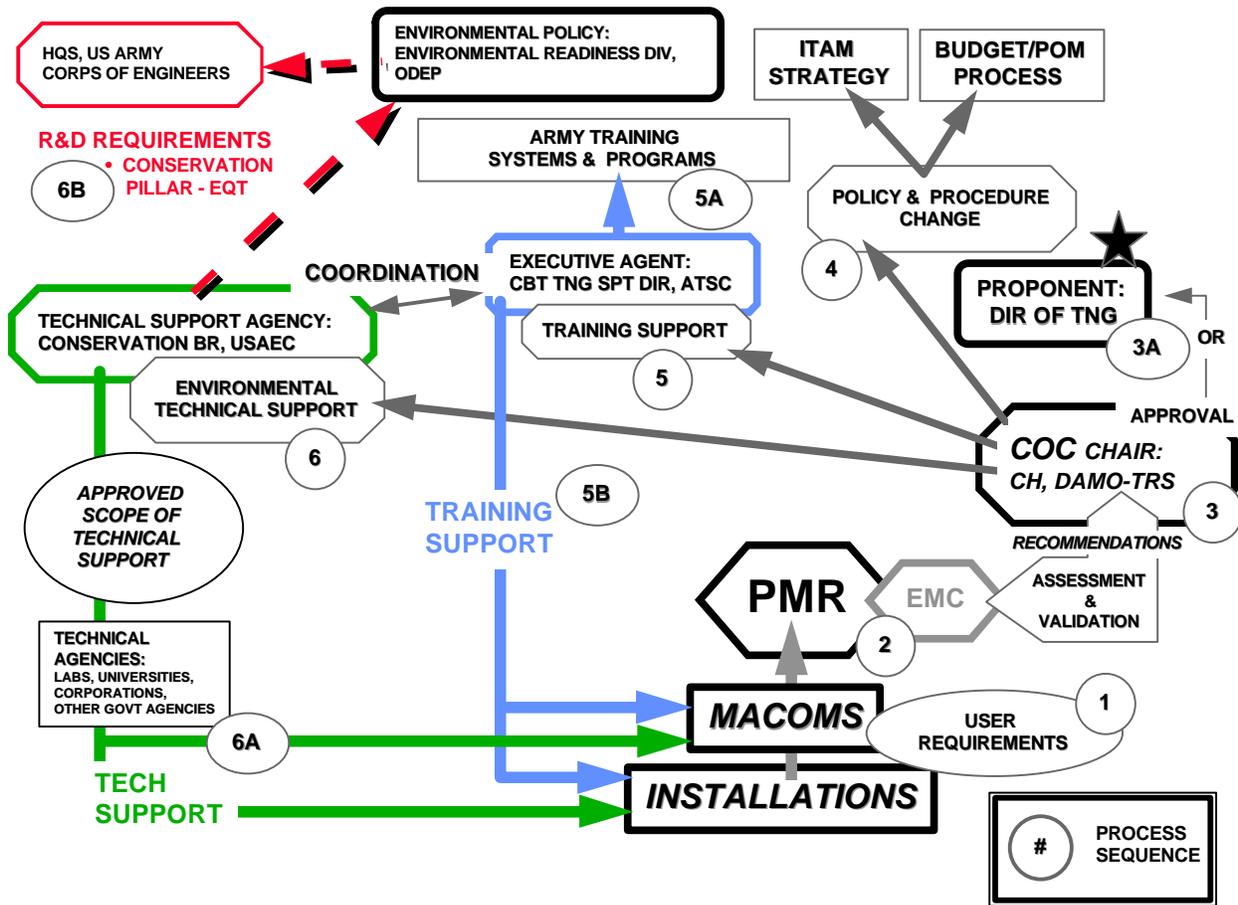
- a. Adjustments to program policy and procedures.

- b. Adjustments to or identification of an environmental technical support requirement.

- c. Adjustment to or identification of a training support requirement.

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Fig. 6: ITAM Program Management, Technical & Training Support and Requirements Identification



5.2.1 Adjustment to Program Policy and Procedures

These actions are normally straight forward. Once identified to the executive agent, coordination is conducted among the four agencies of the EMC and a recommendation is made to the COC. Subject to the approval of the proposer, the change is made through appropriate action (e.g., change to strategy, policy memo, policy message, etc).

5.2.2 Environmental Technical Support

Environmental technical support includes the day-to-day support required by MACOMs and installations to execute the ITAM program.

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The majority of environmental technical support for the ITAM Program, traditionally provided by the US Army Construction Engineering Laboratories (CERL), is assumed by AEC. That includes, but is not limited to, the following:

- a. Technical studies, including general, installation-specific, and/or situation-specific analysis (excluding formal research and development) to support any of the ITAM components.

- b. Consultation, which includes expert advice and/or staff augmentation needed to sustain the ITAM process or resolve a specific installation or MACOM situation or issue.

- c. Identification and fielding of technology to support Army-wide, installation-specific, or situation-specific ITAM requirements.

- d. The development and distribution of Army-wide multi-media training material to support EA.

- e. The facilitation of day-to-day technical support to MACOMs and installation ITAM programs in such areas as: LCTA surveying and monitoring, GIS hardware and software, land condition and trend data management and analysis, LRAM project design and execution, and TRI staff functions.

5.2.3 Environmental Technical Support Coordination

- a. Responsibility for providing all environmental technical support for the ITAM program resides with the Conservation Br, AEC. The Conservation Br is the Army's central manager for ITAM environmental technical support.

- b. The Conservation Br, AEC, based on user requirement input from the MACOMs through the executive agent, and in consultation with the EMC, determines the scope of technical support functions to be provided to installations and MACOMs and defines that in

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the form of a plan for technical support. Those functions will be validated by the EMC, and approved by the COC, annually, taking into consideration new or revised user requirements, technical capabilities, and interaction with MACOMs. The proponent approves the recommended scope of technical support to ensure it can be resourced within the ITAM program.

c. The initial plan for technical support, reflecting preliminary actions and scope of support established by AEC, to date, has been disseminated. Updates will be provided as required.

d. To implement the technical support plan, the Conservation Br, AEC, defines parameters of, and initiates actions to facilitate support vehicles which are accessible to MACOMs and installations. These vehicles include support from agencies such as:

- (1) Army Engineer Labs
- (2) Universities
- (3) Other Federal and State Agencies
- (4) Commercial firms

e. The Conservation Br, AEC, serves as a resource to installations, establishing support options and directing installations to proven sources. It develops and implements a variety of options for installations to use to obtain technical support. In doing so, it creates a support "menu" of options which accommodate unique requirements of installation settings. Conservation Br, AEC, provides Quality Assurance/Quality Control (QA/QC) for such support.

f. In the near term, installations and MACOMs may continue to seek technical support from local sources; however, it is the intent of this program to centralize and standardize support

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sources over time. By centralizing support through the Conservation Br, AEC, the Army will ensure that duplication of effort is minimized, that best management/technical approaches are used, that results are disseminated for widest possible application, and that economies of scale are achieved. Best technical approaches and solutions will be encouraged by continuing to solicit new ideas through the PMR process, described in para 5.3. The EMC, in its auditing and management role, incorporates new concepts for use across the Army's ITAM program.

5.2.4 Research and Development Requirements

a. ITAM R&D requirements will be based on ITAM user requirements. These requirements will be refined by the Conservation Br, AEC, in conjunction with the Executive Agent (Combat Training Spt Dir, ATSC).

b. After validation by the EMC and approval by the COC, AEC will present conservation related R&D requirements to the Environmental Readiness Div, ODEP, for consideration during the requirements development portion of the EQT process.

c. Members of the EMC may routinely participate in conservation R&D reviews to monitor progress in projects that contribute to or specifically address ITAM requirements.

5.2.5 Training Support

Training support includes actions in support of MACOM range and training land managers, and installation DPTM range officers which primarily support the TRI component of ITAM. The majority of such actions are executed through the RTLTP and are within the scope of normal responsibilities of the Combat Training Support Dir, ATSC.

5.2.6 Training Support Coordination

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a. MACOMs and installations currently rely on Combat Training Support Dir, ATSC, for advice, support, and management related to ranges and training lands, as required by the RTLTP process. MACOMs and installations also routinely report range and training land information to that directorate.

b. The Combat Training Support Dir, ATSC, role is that of combat and training developer, as well as HQDA ODCSOPS executive agent for both ITAM, and ranges and training land programs. As such, the directorate considers the ITAM user requirements identified through the PMR process, and assesses them for implications related to Army training and training land/range doctrine and programs contained in RTLTP. After consultation with other members of the EMC and subject to the approval of the COC, such requirements are addressed through the normal training developments process within TRADOC and through the RTLTP. The Combat Training Support Dir, ATSC, may seek and use ITAM funds allocated to it to address training-specific ITAM (normally TRI) requirements.

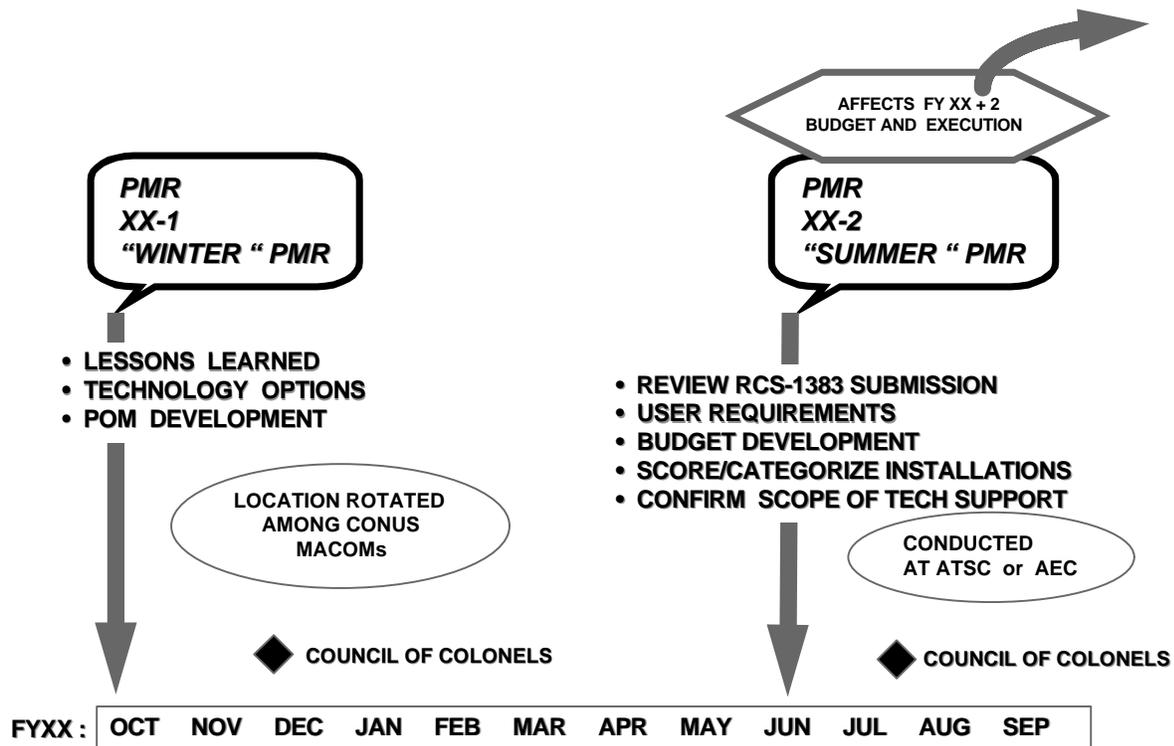
c. The Combat Training Support Dir, ATSC, also assesses Army training and training land/range doctrine and programs for implications to ITAM and presents those through the PMR process.

5.3 Program Management Reviews

a. HQDA and MACOM level program management is accomplished through a process of Program Management Reviews (PMR). PMRs will be hosted by ATSC-CTS on a semi-annual basis as depicted in **Fig. 7.**

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Fig. 7: Program Management Review (PMR) Schedule and Focus



b. The purposes of the PMR are:

(1) Presentation by MACOMs of revised installation scores based on changed conditions (mission, environmental sensitivity, size - see para 5.6).

(2) Presentation of MACOM, installation and agency ITAM initiatives and lessons learned.

(3) Discussion and prioritization of revised or new user requirements, resulting in program policy and procedures changes, technical support requirements and/or training support requirements, as discussed in para 5.2.

(4) Identification of best approaches for technical and training support, as discussed in para 5.2.2.

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(5) Review and revision of scope of routine environmental technical support, as discussed in para 5.2.2 and 5.2.5.

(6) Review of MACOM, installation and agency ITAM RCS-1383 submissions leading to development and presentation of ITAM Annual Program Plan (APP), as discussed in para 6.4.

c. Participants in PMRs include: Training Simulations Div, ODCSOPS, which chairs the PMR; Environmental Readiness Div, ODEP; Combat Training Support Dir, ATSC; the Conservation Br, AEC; MACOM Headquarters operations/training and natural resource management/environmental staff representatives; and other agencies with ITAM responsibilities, as appropriate (e.g., ETSC, Corps of Engineers Labs, etc).

d. PMRs are held in October and June. The October, or Winter, PMR is designated PMR FYXX-1. The June, or Summer, PMR is designated PMR FYXX-2. The Winter PMR will be conducted on a rotational basis among the CONUS MACOMs (FORSCOM, TRADOC, NGB, MEDCOM, MDW and USMA). The Summer PMR is held at either Fort Eustis, VA or Aberdeen PG, MD.

(1) The focus of the Winter PMR is to share ITAM lessons learned among MACOMs (e.g., the PMR will include a site visit to view ITAM implementation at the hosting installation), discuss and validate technology initiatives, and prepare for Program Operating Memorandum (POM) submissions.

(2) The focus of the Summer PMR is budget submission and user requirements. The Summer PMR will include review of the annual RCS-1383 submissions for ITAM to support the Army Budget submission for the following Fall (which will be for the second FY, following).

e. The ITAM EMC, consisting of representatives from the Training Simulations Div, ODCSOPS; the Environmental Readiness Div, ODEP; the Conservation Br, AEC; and the Combat Training Support Dir, ATSC, provides program management oversight. The EMC receives,

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reviews and validates actions resulting from PMR and makes recommendations to the COC concerning program policy, resourcing and execution matters.

f. The ITAM COC, consisting of the Chief, Training Simulations Div, ODCSOPS; the Environmental Readiness Div, ODEP; the Commander, AEC (or his designated representative - normally, the Chief, Conservation Br); and the Director, Combat Training Support Dir, ATSC, provide program executive oversight. The COC approves policy, technical and training support matters and determines what actions require formal approval or action by the Director of Training, ODCSOPS, and makes recommendations, as required, to him.

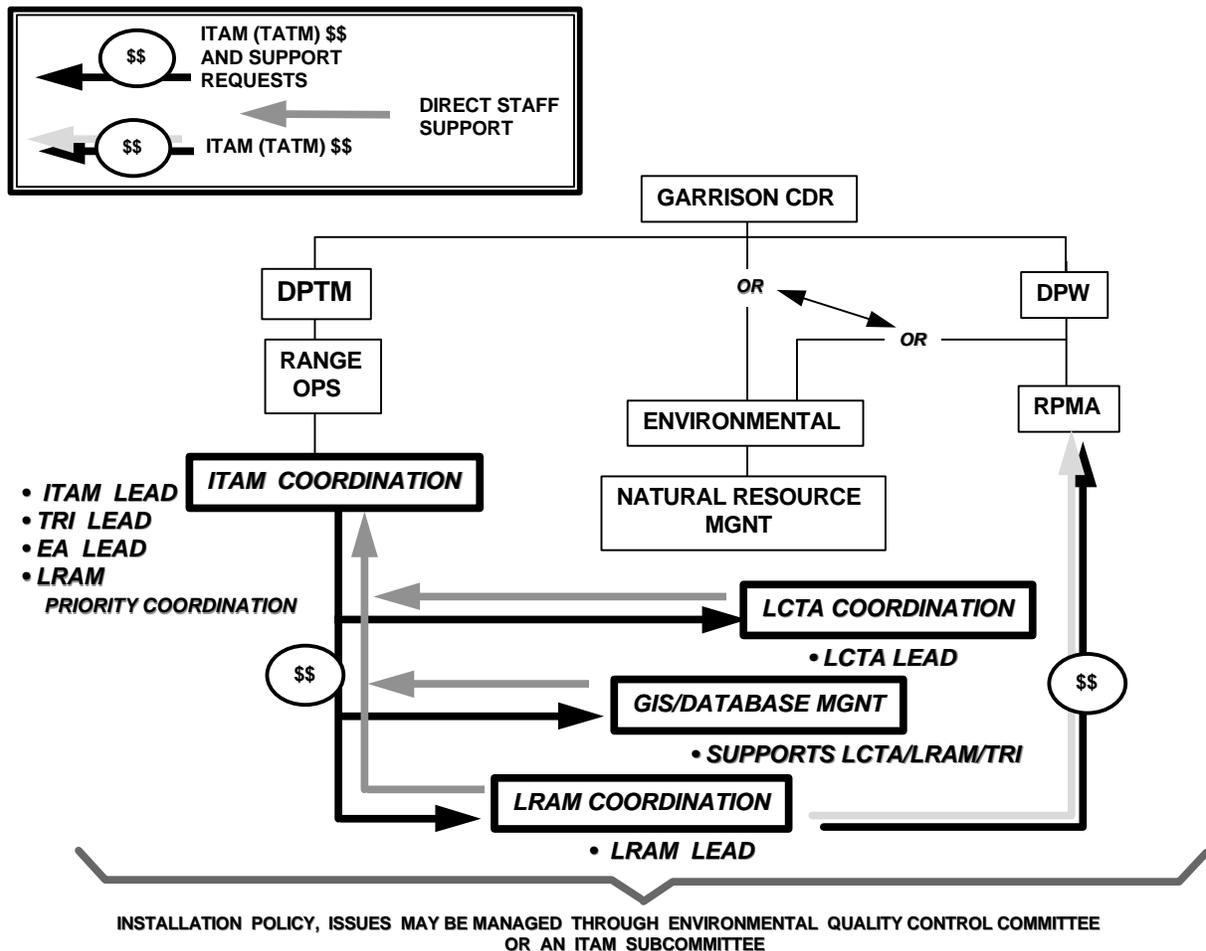
5.4 Installation Level Program Management

a. An example of installation level program management is depicted in **Fig. 8**. ITAM central management will be performed by the DPTM. ITAM funds will be distributed through operations/training channels. ITAM natural resource management/environmental functions will be routinely resourced by the DPTM using ITAM funds. This provides natural resource management/environmental staff with the means to perform their LCTA, and LRAM responsibilities. In return, the DPTM receives direct support from the natural resources management/environmental staff, as required, to perform the DPTM's TRI, EA, and overall ITAM management responsibilities. The natural resource management/environmental staff manages LRAM based on DPTM priorities and may provide ITAM funds to the DPW to execute LRAM projects.

b. The installation Environmental Quality Control Committee, EQCC, (or an ITAM sub-committee) may provide a possible forum for discussion and oversight of ITAM program objectives and issues.

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Fig. 8 - Sample Installation Level ITAM Program Management



5.5 Core Capabilities

This section lists the capabilities derived from the ITAM components and process description in Chap 3 which are considered to be the ITAM "core capability". The core capability includes tasks at HQDA, MACOM, supporting agency (ATSC and AEC), and, most importantly, installation levels. The core capability encompasses a program level of effort which is the basis for central resourcing by HQDA as described in Chap 6. Since ITAM is a proactive program designed to sustain training lands, ITAM **does not** support correction of environmental statutory **compliance** requirements; therefore, the ability to address compliance requirements is **not** included in the ITAM core capability. Those responsibilities remain within the scope of the Army's

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Environmental Compliance Program. Core capabilities for each ITAM component are described below:

5.5.1 HQDA Proponent - Training Operations Div, ODCSOPS

- a. Dedicated program management

- b. Coordinate and conduct liaison with MACOM Hqs, supporting agencies, selected installations and other agencies, as required.

- c. Plan, program and budget ITAM resources.

- d. Formulate and modify program policy in conjunction with ODEP and other ARSTAF agencies.

- e. Integrate ITAM with other Army training programs, the Army conservation program and real property management program at the HQDA policy level.

- f. Integrate ITAM with other service and DOD programs and policy.

5.5.2 Environmental Readiness Division, ODEP

- a. Formulate and recommend changes to ITAM policy based on Army conservation policy.

- b. Monitor program development and execution.

- c. Integrate ITAM user requirements requiring research and development into the EQT process.

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- d. Support integration of ITAM with total conservation program.

5.5.3 Executive Agent - Combat Training Support Dir, ATSC

- a. Collect and assess user requirements generated by MACOM HQ and installations.

- b. Assess Army doctrine, training programs and procedures to determine implications for ITAM and , subject to EMC validation and COC approval , develop strategies in response to same.

- c. Integrate and develop ITAM functionality with that of the RTLP and its supporting systems.

- d. Maintain close and continuous coordination with the ITAM Environmental Technical Support Agency, Conservation Br, AEC.

- e. Organize and host Program Management Reviews (PMR).

5.5.4 Technical Support Agency - Conservation Br, AEC

- a. Derive technical requirements from user requirements in coordination with the Executive Agent, Combat Training Support Dir, ATSC.

- b. Define research and development requirements to support ITAM, and submit them subject to EMC validation and COC approval, to the Environmental Readiness Div, ODEP.

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c. Develop, implement, and maintain programs, procedures, and vehicles which provide ITAM environmental technical support to MACOMs and installations , once validated by the EMC and approved by the COC.

d. Assess implications of developments in natural resource science and integrate ITAM environmental technical support, as appropriate.

e. Establish and maintain the ITAM staff training program.

f. Maintain close and continuous coordination with the Executive Agent, Combat Training Support Dir, ATSC.

5.5.5 MACOM Core Capability

a. Dedicated program management.

b. Manage program to focus on priority installations, as required.

c. Establish MACOM level technical support means, as appropriate.

d. In EUSA, perform all capabilities as indicated for installation level in following paragraph.

5.5.6 Installation Core Capability

a. ITAM Program Management Core Capability includes the following capabilities:

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(1) Dedicated program oversight and management to supplement Government GS or military staff.

(2) Liaison with supporting agencies, tenant activities, and higher headquarters.

(3) Management of LCTA, TRI, LRAM and EA components within the installation staff and using support from external sources.

b. Installation LCTA Core Capability provides:

(1) Dedicated component management and coordination.

(2) Establish a technically defensible natural resource and environmental inventory.

(3) Assess land condition trends in a scientific manner using defensible survey methods and monitoring means, appropriate to the installation's environmental setting.

(4) Survey natural resource and environmental conditions to support special situations, e.g., one-time exercises outside the scope of (3), above.

(5) Provide technically defensible, dedicated GIS/database management.

(6) Provide GIS and database management to include establishment and upgrade of data, software, hardware, and support of same.

c. Installation TRI Core Capability provides:

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(1) Dedicated training and training land/facility management as it applies to ITAM.

(2) A direct interface between RTLP and natural resource management.

(3) A training asset inventory and ability to forecast training requirements and predict training impacts on the land.

(4) Ability to prioritize requirements and schedule LRAM projects.

d. Installation LRAM Component Core Capability provides:

(1) Sound component management.

(2) Ability to design rehabilitation and maintenance projects using sound natural resource management/environmental principles.

(3) Execution of sound rehabilitation and repair projects which are not required to comply with environmental laws, but which do repair lands impacted by training.

(4) Explore and demonstrate innovative, prototype rehabilitation, and maintenance methods appropriate to the installation's environmental setting.

(5) Design and execute training area modification projects.

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e. Installation EA Core Capability provides:

(1) Component management.

(2) A design and development capability for training and awareness multi-media products.

(3) Capability to develop a plan for awareness training implementation.

(4) Access to Army-standard training and awareness multi-media products.

(5) Ability to respond to special situations with tailored multi-media training and awareness products.

5.6 Installation Scoring and Categories:

a. For purposes of ITAM, MACOMs "score" each of their installations based on three factors: mission, including training through-put; environmental sensitivity to mission; and installation size. MACOMs revise installation scores annually based on changes to any of the three factors considered in the scoring process. Changes are based on accurate MACOM knowledge of installation status (consultation with installations). Revised scoring is coordinated at the Summer PMR. The EMC recommends new scoring and priority categories to the COC for approval. The scoring criteria used for ITAM purposes is depicted in **Fig. 9**. This criteria may be reviewed and modified, periodically, through the PMR process.

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Fig. 9 - Initial ITAM Installation Scoring Criteria

MISSION - SCORE BASED ON FACTORS SUCH AS:

- INSTALLATION MISSION(S)
- UNITS ASSIGNED - TRAINING THROUGHPUT
- TOTAL OPTEMPO OF UNITS/ACTIVITIES ASSIGNED
- TOTAL RC ANNUAL TRAINING DAYS
- BRAC CATEGORIES (COBRA MODEL)
- ARNG TRAINING SITE MODELS

SCORE EACH INSTALLATION BASED ON FOLLOWING:

- 4 = INSTALLATIONS WITH MOST CRITICAL MISSION
- 3 = INSTALLATIONS WITH LESS CRITICAL MISSION
- 2 = INSTALLATIONS WITH IMPORTANT MISSION
- 1 = INSTALLATIONS WITH LEAST IMPORTANT MISSION

ENVIRONMENTAL SENSITIVITY - SCORE BASED ON:

ASSESSMENT OF CONDITIONS OF NATURAL/CULTURAL ENVIRONMENT OF THE INSTALLATION AS AFFECTED BY INSTALLATION MISSION(S).

SCORE EACH INSTALLATION BASED ON FOLLOWING:

- 3 = INSTALLATIONS WITH MOST SENSITIVE ENVIRONMENT
- 2 = INSTALLATIONS WITH LESS SENSITIVE ENVIRONMENT
- 1 = INSTALLATIONS WITH LEAST SENSITIVE ENVIRONMENT

SIZE - SCORE BASED ON:

TOTAL INSTALLATION TRAINING ACREAGE (RANGES, MANEUVER AREAS, IMPACT AREAS - TO INCLUDE LONG-TERM LEASED ACREAGE).

SCORE EACH INSTALLATION BASED ON FOLLOWING:

- 3 = INSTALLATIONS WITH MORE THAN 90,000 TRAINING ACRES
- 2 = INSTALLATIONS WITH 50,000 TO 89,999 TRAINING ACRES
- 1 = INSTALLATIONS WITH LESS THAN 50,000 TRAINING ACRES

MISSION + ENVIRONMENTAL SENSITIVITY (TO MISSION) + SIZE = 3 - 10

b. The HQDA proponent (Training Simulations Div, ODCSOPS) assigns each installation to one of four categories based on the score provided by its MACOM. Assignment of installations to categories is a recurring, annual process. Categories establish the relative importance of land management among installations and group installations into the four categories IAW those priorities. General descriptions of installation ITAM categories are:

(1) CATEGORY I: Largest installations, with most critical training mission, and with greatest environmental sensitivity to missions.

(2) CATEGORY II: Large installations, with important training missions and significant environmental sensitivities to missions.

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(3) CATEGORY III: Smaller installations with training missions, and some environmental sensitivity to missions.

(4) CATEGORY IV: Very small installations with training missions, and minimal environmental sensitivity to missions.

c. Assignment of installations to categories will not be strictly consistent with the general category definitions stated above. For example, not all large installations will necessarily have the most critical missions, nor will they be the most environmentally sensitive. It is the interrelationship of the three scoring factors, as determined by the MACOM, and reflected in the overall score which ultimately determines the relative ITAM priority of each installation.

d. The determination of each installation's assignment to one of the ITAM categories, and the corresponding importance of training land management at each installation, is made based on the distribution of installation scores as they are reassessed biennially. MACOMs determine scores, but do so to provide a relative ranking of their installations to the proponent. Categories are used to determine relative resourcing levels as described in Chap 6.

e. The methodology used for installation scoring is subject to revision, as required, through the PMR process.

f. There are a number of installations which are generally not categorized for purposes of ITAM. These include installations housing Army ammunition plants, depots, terminals, non-tactical institutional training, and small command and control installations having little or no training land. Land management at such installations will not be resourced as part of the ITAM program.

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Chapter 6. Resourcing

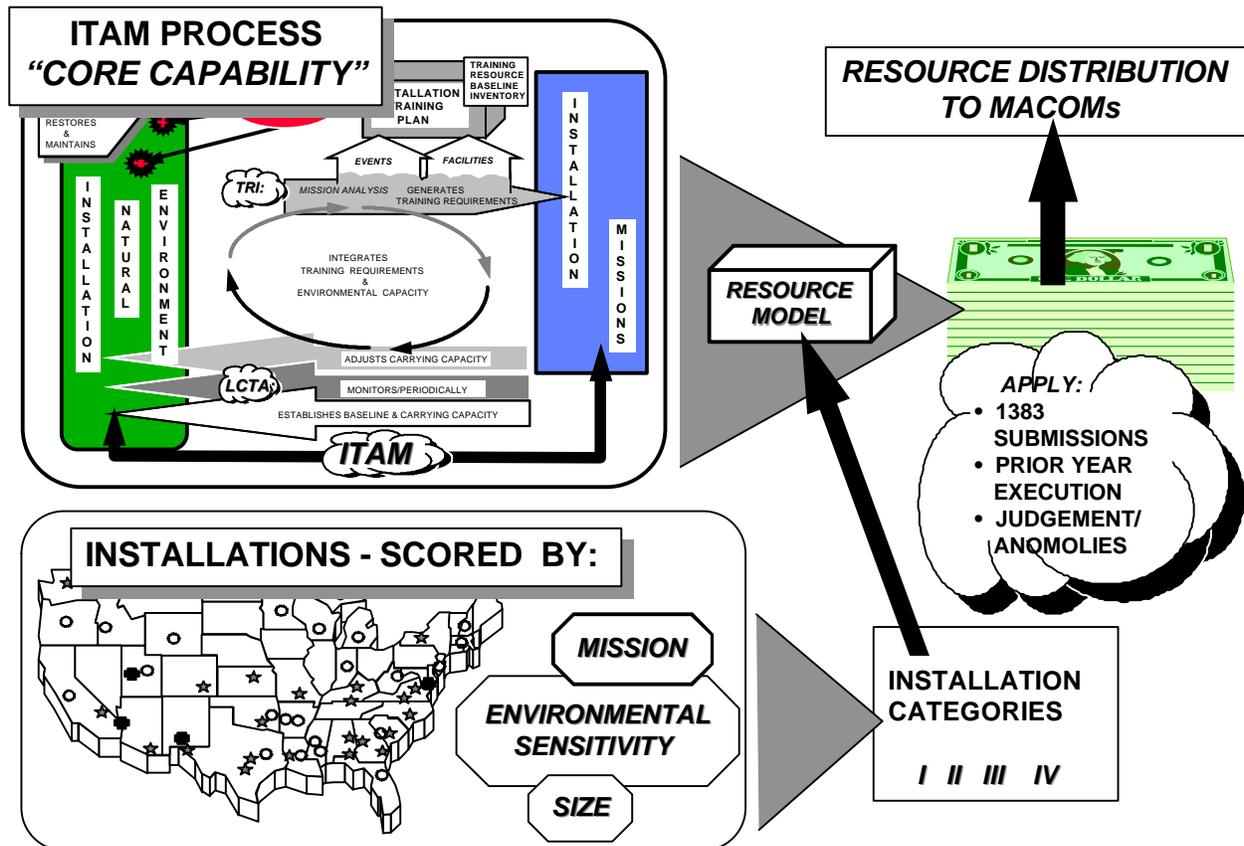
This chapter describes the ITAM resourcing process including funding for supplemental staff. The chapter describes the resourcing model which is based on the ITAM core capability and installation priority categories. Procedures for submission of ITAM RCS-1383 are provided, and the relationship of ITAM funds with other funds available to support land management and maintenance is described.

6.1 Resourcing Overview

The ITAM program is centrally resourced by HQDA through Management Decision Package (MDEP) TATM. The ITAM resourcing process combines the core capability and proponent-assigned installation categories as described in Chap 5. The core capability is resourced based on standard resource models which, when tied to installation priority categories, ensures that all installations receive equitable, consistent ITAM resourcing commensurate with the significance of land management to the installation's mission. The modeling process provides a standard, proactive approach to resourcing versus a reactive compliance-based approach. Resourcing is managed through the PMR process. The PMR includes: annual review of installation scoring and category assignment; biennial review of the resourcing models; review of past execution; and presentation of tailored requirements, identified through the installation's ITAM RCS-1383 submission. The result is an Annual Program Plan (APP), reflecting MACOM validated installation ITAM requirements and funding levels. That process is depicted in **Fig. 10**.

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Fig. 10: ITAM Core Capability Prioritization/Resourcing Process



6.2 Manpower:

a. No manpower authorizations exist in, or are resourced by the ITAM MDEP, TATM. Government Service (GS, including Local Nationals, or LN, in non-US MACOMs) are resourced in other MDEPs supporting land management, range management, and natural resource management. It is recognized that in many cases GS and LN positions have been dedicated to ITAM in MACOMs and at individual installations. TATM can provide resources for supplemental manpower described in para d, below.

b. Natural Resource Management/Environmental Manpower: Existing natural resource management/environmental GS and LN manpower supports ITAM, but is not funded by the ITAM program, nor is that manpower considered part of the ITAM core capability. Such manpower is resourced through environmental channels, primarily

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in MDEP VENC (The Army Environmental Compliance Program). Natural resources management GS manpower remains centralized in VENC since installation and MACOM natural resource management/environmental staffs continue to perform all environmental technical management functions, to include those that support ITAM.

c. Range Management and Operations Manpower: Similarly, existing GS and LN manpower for range operations supports ITAM functions as part of normal range operations management, but is not funded by the ITAM program, nor considered part of the ITAM core capability. Range operations manpower is resourced in MDEP VSCW (or RL02 for AMC test installations). As with the natural resource management/environmental manpower resourced in VENC, VSCW and RL02 manpower performs all installation range management functions, to include those that support ITAM.

d. Supplemental Manpower/Staffing: As part of the ITAM program core capability, MDEP TATM provides resources to assist and support GS personnel by supplementing both the natural resource management/environmental, and range operations staffs. Funds are provided to resource supplemental manpower intended to perform the functions indicated below. The determination as to whether that supplemental staffing is permanent GS, temporary GS, contracted personnel, Intergovernmental Personnel Act (IPA), LN, or any other source is to be made by MACOMs and installations.

(1) The four functions shown below are resourced IAW the ITAM installation categories. These functions are considered part of the ITAM core capability. This supplemental staffing capability in no way detracts from the principal Government ITAM program management responsibility of the DPTM, or from the oversight of the natural resource management/environmental staff. In that regard, an ITAM lead person should be designated within natural resource management/environmental GS staff to facilitate coordination with the DPTM and supervise the supplemental staff positions located in the natural resource management/environmental staff element. Supplemental staff functions reflected in the ITAM core capability are:

(a) ITAM Management/Coordination

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(b) Geographic Information System (GIS)/
Database Management

(c) LCTA Coordination

(d) LRAM Coordination

(2) Staff Organization: Assignment of supplemental staff within installation staff elements will be determined at MACOM or installation level; however, ITAM coordination/management function should be located within the DPTM. This liaison function is critical as DPTM and natural resource management/environmental staffs are often not collocated. Other supplemental staff would normally be located in the installation natural resource management/environmental staff element.

6.3 Funding:

a. ITAM core capabilities are resourced through the Army Planning, Programming, Budgeting and Execution System (PPBES). Funding is subject to Army management decisions relating to affordability. The ITAM program core capability is funded in MDEP TATM, managed by the HQDA proponent (Training Simulations Div) within the General Purpose Forces Program Execution Group (GF PEG). The GF PEG is chaired by the Deputy Director of Training, ODCSOPS.

b. **ITAM funding does not address and/or correct statutory compliance requirements.** Compliance requirements continue to be funded through the Army Environmental Compliance Program (MDEP VENC), managed within the Base Operations (BASOPS) PEG, chaired by the OACSIM.

c. ITAM core capability resources **will not** be used to perform routine range maintenance. Such requirements will be funded from MDEP VSCW, Training Range Operations.

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d. ITAM resource requirements must be identified at installation and MACOM levels through two avenues indicated below. The two documents must be coordinated.

(1) The installation Environmental, Pollution Prevention, Control and Abatement Report RCS DD-P&L (SA) 1383 submission.

(2) The installation annual budget submission must reflect the funded requirements in the ITAM RCS-1383 submission.

e. As with other ITAM management procedures, the submission of budget requirements will be closely coordinated at installation level between the three key staff elements: the DPTM, the natural resource management/environmental staff, and the DPW as they are submitted through Directorate of Resource Management (DRM) channels. Similarly, at the MACOM level, ITAM related budget submissions should be reviewed jointly by ODCSOPS, G3, or equivalent, the environmental staff, and the installation management staff.

6.3.1 MDEPs and Program Elements

a. MDEP TATM includes funds programmed by appropriation, budget activity, program element and MACOM, to support ITAM core capabilities. TATM may contain Operations and Maintenance, Army (OMA), including OMAR for the USAR; and OMARNG for the ARNG; and Research, Development, Test and Evaluation (RDTE) funds to support ITAM core capabilities on AMC RDTE-funded installations.

b. Army Management System (AMS) codes and Program Elements (PE) for funding in TATM are identified in the Annual Program Plan (APP) described in para 6.4. Note that for FY 96 TATM funds provided by HQDA to MACOMs remain in environmental program AMS

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codes and PEs. TATM AMS codes and PEs will be revised to reflect ODCSOPS funding responsibility, effective FY 97.

6.3.2 RCS-1383 ITAM Submissions

a. RCS-1383 submissions are required for ITAM to ensure that the Army receives full credit for funds it expends in support of its environmental program, including ITAM. The RCS-1383 also affords a convenient way for installations, MACOMs, and other agencies involved in ITAM to submit annual requirements as refinements of the ITAM resourcing models. All ITAM requirements will be reported in installation and MACOM 1383 submissions; however, ITAM funding will not depend on application of the compliance-based "must fund" policy. The ITAM proponent, in conjunction with the EMC, and MACOMs, will coordinate central funding of the ITAM core capability across the Army. This coordination is accomplished at the Summer PMR as described in Chap 5.

b. Submission of the installation 1383 report remains an environmental staff responsibility; however, the **ITAM** submissions within that report must be approved by the DPTM and should be coordinated with the DPW, if the environmental staff is not part of the DPW. The exception to this is EUSA, where approval resides with the MACOM ACofS, G3, who also will coordinate with the MACOM Engineer Office. The ITAM portion of the 1383 report also must be consistent with the installation budget submission. During RCS-1383 development, the DPTM's essential role in the development of the 1383 submission is to identify and influence ITAM requirements, particularly those involving natural resource management/environmental actions, to ensure that they best support the installation's mission essential activities and reflect the ITAM core as executed on that installation. All ITAM core requirements will be designated in the RCS-1383 as Class III and will be funded from MDEP TATM separately from the Army Environmental Compliance program. Installation requirements related to compliance will be funded from MDEP VENC and will not be submitted as ITAM requirements. ANNEX C contains 1383 guidance relating to ITAM. Environmental compliance requirements relating to or impacting training lands, i.e., non-ITAM, will continue to be submitted in accordance with 1383 guidance from ODEP, and will be categorized under the Army environmental compliance policy in accordance with that guidance, i.e., "must fund" policy. Likewise, compliance based 1383s submitted to the BASOPS PEG and citing ITAM or ITAM components as requirements will not be validated or resourced by OACSIM.

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6.3.3 Installation Funding Categories and Models

a. ITAM core capabilities are funded based on the MACOM developed ITAM installation scores and proponent-assigned categories previously described in Chap 5.

b. Funding will be provided based on core capability resourcing models depicted in **Fig. 11 and 12**. Fig. 11 depicts the supplemental staffing model for CAT I through IV installations. Fig. 12 depicts the overall resourcing model for CAT I through IV installations. These models provide standard cost factors. They will be reviewed biennially and revised, as required, at the Winter PMR. MACOMs and installations identify anomalies to the model through their RCS-1383 submission.

Fig. 11 ITAM Supplemental Staffing Functions Model by Installation Category

ITAM COORDINATION

LCTA COORDINATION

GIS/DATABASE MANAGEMENT

LRAM COORDINATION

	CAT I	II	III	IV
ITAM COORDINATION	X	X	X	X
LCTA COORDINATION	X	X		
GIS/DATABASE MANAGEMENT	X	X	X	
LRAM COORDINATION	X	PT		

PT = PART TIME

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Fig. 12: MDEP TATM Initial Funding Model for ITAM Core Capability by Installation Category

COMPONENT	FUNCTION	INSTALLATION CATEGORY				
		I	II	III	IV	
LCTA	SUPPL MANPOWER	50	50			\$000
	MANAGEMENT OPS	6	4	2	2	
	PERIODIC MONITORING (RECURRING)	100	50	25	10	
	SPECIAL CASE MONITORING	30	25	20	15	
	GIS DATA MGNT	75	50	25		
	GIS/DB SUPPL MANPOWER	50	50	50		
TRI	SUPPL MANPOWER	65	65	65	50	
	MANAGEMENT OPS	24	16	8	8	
LRAM	SUPPL MANPOWER	50	30 (PT)			
	PROJECT DESIGN	30	20	10	10	
	MANAGEMENT OPS	12	8	4		
	NON-COMPLIANCE REPAIR & MAINT PROJECTS (EXAMPLE ACRES)	\$4/ACRE (125K)	(70K)	(35K)	(8K)	➔
EA	MANAGEMENT OPS	6	4	2	2	
	STOCK INSTALLATION BASELINE	8	6	4	2	
		1006	658	355	131	SAMPLE INSTALLATION TOTAL

6.3.4 ITAM Core Funding Augmentation

ITAM core capability resourcing accomplished in MDEP TATM, as depicted in the two resourcing models, can be augmented from a variety of sources to support the total land management requirements of installations. Those funding sources are summarized below. By integrating all such funding sources, installations can best address the total land management and maintenance requirement. The relationship of ITAM core capability resourcing with other sources is depicted in **Fig. 13.**

a. Installations may seek LEGACY funding to support surveying and inventorying.

b. Recurring annual preventive maintenance of training land can be funded under the installation's RPMA program through the installation's Real Property Planning Board (RPPB). Such projects can include LRAM preventive maintenance efforts. It is recognized that some MACOMs rely extensively on RPMA funding and

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programs to fund LRAM projects, while others receive no RPMA funding to support LRAM projects.

c. Funding for prototype LRAM projects to demonstrate installation/environment-unique techniques or techniques unique to an installation may be sought from the LEGACY program.

d. Compliance related range and training land survey, monitoring, rehabilitation and repair projects (by definition, not ITAM) will be funded using MDEP VENC through the installation's environmental compliance program.

e. The installation sale and outlease program proceeds are available for training area environmental projects at the discretion of the installation commander. Sale and outlease proceeds are deposited into Special Receipt Accounts. The funds collected into these accounts are periodically distributed to MACOMs for subsequent transfer to the installations that generated the revenue. All funds distributed by HQDA under this program must be used for facility maintenance and repair or for environmental projects.

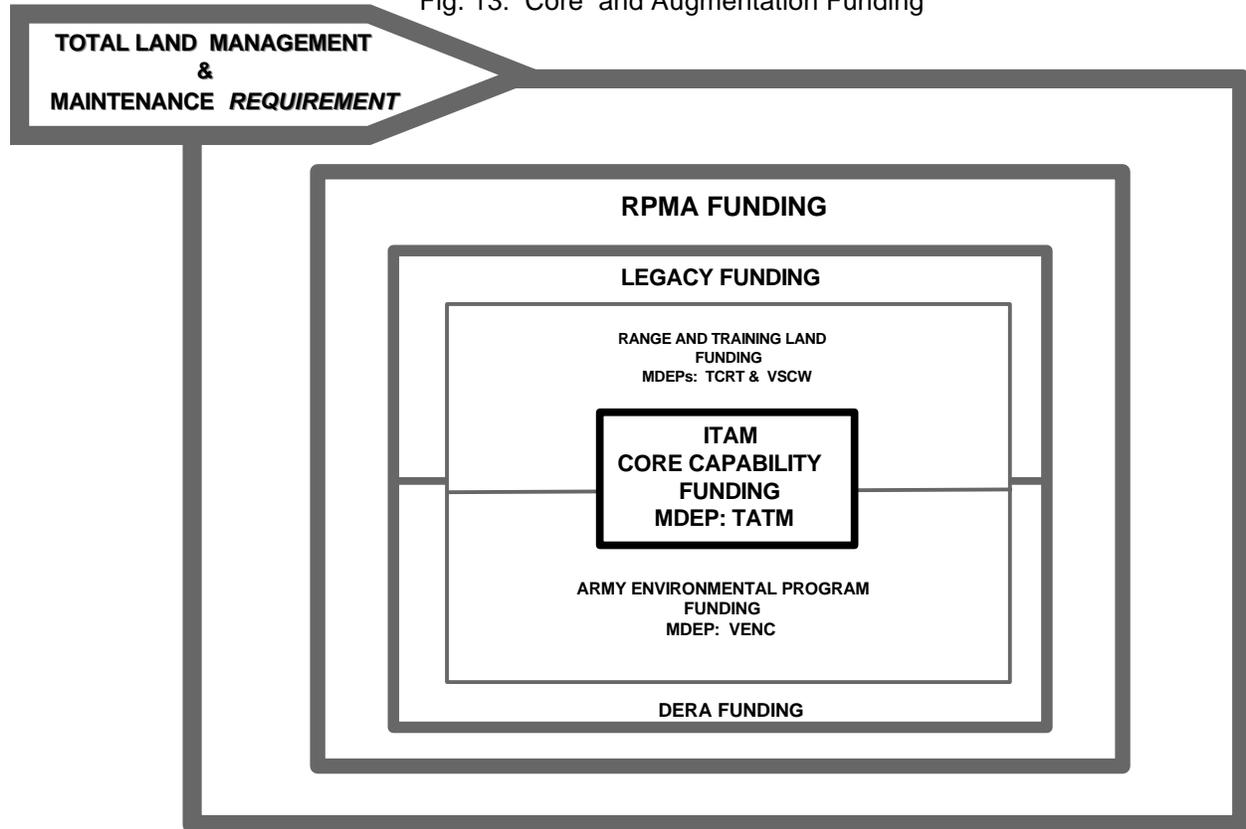
f. Additional funds to support ITAM, normally LRAM projects, may be generated by charging land user units and/or activities for repair of direct training damage beyond fair wear and tear. Determination of fair wear and tear is made by the installation; however, examples include: abandoned fighting positions and tank ditches, discarded barrier materials, unrecovered ammunition packaging, and trash. On RDTE ranges, fair wear and tear is billed to range users through standard rates. Damage beyond fair wear and tear is charged to the test customer causing the damage. Installations normally determine fair wear and tear through a process of range inspections following training or land use activities.

g. Installations within the United States are eligible to apply for Defense Environmental Restoration Act (DERA) funds to support training land restoration in accordance with the Army Restoration Program Management Plan. DERA funds are designed to remediate past contamination sites and their sources that pose a threat to human health and the environment. DERA funding is not intended to support ITAM, per se; however, certain projects eligible for

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DERA funding would benefit overall training land management and maintenance, e.g., investigation of abandoned landfills, and clean-up of hazardous waste sites in the training area.

Fig. 13: Core and Augmentation Funding



h. A sample scenario depicting use of ITAM and augmentation funding sources for various land management and maintenance requirements on training lands is provided at ANNEX D.

6.4 Audit Procedures:

a. The Army will audit its ITAM investment and management through both formal and informal means.

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b. Formal means, such as Army Audit Agency (USAAA) reviews, will be conducted as required to insure programmed funding is being applied to appropriate projects.

c. A process of on-going, informal audits will be conducted as follows:

(1) As described previously, coordination between the HQDA proponent, the other agencies of the program EMC, and MACOMs determine annual funding requirements and annual funding levels.

(2) The proponent ensures that appropriate, validated requirements are reflected in MDEP TATM funding levels, by appropriation, budget activity, program element and MACOM.

(3) As the budget is approved and disseminated to MACOMs, the proponent will publish a separate ITAM Annual Program Plan (APP) and distribute it to counterparts in both the operations/training and natural resource management/environmental staffs of MACOMs, and to supporting agencies. The APP will serve as a cross reference of funded projects and levels of core TATM funding for the upcoming fiscal year.

(4) Direct coordination between the HQDA proponent, the MACOMs and supporting agencies, and between MACOMs and installations, will review execution of ITAM programmed funds compared to intended applications as described in the APP.

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Chapter 7. Program Development

This chapter identifies some ITAM programmatic objectives aimed at improving the effectiveness and efficiency of the program. General implementation phases are described.

7.1 ITAM Objective Program:

An objective program capability serves as the basis for program improvement. The objective capability is based on the core capability and reflects user requirements which cannot be implemented immediately. The objective capability reflects optimum ITAM implementation which best supports the program's goal. Objective capability initiatives include:

a. **Regional Management:** Explore management of ITAM on a regional basis which supports resource efficiencies and a developing ecosystem approach and resource efficiencies. Such an ecosystem approach could include provisions, such as:

(1) Strive to conserve biodiversity while defining precise environmental goals within the context of Army missions.

(2) Integrate goals and actions up and down geographic and temporal scales, and considers essential components of biodiversity, such as composition, structure, and function of the greater ecosystem of the installation or even region.

(3) Focus on a changing desired future condition reflecting the integration of mission activities and the natural environment.

(4) Emphasize the overall environmental process rather than discrete sub-elements of the installation's environment.

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(5) Adopt a preventive approach to adverse trends, rather than reacting to negative impacts, and it recommends land use consistent with the resiliency and limitations of the land in order to sustain usefulness to support training and the mission.

(6) Recognize that variability and ecological succession and disturbance are components of most, if not all, ecosystems, and that change is an inherent property of natural systems. Recognize the need for common policies and objectives across jurisdictional boundaries.

(7) Integrate inventories, mapping, data bases, research, and monitoring across disciplines and jurisdictions through regional cooperation.

b. **Standard Technical Support:** Provide technical support of all ITAM components based on a menu approach which provides installations with a variety of standard support options. Move to fewer, proven technical methods and approaches to achieve efficiency and optimize investment.

c. **LCTA 2:** Develop, define, resource and implement the enhanced LCTA protocol as described in Chap 3.

d. **Objective Land Carrying Capacity Methodology:** Determine a carrying capacity/sustainability estimate for discrete land parcels for specific training events and/or training event categories. Refine that estimate to installation-specific carrying capacity/sustainability factors and a standard prediction model.

e. **Establish a Land Database:** Collect, manage and make data available to support standardized analysis at installation, MACOM, region, and Army levels.

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f. **Achieve an Automated Management Support Capability:**

Integrate an automated management/decision support capability to permit staff to assess and predict impacts of training on land. That capability will incorporate systems supporting four functions: training management; ITAM; natural and cultural resource management; and real property management. Possible candidate systems include those indicated on **Fig. 14**. The Range Facility Management Support System (RFMSS) is the primary training management tool. ITAM will take advantage of existing systems such as the LCTA database and GIS technology. Natural and cultural resource management will rely on the Defense Environmental Security Corporate Information Management (DESCIM). Real property management will use the Real Property Management Tool (RMAT). Integration of technology will provide DPTM staff with an automated capability to predict the impacts of training events matched to the specific environmental conditions of discrete land parcels at each installation. Conceptual systems integration is depicted in **Fig. 14**.

(1) RFMSS v 2.3 and v 3.1 are fielded and provide DPTM with a scheduling and training resource inventory capability.

(2) ITAM is supported by various automated support systems capable of displaying information graphically to support management. ITAM is also supported by an LCTA automated database.

(3) RMAT is being fielded by the OACSIM as a Sustaining Base Information System (SBIS) sub-system. RMAT will be centrally funded and fielded to many Army installations to provide automated support of master planning and a standard GIS capability. Both RFMSS v 3.1 and the LCTA database will interface with RMAT.

(4) RFMSS v 4.0 is being developed as an SBIS sub-system and will be fielded Army-wide to provide a standardized, automated training scheduling and inventorying capability which will interface with the GIS capability in RMAT.

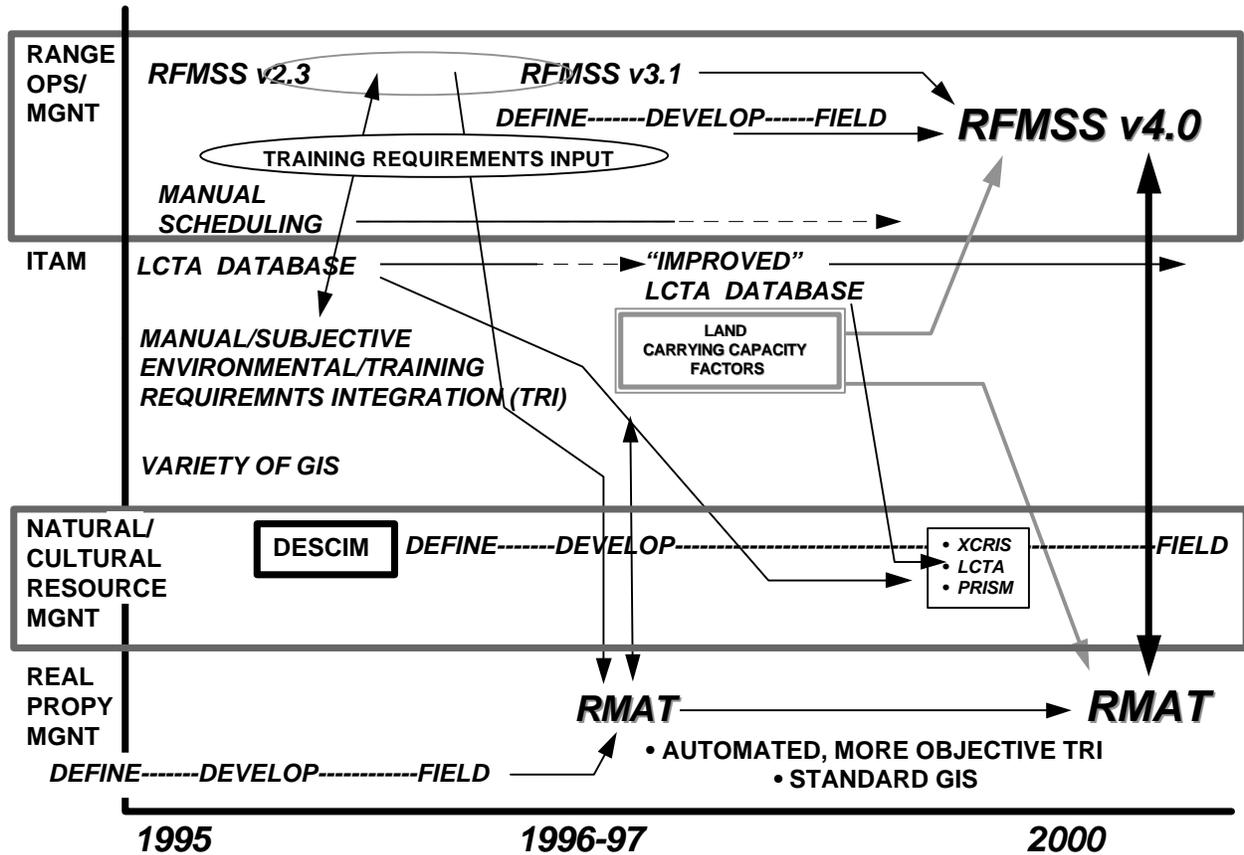
(5) As carrying capacity factors and models are developed, they will achieve functionality through the RMAT/RFMSS 4.0 interface, providing installations with an automated capability

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to perform TRI and predict, not only training related impacts, but, also LRAM investment requirements.

(6) DESCIM will utilize the LCTA database as a migratory system.

Fig. 14: Objective Systems Integration



g. **Staff Training:** A standard staff training program will be implemented to support all personnel (GS and supplemental staff) assigned in support of ITAM.

7.2 Implementation Phases: Phases are depicted in Fig. 15.

7.2.1 Transition Phase - FY 95 (PHASE I):

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- a. Training Directorate, ODCSOPS, assumed responsibility for ITAM in Dec 94 and proponency for TATM, effective 1 Oct 94 (FY 95), with ITAM funds remaining in MDEP VENC in FY 95.

- b. FY 95 was a transition period during which funding for ITAM continues to be managed by ODEP.

- c. The status of existing field programs was verified.

- d. Support for existing capabilities was sustained.

- e. Total Army investment was identified.

- f. Methods and procedures were identified through a user requirement document developed by the executive agent (Combat Tng Spt Dir, ATSC).

- g. Initial technology support requirements were identified and initial support vehicles were put in place by AEC.

- h. Program management procedures and relationships between ODCSOPS and environmental channels were refined through development of the ITAM Strategy.

- i. During the development of the "Mini" POM for FY 97-01, the proponent, in conjunction with MACOMs, structured ITAM program resourcing for that period.

- j. Priority of implementation effort was identified and refined at the first PMR (Jun 95).

7.2.2 Initial Implementation - POM FY 96-01 (PHASE II):

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- a. The proponent assumes responsibility for funding, effective 1 Oct 95 (FY 96).

- b. Funding available in FY 96 through the FY 96-01 Program Operating Memorandum (POM) is essentially set. The program will be executed with resources programmed in the "Mini" POM for FY 97.

- c. A principal effort during FY 96 will be on the development, submission, and support of ITAM requirements in the FY 98-03 POM.

- d. The Spring, 1995, MACOM RCS-1383 submittal will provide final input for development of the FY 97 budget and FY 97-01 Mini-POM, and initial input for the FY 98-03 POM.

- e. In addition to POM development, improved standardization of ITAM procedures IAW this strategy, will be accomplished, Army-wide.

- f. A concept of regional ITAM management will be developed and evaluated.

7.2.3 Full Implementation - POM FY 98-03 (PHASE III):

- a. The results of the FY 98-03 POM will determine the level of resourcing and capability possible toward achievement of the ITAM objective capability.

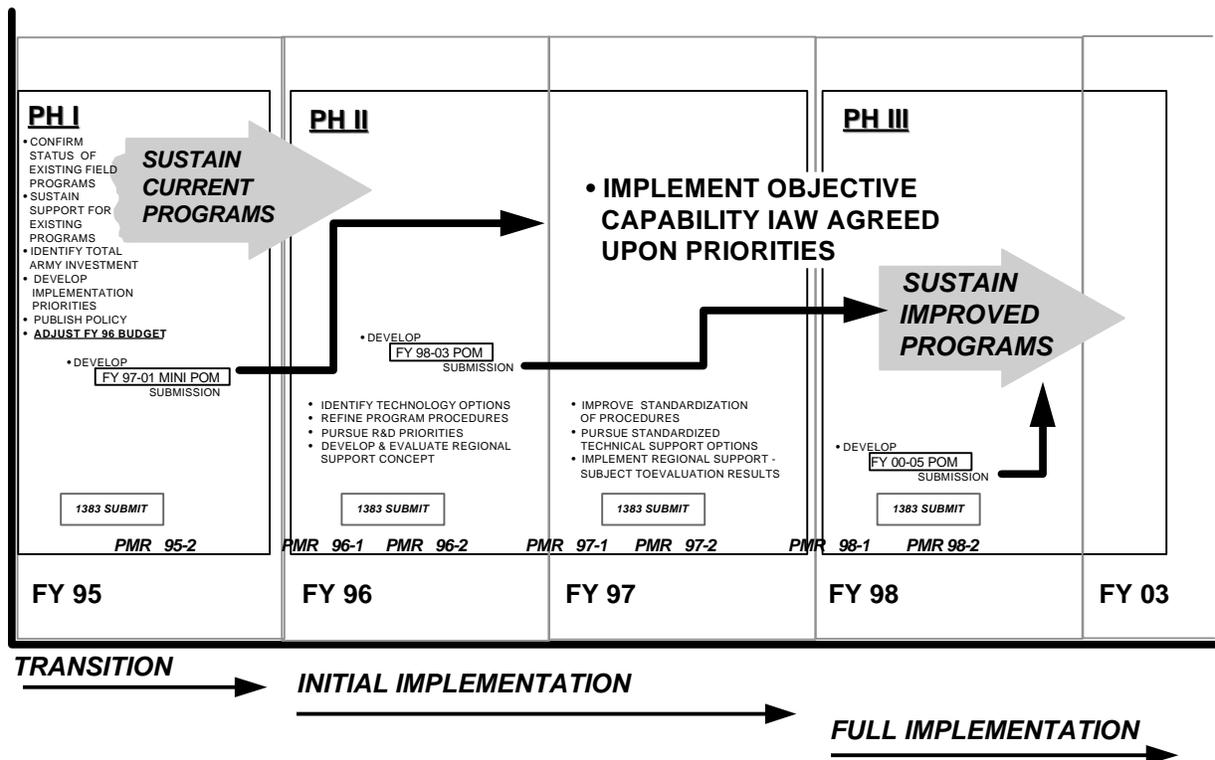
- b. Assuming reasonable support, major efforts will be undertaken to institutionalize the program in accordance with the ITAM strategy and agreed upon priorities.

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c. A regional ITAM management approach (if deemed feasible as a result of concept development and evaluation) will be implemented.

d. Standardized, central environmental technical support will be implemented under the management of the Conservation Br, AEC.

Fig. 15: ITAM Implementation Phases



ANNEXES :

- A References
- B User Requirements
- C RCS-1383 Guidance
- D Example: Installation Land Management and

ITAM Strategy

Maintenance Funding Scenario

E Program POCs

F Glossary