Army Publication

ARMY SUSTAINABLE RANGE PROGRAM PLAN

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EXECUTIVE SUMMARY

The Army has a non-negotiable contract with the American public to fight and win the nation's wars and to defend its borders. In order to meet its Title 10 mission responsibilities, and to remain optimized for a broad range of simultaneous missions in a complex operational environment, the Army must train as it fights. At the core of this training mission is the critical need to sustain the capability of Army range and land assets to meet the demands of Army doctrinal training requirements. This challenge is compounded by an era of increasing limitations caused by external factors, commonly referred to as encroachment. The cumulative weight of these external factors, combined with the Army's increasing mission requirements, directly impacts the capability, availability, and accessibility of Army ranges and training lands. Army ranges include live-fire training facilities from small arms ranges dedicated to individual soldier training and multi-purpose combined arms live-fire training facilities that support the Army's complex live fire training to:

- Training and maneuver areas, drop zones, and river crossing sites;
- Specialized training facilities such as those for Military Operations on Urban Terrain (MOUT); and
- Both duded and non-duded impact areas into which munitions are fired.

Army ranges also include the testing facilities where new weapons systems are developed. Together, these facilities constitute the range "complex" present on many (but not all) Army installations.

Ranges and range complexes exist within the Army's installation infrastructure. However, ranges are viewed from three distinct perspectives – as the range complex described above, as a part of the real property infrastructure, and as a part of the environment. Figure 1 illustrates the relationship between these three perspectives on a notional installation.

Real property and environmental management occur from "fence line" to "fence line" on an installation. Range complexes are a sub-set of the installation on which the training or testing missions occur. However, the range complex has a significant place in both the Army's real property and environmental management programs and is, therefore, a key mission enabler as well as a major component of Army installations.

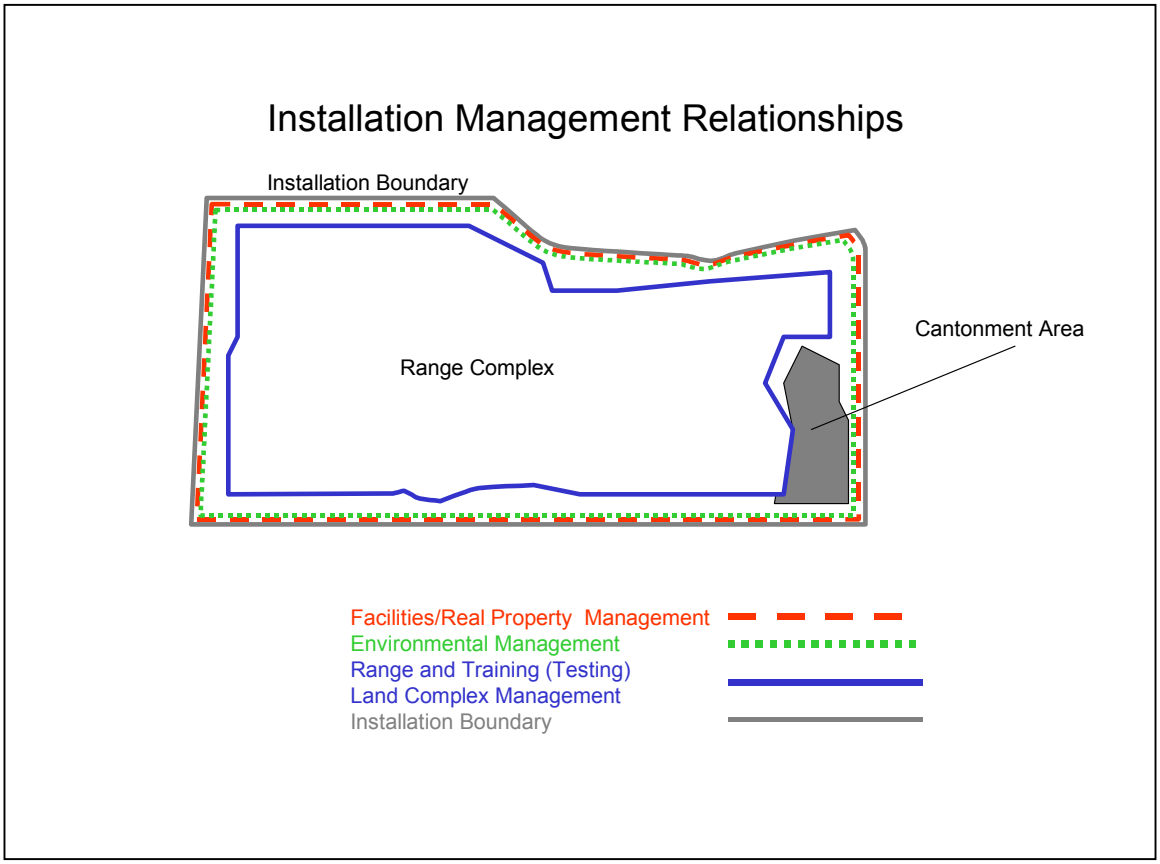

Figure 1. Range Complex on a Notional Installation.

Encroachment refers to the sum of external factors impacting ranges and land and having the potential to limit the Service's capability to accomplish their mission and maintain ready forces. To meet encroachment challenges, the Army is creating and implementing a Sustainable Range Program (SRP) that integrates the three perspectives to support the Army mission.

SRP improves the way the Army designs, manages, and uses its ranges to meet its Title 10 training and testing responsibilities. The Headquarters, Department of the Army (HQDA) Deputy Chief of Staff (DCS), G-3, as the Army Trainer, has the responsibility for establishing the priorities and requirements for Army ranges and training lands, planning for their modernization and expansion, and formulating policy for their operation and management. Therefore, the Office of the Deputy Chief of Staff (ODCS) G-3, HQDA is the Army Staff (ARSTAF) proponent for SRP.

The core programs of the Army's SRP that are directly managed and funded by HQDA G-3 are:

- The Range and Training Land Program (RTLP), consisting of range modernization and range operations.
- The Integrated Training Area Management (ITAM) program, consisting of land management and land maintenance.

The HQDA Assistant Chief of Staff for Installation Management (ACSIM), as the Army's overall installation manager, establishes the policy guidance and procedures for installation operations, real property management, and environmental stewardship for all activities and functions within Army garrisons. In that regard, components of the G-3's RTLP and ITAM program are synchronized with the ACSIM's installation management policies. For example:

- Ranges are reflected in the ACSIM's Installation Status Report (ISR), Part 1, with standards for range facilities being established by the G-3.
- The G-3's range modernization planning process reflects the ACSIM's National Environmental Policy Act (NEPA) requirements.
- The G-3's training land management is carried out in a manner that is consistent with the ACSIM's conservation policy.
- The G-3's range modernization projects are developed in accordance with the ACSIM's facilities, housing, and Military Construction (MILCON) program procedures.

In addition to the SRP core programs and the ACSIM's overarching installation management programs, there are two other functions, each with its own ARSTAF functional proponent, that support the Army's SRP. These functions have specific responsibilities that directly impact the operation and management of ranges and training lands and are critical to sustaining ranges. They include:

- The Range Safety Program, under the direction of the Director of Army Safety (DASAF), Office of the Chief of Staff, Army (CSA).
- Munitions Management, under the direction of the HQDA DCS, G-4.

The goal of the Army's SRP is to integrate the ACSIM facilities management and environmental programs, the Army Range Safety Program, and the Munitions Management program with the HQDA G-3 core SRP functions (RTLP and ITAM Program) for the purpose of optimizing mission sustainability of ranges at each echelon in the Army. This integration occurs at:

- The senior Army leader level at HQDA through the actions of the Training Leader Development General Officer Steering Committee (TLGOSC), chaired by the G-3, and the Installation Management Board of Directors (IMBOD), chaired by the Vice Chief of Staff, Army.
- The ARSTAF level at HQDA through the Army Range Sustainment Integration Council (ARSIC), including --
    - ARSTAF proponents,
    - Key HQDA agencies,
    - ARSTAF Field Operating Agencies (FOA), and
    - Executive Agents.

- The intermediate command level (i.e., Installation Management Agency (IMA), Major Army Commands (MACOMs) and IMA Regions) through an ARSIC-like structure or Integrated Process Team (IPT) focused on SRP.
- The installation level through an SRP IPT approach within the garrison staff.

SUSTAINABLE RANGE PROGRAM EXECUTION

CONUS

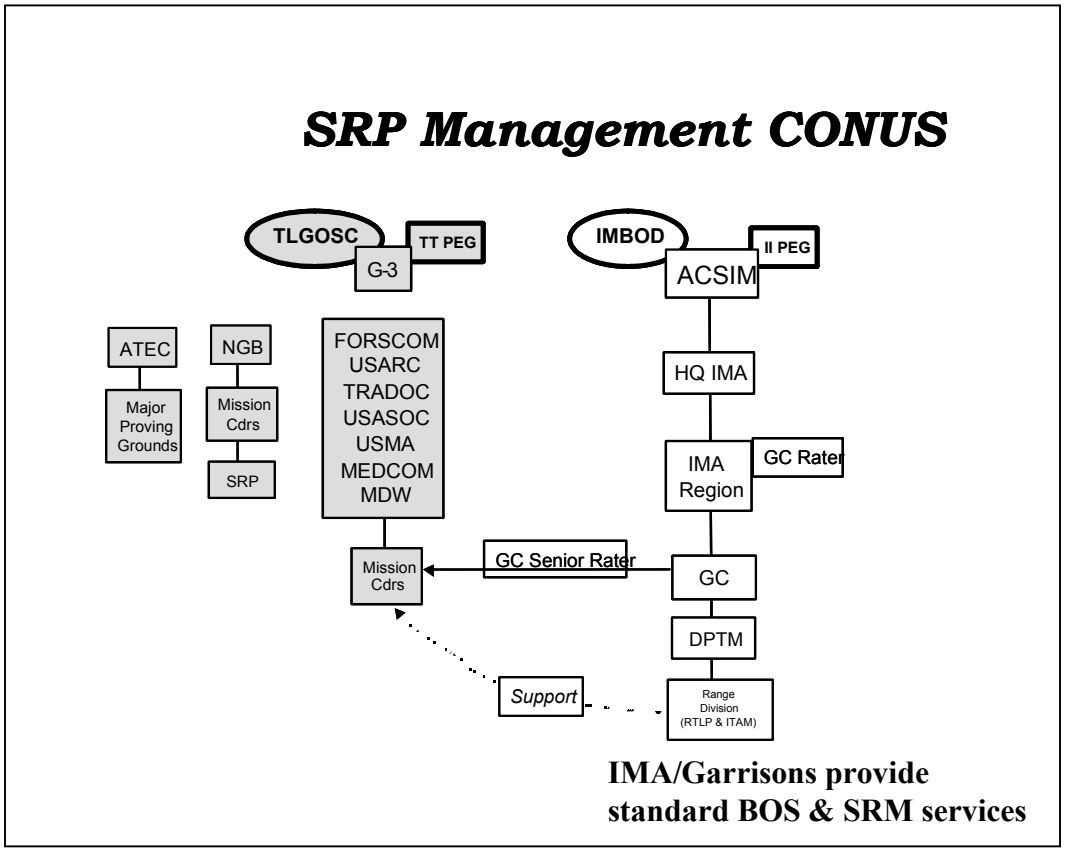

Figure 2. CONUS SRP Management.

SRP is executed in the Continental United States (CONUS) as specified below.

- Mission Commanders retain SRP management responsibilities as follows:
  - The National Guard Bureau (NGB) through the Adjutants General of the States and Territories manages all SRP functions in and on Army National Guard (ARNG) installations.
  - Test ranges under the command and control of the Army Test and Evaluation Command (ATEC) remain mission functions. This includes the ITAM core SRP function on test ranges.
- SRP on IMA Installations is managed as follows:

- On installations where Forces Command (FORSCOM), US Army Reserve Command (USARC), Training and Doctrine Command (TRADOC), Military District Washington (MDW), United States Military Academy (USMA), and Medical Command (MEDCOM) commanders are the Senior Mission Commander, the SRP core program functions (RTLP and ITAM) are executed by the Director of Plans, Training, and Mobilization (DPTM) who reports to the Garrison Commander.
- The Garrison Commander operates under the direction of the CONUS IMA Regions that in turn operate under the direction of Headquarters (HQ) IMA. Because the Army's training missions are the responsibility of the MACOMs, FORSCOM, USARC, TRADOC, U.S. Army Special Operations Command (USASOC), MDW, USMA, and MEDCOM commanders and training staffs also play a role in establishing requirements and priorities for the SRP core programs (RTLP and ITAM) on CONUS installations that support their training missions.

- Core Program Requirements and Resourcing. For the SRP core programs (RTLP and ITAM), requirements are forwarded by the Garrison Commander to the Installation Senior Mission Commander who validates the requirements and forwards them through the MACOM to HQDA G-3. Requirements are simultaneously forwarded by Garrison Commanders through IMA channels to ensure unity of effort for the SRP, continuous coordination is accomplished between the Installation and the MACOM; the MACOM, the IMA, and the IMA Regions; and HQDA G-3, the ACSIM, and the IMA.

  Resources for HQDA G-3 core programs are passed to the IMA, on to the IMA Regions, and finally to the installation for execution. HQDA G-3 provides direction and guidance to HQ IMA on funding allocation and execution for SRP core programs. HQDA G-3 allocates core program funds to the installation level of detail.

- Other Requirements and Resourcing. The Garrison Commander through the IMA Region and IMA forwards the facilities and environmental program requirements to the ACSIM with coordination between the IMA and IMA Regions and MACOMs, the ACSIM and IMA and HQDA G-3.

  ACSIM funds are distributed through the IMA and IMA Regions to Garrisons in accordance with ACSIM funding models, procedures, and priorities.

OCONUS

SRP is executed Outside the Continental United States (OCONUS) as follows:

- Core Functions. SRP core functions are centrally managed by OCONUS MACOMs (U.S. Army, Europe (USAREUR); U.S. Army, Pacific (USARPAC); and Eighth U.S. Army) to support the mission training responsibilities of those commands.

- Supporting Functions. SRP supporting functions are executed by the Europe, Pacific, and Korea IMA Regions to provide direct support to the SRP core functions and Mission Commanders.

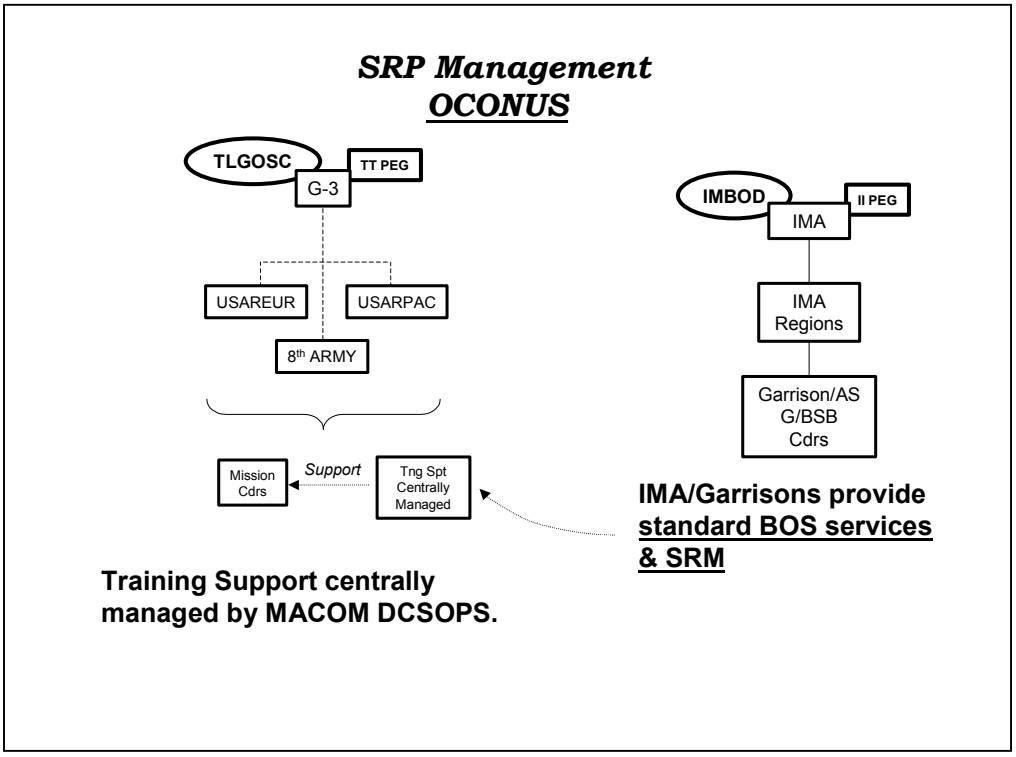

Figure 3. OCONUS SRP Management.

- Core Program Requirements and Resourcing. For the SRP core programs (RTLP and ITAM), requirements are forwarded by the USAREUR, Eighth US Army, and USARPAC MACOM training staffs to HQDA G-3. Coordination is accomplished between those MACOMs and their supporting IMA Regions and HQDA G-3, as well as the ACSIM and IMA, in order to ensure unity of effort for those MACOMs' SRP. Core program resources are passed directly by HQDA G-3 to the OCONUS MACOMs. Those MACOMs distribute resources in accordance with MACOM mission priorities.
- Other Requirements and Resourcing. The other program requirements (primarily base operations (BASOPS) services) are forwarded by the Garrison or Area Support Group (ASG)/ Base Support Battalion (BSB) Commander through the IMA Region to the IMA. The IMA distributes resources through its regions to garrisons in accordance with ACSIM priorities and procedures.

MANAGEMENT INTEGRATION

Figure 4 depicts a notional garrison structure and illustrates how ARSTAF proponent roles affect the integration of the core SRP programs and related functions. An IPT

approach is required at all echelons from HQDA down to the installation-level to focus efforts on sustainable range issues.

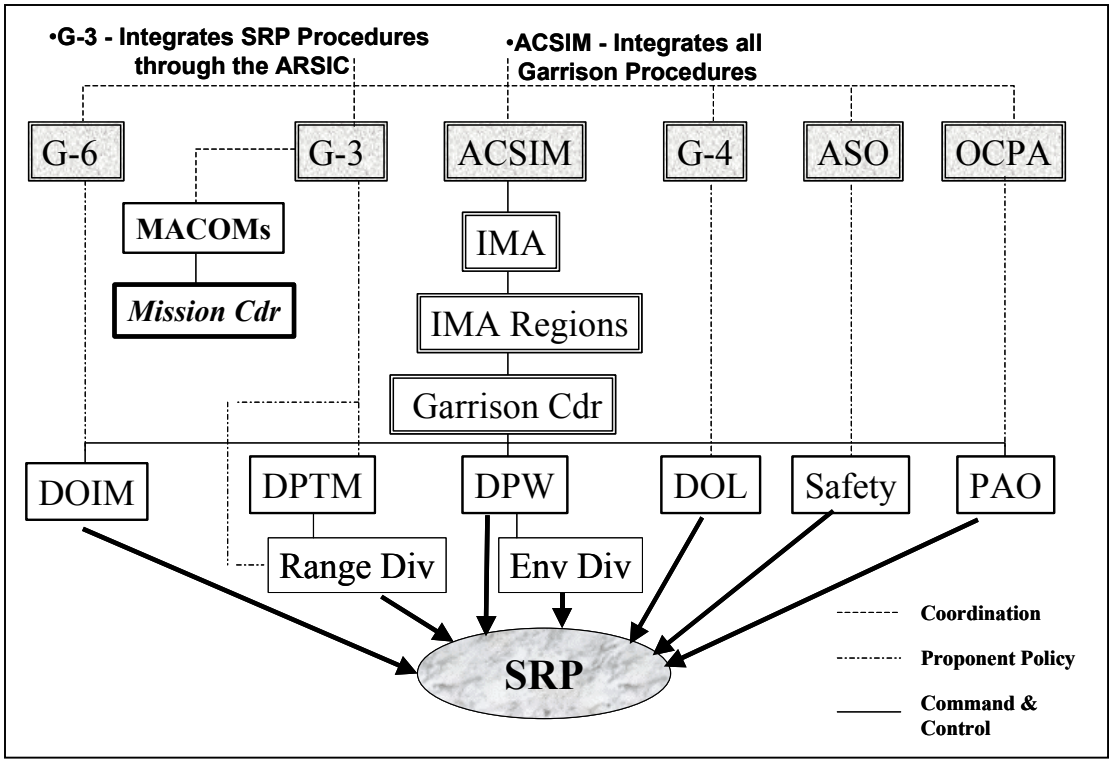

Figure 4. SRP Management Integration at a Notional Garrison.

HQDA Level

The ARSIC is established at HQDA to support range sustainability and to develop and implement the Army's SRP. This HQDA Council of Colonels and IPT serves as a forum to integrate policies, procedures, and investments required for sustainable range management, Army Transformation, and readiness. The G-3 integrates all SRP core programs and related functions through the ARSIC and works with ACSIM to ensure that ranges meet training, installation, and environmental standards to support the mission. The ACSIM is responsible for overall installation sustainability and therefore ensures that the programs impacting or affecting ranges and training lands (facilities management, environmental, safety, logistics) are integrated with the training and test mission.

Other HQDA proponents on the ARSIC, i.e., HQDA G-4 and the Army Safety Office (ASO) ARSTAF proponents, have program responsibility as indicated and integrate the safety and munitions management functions discussed previously. The G-6 provides Command, Control, Communications, and Computer (C4) systems and (electro-magnetic/frequency) spectrum management input.

MACOM, IMA, and IMA Region Level

Integration is accomplished at this intermediate level through a MACOM and IMA Region interface among training, facilities, and environmental staffs. The MACOM and IMA Region work together to resolve issues that may have an impact on training readiness. The IMA operates at both the HQDA-level and intermediate-level due to its

unique status as the ACSIM's FOA for installation management, and its role as the higher headquarters for IMA Regions and garrisons.

Installation Level

At the installation level, integration is accomplished through the adoption of an IPT approach that focuses on integrated decision-making across the installation functions that support SRP. The Garrison Commander works with his staff to ensure that environmental compliance and stewardship requirements and responsibilities support the installation training mission and are embedded in range operations and range modernization projects. The Garrison Commander must also ensure that environmental compliance and management requirements are mitigated to reduce "work-arounds" that restrict doctrinal training. The Garrison Commander also ensures that the DPTM and Directorate of Public Works (DPW) staffs identify and assess current and future encroachment factors using such tools as the ISR Parts I and II, Environmental Performance Assessment System (EPAS), and similar reporting means. Once identified, the Garrison Commander and his staff work with the Senior Mission Commander to raise attention to impending encroachment challenges that may impact training readiness. Challenges are raised through both mission and ACSIM channels to ensure that appropriate coordination takes place at all levels to address these issues.

SYNOPSIS

The Army is implementing the SRP to manage its ranges in a more comprehensive manner; meet the challenges brought about by encroachment; and maximize the capability, availability, and accessibility of its ranges and training lands to support its Title 10 mission. Integration of all the programs that impact ranges and training lands at each echelon is key to the success of the SRP.

The SRP will be implemented through the publication of a new Army Regulation (AR) that will not only integrate the procedures currently contained in *AR 210-21, the Range and Training Land Program* and *AR 350-4, the Integrated Training Area Management* program, but will establish new procedures and policies that outline the doctrinal framework to support the SRP. In this way, the Army will be able to support current and future Transformation requirements through long-term sustainability of it ranges.

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CHAPTER 1. GENERAL INFORMATION

Army forces are the decisive component of land warfare and therefore must be strategically responsive, deployable, lethal, and sustainable to remain dominant across the spectrum of military operations. Fighting and winning the nation's wars is the foundation of the non-negotiable contract that the United States (U.S.) Army has with the American people. Therefore, Army forces must train to and maintain the highest readiness levels. Effective training, carried out to a high doctrinal standard, is the cornerstone of operational success and is essential for the full spectrum force. The Sustainable Range Program (SRP) integrates all management disciplines that affect or are affected by live training and testing. The SRP will ensure that the Army's ranges and land assets are capable, available, and accessible indefinitely to support readiness.

SECTION 1. OVERVIEW

1-1. Purpose

This plan describes the Army's SRP and serves as implementing guidance for Department of Defense Directive (DODD) 3200.15*, Sustainment of Ranges and Operating Areas*; DODD 4715.11 and DODD 4715.12, *Environmental and Explosives Safety on DOD Ranges Within and Outside of the Continental United States;* and HQDA Memorandum 350-03-1, *Environmental and Explosives Safety Management on Department of the Army Operational Ranges*. The proponent agency for the SRP is Headquarters Department of the Army (HQDA), Deputy Chief of Staff (DCS), G-3.

1-2. References and Terms

Appendix A provides a list of documents referenced within this document. The glossary explains abbreviations and special terms used in this plan, such as the following:

- **Military Range**. Military ranges are the designated land or water areas set aside, managed, and used to train military personnel; conduct research; and develop, test, and evaluate military munitions, explosives, ordnance, or weapons systems. Ranges include firing lines and positions, maneuver areas, test pads, detonation pads, impact areas, and buffer zones with restricted access and exclusionary areas.
- **Sustainable Range**. Sustainable ranges are Army ranges and training lands that are capable, available, and accessible to support doctrinal training and testing requirements, mobilization, and deployments under normal and surge conditions.
- **Sustainable Range Program**. The Sustainable Range Program is the Army's overall approach to improving the way in which it designs, manages, and uses its ranges to meet its Title 10 mission training responsibilities. The SRP proponent, the DCS, G-3, defines SRP by its two core programs, the Range and Training Land Program (RTLP) and the Integrated Training Area Management (ITAM) program, which focus on the doctrinal capability of the Army's ranges and training lands. The SRP core programs are integrated with the facilities management, environmental management, munitions management, and safety program functions that support the doctrinal capability to ensure the availability and

accessibility of Army ranges and training lands. Within the Army Test and Evaluation Command (ATEC), SRP is defined by its test ranges and ITAM programs and is similarly integrated with the programs described in the preceding statement.

- **Encroachment**. Encroachment refers to the sum of external factors impacting ranges and land and having the potential to limit the Service's capability to accomplish their mission and maintain ready forces.

1-3. Management Controls

Appendix C provides a list of management controls, but does not identify the key management controls that must be evaluated.

SECTION 2. BACKGROUND

1-4. Doctrinal Overview

Army doctrine is the concise expression of how Army forces contribute to unified actions in campaigns, major operations, battles, and engagements. Doctrinal manuals describe the Army's approach and contributions to full spectrum operations on land and convey the correct procedures and principles for conducting training properly.

Every day, the Army trains soldiers and units while developing leaders. Training critical individual and collective tasks ensures the readiness of the force to accomplish the mission. Battle-focused training on combat tasks prepares soldiers to deploy, fight, and win. Changes in the operational environment, weapons systems, land combat operations, and information technology affect the way the Army shapes and synchronizes the battle and how it employs tactical units on the battlefield. This has caused the Army to move from the well-defined linear battleground to an asymmetric battlefield. Therefore, to be effective, training must provide the combat-like conditions of an asymmetrical battlefield setting that are realistic as well as physically and mentally challenging.

The Army's family of training ranges provides opportunities to develop and improve soldier and unit proficiency in the use of sophisticated weaponry. To mold soldiers and units into an effective fighting unit, training ranges must realistically portray combat conditions.

As the Army develops weapons systems that are capable of delivering greater firepower over increased areas, ranges must be large enough to accommodate these increased firing capabilities. With greater firepower and maneuver capabilities, the requirements for range land assets continue to grow. Acquisition of additional land assets to support training and testing requirements will be limited, so sustaining current ranges and training lands becomes a critical management task. "Sustainment" translates to capability, availability, and accessibility focused on the training mission.

1-5. Internal Forces Affecting the Army

The Army has a non-negotiable contract with the American public to fight and win the nation's wars, defend its borders, and support its national policies and objectives. The attacks of 11 September 2001 have proven with compelling force that the strategic environment is, and will remain, unpredictable. Although the Army may clearly

distinguish trends and threats, it will not be able to predict with certainty how these threats may be directed against America. The Army must remain optimized for major theater war. Additionally, it must be sufficiently versatile and agile to be able to handle smaller-scale contingencies that will occur more often and, thus, present unique challenges. The quality, maturity, experience, and intellectual development of Army leaders and soldiers becomes even more critical to handling the broader range of simultaneous missions in this complex operational environment. Army soldiers and leaders must master skills and competencies required to decisively defeat adversaries that rely on surprise, deception, and asymmetric warfare to achieve their objectives through the live, virtual, and constructive training domains.

As the Army transforms to the Objective Force, the management and command structure that supports those forces is also transforming. As the force achieves full operational capability, the associated critical training enablers, support structure, and infrastructure along with realistic and relevant training venues, must remain fully capable.[1] These internal factors drive the Army's efforts to ensure the continuing capability of its ranges to meet the demands dictated by the characteristics of its weapons systems and doctrinal requirements.

1-6. External Forces Affecting the Army

Over the course of the past several decades, increasing limitations on the Army's ranges have become a serious challenge. This challenge, which is referred to as encroachment, is caused by external factors such as urbanization; increasing environmental restrictions; competition for airspace, land, and electro-magnetic spectrum; and the public's reduced perception of national security threats. Many of these external factors are well-recognized influences involving long-term trends. For example, urban sprawl is a serious trend that is transforming Army ranges and training lands into *islands of biodiversity*. Consequently, as surrounding populations increase around these once remote sites, the value of the natural resources on Army ranges and training lands increases as does the regulation and application of environmental constraints to these resources.

In addition, unlike thirty years ago, today's public is less likely to have personal military experience so there is less familiarity with the sights, sounds, and purposes of Army training. Often, the public's impressions of Army training are limited to the noise, smoke, and lack of access to some of the most pristine natural landscapes in their regions.

The Army recognizes the cumulative weight of these external factors as directly impacting the capability, availability, and accessibility of its ranges and training lands. Mitigating the external pressures on its ranges and training lands is essential to the Sustainable Range Program and for ensuring support of mission requirements.

[1] Excerpts from the Army Posture Statement, Chief of Staff, Army (CSA), 2002.

SECTION 3. STRATEGY TO AFFECT CHANGE

1-7. Sustainable Range Program Concept

Because many programs and functional offices affect the management of Army testing and training ranges and land assets, the Army conducted a gap analysis during fiscal year (FY) 01. The purpose of the gap analysis was to identify shortfalls in current functions, policies, and procedures that could impede implementation of the SRP across all echelons of the Army. To gauge programmatic, management, and procedural shortfalls impacting the sustainability of Army ranges, doctrinal and operational requirements along with facilities management, support service functions, safety, and environmental requirements were leveled against encroachment factors and internal requirements. Based on the analysis, the Army developed the SRP tenets, goal, and objectives, which are the basis for the SRP policies and procedures that will be prescribed in the *Sustainable Range Program Army Regulation (AR).* The SRP policies and procedures are the foundation for integrating the Army's operational, facilities management, environmental management, and safety functions that impact the operation and management of ranges and training lands and support mission readiness.

1-8. Sustainable Range Program Tenets

To ensure that it sustains a trained and ready force, the Army must improve the way in which it designs, manages, and uses its ranges to meet its Title 10 responsibilities. The foundation for this improvement is the strategy contained in the SRP. The SRP is the roadmap that advances the Army from its current range management performance levels to improved performance levels. The SRP is founded on three tenets.

- **Information Excellence**. Information excellence ensures the Army has the best available data and science to support the operational, environmental, and infrastructure characteristics of its ranges and land assets. Information excellence also includes an increased understanding of the impacts of the Army's live-fire operations on the environment and a user assessment of the doctrinal implications of Transformation that affect live training.
- **Integrated Management**. Integrated management ensures that the major management functions directly affecting ranges and land assets (i.e., operations, facilities, and environment) are integrated to support the training and testing missions.
- **A Dedicated Outreach Program**. A dedicated outreach program educates the public on the need for live-fire training and improves the Army's understanding of public concerns related to Army training and range operations.

1-9. Sustainable Range Program Goal

The SRP goal is to maximize the **capability, availability, and accessibility** of ranges and training land to support doctrinal training and testing requirements, mobilization, and deployments under normal and surge conditions. Within SRP:

- **Capability** refers to the SRP core functions – the RTLP and ITAM program.
- **Availability** refers to the non-environmental facility management functions.

- **Accessibility** refers to the environmental compliance and management functions.

1-10. Sustainable Range Program Objectives

Eight objectives support the SRP goal. The eight objectives relate to the core operational functions and those other facilities, environmental, safety, and munitions management program functions that support them. The operational functions focus on the doctrinal capability of the Army's ranges and training land assets. The other program functions focus on ensuring the availability and accessibility of the ranges and training lands. This is accomplished through range infrastructure and maintenance support, environmental support, outreach, and professional development of range operations personnel and staff. Table 1-1 lists the eight SRP objectives, which are as follows:

- **Objective 1 – Range Facilities.** Modernize training and testing range facilities to sustain live training execution in accordance with (IAW) OPERATIONS TEMPO (OPTEMPO), Flying Hours Program, Standards in Training Commission (STRAC), Combined Arms Training Strategies (CATS), and other training strategy requirements through Military Construction (MILCON) investments, New Missions, Revitalization, and the Army Facilities Strategy. The ODCS, HQDA G-3 Training Simulations Division (DAMO-TRS) is the lead for New Missions; the Facilities Division, Office of the Assistant Chief of Staff for Installation Management (OACSIM) (DAIM-FD) is the lead for Revitalization; and the ATEC (CSTE-ILE) is the lead for test range facility modernization.
- **Objective 2 – Range Operations.** Resource range and training land operations. DAMO-TRS is the lead.
- **Objective 3 – Range Maintenance.** Sustain range and training facilities. DAMO-TRS is the lead for ITAM Land Rehabilitation and Management (LRAM) and range operations maintenance that includes repair of targetry and equipment. The Plans and Operations Division, OACSIM (DAIM-MD) is the lead for range maintenance under Sustainment, a component of Sustainment, Restoration, and Modernization (SRM).
- **Objective 4 – Encroachment.** Maximize the accessibility of ranges and training land by minimizing restrictions brought about by encroachment factors. DAMO-TRS is the lead for training ranges; CSTE-ILE is the lead for test ranges and ODEP (DAIM-ED) assists.
- **Objective 5 – Environmental Responsibilities.** Focus the capability of the environmental program to fully support force readiness by sustaining the accessibility of ranges and training land. DAIM-ED is the lead.
- **Objective 6 – Outreach.** Develop and implement the SRP Outreach Program to improve public and stakeholder understanding of the Army's live training and testing requirements and clearly articulate and underscore activities supporting national security. DAMO-TRS is the lead for Outreach; the Office of Chief of Public Affairs (OCPA) assists. DAIM-ED is the lead for stakeholder involvement.

- **Objective 7 – Integrated Management.** At all echelons of the Army, establish an interdisciplinary approach to sustainable range management that integrates operational, facilities management, environmental, and safety functions. DAMO-TRS is the lead for training ranges; CSTE-ILE is the lead for test ranges; the DAIM-ED assists.
- **Objective 8 – Professional Development.** Establish a multi-disciplined career program for range operations personnel that supports sustainable range management. DAMO-TRS is the lead.

Table 1-1. SRP Objectives.

OBJECTIVE	LEAD	SUPPORT
1. RANGE FACILITIES		
• New Missions	**DAMO-TRS**	
• Revitalization	**DAIM-FD**	
• Test Ranges	**CSTE-ILE**	
2. RANGE OPERATIONS		
• Resource Range/ Training Land /ITAM Operations	**DAMO-TRS**	
3. RANGE MAINTENANCE		
• Range Systems (i.e., Targetry, control systems, and cables)	**DAMO-TRS**	
• Land Rehabilitation and Maintenance	**DAMO-TRS**	
• Sustainment component of Sustainment, Restoration and Modernization (SRM) /Range Facilities (i.e., Buildings, berms, and roads, etc.)	**DAIM-MD**	
4. ENCROACHMENT		
• Training Ranges	**DAMO-TRS**	
• Test Ranges	**CSTE-ILE**	**DAIM-ED**
5. ENVIRONMENTAL RESPONSIBILITIES		
• Focus Capabilities	**DAIM-ED**	
6. OUTREACH		
• Outreach	**DAMO-TRS**	**OCPA**
• Stakeholder Involvement	**DAIM-ED**	
7. INTEGRATED MANAGEMENT		
• Training Ranges	**DAMO-TRS**	
• Test Ranges	**CSTE-ILE**	**DAIM-ED**
8. PROFESSIONAL DEVELOPMENT		
• Career Program	**DAMO-TRS**	

CHAPTER 2. PROGRAMS CONTRIBUTING TO SUSTAINABLE RANGES

SECTION 1. CORE PROGRAMS

2-1. The Range and Training Land Program (RTLP)

The Range and Training Land Program (RTLP), under the management of Headquarters Department of the Army (HQDA) G-3, Training Simulations Division (DAMO-TRS), provides a range operations and modernization capability for the central management and prioritization and the planning and programming of live-fire training ranges and maneuver training lands, including the design and construction activities associated with them.

The RTLP planning process integrates mission support, environmental stewardship, and economic feasibility and defines procedures for determining range projects and training land requirements to support live-fire and maneuver training. The RTLP defines the quality assurance and inspection milestones for range development projects and the standard operating procedures (SOPs) to safely operate military training, recreational, or approved civilian ranges under Army control and support Commanders' Mission Essential Task List, (METL) and Army training strategies. RTLP also establishes the procedures and means by which the Army range infrastructure is managed and maintained on a daily basis in support of the training mission.

2-2. The Integrated Training Area Management (ITAM) Program

The Integrated Training Area Management (ITAM) program, under the direction of DAMO-TRS, provides Army range managers with the capabilities to manage and maintain training and testing lands by integrating mission requirements derived from the RTLP with environmental requirements and environmental management practices.

The objectives of the Army's ITAM program are to:

- Achieve optimal sustained use of lands for the execution of realistic training and testing by providing a sustainable core capability that balances usage, condition, and level of maintenance.
- Implement a management and decision-making process that integrates Army training and other mission requirements for land use with sound natural resources management.
- Advocate proactive conservation and land management practices by aligning Army training land management priorities with the Army training and readiness priorities.

The ITAM program consists of the Land Condition Trend Analysis (LCTA), Training Requirements Integration (TRI), Land Rehabilitation and Maintenance (LRAM), and Sustainable Range Awareness (SRA) components supported by ITAM Geographic Information Systems (GIS). LCTA is a management procedure for inventorying and monitoring land, vegetation, and soil conditions. TRI is a decision support procedure that integrates the installation training and testing requirements for land use derived from the RTLP; range operations and training land management processes; and the

installation training readiness requirements with the installation's natural resources conditions. LRAM reduces the long-term impacts of training and testing on an installation by combining preventive and corrective land reclamation, reshaping, rehabilitation, repair, and maintenance practices. SRA provides a means to educate range operations personnel and other land users on their environmental stewardship responsibilities. ITAM GIS provides a standardized geographic situational awareness of the installation battle space to support the Sustainable Range Program (SRP) tenets, goals, and objectives throughout the ITAM and RTLP enterprise. The four ITAM components and the ITAM GIS support the Army's training and testing mission.

SECTION 2. OTHER PROGRAMS CONTRIBUTING TO SUSTAINABLE RANGES

2-3. The Army Environmental Program

The Army's Environmental Program, under the management of the Director of Environmental Programs (DEP) within the Office of the Assistant Chief of Staff for Installation Management (OACSIM), establishes the leadership, commitment, and philosophy for meeting present and future environmental challenges as part of the Army's national defense mission. The US Army Environmental Center (AEC) is a Field Operating agency (FOA) that supports the DEP in managing and overseeing the Army's environmental program.

The Army's environmental program includes four program areas:

- Training Support (munitions and range operations, conservation),
- Sustainability (Environmental Management Systems, Compliance, Pollution Prevention (P2), Environmental Quality Technology (EQT)),
- Cleanup, and
- Foundation.

The Training Support program area integrates the traditional conservation program (i.e., management of natural and cultural resources) with newly emerging concerns associated with operational ranges, including munitions, unexploded ordnance (UXO), and munitions constituents (MC) on ranges.

The Sustainability program area includes traditional environmental compliance, which ensures that operational decisions and Army activities at installations comply with federal, state, local, Army, and applicable host-nation laws and regulations and sustainability, pollution prevention (i.e., reduction of pollution sources, recycling and reuse), and sustainment initiatives like environmental management systems. Sustainability also includes EQT, which provides critical support to all areas of the Army to develop and leverage innovative technologies and processes for solving recurring environmental issues.

The Cleanup program area is responsible for cleaning up contaminated sites at active installations, Base Realignment and Closure (BRAC) sites, Outside the Continental United States (OCONUS) sites, and Formerly Used Defense Sites (FUDS). This includes responses to UXO and MC.

The Installation Management Agency (IMA) provides environmental staff to support mission requirements at the IMA headquarters, region, and installation. At each IMA Region, the environmental staff provides the necessary interface between the installation environmental staff and the DEP's staff. (i.e., the Office of the Director of Environmental Programs (ODEP) staff.) The regional staff supplements the technical expertise of the installation environmental staff and includes technical support, as needed, to the Mission Commanders in support of the SRP. To identify and mitigate encroachment challenges, each IMA Region coordinates with Major Army Command (MACOM) staffs on environmental issues directly impacting their respective mission requirements, SRP, and SRP core programs.

The garrison environmental staff conducts day-to-day activities that directly support the Mission Commanders' training and testing missions and their environmental compliance and stewardship responsibilities. The garrison environmental staff also provides the technical support needed by each commander and the installation Director of Plans, Training, and Mobilization (DPTM) to formulate the installation Range Development Plan (RDP) and support the ITAM program requirements.

2-4. Facilities Management

Facilities management, under the direction of the ACSIM, includes installation management procedures and programs other than environmental management. For the purposes of this plan, it includes the programs managed by the Plans & Operations Division and the Facility and Housing Directorate of the OACSIM, as follows:

- The mechanism used to establish Sustainment, Restoration, and Modernization (SRM) funding for the maintenance of ranges;
- The planning systems used to establish infrastructure support essential for operating the range complex;
- Installation Enterprise GIS leadership, support, and capabilities through the GIS-Repository (GIS-R);
- The Installation Status Report (ISR) system for facilities, environmental management, and standard services;
- The Real Property Accounting System;
- The Army's Facilities Modernization Program; and
- Funding Revitalization Range Military Construction, Army (MCA) projects.

2-5. The Range Safety Program

Range safety is an element of the Army Safety Program, under the direction of the Director of Army Safety (DASAF). The Office of the Director of Army Safety develops policies and guidance to ensure the safe operation of Army and U.S. Marine Corps (USMC) live-fire ranges under the Range Safety program. The Range Safety program provides procedures to enhance safe, realistic live-fire training enabling the Army and USMC to train as it fights; enhance combat readiness; protect personnel and property; avoid injuries; and prevent fratricide in combat.

2-6. The Munitions Program

Several functional proponents under several Army programs manage the Munitions Program. Actions in nearly all phases of the munitions' lifecycle have the potential to affect the sustainability of ranges. In general, the following programs and proponents affect the munitions lifecycle:

- Assistant Secretary of the Army for Acquisitions, Logistics, and Technology (ASA (ALT)) and Army Materiel Command (AMC) design, produce, and are responsible for the acquisition of ammunition used with Army weapons systems in both operations and training.
- Program Executive Office, Ammunition (PEO AMMO) is the ASA(ALT) acquisition authority for conventional munitions and is responsible for the Army's industrial base for munitions.
- PEO Tactical Missile and PEO Strategic Missile are the ASA(ALT) acquisition authorities for missiles.
- HQDA G-4, Munitions Division (DALO-SMA) manages the Army's operational and training ammunition assets and serves as the proponent for munitions logistics related to sustainable ranges.
- AMC, under the purview of HQDA G-4, is responsible for the management of munitions and missiles.
- U.S. Army Joint Munitions Command (JMC) is responsible for the storage, transportation, maintenance, and demilitarization of the conventional munitions stockpile.
- U.S. Army Aviation and Missile Command (AMCOM) is responsible for the storage, transportation, maintenance, and demilitarization of the missile stockpile.
- U.S. Army Armaments Research, Development, & Engineering Center (ARDEC) is the AMC command for research and development of munitions.
- HQDA G-3, with support from the Commander, Army Training Support Center (ATSC), who serves as the training ammunition Executive Agent, manages the process by which the Army allocates training ammunition to units. By using the Training Ammunition Management Information System (TAMIS), which is based on the Standards and Training Commission (STRAC), HQDA G-3 and the training ammunition Executive Agent manage the forecasting and allocating of munitions to meet Mission Commanders' training requirements.
- Training and Doctrine Command (TRADOC) branch proponents are responsible for developing requirements for ammunition items to include requirements for "green" munitions that are essential to sustainable training.
- Army Test and Evaluation Command (ATEC) is responsible for testing and evaluating ammunition.

SECTION 3. MANAGEMENT INTEGRATION

Figure 2-1 illustrates the integration within the Army of the programs and functions contributing to sustainable ranges.

2-7. HQDA

The Army Range Sustainment Integration Council (ARSIC) is the HQDA level Council of Colonels (COC) and Integrated Process Team (IPT) that supports the SRP. The ARSIC is chartered as an Army Staff (ARSTAF) IPT and is co-chaired by the Chief, DAMO-TRS and the DEP.

The ARSIC serves as the instrument for execution of this document and development of policies, procedures, and resources related to sustainable ranges. In addition, the ARSIC oversees the integration of environment, facilities management, munitions, and safety functions and supports the SRP through coordinated actions among the ARSTAF. This ARSTAF level management structure encourages enhanced integrated management and program execution at the MACOM, IMA, and IMA Regions. The charter for the ARSIC, which describes the ARSIC membership and responsibilities, can be found at http://srp.army.mil.[2]

2-8. MACOM and IMA Regions

MACOMs and IMA Regions achieve integration through adoption and implementation of an integrated structure that supports the SRP. The MACOMs, together with the IMA Regions may adopt an ARSIC-like management structure to support SRP.

2-9. Installations

Installations achieve integration of the SRP core programs with other programs that support sustainable ranges by adopting a multi-functional, integrated management capability and business process. Installations may adopt either an ARSIC-like management structure or other integrated management structure, such as the Process Management and Improvement Model (PMIM) instituted at Fort Stewart and described in Appendix B.

The Fort Stewart PMIM provides an excellent example of an integrated management capability that has been successfully implemented to support SRP. The PMIM links key business drivers to support critical areas such as power projection and readiness, training support, quality of life, and optimization of resources.

[2] This website is currently under development and should be available to authorized users by first quarter of fiscal year 2004.

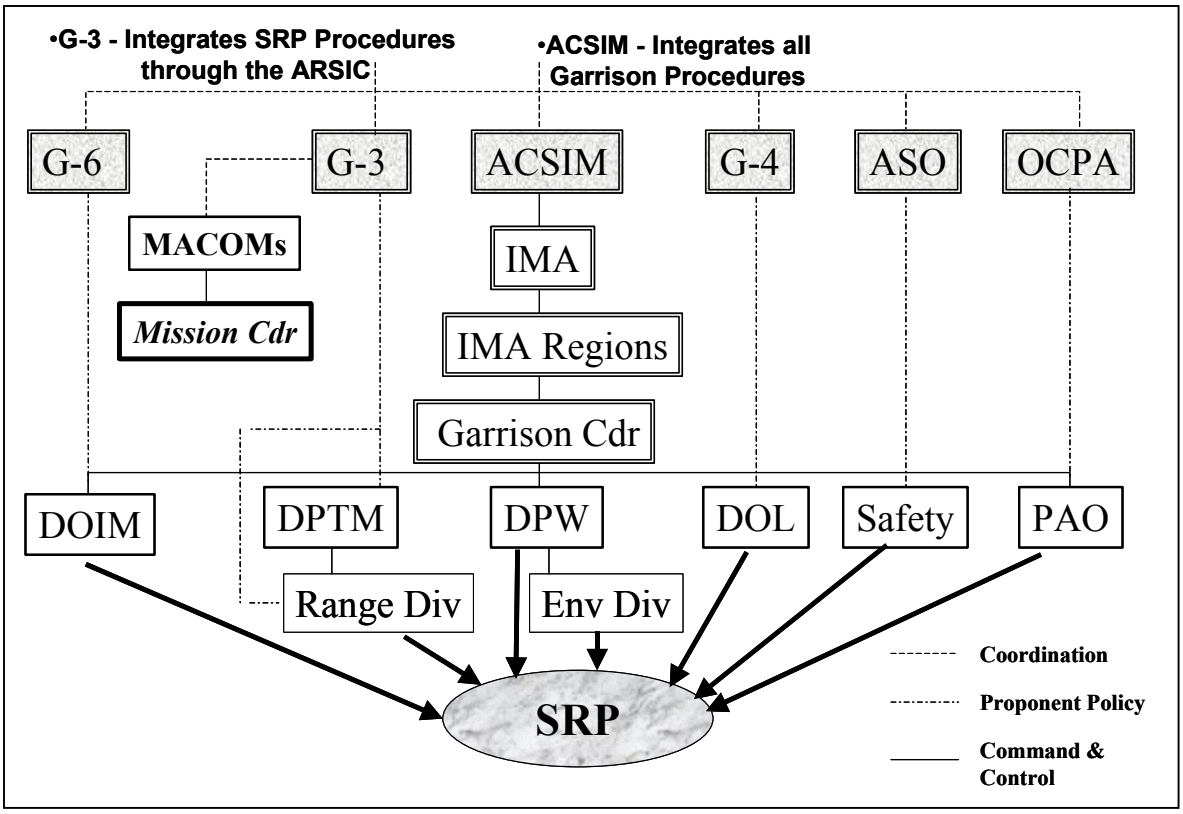

Figure 2-1. Integration of Garrison Procedures.

CHAPTER 3. SUSTAINABLE RANGE PROGRAM RESPONSIBILITIES

SECTION 1. SECRETARIAT

3-1. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))

The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)):

- Approves training requirements that generate new land purchases.
- Provides oversight and guidance to ensure capabilities and access to training ranges, lands, and other live training facilities that support national security objectives.

3-2. The Assistant Secretary of the Army for Installations & Environment (ASA(I&E))

The Assistant Secretary of the Army for Installations and Environment (ASA(I&E)) has the principal responsibility for matters related to installations, real estate (to include new land purchases), military construction, environment, safety, and occupational health.

3-3. The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT))

The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)):

- Has the principal responsibility for matters related to acquisition, logistics, technology, and procurement to include weapons systems research, development, test, and evaluation (RDT&E) and acquisition.
- Provides Environmental Quality Technology (EQT) policy for sustainable ranges.

SECTION 2. ARMY STAFF

3-4. Headquarters Department of the Army G-3

The Headquarters Department of the Army (HQDA) G-3 is responsible for developing and coordinating policy, programs, and initiatives to achieve directed levels of training readiness for the Army and serves as the overall integrator of Army Transformation. To carry out this responsibility, HQDA G-3:

- Serves as the focal point for spectrum activities encompassing force development, as well as combat development, training development, resourcing, and prioritization.
- Establishes priorities and requirements for Army ranges and training lands.
- Exercises overall supervision, direction, and management oversight for the Army Sustainable Range Program (SRP) and its core programs -- the Range and Training Land Program (RTLP) and Integrated Training Area Management (ITAM) program.

Specific responsibility for SRP and the core programs resides within the HQDA G-3 Training Simulations Division (DAMO-TRS). To carry out this responsibility, DAMO-TRS:

- Serves as the HQDA functional proponent for SRP and its core programs -- the RTLP and ITAM program.
- Formulates policies and issues administrative programmatic guidance and instructions for implementing and sustaining the core programs within MACOMs, the Army National Guard, and IMA garrisons.
- Formulates policies for the planning, programming, operation, and management of ranges and training lands that specify how the Army:
  - Resources range operations and modernization through the RTLP, and land management and maintenance through the ITAM program.
  - Formulates and justifies funding for Army-wide implementation of the RTLP and ITAM programs:
    - Within the Training Program Execution Group (TT PEG),
    - In accordance with (IAW) the Planning, Programming, Budgeting, and Execution System (PPBES), and
    - Through management of an applicable Management Decision Package (MDEP).
  - Integrates range requirements into the overall Army infrastructure investment strategy.
  - Resources range modernization and major training land acquisition proposals determined to be a “new mission” requirement.
  - Determines manpower resources required to operate and maintain training ranges and training lands.
- Coordinates matters affecting and/or related to the SRP and its core programs with the Army Staff (ARSTAF), the Army Secretariat, Office of the Secretary of Defense (OSD), Joint Staff (JS), and appropriate Navy, Air Force, and Marine Corps commands.
- Designates the Chief, Training Simulations Division, HQDA G-3 (DAMO-TRS) to serve as the co-chairperson of the Army Range Sustainment Integration Council (ARSIC).
- Coordinates and synchronizes range and training land policy to preclude conflicts between the operations and training, natural and cultural resources management, environmental management, facilities management, and master planning activities.
- Convenes, chairs, and serves as a principal voting member and represents HQDA G-3 as the functional proponent for the following management groups:
  - HQDA G-3 Requirements Review and Prioritization Board (RRPB),

- Range Configuration Control Board (CCB),
- ARSIC Council of Colonels,
- ARSIC Working Group, and
- ARSIC ITAM Executive Management Council (ITAM EMC).

- Provides direction to the following SRP core program management entities:
  - The U.S. Army Training Support Center (ATSC), which:
    - Serves as the Executive Agent for the SRP core programs, and
    - Develops doctrinal requirements for ranges and training lands.
  - Headquarters, United States (U.S.) Army Corps of Engineers (HQUSACE) elements, primarily the U.S. Army Engineering and Support Center, Huntsville (USAESCH) RTLP Mandatory Center of Expertise (MCX) for matters related to range facility design and construction.
  - U.S. Army Materiel Command (AMC) elements, primarily the Tank Automotive Command (TACOM) for range targetry acquisition and the Program Executive Office, Simulations and Training Instrumentation (PEO STRI) for range technology development and acquisition.
  - Program Executive Office, Enterprise Information System (PEO EIS) elements, primarily those that are affiliated with the development and maintenance of SRP core program automated systems and information technology, notably the Range Facility Management Support System (RFMSS).
- Coordinates with the U.S. Army Environmental Center (USAEC) for environmental technical support in areas related to the ITAM program, EQT process, environmental compliance on ranges and training lands (i.e., National Environmental Policy Act (NEPA)), and technology transfer including Geographic Information Systems (GIS).

3-5. Headquarters Department of the Army G-4

The HQDA G-4 is responsible for managing readiness throughout the life-cycle management process for new and legacy systems. This includes oversight for policy, plans, and resources for conventional ammunition, missiles, demilitarization, ammunition surveillance, munitions environmental compliance, and toxic chemical storage. The HQDA G-4 serves as the proponent for munitions logistics and distribution of the Army's munitions stockpile related to sustainable ranges. Specific responsibility for issues related to sustainable ranges resides within the Munitions Division, HQDA G-4 (DALO-SMA). To carry out this responsibility within SRP, DALO-SMA:

- Manages Army training ammunition assets using a life-cycle approach.
- Is co-chair of the Committee for Ammunition Logistics Support (CALS).
- Provides the Colonel that serves as a U.S. Army voting board member on the Department of Defense Explosives Safety Board (DDESB).

- Provides a principal member to the ARSIC COC.
- Serves as the Army staff proponent for implementing the Military Munitions Rule.

3-6. Headquarters Department of the Army G-6

The G-6 serves as the Chief Information Officer (CIO) for the Department of the Army (DA), is assigned the role of Army Enterprise Architect (AEA), and manages the overall Information Technology (IT) infrastructure for the department. This includes:

- Providing functional policy and guidance on Command, Control, Communications, and Computer (C4) IT systems to include Internet and Web site management.
- Integrating Army-wide architectures per the AEA Guidance Document (AEAGD).
- Directing and providing oversight to the Army (electro-magnetic/frequency) spectrum management program.
- Performing spectrum planning to satisfy Army warfighter requirements for spectrum resources during peacetime and wartime and advising the Secretary of the Army and the Chief of Staff of the Army on spectrum matters.
- Providing a representative to serve on the ARSIC Working Group.

3-7. The Assistant Chief of Staff for Installation Management (ACSIM)

The Assistant Chief of Staff for Installation Management (ACSIM) provides policy, guidance, and program management for installation management, military construction, housing, environmental protection, and sustainment. Within the Office of the Assistant Chief of Staff for Installation Management (OACSIM), environmental program, base operations, and real property management responsibilities are carried out to support SRP.

3-7-1. The Director of Environmental Programs (DAIM-ED)

The Director of Environmental Programs (DAIM-ED) has responsibility for providing policies, guidance, and oversight for the management of the Army's environmental program. To carry out this responsibility within SRP, DAIM-ED:

- Identifies, supports, and defends resource requirements for environmental programs and projects within the Installation PEG (II PEG).
- Provides recommendations to the Training Directorate, HQDA G-3 (DAMO-TR) regarding environmental policy and compliance issues related to range operations, modernization, and land management and maintenance actions.
- Integrates:
  - Compliance-related data management requirements with those of range operations and modernization under the RTLP.
  - Conservation-related data management requirements with those of land management and maintenance under the ITAM program.
  - Environmental geospatial data and applications into installation and Army enterprise systems, including GIS.

- Provides guidance and funding of all environmental program areas that support ranges.
- Provides program oversight to the USAEC for technical support and management of the program and technology transfer activities to support SRP core programs.
- Serves as co-chair of the ARSIC.
- Designates ACSIM and AEC representatives for the ARSIC Working Group.
- Provides environmental representatives to attend RRPB and CCB meetings.
- Provides program oversight and guidance on stakeholder involvement.

3-7-2. Chief, Plans & Operations Division, OACSIM (DAIM-MD)

The Chief, Plans & Operations Division, OACSIM (DAIM-MD) has responsibility for establishing and developing requirements for base operations (BASOPS) and developing BASOPS strategies that promote efficiencies and economies at installations. To carry out these responsibilities within SRP, DAIM-MD:

- Manages installation master planning systems to identify installation estimates for facilities maintenance and repair.
- Ensures programming of the sustainment requirement under Sustainment, Restoration, and Modernization (SRM) requirements to support ranges.
- Oversees SRP development and integration with Army real property management policy.
- Ensures that range and land facilities are accurately reflected in the Army real property accountability system and in the Installation Status Report (ISR) Parts I and III.
- Ensures that range operations are reflected in the garrison standard table of distribution and allowances (TDA) documentation process.
- Considers range requirements when developing the Army's Facility Modernization program.
- Ensures range and land program requirements are included in GIS standards, enterprise support, foundation data acquisitions, and enterprise applications.
- Assesses the SRP core programs for consistency with Army real property management policy and provides recommendations to DAMO-TRS.
- Integrates real property data management requirements with SRP requirements.
- Provides representative(s) to serve on the ARSIC, ARSIC Working Group, RRPB, and CCB.

3-7-3. The Chief, Facilities Division, OACSIM (DAIM-FD)

The Chief, Facilities Division, OACSIM (DAIM-FD) is responsible for developing guidance concerning real property management policy. To carry out this responsibility within SRP, DAIM-FD:

- Manages execution of the Army's Facility Modernization program.
- Manages programs and budgets for Revitalization Military Construction (MILCON) range projects.
- Integrates New Mission MILCON range projects funded by DAMO-TR into the Army's overall MILCON program.
- Provides MILCON and Operations and Maintenance, Army (OMA) programming guidance, based on prioritized projects contained in the Army Master Range Program (AMRP) and in coordination with DAMO-TR.
- Provides representative(s) to serve on the ARSIC, ARSIC Working Group, RRPB, and CCB.

3-7-4. The Installation Management Agency (IMA)

The Installation Management Agency (IMA) has the following SRP responsibilities:

- Provides guidance, procedures, standards, and direction for standard BASOPS services in areas directly supporting RTLP and ITAM.
- Programs, budgets, and resources standard BASOPS services in areas directly supporting RTLP and ITAM.
- Ensures that RTLP and ITAM are executed in the Continental United States (CONUS) IAW HQDA G-3 resource allocation and direction.
- Programs, budgets, and resources environmental management on installations.
- Coordinates with the U.S. Army Engineering and Support Center, Huntsville (USAESCH) RTLP Mandatory Center of Expertise (MCX) on all range modernization issues.

3-7-5. IMA Regions

The IMA Regions have the following SRP responsibilities:

- Coordinate and prioritize BASOPS standard services to support the RTLP and ITAM program.
- Maintain program coordination with Major Army Commands (MACOMs) regarding their unique and mutual mission, environmental issues, and facilities management issues related to SRP.
- Coordinate with the RTLP MCX on all range modernization issues.
- Designate environmental staff to provide technical support, participate in Program Management Reviews (PMRs), and execute aspects of the SRP core program components in coordination with the MACOM lead agency.

3-8. The Army Safety Office (ASO)

The Director of Army Safety (DASAF), Office of the Chief of Staff, Army (CSA), administers and directs the Army Range Safety Program as an integral part of the overall Army Safety Program specified in *Army Regulation (AR) 385–10*. The DASAF plans, programs, directs, and evaluates an effective Army Range Safety Program. The

Army Safety Program includes the integration of range safety and risk management into Army range operations, policies, and procedures and the identification and resolution of range operations safety issues that affect training and readiness of the Army.

The Army Safety Office (ASO):

- Serves as the proponent for the Army's Range Safety Program and safety-related aspects of range and training land management and automated systems.
- Develops, coordinates, and provides oversight and program management for range and explosives safety on Army ranges.
- Establishes and promulgates Army-wide range safety policy and guidance for both Army and United States Marine Corps (USMC) firing ranges and serves as the focal point for coordinating range safety matters within HQDA and the USMC.
- Serves as a member of the ARISC, ARSIC Working Group, the RRPB, and the CCB.

3-9. The Chief of Public Affairs (CPA)

The Chief of Public Affairs (CPA) is responsible for fulfilling the Army's obligation of keeping the American people and the Army informed. To carry out this responsibility within SRP, the CPA will:

- Approve all DA-level communication strategies, themes, and message development for internal and external audiences.
- Execute DA information strategies, communication plans, policies, and other associated programs for communication with internal and external publics and audiences through print, video, and audio products, branding products, and services across the full spectrum of distribution systems.

3-10. The Test and Evaluation Management Agency (TEMA)

The Test and Evaluation Management Agency (TEMA) coordinates with ASA(ALT) to establish weapons system testing and evaluation policies. To carry out this responsibility within SRP, TEMA:

- Provides policy and guidance for developing sustainable range programs for Army Test and Evaluation ranges.
- Oversees SRP for test ranges.
- Designates the Army Test and Evaluation Command (ATEC) to --
  - Implement the SRP
  - Serve as a principal member of the ARSIC and as a member of the ARSIC Working Group.

SECTION 3. MAJOR ARMY COMMANDS

3-11. CONUS MACOMs: SRP Core Program Responsibilities

The CONUS MACOM having SRP responsibility:

- Coordinates with appropriate IMA Regions to ensure MACOM Mission Commanders' SRP core program requirements are met.
- Monitors installation level execution for the RTLP and ITAM program.
- Integrates, validates, and prioritizes RTLP and ITAM program requirements received from Mission Commanders IAW the MACOM Commander's guidance.
- Coordinates with the RTLP MCX on all range modernization issues.
- Identifies, validates, and prioritizes unfunded requirements (UFR) during the year of execution and for Program Objective Memorandum (POM) development.
- Provides MACOM RTLP and ITAM program requirements to the HQDA G-3 through the PMR process.
- Identifies and prioritizes encroachment impacts in coordination with the HQDA G-3 Environmental Climate Model (ECM) component of the Installation Training Capacity (ITC) methodology.
- Evaluates range and training land requirements for consistency with Army investment guidance.
- Oversees the MACOM SRP core programs by:
  - Participating in PMR, RRPB, and CCB meetings as required.
  - Serving as a participating member of SRP Working Groups.
  - Maintaining program coordination with the IMA Regions to include their environmental and facilities management staff.
  - Coordinating with the IMA Region to designate environmental staff that provides technical support, participates in the PMRs, and executes aspects of SRP and the SRP core programs in coordination with the MACOM environmental and facilities' staffs.
- Establishes and maintains an ARSIC-like coordinating body to integrate and coordinate all SRP planning and management.

3-12. OCONUS MACOMs: SRP Core Program Responsibilities

Outside the Continental United States (OCONUS) MACOMs having SRP core program responsibility:

- Designate responsibility for central management, program execution, and coordination of all ranges, training lands, and related support requirements.
- Manage centralized execution for the RTLP and ITAM program.
- Integrate, validate, and prioritize RTLP and ITAM program requirements received from Mission Commanders IAW the MACOM Commander's guidance.
- Coordinate with the RTLP MCX on all range modernization issues.
- Identify, validate, and prioritize UFRs during the year of execution and for POM development.

- Provide MACOM RTLP and ITAM program requirements to the HQDA G-3 through the PMR process.
- Identify and prioritize encroachment impacts in coordination with the HQDA G-3 ECM component of the ITC methodology.
- Evaluate range and training land requirements for consistency with Army investment guidance.
- Manage the MACOM SRP core programs by:
  - Participating in PMR, RRPB, and CCB meetings as required.
  - Serving as a participating member of SRP Working Groups.
  - Obtaining, in advance, host nation approval:
    - To develop new dud-producing impact areas on ranges used by United States Army Europe (USAREUR) and the Eighth U.S. Army.
    - To develop agreements with the host nation for the recreational use of Army ranges and training lands in USAREUR and the Eighth U.S. Army.
  - Maintaining program coordination with the IMA Regions to include their environmental and facilities management staff.
  - Coordinating with the IMA Region to designate environmental staff that provides technical support, participates in the PMR, and executes aspects of the SRP core programs.
- Establish and maintain an ARSIC-like coordinating body to integrate and coordinate all SRP planning and management with supporting IMA Regions.

SECTION 4. KEY SUPPORT AGENCIES

3-13. The U.S. Army Training Support Center (ATSC)

The Commander, ATSC serves as the Executive Agent for the SRP core programs (RTLP and ITAM). Under the guidance of the HQDA G-3, ATSC serves as the Army proponent for standardization of ranges, targetry, and range instrumentation and operating systems. To carry out this responsibility the Director, ATSC, or a designated representative:

- Integrates the RTLP and ITAM program procedures and management tools into cohesive procedures.
- Develops requirements for range designs, range technology, targetry, and instrumentation.
- Manages the development of standard designs for ranges and integrates requirements for training instrumentation and targetry systems across the Army and for joint applications.
- Oversees execution of range modernization.

- Manages the Army-wide professional development program for range operations and modernization, land management and sustainment, and other training related functions within the SRP core programs.
- Assists DAMO-TRS with program management for the Army's SRP core programs by:
  - Providing a principal member to the ARSIC, ARSIC Working Group, RRPB, and CCB.
  - Serving as a:
    - Non-voting liaison to the ITAM Installation Steering Committee (IISC),
    - Co-chair of the ITAM GIS User Working Group (UWG),
    - Member of the ARSIC GIS UWG, and
    - Chair of the Range Sustainment Integration Group (RSIG).
  - Assessing implications of ranges and training land user requirements on overall Army training, doctrine, and programs.
  - Develops and submits to DAMO-TRS an annual work plan that describes the requirements associated with its SRP Executive Agent role.

NOTE: The United States Army Engineer School (USAES) is the Branch Proponent that assists DAMO-TR and ATSC develop environmental requirements across the Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF).

3-14. The U.S. Army Environmental Center (USAEC)

The USAEC, through the DEP, is responsible for providing and managing environmental technical support for the SRP Program. To carry out its SRP responsibilities USAEC:

- Provides and manages environmental technical support for the SRP that reflects the environmental technology applications and resources required to fulfill validated environmental user requirements.
- Provides environmental technical support to HQDA, MACOMs, and installations based on approved requirements resourced by the HQDA functional proponent.
- Coordinates with technology developers to review, prioritize, design, develop, test, and/or validate the capabilities of new and/or existing environmental technologies applicable to ranges and training land, in cooperation with the SRP Executive Agent.
- Establishes and maintains the Army-wide professional development program for natural resources and environmental management personnel involved in the SRP.
- Develops and submits through the DEP to DAMO-TRS, an annual work plan that describes the requirements associated with environmental technical support for the ITAM program.

- Provides quality assurance (QA)/quality control (QC) of NEPA implementation support of the AMRP.
- Serves as a:
  - Principal member to the ARSIC and recommends the types and levels of environmental technical support and the conservation related research and development needed to satisfy ITAM user requirements.
  - Non-voting liaison to the ITAM IISC.
  - Co-chair of the ITAM GIS UWG.
  - Member of the ARSIC GIS UWG.
- Participates in the ITAM PMR process.

3-15. The U.S. Army Corps of Engineers (USACE)

To carry out its SRP responsibilities the United States Army Corps of Engineers (USACE):

- Ensures that resource requirements to support the RTLP are included in the HQ USACE POM submission to HQDA.
- Provides a principal member to the ARSIC.
- Provides RDT&E support as well as engineering support through the Engineer Research and Development Center (ERDC).
- Provides spatial data standards and support through the Computer Aided Drafting and Design (CADD) GIS Technology Center.
- Coordinates directly with the SRP Executive Agent and assists DAMO-TR with developing Army training investment strategies and program objectives.
- Ensures that all planning documentation and actions necessary to implement real estate acquisitions are met.
- Maintains the USAESCH RTLP MCX for the Army. The RTLP MCX
  - Advises DAMO-TR on range, training land, and support facility requirements during the development of new weapons systems.
  - Assists DAMO-TR with project cost data for the AMRP.
  - Assists the IMA, IMA Regions, MACOMS, and installations with the planning, programming, design, construction, and maintenance of RTLP projects.
  - Provides centralized support for reviewing and certifying Defense Department (DD) Form 1391 for MILCON funded projects.
  - Advises the RRPB and CCB on related technology applications, research, and development.
  - Submits to DAMO-TRS an annual work plan for requirements needed to execute the RTLP MCX mission.

3-16. The U.S. Army Materiel Command (AMC), Tank-Automotive and Armaments Command, Rock Island Arsenal (TACOM-RIA)

The AMC, TACOM-RIA provides materiel readiness for the Army in the areas of technology support, materiel development, and logistics power projection. To carry out its SRP responsibilities AMC, TACOM-RIA:

- Acquires targetry devices to support training strategies and standards established by the SRP Executive Agent.
- Participates in Target Interface Inspections (TIIs) that are conducted before installing targetry and related support equipment.
- Coordinates programmatic logistics and supply support for targetry and related support equipment with the SRP Executive Agent.
- Participates in SRP meetings and conferences.
- Notifies the RTLP MCX of all technical requirements impacting standard design manuals.

3-17. The Program Executive Office, Simulations and Training Instrumentation (PEO STRI)

The PEO STRI provides management of the Army's technology initiatives in major instrumentation systems, simulation, modeling, and training. To carry out its SRP responsibilities PEO STRI:

- Acquires targetry devices to support training strategies and standards established by the SRP Executive Agent.
- Programs and budgets for the development and acquisition of range instrumentation and targetry.
- Participates in TIIs that are conducted before installing targetry and related support equipment.
- Coordinates programmatic logistics and supply support for targetry and related support equipment with the SRP Executive Agent.
- Participates in SRP meetings and conferences.
- Notifies the RTLP MCX of all technical requirements.

3-18. The Program Executive Office, Enterprise Information Systems (PEO EIS)

The PEO EIS provides support for acquiring, fielding, and sustaining tactical Army-based information systems that support sustainable range operations. PEO EIS has specific responsibility for development and sustainment of the Range Facility Management Support System (RFMSS).

SECTION 5. SENIOR MISSION COMMANDERS

The CONUS installation Senior Mission Commanders:

- Develop, establish, and prioritize RTLP and ITAM program requirements for ranges and training land to include range operations and land management needed to support mission readiness and the Mission Essential Task List (METL).
- Integrate and prioritize the RTLP and ITAM program requirements of other tenants and off-post units that train on the installation range and training lands complex.
- Identify all RTLP and ITAM program requirements to the parent MACOM.
- Identify RTLP and ITAM program UFRs to the parent MACOM and supporting Garrison Commander.
- Validate range and training land requirements for consistency with Army and MACOM investment guidance and meet mission training requirements established in the installation and MACOM consolidated Range Development Plan (RDP).
- In coordination with the Garrison Commander, submit requests to close an operational range jointly through the MACOM and IMA to DAMO-TR.

The OCONUS Senior Mission Commanders:

- Develop, establish, and prioritize RTLP and ITAM program requirements for ranges and training land that include range operations and land management to support mission readiness and the METL.
- Integrate and prioritize the RTLP and ITAM program requirements of tenants and off-post units that train on the installation range and training lands complex.
- Identify all RTLP and ITAM program requirements to the MACOM.
- Identify RTLP and ITAM program UFRs to the MACOM.
- Validate range and training land requirements for consistency with Army and MACOM investment guidance and meet mission training requirements established in the installation and MACOM consolidated RDP.
- In coordination with the Area Support Commander, submit requests to close an operational range jointly through the MACOM and IMA to DAMO-TR.

SECTION 6. GARRISON COMMANDERS

CONUS Garrison Commanders:

- Execute the SRP core programs IAW HQDA G-3 requirements and support program policy IAW appropriate DAIM-ED, DAIM-FD, ASO, and DALO-SMA guidance. Primary responsibility for SRP core program execution is delegated to the Director of Plans, Training, and Mobilization (DPTM).
- Increase range capabilities to meet urgent needs of Mission Commanders.

- Develop RTLP and ITAM program requirements documents to reflect Mission Commanders' requirements. (i.e., Training Budget (TBUD), Installation RDP, and Installation Workplan Analysis Module (IWAM))
- Execute RTLP and ITAM program resources IAW HQDA G-3 direction, as allocated to the installation Allotment Serial Number (ASN) level of detail, and IAW OACSIM direction for environmental and facilities management and enterprise information systems, including GIS.
- Coordinate with the RTLP MCX on all range modernization issues.
- Provide standard BASOPS services in areas directly supporting the SRP and IAW OACSIM direction for environmental and facilities management.
- Designate a POC to serve as the central manager of all range, training land, and related support requirements for program execution and coordination with the corresponding MACOM and IMA Region and the SRP Executive Agent, RTLP MCX, and DAMO-TRS.
- Ensure integration of all installation planning requirements impacting the training and test mission with the (training installation) RDP and (test installation) Range Master Plan.
- Identify and document environmental compliance and management projects for ranges through the Environmental Program Requirements (EPR) process.
- Work closely with the MACOM and senior Mission Commander to implement Environmental Management System (EMS) elements specific to ranges and training requirements, while supporting the goals and objectives of the installation EMS.
- Plan and coordinate staff training.
- Plan and conduct local outreach activities to include stakeholder involvement.
- Establish and maintain an interdisciplinary process management team to integrate and coordinate all SRP planning and management.

CHAPTER 4. CORE PROGRAM

The Deputy Chief of Staff (DCS), G-3 is the proponent for the two core Sustainable Range Program (SRP) elements: the Range and Training Land Program (RTLP) and the Integrated Training Area Management (ITAM) program. The Directorate of Training, Headquarters Department of the Army (HQDA), G-3 Training Simulations Division (DAMO-TRS) provides central management, planning, and programming for range operations and modernization under the RTLP and for land management and maintenance under the ITAM program. Figure 4-1 shows the HQDA Range Program Management Structure.

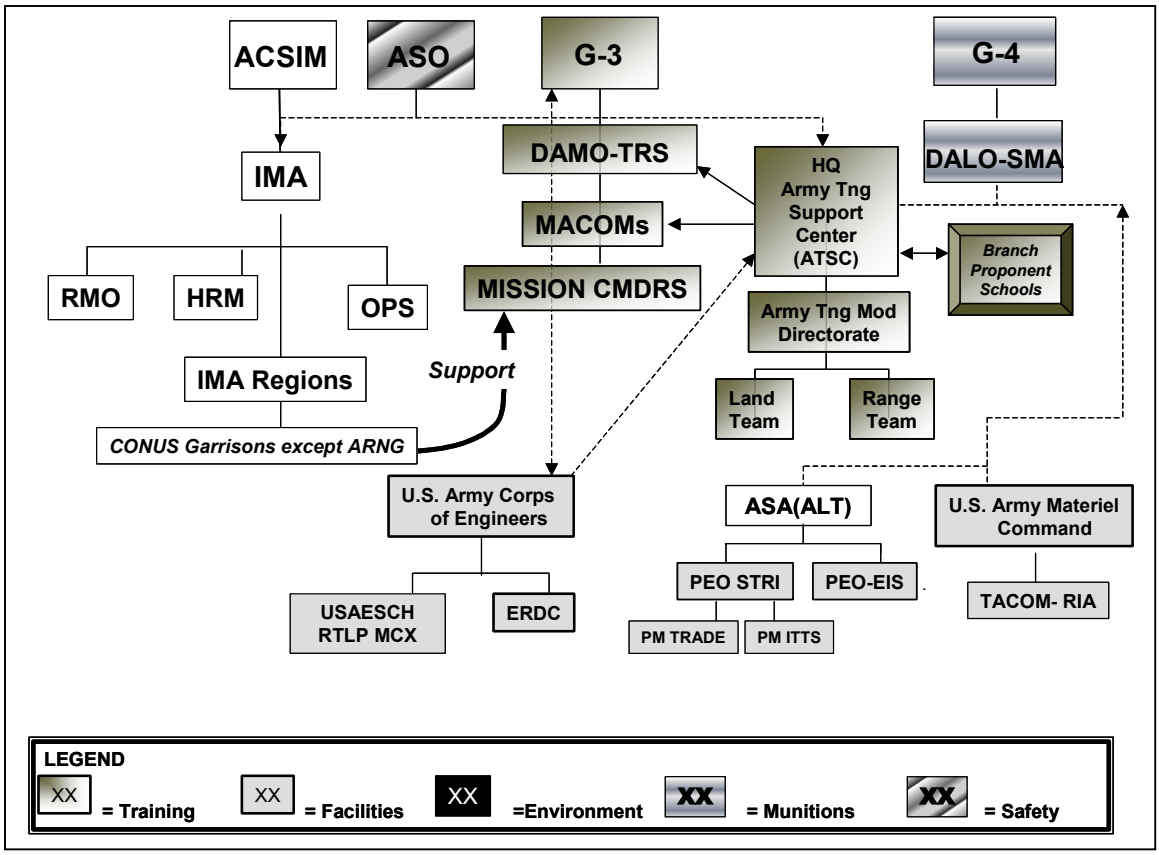

Figure 4-1. HQDA Range Program Management Structure.

SECTION 1. RTLP PROCESS OVERVIEW

Development, improvement, and sustainment of Army ranges are continuous and challenging processes that require sound comprehensive planning and management. The RTLP planning process integrates three primary considerations – mission support, environmental stewardship, and economic feasibility to achieve modernized ranges. In doing so, the RTLP planning process:

- Provides the programmatic framework for comprehensive planning and management across all echelons.
- Enables the Army to overcome constraints that impact existing and future training lands and ranges.

- Supports a variety of training tasks that serve multiple purposes.

4-1. Installation

The Range Development Plan (RDP) is an installation's prioritized plan used to correct shortages and to modernize and upgrade existing ranges. Each year, the RTLP process begins when Army installations document their existing training requirements and assets in the RDP. The RDP reflects range projects by needed fiscal year, standard range type, and project number (DD Form 1391). Once the installation Senior Mission Commander approves the RDP, the plan is forwarded to:

- The parent Major Army Command (MACOM) for --
  - Review and validation, and
  - Determination of "new mission" versus "revitalization" projects for Military Construction, Army (MCA) program funding purposes.
- The appropriate Installation Management Agency (IMA) Region --
  - For informational purposes,
  - To track Military Construction (MILCON) projects, and
  - To forward to the HQ IMA for consideration of revitalization range projects by the HQDA Assistant Chief of Staff for Installation Management (ACSIM) Project Review Board (PRB).

The relative standing of an installation's range or land project within the overall MILCON program determines its success at the HQDA ACSIM PRB.

4-2. MACOM

MACOMs review and validate the training requirements documented within their installations' RDPs and the planning effectiveness of the installations. In addition, each MACOM provides functional oversight of the RTLP methodology through coordination with IMA Regions and installation staffs.

MACOMs consolidate the installations' RDPs using the Live-Fire Training Investment Strategy (LF-TIS) where each project is assigned the proposed fiscal year of funding and relative MACOM priority by fiscal year. The LF-TIS, which is based on published HQDA G-3 evaluation and scoring schemes, provides the standard methodology by which MACOMs can apply RTLP guidance and their unique training priorities to rank and prioritize range and land projects. It also identifies requirements for non-standard or special purpose ranges requiring centrally managed targets. The LF-TIS is not only a strategy for prioritizing MACOM RTLP projects, but is also an internal planning mechanism that provides support for broader decision-making at the MACOM-level and facilitates continual updates to commanders.

Each MACOM forwards the LF-TIS to the SRP Executive Agent, who integrates the information into the Army Master Range Plan (AMRP) prior to review by the HQDA G-3 Requirements Review and Prioritization Board (RRPB). The RRPB meets annually to evaluate the projects and any changes or updates are made to the AMRP before submission as part of the Program Objective Memorandum (POM).

Each MACOM LF-TIS is integrated into the AMRP by the SRP Executive Agent prior to review by the RRPB. The SRP Executive Agent, working with HQDA G-3, maintains the AMRP. The SRP Executive Agent and DAMO-TRS jointly make changes to the AMRP based on input from the HQDA RRPB. The AMRP:

- Serves as the prioritized list of Army-approved range and training land projects for all categories of resourcing.
- Is the compilation of prioritized requirements resulting from the annual consolidation, review, and accreditation of MACOM-verified and installation-validated RDPs.
- Contains all validated projects, regardless of the type of work, dollar threshold, or resource appropriation.
- Is the Army's database of record and serves as the foundation for programming and funding range modernization.
- Is the master repository for range project information during the life of the project and includes all targetry and related support equipment requirements, projected milestones, schedules, funding requirements, and audit trails for the RTLP program.

4-3. HQDA

Two separate and distinct boards review the MACOM consolidated RDP submissions. These are the RRPB and the PRB.

- **The HQDA G-3 Requirements Review and Prioritization Board (RRPB).** The RRPB technically reviews, validates, and recommends for design “new mission” range and training land projects submitted by MACOMs in coordination with the IMA and IMA Regions. The RRPB, co-chaired by DAMO-TRS and the SRP Executive Agent, makes recommendations on policy, decisions, and resource allocations that address all departmental management needs regarding Army training ranges and training lands.
- **The HQDA ACSIM Project Review Board (PRB)**. The PRB convened by the Office of the Assistant Chief of Staff for Installation Management (OACSIM), conducts technical reviews, validates projects, and recommends for design, Army Facility Strategy revitalization and land projects. The PRB may review “new mission” range and land projects acted on by the RRPB to ensure their integration into the overall Army MILCON program.

4-4. MCA Funding Process

It is important for all Army range planners and installation staff to be aware of how resources are programmed against validated requirements. Figure 4-2 illustrates the MCA range funding process. The AMRP validated MCA requirements are allocated against one of three Program Evaluation Groups (PEGs) for funding.

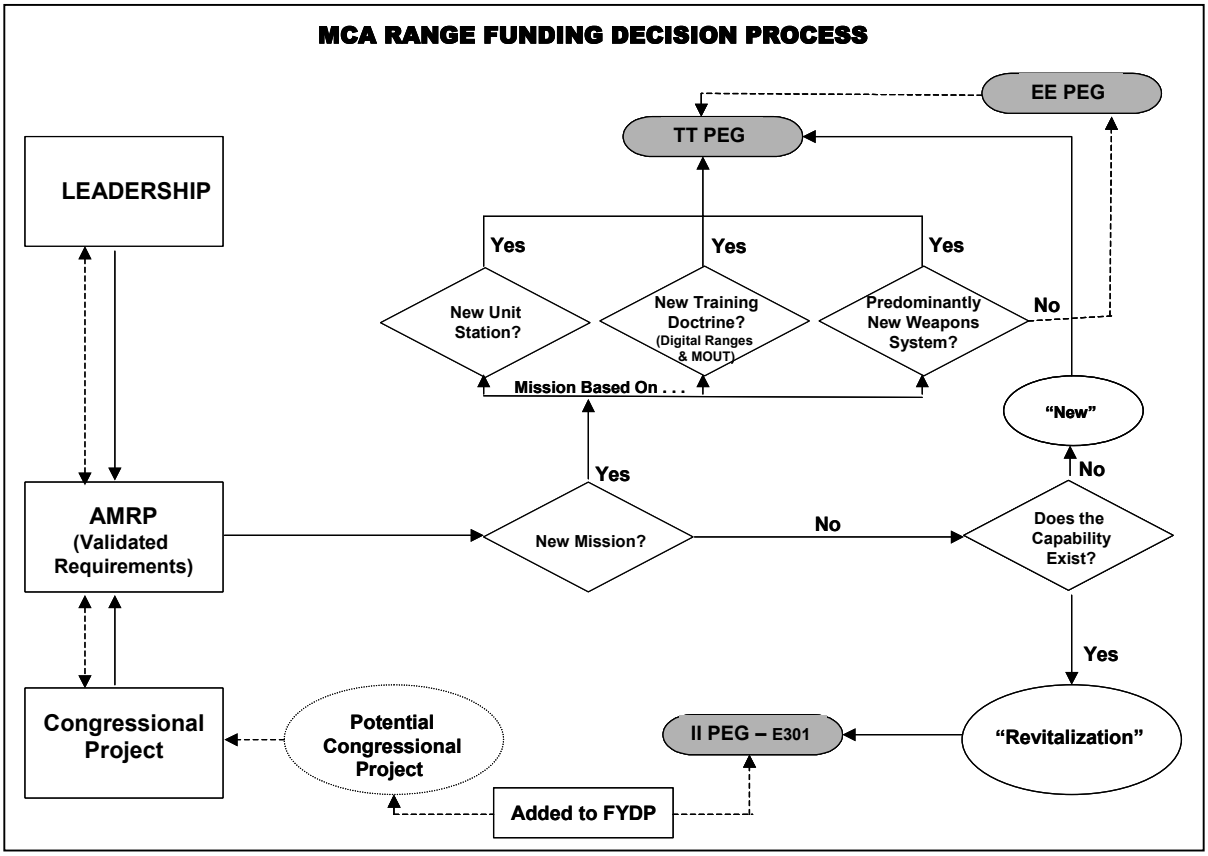

Figure 4-2. MCA Range Funding Decision Process.

The first factor in determining the funding source for a validated MCA requirement is whether the requirement is based on a "new mission". A new mission may fall into one of three categories: a new mission based on unit stationing; a new mission based on new training doctrine, such as digital ranges and Military Operations in Urban Terrain (MOUT); or a new mission based on a new weapons system. If the new mission is the result of a unit or doctrinal change, then the Training PEG (TT PEG) funds the requirement. If the requirement is based predominately on a new weapons system, then the Equipping PEG (EE PEG) determines whether to fund the project. It should be noted that EE PEG funding is rare for two reasons. First, EE PEG funding is largely discretionary and typically used only for high priority systems with unique facilities requirements. Second, essentially all new mission requirements can be traced to the fielding of a new weapons system. The EE PEG has traditionally not funded requirements that are not directly linked to unique equipment specifications.

The last factor that determines the funding request path is the actual capability of the range itself. If there is a current capability to perform the same activity that underlies the training requirements that support the intended project requirement, then the project

is considered “revitalization.” Revitalization projects are funded by the Installation PEG (II PEG). Conversely, if an installation has no current capability to support the type of training related to a given project requirement, then the project is deemed “new mission” and is considered for funding by the TT PEG.

If the project is Revitalization, then its path is from the installation through the IMA Region to the IMA where it is presented to the ACSIM PRB. All other range projects use the primary path from the installation through the Senior Mission Commander’s MACOM to the RRPB. Because all installation RDPs are shared with both the appropriate MACOM and IMA Region, both action chains are aware of all ongoing actions.

SECTION 2. PROJECT REVIEW AND VALIDATION

4-5. HQDA G-3 RRPB Prioritization of Range and Training Land Projects

Each year, the RRPB publishes guidance reflecting G-3’s RTLP priorities for consideration in the HQDA Program Budget Guidance (PBG). The MACOM consolidates and prioritizes all valid MCA and Operations and Maintenance, Army (OMA) range and training land projects and forwards them to the SRP Executive Agent no later than one month before the annual RRPB. The SRP Executive Agent prepares a consolidated priority list and provides the list to the members of the RRPB before the board convenes.

4-6. HQDA ACSIM Program Review Board Prioritization of RTLP Projects

The PRB provides recommendations to the Assistant Secretary of the Army for Installation and Environment (ASA(I&E)), which provides final design release approval of MCA projects for the 15% parametric design. During development of the POM, the PRB forwards a prioritized list of MCA projects to the Program Budget Committee (PBC), for approval.

SECTION 3. RANGE DESIGN STANDARDIZATION AND TECHNOLOGY TRANSFER

4-7. Range Design Standardization

The RTLP provides modernization of training ranges in a standardized manner to support operational readiness. The development of standard designs is conducted as a coordinated effort between DAMO-TRS; the IMA; the SRP Executive Agent; RTLP MCX; Training and Doctrine Command (TRADOC) Safety Office; MACOMs; IMA Regions; Program Execution Office, Simulations and Training Instrumentation (PEO STRI); the United States Army Environmental Center (USAEC); and TRADOC schools and centers.

4-8. Range Sustainment Integration Group

The Range Sustainment Integration Group (RSIG) provides user input for the identification of range-related environmental technology requirements, development, testing, and implementation to the Environmental Quality Technology (EQT) program. Participation within the RSIG is as follows:

- The chairperson for the RSIG is the SRP Executive Agent.

- The co-chairs for the RSIG are the Army EQT Requirements Manager USAEC and the RTLP MCX.
- RSIG membership includes RTLP representatives from the IMA, MACOMs, and designated installations and representatives from the United States Army Corps of Engineers (USACE) Environmental Research Development Center (ERDC).

The RSIG meets at least once each fiscal year to review and update range-related environmental technology user requirements. Each year, the United States Army Construction and Engineering Research Laboratory (USACERL) presents the technology management plan and progress report for RSIG approval.

The RRPB is responsible for approving and validating the recommended priorities developed by the RSIG, based upon input from the installations. In addition, the board approves and provides guidance to the Research, Development, Test, and Evaluation (RDT&E) Agency on how funded projects are defined and developed.

The SRP Executive Agent, USAEC, and the RTLP MCX validate the demonstration projects using the exit criteria listed in the funded project. EQT Technology Teams (TTs) evaluate how RSIG requirements affect the EQT user and environmental program component requirements.

4-9. Technology Transfer

Technology transfer into the USACE range design manuals for validated projects and management practices occurs using procedures developed by the SRP Executive Agent and RTLP MCX and are a direct result of RSIG actions. The RTLP MCX, in coordination with USAEC and the SRP Executive Agent, incorporates best management practices (BMP) and design changes that minimize migration of metals and erosion from berms, targets, and impact areas and facilitate metal recovery and recycling if required to prevent adverse impacts to the environment and human health.

The SRP Executive Agent and the RTLP MCX are developing procedures for implementing:

- Technology transfer of RDT&E environmental projects to sustain improvement in range facility designs and
- Best management practices validated by the RRPB.

The SRP Executive Agent, in coordination with the ERDC, USAEC, and the RTLP MCX are developing:

- The Range Design Risk Assessment Model to assess and model internal and external environmental risks to training ranges. The tool models risks in terms of current or anticipated significant environmental compliance risks associated with sustaining ranges and training.
- Range design specifications that incorporate environmental management considerations. The range design specifications will identify range design elements that pose significant environmental compliance risks, and Improve design elements to mitigate those risks.

SECTION 4. ITAM PROCESS

4-10. Management Overview

The ITAM program establishes the policies and procedures to achieve optimum, sustainable use of training and testing lands by implementing a uniform land management program. ITAM includes inventorying and monitoring land conditions, integrating training and testing requirements with training land carrying capacity, educating land users to minimize adverse impacts, providing for training land rehabilitation and maintenance, and providing standard Geographic Information System (GIS) mapping and spatial analysis capabilities at all echelons.

The ITAM program is managed at the HQDA-level by the Army Range Sustainment Integration Council (ARSIC) ITAM Executive Management Council (ITAM EMC), which serves as the Council of Colonels (COC) for the ITAM program.

The ITAM Installation Steering Committee (IISC) augments program management; their primary responsibility is to plan and execute the annual ITAM workshop. The Configuration Control Board (CCB), which includes MACOM representatives, provides management oversight of ITAM technology requirements identification, development, and implementation.

4-11. ITAM Executive Management Council

The ITAM EMC is a four-member panel chaired by DAMO-TRS. The ITAM EMC represents the action officer level and consists of the following representatives:

- The Training Directorate, HQDA G-3 (DAMO-TR);
- The Office of the Director of Environmental Programs (ODEP), OACSIM;
- The SRP Executive Agent, ATSC; and
- The ITAM Team, Range Division, USAEC.

The ITAM EMC meets in conjunction with the ARSIC Working Group. The specific responsibilities of the ITAM EMC are as follows:

- Conducting the semi-annual Program Management Review (PMR);
- Reviewing and validating actions resulting from each PMR;
- Making recommendations to the ARSIC on actions affecting ITAM program policy, resourcing, technical support, research and development, and execution;
- Managing the ITAM program to implement validated user requirements; and
- Validating recommendations of the IISC.

SECTION 5. ITAM FUNDING AND REQUIREMENTS IDENTIFICATION

4-12. TATM

The TT PEG provides resources for the ITAM program in Management Decision Package (MDEP) TATM. TATM provides for central funding of the ITAM program through OMA; Operations and Maintenance, Army Reserve (OMAR); and Operations

and Maintenance, Army National Guard (OMARNG). ITAM core capability resourcing is integrated with other program resourcing requirements, such as range operations, environmental programs, and real property maintenance. The resources support the total land management requirements of installations that in turn support the training mission. ITAM funding cannot be utilized for:

- Correcting environmental statutory compliance requirements;
- Performing routine range maintenance, modifications, or Sustainment, Restoration, and Maintenance (SRM) responsibilities;
- Performing Army Conservation Program requirements, such as Planning Level Surveys; or
- Adding additional GIS data layers that are not a part of the ITAM requirement.

4-13. The HQDA Functional Proponent

The HQDA functional proponent, in conjunction with the ITAM EMC, IMA, and MACOMs, coordinates central funding for the Army-wide ITAM core capability through the PMR process. The HQDA functional proponent employs a standard resourcing model to ensure that all installations receive equitable, consistent, and uniform ITAM resources commensurate with the significance of their training mission and related management requirements. The resourcing model approach combines core capability with the proponent-assigned installation categories. The ITAM EMC, with approval of the ARSIC may revise the ITAM resourcing model as required, based on historical execution data.

4-14. Ranking and Prioritizing ITAM Installations

Installations are scored and placed into prioritized categories to assure a consistent program capability across the total Army. Under the ITAM program, the installation Senior Mission Commanders' parent MACOM identifies installations having a significant training or testing mission and calculates installation scores by applying proponent-approved discriminators such as training mission, installation size, and level of environmental sensitivity. Four categories establish the relative importance of land management requirements among ITAM installations. These categories have general applicability for prioritizing a wide range of projects. The association of an ITAM installation with a specific category is based on the mission, training load, training intensity, installation size, and environmental sensitivity to mission activity factors. Category I (CAT I) installations have the highest priority and therefore receive the highest level of ITAM funding, followed by CAT II–IV, respectively.

4-15. The Annual Work Plans

Installations identify ITAM funding requirements through their annual work plan submission. These requirements are forwarded to the ITAM EMC who considers annual work plan submissions and prior year execution for annual allocation of funds.

4-16. Standardized ITAM Work Plans

The annual ITAM Work Plan is the basis for identifying installation ITAM resource requirements and the HQDA G-3 allocation of funding to installations. Development and submission of the installation’s annual work plan is the responsibility of the ITAM

coordinator in conjunction with the Land Rehabilitation and Management (LRAM) and Land Condition Trend Analysis (LCTA) coordinators, the GIS specialist, and supporting natural and cultural resources/environmental staffs, as applicable. The installation Senior Mission Commander approves the installation's annual work plan and forwards it to the parent MACOM for action.

4-17. The ITAM Five-Year Plan

The ITAM Five-year Plan is a management process used to identify installation requirements for the ITAM program. It is a tool that helps the ITAM Coordinator produce their Installation Workplan Analysis Module (IWAM) and provides the supporting justification for ITAM requirements. Installations are required to prepare an ITAM five-year plan and update it annually.

SECTION 6. PROFESSIONAL DEVELOPMENT

Transformation of the Army entails development of new systems and technologies that support the goals of the Interim and Objective forces as well as professional development for Army range managers and their supporting staff. Installation range divisions and their supporting staff must be multi-disciplined and possess the knowledge and/or skills to support complex operational, facilities management, safety, and environmental requirements.

A dedicated range management career track, within an established Career Program to support the SRP, provides the developmental path for individuals to gain the knowledge and skills necessary to advance upwardly in the Range Division.

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CHAPTER 5. ACSIM PROGRAMS SUPPORTING SRP

SECTION 1. ENVIRONMENTAL PROGRAM SUPPORT

5-1. General

The purpose of this section is to outline the Army's approach to environmental support for range operations. Environmental support is provided in a manner that is consistent with the broader objectives of this plan to establish a cross functional network of programs supporting the long-term sustainability of testing and training lands. It is the intent of the Army Environmental Program to systematically render direct and focused total environmental support to the Army's range operations. A full description of the Army's Environmental Program is described in *Army Regulation (AR) 200-1*.

5-2. Environmental Management System (EMS) Integration

Executive Order (EO) 13148, Greening the Government through Leadership in Environmental Management, April 2000, requires an Environmental Management System (EMS) for all appropriate federal facilities by 31 December 2005, and Department of Defense (DOD) requires implementation by fiscal year (FY) 2009. An EMS is a system that addresses the integration of environmental impacts of actions into the decision process and provides a mechanism for capturing that decision. Ultimately the installation is more prepared to defend decisions based on sound consideration of all impacts and risks, regardless of action. Within the SRP, the EMS provides the framework to focus the environmental program to support the Army's training and testing mission.

The Garrison Commander is responsible for implementing the installation EMS. Range proponents support all aspects of its implementation where ranges and/or range operations are involved. The Director of Plans, Training, and Mobilization (DPTM) and/or the Range Officer:

- Participates on the installation Environmental Quality Control Council (EQCC).
- Supports the working groups formed to plan and implement the installation EMS.

The Garrison Commander ensures the incorporation of range operations under the broad umbrella of the installation EMS. As a minimum, the Garrison Commander works with the Senior Mission Commander to implement EMS requirements as they specifically relate to range operations.

Garrison staff, to include the DPTM, conducts an environmental review through the Environmental Performance Assessment System (EPAS) (formerly known as the Environmental Compliance Assessment System (ECAS)) to assess the installation's existing environmental program support for range operations with respect to inclusion in current planning mechanisms. (e.g., Storm Water Management Plan, Spill Prevention Control and Counter Measure Plan, Pollution Prevention (P2) Plan, Hazardous and Solid Waste Plan, Integrated Natural Resource Management Plan (INRMP)) Environmental plans reflect relevant EMS objectives and targets and are integrated into the installation Range Development Plan (RDP).

5-3. Installation Status Report Part II (Environment)

The Installation Status Report (ISR) Part II (Environment) is a management tool for Commanders and leaders from installations through Headquarters Department of the Army (HQDA) that indicates installation readiness as impacted by environmental conditions, as well as the overall status of the environmental program of the installation. The ISR Part II assesses macro-level conditions of the installation environmental program against Army and DOD standards derived from Army short- and long-term objectives, DOD measures of merit, and other key management indicators. While none of these standards specifically address range operations, many indirectly relate to encroachment on ranges and other training areas.

The ISR includes more than 130 individual standards. Rating against many of the standards specifically requires DPTM input. Garrison environmental staff should coordinate with the range division staff to ensure that mission impact factors are fully considered and accurately addressed during completion of the ISR. In addition, the ISR allows for Commander's comments, which installations can use to highlight identified problems or concerns related to range operations and training lands on the installation. ISR Part I (Infrastructure) addresses encroachment on ranges.

5-4. Army Environmental Program Areas

To institutionalize long-term support for SRP objectives and implementation of the range component of the installation EMS, the Army aligns existing environmental programs and applies environmental resources to:

- Maximize the accessibility of training and test ranges to better support doctrinal training, testing, and logistical requirements under all conditions.
- Reduce environmental liabilities.
- Build stronger relationships with the community and regulatory agencies.
- Identify and address the regulatory, operational, and technological requirements of the munitions life cycle.
- Integrate explosives safety and environmental requirements to protect public safety, human health, and the environment.

SECTION 2. SUSTAINABILITY (ENVIRONMENTAL)

The Sustainability program area is the combination of the Compliance, P2, Acquisition, and Environmental Quality Technology (EQT) program areas. This realignment integrates environmental responsibilities with operational requirements.

5-5. Compliance

Compliance with Federal, State, and local environmental laws and regulations is mandatory. Non-compliance can lead to notices of violation, fines, penalties, and administrative orders that could potentially cease training activities. The EPAS is a tool currently used by installations to assess overall compliance with applicable environmental requirements, identify deficiencies with related causes, and help develop corrective action plans assessing ranges and the emissions from live-fire training. HQDA is developing credible data on the environmental impact of live-fire training and

testing. This information ensures a better understanding of range environmental compliance liabilities, assists development of a standardized approach to range assessments, focuses investigative requirements, and provides the information necessary to discuss with the public and other stakeholders the nature of real and perceived environmental impacts of Army training and testing on installation assets.

5-6. Pollution Prevention

Pollution is prevented or reduced at the source. In addition, all Army missions, operations, and products incorporate P2 planning throughout the mission, operation, or product life cycle. To support the SRP, the Army is developing less toxic ammunition that meets the Standards and Training Commission (STRAC) and proponent requirements (e.g., green bullets), reducing toxic emissions from munitions, and establishing methods for recycling range residue and scrap. To reduce the environmental impacts on installations from fielded systems, the Army is coordinating these activities with the acquisition community. Additionally, installations are increasing their efforts to incorporate environmental requirements into range designs and routine operations to reduce impacts. This may include:

- Using soil additives to fixate lead and thereby reduce its migration.
- Redesigning berms to reduce soil erosion.
- Using durable vegetation during land rehabilitation.

5-7. Environmental Quality Technology Program

The EQT program is an element of the Army's Research, Development, Test and Evaluation (RDT&E) program that provides new or innovative methods, equipment, materials, and protocols to reduce the total cost of Army operations and minimize adverse impacts on the environment. The Army EQT process focuses the limited resources on the highest priority user requirements. HQDA G-3 representatives participate in committees to define and prioritize these requirements and oversee the RDT&E projects. The EQT program supports all Army Environmental Program areas.

SECTION 3. TRAINING SUPPORT (ENVIRONMENTAL)

The Training Support program area combines the Conservation and the Range Munitions Environmental Support program areas. The Training Support program area strives to sustain Army ranges and training lands through compliance with environmental laws and conservation of natural and cultural resources.

5-8. Conservation Program

The purpose of the Army's Conservation program is to protect and sustain natural and cultural resources in a manner that guarantees continued access to land for realistic military training and testing. Conservation is a core sustainment program for the Army and all other federal land-holding agencies. All federal agencies that hold land in the public's interest (e.g., DOD, U.S. Fish and Wildlife, Bureau of Land Management, National Park Service, U.S. Forest Service) are required by a common set of laws and Executive Orders to protect and sustain natural and cultural resources. These laws and Executive Orders include, but are not limited to, the:

- National Historic Preservation Act (NHPA),

- Native American Graves Protection and Repatriation Act,
- American Indian Religious Freedom Act,
- Archeological Resources Protection Act,
- Endangered Species Act (ESA),
- Clean Water Act,
- Wetlands Executive Order
- Invasive Species Executive Order,
- Migratory Bird Treaty Act, and
- Sikes Act.

The Sikes Act requires an INRMP and DOD policy requires an Integrated Cultural Resource Management Plan (ICRMP). Several other laws prescribe reimbursable programs for grazing and out-leasing (10 USC 2667) and reimbursable programs for forest products (10 USC 2665). The Army has a policy that requires reimbursable programs to be compatible with and supportive of Army missions. Integration with the mission is accomplished via development of the INRMP and in coordination with the DPTM. The Garrison Commander is responsible for conservation programs and installation management.

- **Natural Resources Program**. Before 1998, the primary purpose of the INRMP was to manage fish and wildlife. However, the new Sikes Act Amendments have broadened the focus. Now, the INRMP is a comprehensive plan for the management of all installation natural resources, i.e., soil, water, plants and animals.
  - **The INRMP**. The INRMP is Army's vehicle for the integration of natural resources management (compliance and sustainment) with mission use of land. The Sikes Act specifies that the INRMPs are intended to help Garrison Commanders manage natural resources effectively and ensure that installation lands remain available and in good condition to support the installation's military mission, i.e., no net loss. The INRMP identifies and addresses threats to mission land use. The effectiveness of the INRMP is evaluated annually.
  - **The Endangered Species Management Plan (ESMP).** AR 200-3 requires that each installation prepare an ESMP if listed species, proposed species, or critical habitats exist on the installation. The ESMP ensures compliance with the ESA and mission capability by stimulating planning and integration on a long-term basis. *AR 200-3* requires that, upon approval by the installation commander, ESMPs become part of the INRMP. In practice, the Army recognizes two scenarios in the ESMP/INRMP relationship:
    - A separate document. An ESMP is developed before or after development of the INRMP. The INRMP incorporates the ESMP by reference and integration.

- No separate document. The ESMP is developed along with the INRMP and is ultimately fully incorporated within the INRMP.

Implementation of the ESMP, either separate or incorporated, could be used by installations as a basis to obviate the designation of critical habitats on Army installation lands.

- **Cultural Resources Program**. ICRMPs, if implemented, can significantly alleviate impediments to the mission by integrating management of cultural resources with operations and facilities management functions. Standard operating procedures (SOP)s included within ICRMPs are tailored to support mission requirements with respect to management of significant historic buildings, archeological sites, and places of traditional religious or cultural significance to Native Americans. Installations electing to use Army Alternate Procedures (AAP) can obtain significant efficiencies in NHPA compliance. Installations implementing the AAP use the ICRMP to streamline NHPA compliance and avoid project-by-project consultation with the State Historic Preservation Officers (SHPO), Tribal Historic Preservation Officers (THPO), and other interested parties normally required under the NHPA. The AAP allows an installation to implement a major portion of the ICRMP within an NHPA compliance framework, and provides the installation with the authority to self-regulate NHPA compliance for seamless implementation of mission activities. Installations that use the AAP are also able to take advantage of important exemptions from the NHPA, including an exemption covering all designated surface danger zones (SDZ), and unexploded ordnance (UXO) related operations.
- **Pest Management Program**. Installation pest management personnel provide technical expertise and support for the control of weeds, invasive species, and disease-carrying insects and animals. In cases where pest control services are provided by outside contractors, pest control activities must be closely monitored and supervised by Army or installation civilian personnel to ensure compliance with federal, state, and DOD pesticide regulations. The Installation Pest Management Plan (IPMP) should be coordinated with the INRMP to ensure that pesticide usage down-range does not have adverse effects on personnel or wildlife, and that all pesticide usage is performed and documented in compliance with Army and DOD pesticide regulations. (i.e., AR 200-5; DOD Instruction (DODI) 4150.7)

5-9. Range Munitions Environmental Support Program

The Range Munitions Environmental Support Program provides the integrated environmental support to sustain military readiness through safe and responsible life-cycle management, use, and disposition of munitions on ranges. It addresses issues associated with ranges, munitions, and UXO and munitions constituents across all of the environmental program areas. For example, the inventory of active and inactive ranges, implementation of the Military Munitions Rule, and addressing munitions constituents like Royal Demolition Explosives (RDX) and perchlorates on ranges.

SECTION 4. CLEANUP

The Army's Cleanup Program addresses the cleanup of contamination resulting from past Army activities. Recent changes to Defense Environmental Restoration Program Guidance establish a new program, the Military Munitions Response Program (MMRP). This program includes the portion of the Defense Environmental Restoration Program that addresses UXO, discarded military munitions (DMM), and munitions constituents found at locations other than operational ranges.

In keeping with these response actions, installations ensure explosives safety by complying with *AR 385-64, Ammunition and Explosives Safety Standards.* Accordingly, installations must address those response actions using resources other than those funded through environmental funding mechanisms.

5-10. Installation Requirements

This section highlights specific requirements that installations must address to maximize environmental program support to the SRP. It also references related guidance documents and procedures where appropriate.

- **EMS Implementation.** Garrison Commanders ensure that appropriate elements of range operations and maintenance are included within the EMS as significant environmental aspects. All pertinent EMS requirements (as prescribed by ISO 14001), especially those aimed at reducing or eliminating resulting environmental impacts, are properly addressed. Policy related to Army EMS implementation is provided in the Assistant Secretary of the Army for installations and Environment (ASA(I&E)) action memorandum, *Army Environmental Management System*, 13 Jul 01; and HQDA memorandum, DAIM-ED-C, *New Installation Management Requirements*, 6 Aug 01. The direct participation of DPTM personnel (as part of the installation EMS implementation team) is particularly important when developing and/or updating the following:
    - Significant environmental aspects and impacts of range operations. Garrison environmental staff work with the DPTM staff to apply this methodology to operational ranges as soon as practicable where appropriate. Garrison environmental staff integrate results with implementation of the overarching installation EMS. The U.S. Army Environmental Center (USAEC) provides the methodology.
    - Mission considerations that are adequately factored into the evaluation of environmental issues.
    - Training for range support staff and user personnel.
    - Range SOPs that incorporate applicable environmental requirements and related considerations to minimize the actual or potential environmental impacts of range operations.
- **Environmental Management Plan Updates.** Installations update environmental management plans to specifically include range operations and maintenance activities, their potential impacts on environmental quality, and specific mitigation measures needed to sustain operations.

- **Environmental Performance Assessments.** Installations use environmental performance assessments, regulatory agency inspections, and sound day-to-day operating procedures at environmentally sensitive operations as a means of attaining, sustaining, and monitoring compliance.
  - **External Assessments**. External assessments are conducted in accordance with (IAW) AR 200-1. Installation external assessments are conducted on a three-year cycle. In conjunction with USAEC, the Garrison environmental staff select other organizations to develop the overall assessment.
  - **Internal Assessments**. At a minimum, internal assessments are conducted on an annual basis. Garrison environmental staff develop a plan to accomplish the internal assessments.
- **Installation Corrective Action Plans (ICAP).** At a minimum and IAW Army requirements, each year installations prepare a draft ICAP to track externally and internally reported compliance deficiencies and dates of discovery; EPAS finding categories, selected corrective actions, goals, and completion dates; and Environmental Program Requirements (EPR) projects (if applicable), goals, completion dates, project numbers, and finding status.
- **Baseline Impact Assessments.** Installation environmental offices work closely with the DPTM or Deputy Chief of Staff, G-3 to establish baselines from which to assess impacts to the Army's testing and training mission and/or to the environment. The baselines are developed in accordance with a template provided by the USAEC. As a minimum, installations generate the following baselines:
  - An **Environmental Regulatory Requirements Baseline** from which to assess impact(s) to the testing and training mission from general environmental regulatory requirements.
  - A **Munitions Regulatory Requirements Baseline** from which to assess the impact(s) to the testing and training mission from munitions related regulatory requirements.
  - An **Environmental Impact Baseline** from which to assess the impact(s) to the environment from the testing and training mission. Installations should use information obtained from these baseline assessments to update range environmental aspect and/or impact analyses as appropriate.
- **Installation Status Reporting.** Garrison environmental staff ensure that range operations and related activities are fully considered during completion of the ISR Part II (Environment). Each year, installations submit the ISR by May 15 with reports covering the most recently completed fiscal year. ISR Part I (Infrastructure) contains significant questions to quantify the impacts of encroachment.
- **Environmental Quality Reporting.** Installation environmental offices ensure that range operations and related activities are fully considered during completion of the Environmental Quality Report (EQR). Installations submit the EQR

quarterly, with content varying according to guidelines provided in Department of the Army Pamphlet (*DA PAM) 200-1*. The Office of the Director, Environmental Program (ODEP) publishes annual reporting guidance.

- **Stakeholder Outreach Planning.** Installations increase efforts to communicate with local communities, governments, and other stakeholders to secure their support and identify realistic solutions for continued range operations. These efforts are coordinated with the installation's SRP Outreach Program. Effective two-way communication is essential for:
  - Identifying and resolving encroachment issues.
  - Articulating the Army's requirements for live-fire training to support national security.
  - Improving understanding of the public's concerns over the potential impacts of live-fire training.
  - Facilitating greater awareness of the Army's role as a steward of the environment.
  - Educating stakeholders about explosives safety.
  - Establishing a dialogue to respond to concerns.
  - Working closely with operators, logisticians, public affairs, and other appropriate staff to develop an integrated community outreach program.

SECTION 5. FACILITY MANAGEMENT

5-11. Facility Strategy

The ACSIM utilizes the Army Facility Strategy to manage the Army's infrastructure. The strategy lays out a simple matrix that connects resources with outcomes to reach the goal of sustaining the required inventory, while bringing selected facilities to a C-1 rating within a specified period. The facility strategy supports the sustainability of the range infrastructure by adopting applicable Sustainable Range Program (SRP) objectives.

5-12. Active/Inactive Range Inventory

The Active/Inactive Range Inventory, under the proponency of the Assistant chief of Staff for Installation Management (ACSIM) and supported by HQDA, G-3 Training Simulations Division (DAMO-TRS), provides a ground-truth baseline of the Army's extensive range infrastructure. The data obtained during the inventory reconciles training range acreage against existing data, including installation-level environmental and real property identification codes. The inventory also establishes an installation facility data crosswalk between Range Control and the environmental and real property offices.

This crosswalk associates the range control name for an installation asset with a corresponding real property number in the Integrated Facility System (IFS) and reconciles data with the Facility Category Codes (FCC) and Federal Facility Identification codes. During the analysis process, if there is no corresponding IFS facility number, the facility information is annotated on a discrepancy table, requiring

further analysis by the Army. The reconciliation of this data provides the Army with a single data source containing information from various installation sources used to manage the same facility.

5-13. Army Range Inventory Database (ARID)

The Army Range Inventory Database (ARID) includes all active and inactive ranges and is managed by the USAEC. The USAEC is responsible for the overall management plan, execution guidance, identification of resource requirements, and maintenance of the ARID.

5-14. Facility Standards

- **Installation Status Report Part I.** The ISR Part I (Infrastructure) is designed to give HQDA, Major Army Commands (MACOMs), and Garrison Commanders a snap-shot of the quality and quantity of each installation's facilities and infrastructure. ISR Part I applies Army-wide standards to assess the physical condition of an installation's facilities and infrastructure and identify those that are substandard or unavailable. The results enable commanders to assess whether specific elements of the infrastructure negatively impact readiness.
- **Installation Status Report Part III.** ISR Part III (Services) describes an installation's service performance status by comparing the measurable performance of installation services against Army standards. ISR Part III is organized into nine Major Service Areas (MSAs), under which fall 38 more discrete service functions and 95 services. C-Ratings, similar to those in the Unit Status Report (USR), serve as the status indicators for each MSA. A key aspect of the ISR Part III is the use of common Army-wide standards to assess each MSA. The standards offer a way to uniformly compare the outcome performance (i.e., quality) of services provided to customers. ACSIM and DAMO-TRS are working jointly to modify ISR Part III to include support services to ranges.

5-15. Facility Sustainment Model (FSM) System

The Facility Sustainment Model (FSM) system calculates maintenance and repair requirements for range facilities for each Facility Analysis Category (FAC) in the Army except for maneuver land. The following formula is used:

FSM $ = Programming Inventory x Sustainment Cost Factor x Area Cost Factor x Inflation.

- Cost factors are developed by the Office of the Deputy Under Secretary of Defense for Installations and are derived from industry standards, when possible.
  - The programming inventory is the lesser of on-hand assets or validated Real Property Planning and Analysis System (RPLANS) requirements at the FAC level.
  - The sustainment cost factor is the cost per unit-of-measure to maintain a FAC over its expected useful life and includes regularly scheduled adjustments, preventive maintenance, minor and major repairs, or replacement of facility components expected to be replaced over its useful life.
  - Range cost factors are developed by the U.S. Army Engineering and Support Center, Huntsville (USAESCH) Range and Training Land Program (RTLP)

Mandatory Center of Expertise (MCX) or are a percentage of the cost to replace the facility, i.e., the Plant Replacement Value. Range units-of-measure are as follows: *Each*, meaning one of each type of range; *Firing Points;* and *Square Feet,* in the case of actual structures.

- The installation Directorate of Public Works (DPW) receives an annual allocation of Sustainment, Restoration, and Maintenance (SRM) funding based on the facility (real property) inventory and ISR Part I ratings. Ranges are part of that allocation and therefore should receive a portion of the installations SRM funding for that work effort.
  - Range managers plan for and coordinate with the DPW for execution of SRM projects.
  - Range managers identify SRM projects on ranges (excluding maneuver areas), prioritize SRM projects for ranges with DPW staff, submit work orders, and monitor and oversee range SRM projects.

CHAPTER 6. SHARED AND INTEGRATED PLANNING

SECTION 1. INTEGRATED INSTALLATION PLANNING

The requirement to embed sustainable range planning into the installation planning process (defined in the Department of Defense Directive (DODD) 4715.11 and DODD 4715.12 *Environmental and Explosives Safety Management on DOD Active and Inactive Ranges within and outside of the Continental United States* and DODD 3200.15*, Sustainment of Ranges and Operating Areas)* is achieved by integrating all installation requirements that impact the training mission with the installation's Range Development Plan (RDP). In the case of the Army Test and Evaluation Command (ATEC) test installations, this is achieved by integrating these requirements with the installation's Range Master Plan.

To facilitate this requirement, Headquarters Department of the Army (HQDA) G-3 Training Simulations Division (DAMO-TRS) is developing the Automated RDP (ARDP) tool. The purpose of the ARDP is to provide installations with a more robust decision making capability by taking the range and training land requirements along with all installation requirements that impact the mission and graphically displaying them on the installation's Operational Overlay.

The Operational Overlay allows trainers and other garrison staff to view doctrinal and other requirements that impact the range and training land assets. These include conservation requirements from the Integrated Natural Resources Management Plan (INRMP) as well as other requirements such as environmental, safety, munitions, and facility management requirements. Ultimately, these requirements, which are graphically integrated on the Operational Overlay, feed the installation Real Property Master Plan (RPMP) and provide valuable information needed for developing other installation plans. By allowing the garrison staff to graphically view range complex requirements in concert with the requirements detailed in other installation plans, the ARDP provides the garrison staff with a mechanism that supports joint decision making. Figure 6-1 illustrates this concept.

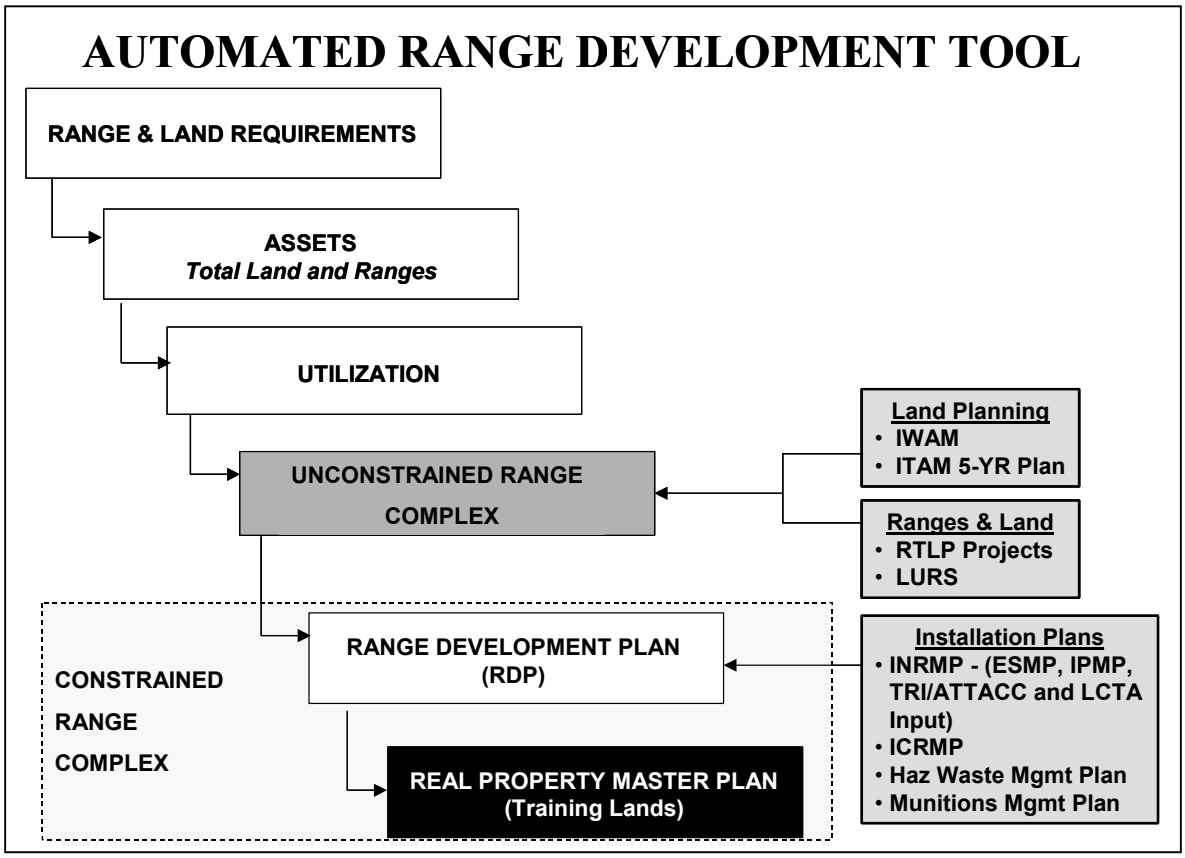

Figure 6-1. The Automated Range Development Plan (ARDP) Tool.

SECTION 2. MUNITIONS MANAGEMENT

Installation range offices, in coordination with other appropriate functional areas and offices, Major Army Command (MACOM) and Installation Management Agency (IMA) Region staffs, will develop and implement a *Munitions, Unexploded Ordnance (UXO), and Range Residue Management Plan*. The purpose of the plan is to ensure that Army ranges remain capable, accessible, and available to meet installation and/or MACOM testing and training requirements.[3] The installation *Munitions, UXO, and Range Residue Management Plan* will:

- Address munitions requirements; issuance, receipt, accountability, and turn-in; recording of munitions expenditures; explosives safety; operational range clearance; restrictions; and other munitions management issues.
- Support and be integrated with the installation's RDP and RPMP.

Installation range managers will work with the garrison environmental offices to identify and document environmental compliance and Pollution Prevention (P2) projects for small arms ranges in the Environmental Program Requirements (EPR) process. Range Divisions will work with environmental offices to incorporate these projects and their

[3] For training ranges, requirements are identified through the RTLP methodology, summarized in the Range Development Plan, and depicted in the operational overlay. For test ranges on training installation, requirements are identified to the DPTM and depicted on the operational overlay.

results into appropriate installation standard operating procedures (SOPs) and the installation's *Munitions, UXO, and Range Residue Management Plan*.

6-1. Forecasting Munitions Requirements

When forecasting, requesting, and drawing munitions for individual or crew training, it is Army policy that units will exercise ammunition economy and firing discipline to minimize excess munitions on ranges. Many of the environmental and explosives safety challenges associated with munitions management on ranges originate from a lack of discipline, in both supply management and munitions use.

- Ammunition on a range that exceeds unit training or testing requirements may result in mismanagement and over expenditure.
  - Units will only request specific quantities of ammunitions, based on equipment or system availability, available range time, unit strength, and training objectives.
  - Units should expend the amount of munitions necessary to achieve Standards and Training Commission (STRAC) and other readiness standards.
  - Units will ensure maximum training value is obtained from all munitions expenditures. Training ammunition managers at all levels will closely monitor and evaluate use of training ammunition.
    - Installation Range Divisions can review estimated munitions expenditures entered by units during scheduling of ranges. The estimated munitions expenditures should correspond to the numbers of troops and types of training conducted.
    - Range offices can review actual expenditures, based on munitions expenditure records required for each unit training day.
- Unused training munitions and residues must be returned to the Ammunition Supply Point (ASP). Units must not expend training munitions to avoid returning them to the ASP or to boost historical expenditure records.
- Installation range offices should coordinate with the installation ASP, installation safety offices, and unit commanders to ensure that the concepts of ammunition economy and fire discipline are understood and practiced by units that train on the installation. Additionally, these concepts should be included in materials provided to unit commanders who wish to schedule range time; range offices should reinforce the concepts during pre-range occupation safety and operations briefings.

6-2. Issue, Receipt, Accountability, and Turn-in

Adherence to proper issuance, accountability, and turn-in procedures for all munitions during training and testing operations is essential for preventing waste and avoiding potential environmental and explosives safety risks on ranges.

Range managers must work with local ASP personnel to ensure implementation of basic policies and procedures regarding issuance and turn-in of munitions. Examples of guidance regarding issuance and turn-in includes but is not limited to the following:

- *DA PAM 710-2-1,* which contains detailed Army policies and procedures to account for and control munitions.
- The Defense Ammunition Center computer-based training program, Class V Issue, Turn-In, and Residue Processing Procedures (AMMO-64).

Installation range offices must coordinate with the installation ASP to ensure that the procedures contained in both *Department of the Army Pamphlet* (*DA PAM) 710-2-1* and the AMMO-64 training program are incorporated into appropriate installation SOPs and the installation's Munitions, UXO, and Range Residue Management Plan. This helps to ensure implementation of practices critical to munitions management and sustainable ranges, such as the following:

- Properly documenting the distribution of munitions, including the chain-of-custody to and from users and shortage procedures.
- Policing expended and unexpended ammunition.
- Properly handling munitions and residue, according to SOPs.
- Properly handling and transporting of unserviceable munitions, malfunctions, and misfires.
- Identifying and managing wasted military munitions.
- Linking to other functional area management.

6-3. Recording Munitions Expenditures

The use of munitions on Army ranges is essential to military readiness. In recent years, environmental regulatory oversight of ranges and munitions has increased dramatically. To better understand the impacts associated with the use of munitions, improve the management of ranges, and sustain the Army's ability to conduct live training, the Army must collect and manage information about the munitions expended on its ranges.

The Army has also increased the priority placed on tracking numbers, types, and locations of duds on Army ranges. Consequently, munitions expenditure data as well as dud rates must be maintained in permanent records.

Army Policy mandates that beginning 1 January 2002, Army installation Range Divisions must collect and maintain data on *all* munitions expenditures and dud rates for all ranges. The Army will provide separate guidance on the collection and maintenance of munitions expenditures and dud rates that are expended during classified testing. The subsequent paragraphs apply to training munitions expended during unclassified events.

As of 1 January 2002, for unclassified training events, installation range offices must maintain records of the numbers and types (Department of Defense Identification Code (DODIC)) of expended munitions, the range on which the munitions were expended,

and the unit or other organization that expended the munitions. Installation range offices must retain copies of these records for three years.

On 1 FEB of each subsequent year, installation range offices must provide an annual report to the installation environmental office indicating all munitions expenditures by DODIC and by range.

- The annual report must be in a readily available electronic format (e.g., spreadsheet or database) that facilitates data archival, retrieval, management, and reporting in accordance with (IAW) regulatory reporting requirements.
- The annual report must also include numbers of duds reported for each DODIC, range, and unit.

The tool that the Army has chosen to use for recording and reporting munitions expenditures is the Range Facility Management Support System (RFMSS). Installations without the computer hardware or software to run RFMSS are authorized to use a munitions expenditure tracking software application developed by the Army for tracking and reporting munitions expenditures.

6-4. Explosives Safety on Ranges

AR 385-63, Range Safety defines the Army's range safety policies. This section expands on the explosives safety management practices that significantly contribute to the long-term sustainable use of Army ranges. In addition to the policies contained in *AR 385-63*, Army installations will:

- Assess safety hazards associated with military munitions, including procedures to manage UXO hazards on ranges.
- Identify and maintain permanent records of the coordinates of all areas known or suspected to contain UXO. The degree of precision necessary for these records is dependant on the relative size of the area known or suspected to contain UXO. For example, if a large area is known or suspected to contain UXO, then installations should identify and record the coordinates of the entire area rather than attempting to determine precise locations of UXO. If an installation contains a small area with UXO that is surrounded by UXO-free land, the records should reflect, as accurately as possible, the true coordinates of the small area that contain the UXO. The installation's Geographic Information System (GIS) is the preferred method for collecting and storing this information. Installation master planning maps are also acceptable means.
- Maintain permanent records of all locations of UXO removal operations, Explosives Ordnance Disposal (EOD) incidents, and open burn and open detonation (OB/OD) operations.
- Prohibit access to areas known or suspected to contain UXO, except to authorized personnel for specific range-related purposes.
- Remove UXO where access is necessary, IAW safety and other relevant requirements.

6-5. Policies Applicable to Operational Range Clearance

Army installations will periodically clear operational ranges of military munitions (i.e., UXO and munitions debris) and other range-related debris to:

- Allow safe access to range areas for range maintenance, modernization, training, or testing operations.
- Preclude accumulation of used military munitions (e.g., UXO) and other range-related debris that would impair or prohibit the continued use of the range for its intended purpose.
- Facilitate reasonably anticipated future land uses if all or a portion of the range has a finite end-use date. (i.e., as stipulated in a lease agreement, land withdrawal language, or other land use agreement)

Installations will determine the frequency and degree to which range clearance is required to support sustainable safe use of ranges for their intended purpose. This determination should consider:

- Results of any previously conducted range clearance activities.
- Range use, where portions of the range are used for different purposes, the frequency and degree of clearance required may vary. (e.g., impact area, small arms range, fire and maneuver, maneuver)
- The types (e.g., small arms, artillery, tank, bombs) and quantities of munitions used on the ranges, to include:
  - Munitions containing high explosives. (e.g., grenades, artillery, tank, bombs, rockets)
  - Practice munitions containing small spotting devices. (e.g., training practice bombs)
  - Training devices or simulators.
  - Small arms.
- The operational impact of allowing an accumulation of used munitions and range-related debris on ranges.
- The potential explosives hazards to range operators, users, installation personnel, and the public presented by an accumulation of UXO and other range-related debris.
- Compliance with applicable laws, regulations, and policies related to range operations, explosives safety, and sustainable range management.
- Requirements included in land withdrawal acts, lease and land use agreements.
- Geophysical, topographical, climatic, and other environmental conditions that could influence range clearance decisions.

Before conducting range clearance operations, installations will conduct a hazard assessment. This assessment will include, at a minimum, rationale for the clearance,

number of personnel required, support requirements, the types of munitions anticipated to be encountered, the most hazardous munitions expected, and expected UXO densities. When range clearance is an integral or long-term part of a test or training plan, a hazard assessment will be included in the plan. This hazard assessment will be conducted before initiating a regularly recurring clearance program and will be updated when new hazards (e.g., munitions types) are identified or new methods are used. (See *Army TM 60A-1-1-36, Explosives Ordnance Disposal Procedures Surface Range Clearance* for detailed guidance on range clearance planning and operations.) In addition, installations must meet the requirements of *AR 385-63, Range Safety*.

Planning for operational range clearance must include the establishment of safe and practical methods for recycling or disposing of material removed from the range per *DOD Manual 4160.21-M*. Installations will implement quality control checks and procedures to ensure range residues, such as expended cartridge cases, munitions residues, and targets do not present an explosives hazard. (i.e., contain munitions)

The use of controlled or prescribed burns for destroying UXO on ranges is prohibited. Controlled or prescribed burns may be used to clear vegetation from a range to make UXO clearance operations safer for personnel. Only after coordination with military EOD or civilian munitions or explosives safety specialists, will installations employ prescribed or controlled burns in areas known or suspected of containing UXO.

Should any operation or activity involve disturbance or removal of soil in areas known or suspected of containing UXO, installations must acquire range clearance or EOD support. Escort requirements are in effect during all range clearance operations and maintenance activities in areas known or suspected of containing UXO.

NOTE: Operational Range UXO clearance associated with Range Modernization MILCON projects may not be included in the scope of the project.

6-6. Prohibitions on Use of Improved Conventional Munitions, Sub-Munitions, Live Mines, and Depleted Uranium

This section contains restrictions on the use of certain munitions on Army training ranges. It discusses prohibitions that apply to three broad categories of munitions items: conventional munitions/sub-munitions, live mines, and depleted uranium (DU). This is not intended to be an exhaustive guide to munitions restrictions. For additional information, see *AR 385-63*, *Range Safety;* and *HQDA Letter 385-01-1*, *Improved Conventional Munitions and Sub Munitions.*

- **Mines.** Training with live mines must comply with the following:
  - Training with live mines will only be conducted on approved (i.e., safety certified) ranges.
  - Training will only be allowed with live M15, M16, M19, and M21 mines.
  - Under no circumstances will training be allowed with live M14 mines.
  - All approved mines will be armed and/or disarmed not more than 25 iterations per mine.
  - No trip wires or booby traps will be used.

- Use of tilt rods with live mines is prohibited.
- Training with the M16 antipersonnel mines will be done with the positive safety pin remaining in the M605 fuse.
- No pre-1957 M605 fuses will be allowed in training with M16 antipersonnel mines.
- Live mine training and simulator training will not take place concurrently at the same location to preclude a live mine being mistaken for an inert mine.

- **Improved Conventional Munitions (ICM) and Sub-Munitions (Cluster Bombs).** Training with ICMs and sub-munitions is broadly restricted on Army ranges (including use by other Services on Army ranges). Installations will:
  - Prohibit training or demonstrations with high explosive (HE) ICMs and sub-munitions on Army ranges. (Note: Prohibition does not apply to inert filled or training/practice sub-munitions.) Inert filled or training/practice sub-munitions will not be fired into areas known or suspected of containing live sub-munitions. The prohibition does not include use of sub-munitions for Research, Development, Test, and Evaluation (RDT&E) purposes.
  - Limit the use of ICMs and sub-munitions in RDT&E to the minimum required to support national security objectives.
  - Limit any use of ICMs and sub-munitions in RDT&E to specifically designated target or impact areas.
  - Clearly mark, at the physical location and on installation maps, all areas known or suspected to contain ICMs or sub-munitions.
  - Use separate impact areas for ICMs and sub-munitions used in RDT&E. (Note: Existing impact areas that are known or suspected of already containing sub-munitions are authorized for continued use of other munitions, subject to the requirements of *HQDA Ltr 385-01-1, Improved Conventional Munitions and Sub-munitions.*)
  - Prohibit and prevent entry into areas containing ICMs or sub-munitions, including government, military, or civilian personnel, military EOD personnel, or contract personnel conducting range maintenance, characterization, or clearance activities without a waiver approved per *HQDA Ltr, 385-01-1*, *Improved Conventional Munitions and Sub munitions*.

- **Depleted Uranium (DU).** The Army restricts the use of munitions that contain DU on Army ranges. Installations will:
  - Prohibit training or demonstrations with munitions that contain DU on Army ranges. (Note: The prohibition does not include use of munitions containing DU for RDT&E purposes.)
  - Restrict the use of DU in RDT&E to specifically designated Nuclear Regulatory Commission licensed target or impact areas. When possible, DU will be fired into containment fixtures, and high explosives munitions will not be fired into the same area as DU.

- Use separate impact areas for firing DU during RDT&E. DU munitions types will only be fired into impact areas that are physically separate from impact areas used for other munitions.

SECTION 3. LAND ACQUISITION

6-7. Land Acquisition Process Overview

The HQDA G-3 is pursuing a strategy to provide a comprehensive training land master plan that effectively analyzes, justifies, and executes training land acquisition and Army Compatible Use Buffers (ACUB). The strategy facilitates the acquisition of lands capable of meeting the Army's future training requirements and protects current and future operational areas through compatible use buffer areas.

Training land acquisitions, like all Army real estate transactions, are subject to the normal budgeting and programming approval process in *AR 405-10, Acquisition of Real Property and Interests Therein*, and other applicable regulations and laws. Army training land acquisitions, of which estimates exceed one million dollars in price or one thousand acres in size, are subject to an approval process prior to any official notice to the public, including a Notice of Intent (NOI) or Finding of No Significant Impact (FNSI). The process requires Deputy Assistant Secretary of the Army for Installations and Housing, DASA(I&H), approval of a Land Use Requirements Study (LURS) and Analysis of Alternatives Study (AAS), and Deputy Under Secretary of Defense for Installation and Environment, DUSD(I&E), approval of an Army Major Land Acquisition Proposal (MLAP).

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CHAPTER 7. ASSESSING RANGE SUSTAINABILITY AND MITIGATING ENCROACHMENT CHALLENGES

Assessing the effectiveness of the Sustainable Range Program (SRP) is critical to overcoming programmatic or procedural shortfalls that could negatively affect sustainability. The SRP objectives, which were accepted in May 2001 by the Army Range Sustainment Integration Council (ARSIC), are the framework for the SRP plan and serve as the SRP scorecard for Headquarters Department of the Army (HQDA).

The SRP objectives are the means by which HQDA attains the goal of maximizing the capability, availability, and accessibility of ranges and training lands. Because of the dynamic nature and high visibility of the SRP, the ARSIC continuously reviews the SRP objectives and their status to determine their sufficiency and adequacy for achieving the SRP goal.

In addition, other performance review mechanisms are in place for assessing conditions. These performance review mechanisms include:

- The Installation Training Capacity (ITC)
- The Environmental Climate Model (ECM)
- The Army Training and Testing Area Carrying Capacity (ATTACC) Methodology
- The Environmental Legislative and Regulatory Analysis and Monitoring Program (EL/RAMP)
- The Strategic Readiness System (SRS) Scorecard
- The Automated Range Development Plan (ARDP)
- The Munitions Carrying Capacity Model
- The Environmental Performance Assessment System (EPAS)
- The Unit Status Report (USR)
- The Installation Status Report (ISR).

SECTION 1. HQDA TOOLS

7-1. The Installation Training Capacity (ITC)

The ITC is a methodology used by HQDA to analyze the capacity of the Army's live training facilities. The ITC methodology:

- Integrates existing Range and Training Land Program (RTLP) and Army environmental management program methods and data to establish the relative capability of an installation to support live training for units stationed or continuously training at that location.
- Takes into consideration the live training requirements of the Service Schools on those installations.

By applying weights and a scoring methodology to each quantitative and qualitative criterion, the ITC assessment results in a training capacity score for each installation

analyzed. As a result, the ITC permits the Army to assess the installation training capacity for prioritization of resources to support the SRP. HQDA G-3 Training Simulations Division (DAMO-TRS) is the proponent for the ITC.

7-2. Environmental Climate Model (ECM)

The ECM is a component of the ITC Model. The United States Army Environmental Center (USAEC) developed the ECM for DAMO-TRS to evaluate and identify environmental regulatory and demographic issues that impact Army training. Within the context of the ITC, the ECM allows HQDA to estimate the capability of an installation to expand or reconfigure for the purposes of supporting the training mission.

7-3. Army Training and Testing Area Carrying Capacity (ATTACC)

ATTACC is a standard ITAM methodology for estimating training land carrying capacity. The basic functional principles of the ATTACC methodology are as follows:

- Estimate training land carrying capacity by relating training load, land condition (LC), and land maintenance practices.
- Provide decision support to the installation training land manager and the installation staff for optimizing training land usage, while minimizing repair and maintenance requirements.
- Provide a means for estimating future Land Rehabilitation and Management (LRAM) costs of land-based training requirements, by considering the costs of land maintenance practices and expected training land usage.

7-4. Army Environmental Legislative and Regulatory Analysis and Monitoring Program (EL/RAMP)

The Office of the Assistant Chief for Installation Management (OACSIM) developed the EL/RAMP to analyze emerging environmental legislation and regulations that might impact the Army and to provide the information to senior Army leadership. The EL/RAMP provides the Army with a deliberate planning process for participating in state and federal legislative and rule making activities. Through EL/RAMP, the Army proactively educates legislators on how proposed legislation/regulations can affect Army operations and training. This in turn can influence how new requirements are specifically applied to Army installations, operations, and activities. The overall goal is to minimize the operational readiness and implementation cost impacts of these new requirements. In addition, EL/RAMP activities can help maximize the lead-time installations have to implement new requirements by ensuring the timely development of policies and procedures.

The Environmental Protection Agency (EPA) Military Munitions Rule is an example of how EL/RAMP activities can and do help to minimize the operational impacts of new legislation. The EL/RAMP team worked to ensure that burdensome Resource Conservation and Recovery Act (RCRA) hazardous waste management requirements would not apply to active and inactive Army ranges. As a result, the Army is able to apply its available resources to support the operational readiness and training mission, rather than to support compliance with additional environmental requirements. EL/RAMP activities will continue to positively influence emerging and evolving

environmental requirements -- particularly those with the potential to negatively affect range operations.

7-5. The Army Strategic Readiness System (SRS) Scorecard

The Army's new SRS multi-level scorecard provides opportunities to report both negative and positive impacts on the overall training and testing mission. The SRS is a comprehensive way to determine overall Army readiness and to report factors that impact readiness.

SECTION 2. MACOM, IMA, AND INSTALLATION TOOLS

7-6. The Automated Range Development Plan (ARDP)

The ARDP tool:

- Supports integrated SRP planning functions and joint decision-making concerning the range complex.
- Computes range and land requirements based on doctrinal standards.
- Displays current range assets, facility, environmental, and other installation data spatially.
- Incorporates actual and planned utilization of range and training land assets derived from the Range Facility Management Support System (RFMSS) along with estimated carrying capacities derived from ATTACC and the Munitions Carrying Capacity model.
- Supports range planning by using all applicable training, facility management, environmental management, and safety considerations.
- Provides HQDA with an Army-wide perspective for assessing range development options and for supporting decisions regarding the Army’s live training facilities.

7-7. Environmental Performance Assessment System (EPAS)

The Environmental Performance Assessment System (EPAS) is a tool commonly used by commanders to monitor compliance with Federal, State, and local environmental laws and regulations; EPAS also monitors compliance with Department of Defense (DOD) and Army requirements. To monitor the integration of environmental planning and projects with the RDP and to embed environmental stewardship into range operations, the Assistant Chief of Staff for Installation Management (ACSIM) adapted and integrated the Environmental Compliance Assessment System functions into the EPAS. The EPAS enables installations to:

- Identify and correct noncompliance situations on ranges before they result in regulatory enforcement actions and/or curtailment of range operations.
- Monitor compliance with regards to range operations and related activities.
- Assess overall compliance with applicable environmental requirements, identify deficiencies and causes, and help to develop corrective action plans to address findings.

7-8. The Unit Status Report (USR)

Unit commanders are encouraged to use the USR tool to document impacts on training from internal and external encroachment challenges. Accurate reporting of these impacts helps Major Army Commands (MACOMs) and the Army Staff (ARSTAF) to raise issues to the attention of senior leadership and provides opportunities to affect and promote policy changes.

7-9. The Installation Status Report (ISR)

The ISR includes three parts. Each part is used to assess installation level conditions and performance and to pinpoint shortfalls. As the proponent for ranges and training lands, DAMO-TRS updates the standards and factors used in the three parts of the ISR as they affect ranges and land.

- ISR Part I (Infrastructure) is designed to evaluate the quality and quantity of an installation's facilities and infrastructure, including any encroachment factors that may adversely affect the capability, availability, and accessibility of its ranges and training lands.
- The ISR Part II (Environment) identifies the status of environmental components on the installations.
- ISR Part III (Services) describes an installation's service performance status by comparing the measurable performance of installation services against Army standards.

7-10. Munitions Carrying Capacity Model

A Munitions Carrying Capacity model, similar to the Army Training and Testing Area Carrying Capacity (ATTACC) model (used in the ITAM program to assess training land carrying capacity) and based on Standards and Training Commission (STRAC), is currently under development by the United States (U.S.) Army Construction Engineering Research Laboratory (USACERL) in coordination with the USAEC and the SRP Executive Agent. The Munitions Carrying Capacity Model considers factors associated with range conditions, environmental characteristics, and weapons use as indicators of the cumulative impacts of weapons use on training ranges. Weapons use is defined by the STRAC requirements. The resulting model includes an exploding ordnance or munitions carrying capacity prediction tool, and a maintenance prediction capability.

SECTION 3. ENCROACHMENT MITIGATION INITIATIVES

7-11. General Information

Encroachment is the term used by Office of the Secretary of Defense (OSD) and the Services to refer to all externally driven restrictions on testing and training activities required for force readiness. Impacts resulting from encroachment include restrictions on training locations, availability of time, and duration of training and testing activities to include reduced effectiveness, and restrictions on the use of weapons systems, equipment, and munitions. These restrictions reduce the Army's capacity to ensure readiness.

HQDA is seeking a more balanced approach to ensure that Congress and other policy makers recognize and weigh the importance of doctrinal training and Army readiness in addition to environmental stewardship interests. This approach helps to:

- Reduce uncertainty and increase flexibility in laws and regulations.
- Balance the needs of national security and the environment.

To mitigate the encroachment challenges currently facing the Army and prevent other external pressures from becoming future challenges, the SRP supports initiatives designed to minimize the impacts of encroachment. These include but are not limited to the following types of initiatives:

- Policy,
- Planning, and
- An SRP Outreach Program.

7-12. Policy Initiatives

The intent of the policy initiatives is to improve readiness today and in the future by mitigating the actual and perceived readiness impacts associated with encroachment. Such initiatives include but are not limited to:

- Amending Public Law 1578, giving the Army authority to enter into agreements with regional and private agencies through leasing and conservation easements.
- Working through OSD to seek reforms relevant to Department of Interior (DOI) policies. The objective of the reforms is to equalize management obligations for species recovery among all federal agencies and standardize enforcement at the district-level.
- Working with OSD to seek a resolution between the DOI requirement to use prescribed burns for habitat management in fire ecosystems and the EPA Clean Air Act provisions that preclude prescribed burns.
- Continuing to negotiate and seek agreement with the DOI not to designate or remove from the official list the critical habitats on installations with an approved Integrated Natural Resources Management Plan (INRMP).
- Working with the U.S. Army Corps of Engineers (USACE) to adopt a standard Best Management Practices (BMP) mitigation requirement of one-to-one (1:1) for managing wetlands on installations. These BMPs include the creation of hardened crossings in areas where vehicles habitually cross wetlands.
- Establishing policies to ensure no net loss of training opportunities due to cultural resources.

7-13. Planning Initiatives

The planning initiatives are designed to mitigate encroachment challenges at the HQDA and installation levels.

7-14-1. HQDA

The integrated HQDA planning initiatives that support SRP include the Range and Training Land Strategy, Joint Service Land Use Plans, Land Exchange, and Joint Land Use Studies (JLUS).

- **Range and Training Land Strategy**. The Range and Training Land Strategy is being developed as a HQDA master plan to create a land inventory capable of meeting the Army's future training requirements. It will provide a strategy to analyze, justify, and execute training land acquisition and compatible buffer areas for range and training purposes thereby limiting encroachment through acquisition of development rights, agreements, conservation easements, and other means.
- **Joint Service Land Use Plan**. HQDA investigates the needs for a Joint Service Land Use Plan that helps the military components optimize federal training lands to meet readiness needs and reduce encroachment.
- **Land Exchange**. HQDA investigates the need, feasibility, and legality of exchanging Base Realignment and Closure (BRAC) lands for lands adjacent to military installations that are held by other federal land management agencies. Exchanged lands are used to create external buffers zones and mitigate training land shortfalls.
- **Joint Land Use Studies**. HQDA is encouraging installations to pursue the OSD administered Joint Land Use Studies (JLUS) program. The intent of the JLUS program is to protect training and testing capabilities through regional planning and zoning actions. Once the JLUS is completed, documentation indicating that the affected government(s) will cooperate and participate in the implementation of the JLUS is required.

7-14-2. Installations

Headquarters Department of the Army (HQDA), the Installation Management Agency (IMA), Major Army Commands (MACOMs), Mission Commanders, and Garrison Commanders work in concert to develop and support initiatives to acquire or encumber lands capable of meeting the Army’s future training requirements and protecting current and future operating areas through the Army Compatible Use Buffers (ACUB), based on the HQDA Range and Training Land Strategy.

The 19 May 03 HQDA Guidance Letter on Army Range and Training Land Acquisitions and Army Compatible Use Buffers signed by the ACSIM and the Acting Director of Training, ODCS G-3, provides detailed instructions on these initiatives.

SECTION 4. SRP OUTREACH PROGRAM

7-14. SRP Outreach Program Plan

On 31 January 2001, the Vice Chief of Staff of the Army directed HQDA G-3 to take the lead in formulating an SRP Outreach Program. The purpose of the Army’s SRP Outreach Program is to equip Army personnel with skills necessary to reach out and

interact with the public to improve their understanding of the Army's live training mission and its importance to readiness.

Integration of the SRP Outreach Program with other ongoing Army and DOD Outreach initiatives will enable the Army to leverage opportunities and ensure its overall success. The SRP Outreach Program is currently being integrated with the following efforts:

- **Environmental and Energy Campaign Plan and Operational Directive**. The Office of the Assistant Secretary of the Army, Installations and Environment (OASA(I&E)) has initiated an outreach program as a fifth component of the *Army's Environmental and Energy Campaign Plan and Operational Directive*. The goal of this outreach initiative is to integrate outreach across the other four components of the *Environmental Campaign Plan*, dated 17 Jan 01, and convey the Army's environmental program to the public.
- **Office of the Chief of Staff, Army (OCSA) Strategic Communications Initiative (SCI).** The OCSA Strategic Communications Initiative (SCI) has developed an *Army Strategic Communications Plan* to synchronize Army strategic communications efforts. The intent is to consistently communicate and effectively convey the Army's strategic vision, Transformation, and missions.
- **Senior Readiness Oversight Council (SROC) on Encroachment**. The OSD Personnel and Readiness (P&R) has included outreach as part of its response to the Senior Readiness Oversight Council (SROC) on encroachment.
- **Operations & Environmental Executive Steering Committee for Munitions (OEESCM).** The committee is addressing stakeholder issues related to munitions use on all types of ranges.
- **Army Environmental Campaign Plan and Operational Directive**. The U.S. Army Engineer School (USAES) is the Army's designated branch proponent for environmental integration into Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) in accordance with (IAW) the *Army Environmental Campaign Plan and Operational Directive,* which includes Outreach.

DAMO-TRS is the proponent for the SRP Outreach Program. DAMO-TRS is initiating a multi-tiered effort to reach out to national, regional, state, and local government and non-government organizations and other stakeholders.

The SRP Outreach effort will focus on key leaders and stakeholders. Tools and training will be available to the Army's senior civilian and military leadership, senior staff, and installation personnel. By conducting a market analysis, the Army will be able to identify and evaluate public and regulator concerns and perceptions about Army training and its impacts on the local communities, economic and community development, and the environment.

7-15. SRP Outreach Program Phases

The SRP Outreach Plan establishes the goals, objectives, and strategy to implement SRP Outreach. Implementation of the SRP Outreach Program includes three main phases:

- **Phase 1 - Market Analysis**. The Market Analysis phase includes two data gathering steps. The steps include a variety of methods and tools to capture relevant information to develop the SRP outreach message and perform a relative risk analysis related to the 115 ITAM installations, hereafter referred to as the SRP installations. The purpose of the market analysis is to gauge 1) the level of effectiveness of current Army Outreach efforts and 2) public perception of live-fire training and response to outside influences and sources.
- **Phase II - Message Development**. The Message Development phase uses the data gathered and analyzed during Phase I to develop a specific Army outreach message and Training Support Packages (TSP), which will be used to inform the public more fully.
- **Phase III - Integration and Sustainment**. The Integration and Sustainment phase defines the framework to integrate the SRP outreach message into broader Army messages and training. It also provides guidance to establish a review and update cycle for sustainment of the SRP training support tools and message to ensure continued relevancy. The purposes of this phase are to 1) ensure that the Army SRP Outreach Program and message are consistent and integrated with the Chief of Staff, Army's (CSA) Strategic Communication Plan, ODEP's Stakeholder Involvement Program, and OSD's SRP Outreach efforts and 2) ensure that the Army Outreach message and its form of delivery remain viable within the context of changing values and public concerns.

7-16. SRP Outreach Program Goals

The goals of the SRP Outreach Program are as follows:

- **Goal 1. Improve public support.** Improve public understanding of Army live training and its importance to having a ready force.
- **Goal 2. Increase public awareness of current range management actions.** Increase public awareness of the Army's Sustainable Range Program.
- **Goal 3. Communicate the Army's training doctrine and philosophy.** Convey the Army's training doctrine and philosophy to the public in terms that are easily understood.
- **Goal 4. Ensure consistency with broader Army and DOD efforts.** Ensure that the SRP outreach message and program integrate with broader Army outreach efforts and the OSD SRP outreach initiatives.
- **Goal 5. Help installation and regional personnel accomplish their outreach mission.** Provide Army installations with guidance and useful tools to carry out effective SRP outreach actions.

7-17. SRP Outreach Objectives

To accomplish the SRP outreach goals, the Army must achieve some specific objectives. The objectives include:

- **Objective 1**. Establish a systematic approach to approximate relative levels of risk related to SRP Outreach for use at HQDA G-3.

- **Objective 2**. Develop the SRP Outreach Message for the total Army.
- **Objective 3**. Provide installations and regional offices with guidance and a TSP to deliver the message.
- **Objective 4**. Integrate the SRP Outreach message with the Army's Public Involvement (Environmental) message.
- **Objective 5**. Ensure consistency of the SRP Outreach effort with other efforts conducted by the Office of the Chief of Public Affairs (OCPA), the OEESCM, and OSD Personnel and Readiness (P&R).
- **Objective 6**. Provide installations with lessons learned and examples of robust outreach programs.
- **Objective 7**. Provide the USAES with the SRP Outreach message and TSP.
- **Objective 8**. Develop an SRP Outreach Program Implementation Strategy and an avenue to adapt the program to ensure the goals and objectives of the SRP Outreach Program are met and to accommodate changing issues and audiences.

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CHAPTER 8. UNITED STATES ARMY, EUROPE

SECTION 1. BACKGROUND

8-1. Introduction

The United States (U.S.) Army, Europe (USAREUR) maintains a forward-deployed combat force prepared to conduct theater power projection operations. The 7th Army Training Command (7ATC) develops USAREUR's training strategy, provides single-point management for training, and supports all of USAREUR's training activities through operation of USAREUR's Major Training Areas (MTA), Local Training Areas (LTA), and training resource support.

In June 1997, the Commanding General (CG), 7ATC initiated a Process Action Team (PAT) to examine training support operations and assess LTAs, training facilities, and training support operations. The training assessment and instruction team inspections conducted during fiscal year (FY) 98/99 exposed poorly maintained ranges, mismanaged training facilities, and diversion of training resources to other functions due to a lack of integrated management.

To correct the deficiencies, the Deputy CG, USAREUR endorsed the Regional Training Support Center (RTSC) concept, giving the CG, 7ATC direct authority for training support and standardizing operations for LTAs, home station ranges, and training support centers throughout USAREUR. Figures 8-1 and 8-2 illustrate the RTSC concept.

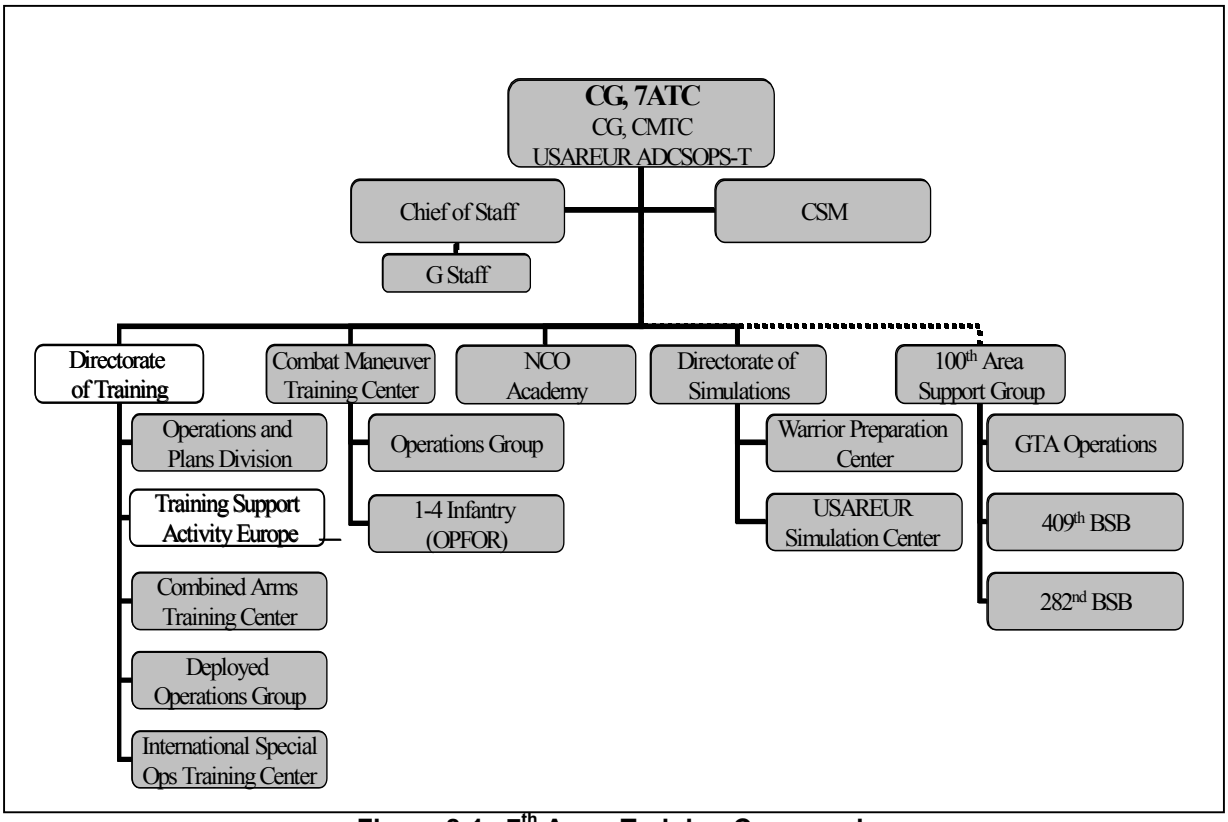

Figure 8-1. 7th Army Training Command.

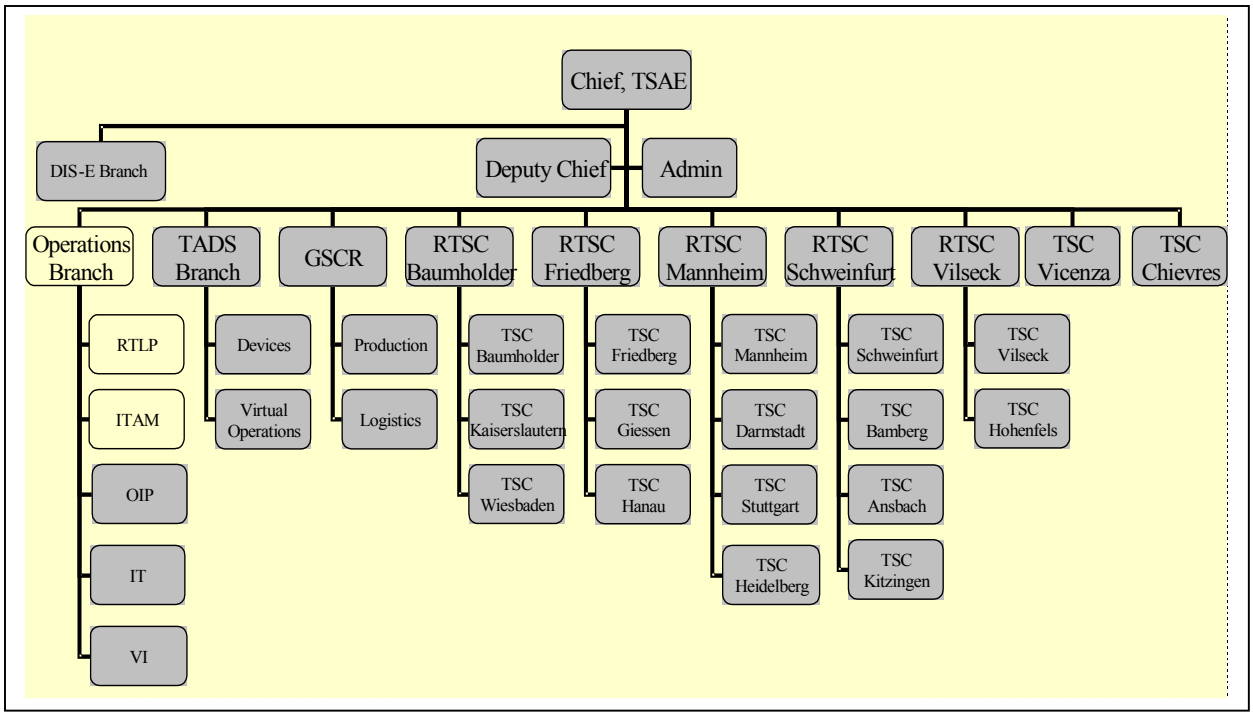

Figure 8-2. Training Support Activity Europe (TSAE).

The RTSC concept provides more effective training support at home stations. This integrated process involves zero-based analysis to identify the types of training support required for the current and future USAREUR footprint. It also provides for improved utilization of training resources, the ability to direct training for support personnel, and the creation of a professional development program for training supporters.

8-2. Encroachment Challenges

The highly developed nature of the European landscape resulting from centuries of human occupation and the presence of developed societies, presents unique challenges to the Sustainable Range Program (SRP) in USAREUR.

Application of the European Union (EU) Directive on fauna, flora, and natural habitat protection (92/43/EEC) and *Natura 2000* are unique challenges facing USAREUR. *Natura 2000* establishes Special Areas of Conservation (SAC) for guaranteeing biodiversity throughout the EU. Under this directive, each EU country must establish protective measures and designate sites for inclusion, which can include military lands.

U.S. Army ranges and training areas in Germany have become prime candidates for SAC designation largely because of effective natural resources management practices and the beneficial impacts. Designation of SAC under *Natura* has the potential to increase restrictions that significantly impact training and impact range modernization efforts by causing delays or disapproval of projects.

This encroachment challenge also extends to Army units in Italy that are currently utilizing 33 ranges owned and operated by the Italian Ministry of Defense. Designation of SAC on these ranges has the potential to significantly restrict U.S. Army training.

SECTION 2. STRATEGY TO AFFECT CHANGE

USAREUR has begun to address its internal and external encroachment challenges through the RTSC concept, which is built upon an integrated business process focused on support of the USAREUR training strategy. The RTSC management structure consists of five sites: Baumholder, Schweinfurt, Friedberg, Vilseck, and Mannheim. All RTSCs, except for Mannheim, are aligned with maneuver brigade footprints to position training support personnel in the most effective manner and support tactical units' training needs. This integrated management structure centralizes the point of contact (POC) for Training Aid Devices, Simulators, and Simulations (TADSS) maintenance contracts and allows flexibility within 7th ATC for rapidly redistributing available resources to support units engaged in pre-deployment or re-integration training.

Support for the USAREUR training strategy means that the business structure must be able to provide full support to cover individual soldier through Corps-level training. The RTSC management structure makes it possible for home station, LTAs, and MTAs to leverage virtual and constructive training support mechanisms in an integrated fashion. This integrated process is helping USAREUR to improve home station training so that platoons can achieve T-1 ratings on collective and individual tasks before moving to the MTA and Combat Maneuver Training Center (CMTC) level training.

Because of its integrated process management structure, the RTSC concept helps USAREUR meet current and future challenges and provides a framework to support the Army's SRP. The presence of the RTSC structure and its responsibilities mean that the Major Army Command (MACOM) manages the SRP core programs (as well as other training support functions) in USAREUR rather than the Europe Installation Management Agency (IMA) Region. The IMA Region does provide other environmental and facilities management support to USAREUR SRP.

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CHAPTER 9. EIGHTH UNITED STATES ARMY

SECTION 1. BACKGROUND

9-1. Introduction

The Eighth U.S. Army is a forward deployed, tactical Major Army Command (MACOM) with primary responsibility for defense within the Northeast Asia Major Theater of War (MTW). It forms the Army Service Component Command of the United States Forces, Korea (USFK) and, during contingencies or war, assumes the role of U.S. contingent to the Ground Component Command under the Commander in Chief (CINC), United Nations Command/ Combined Forces Command.

The Eighth U.S. Army 's mission is to provide deterrence against possible North Korean aggression, and, should deterrence fail, conduct combat operations in the defense of the Republic of Korea (ROK). The Eighth U.S. Army has eleven (11) assigned and attached Major Subordinate Commands (MSC).

Given current land constraints in Korea, the Eighth U.S. Army is unable to perform battalion-level and above task force training at a level of realism needed to face combat on the peninsula. The Eighth U.S. Army Integrated Training Investment Strategy (ITIS) establishes a holistic process for capturing training requirements, assessing the ability to meet them, and developing a strategy to align resources with the four established training domains: live, virtual, constructive, and institutional training.

9-2. Encroachment Challenges

Population migrations and civilian use and access to portions of military training areas are two unique encroachment challenges that the Eighth U.S. Army faces in Korea. The population migration challenge is a direct result of decentralized government controls over local lands.

Decentralization, which began in 1996, enables private landowners to reassert their rights and return to their original land holdings near military training areas once controlled by the Korean government. This situation, coupled with the relaxation of government Civil Control Areas, creates an increase in the migration of farmers and small industries into once isolated and non-economically viable lands -- primarily, U.S. and South Korean training areas and ranges. The relaxation of Civil Control Areas, many of which encompass military training areas, has created major conflicts between civilians, who wish to use the lands, and the military, who need the land to support and execute training activities.

SECTION 2. STRATEGY TO AFFECT CHANGE

The Eighth U.S. Army is addressing the unique encroachment challenges through a two-sided effort – an infusion of technologies and the implementation of an integrated strategy. The infusion of technologies allows for more efficient land use and a concurrent reduction in the reliance on land assets impacted by encroachment. The implementation of an integrated strategy provides the Eighth U.S. Army with the best possible training land resources available to offset gunnery and maneuver land shortfalls. The ITIS establishes this integrated strategy and at its core are two major planning processes created by the Eighth U.S. Army. Both planning processes are fully

integrated and timed sequentially to ensure that modernization efforts coincide with the availability of the required land resources.

- The Training Resource Development Plan and Training Investment Strategy. This plan identifies projects that modernize, improve, upgrade, and enhance training.
- The USFK Land Campaign Plan (LCP). The LCP is used to create the most efficient training land platform possible to support training at the individual and collective levels. The basis for the LCP is the USFK Theatre Master Plan. The LCP is used to establish a synchronized strategy to reconfigure and optimize the use of existing ranges and training areas. In addition, the LCP identifies ROK military training facilities needed to offset shortfalls in the Eighth U.S. Army training facility inventory.

To overcome land constraints, the Eighth U.S. Army utilizes the Korean Training Center (KTC) concept. The KTC concept incorporates the Synthetic Training Environment approach to provide battalion, combat brigade, and division battle staffs with the ability to train to levels required in the MTW. The KTC concept fully integrates training resources and supports a complete linkage of all training environments.

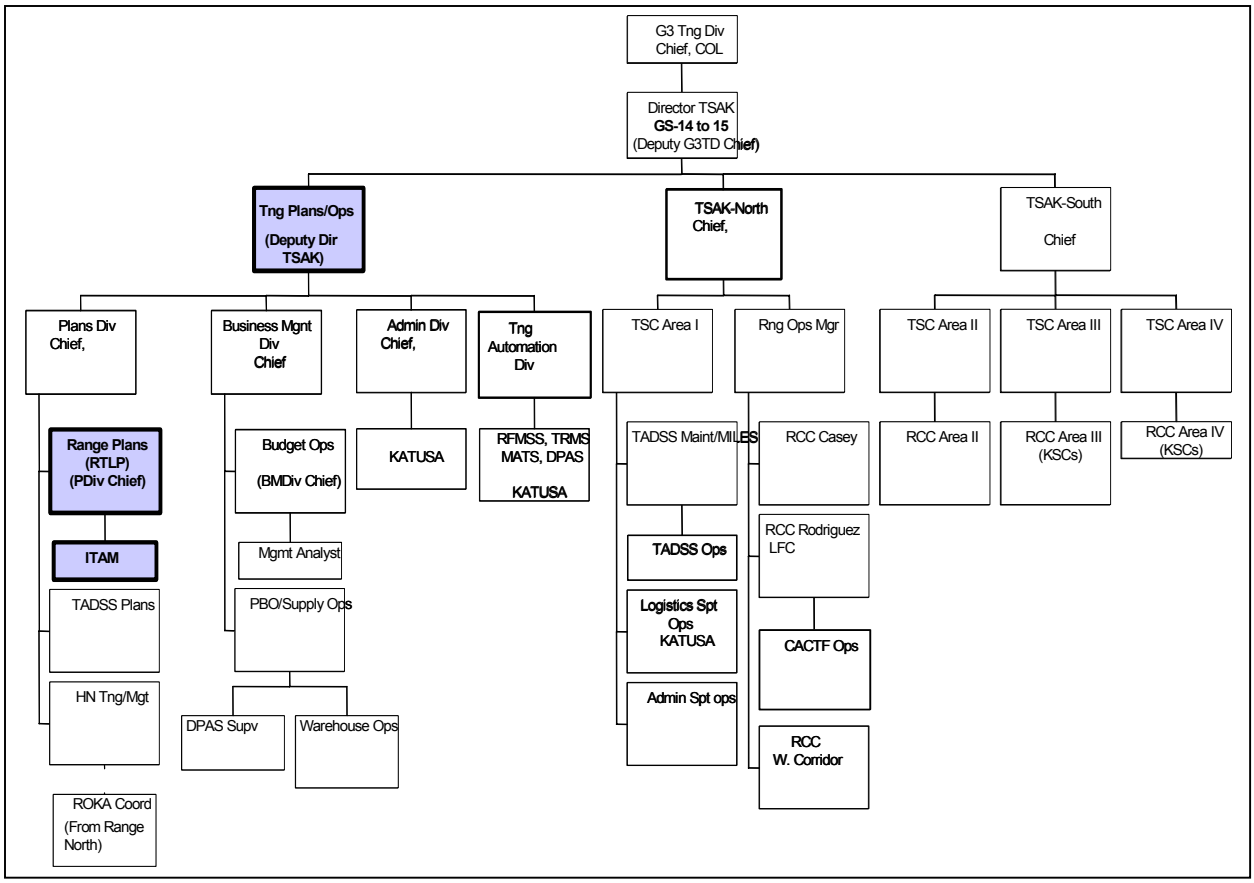

Figure 9-1. Training Support Activity – Korea, 1 OCT 2003.

Because of the ITIS and the execution of its supporting plans by the Eighth U.S. Army Deputy Chief of Staff, G-3, the Korea Installation Management Agency (IMA) Region is not responsible for SRP in the Eighth U.S. Army. Instead, the Sustainable Range

Program (SRP) and other training support remains a MACOM responsibility managed centrally by the MACOM, G-3. The Korea IMA Region does provide other environmental and facilities management support to SRP in the MACOM. Figure 9-1 illustrates the Eighth U.S. Army Training Support Activity as of 1 OCT 2003.

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CHAPTER 10. UNITED STATES ARMY, PACIFIC

SECTION 1. BACKGROUND

Management of the United States (U.S.) Army, Pacific (USARPAC) Sustainable Range Program (SRP) core programs is a mission responsibility under the Major Army Command (MACOM) Commanders along with other training support functions required to support MACOM home station Mission Essential Task List (METL) requirements. USARPAC provides SRP core program management capability utilizing established training support partnerships implemented through a centralized management system as set forth in the USARPAC Training Support Regulation. Figure 10-1 depicts the USARPAC structure. Figures 10-2 and 10-3 depict the Training Support organizational structure within U.S. Army Hawaii and U.S. Army Alaska, respectively.

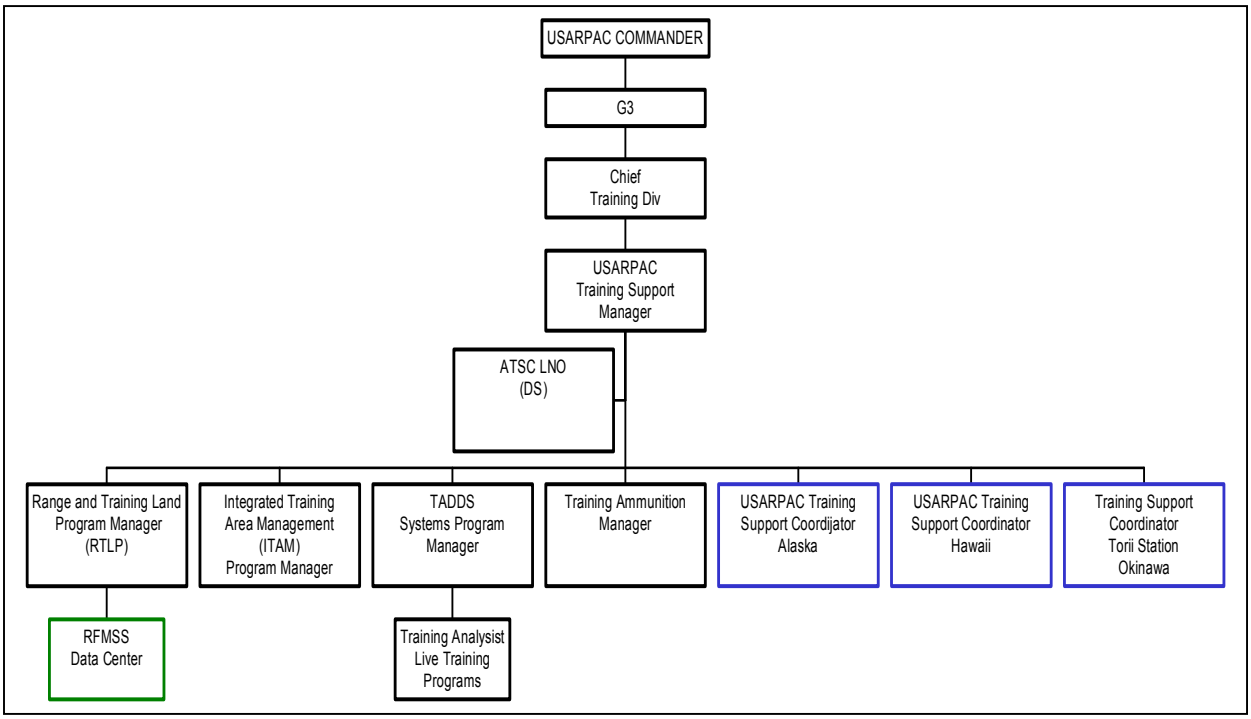

Figure 10-1. USARPAC Training Support Organizational Structure.

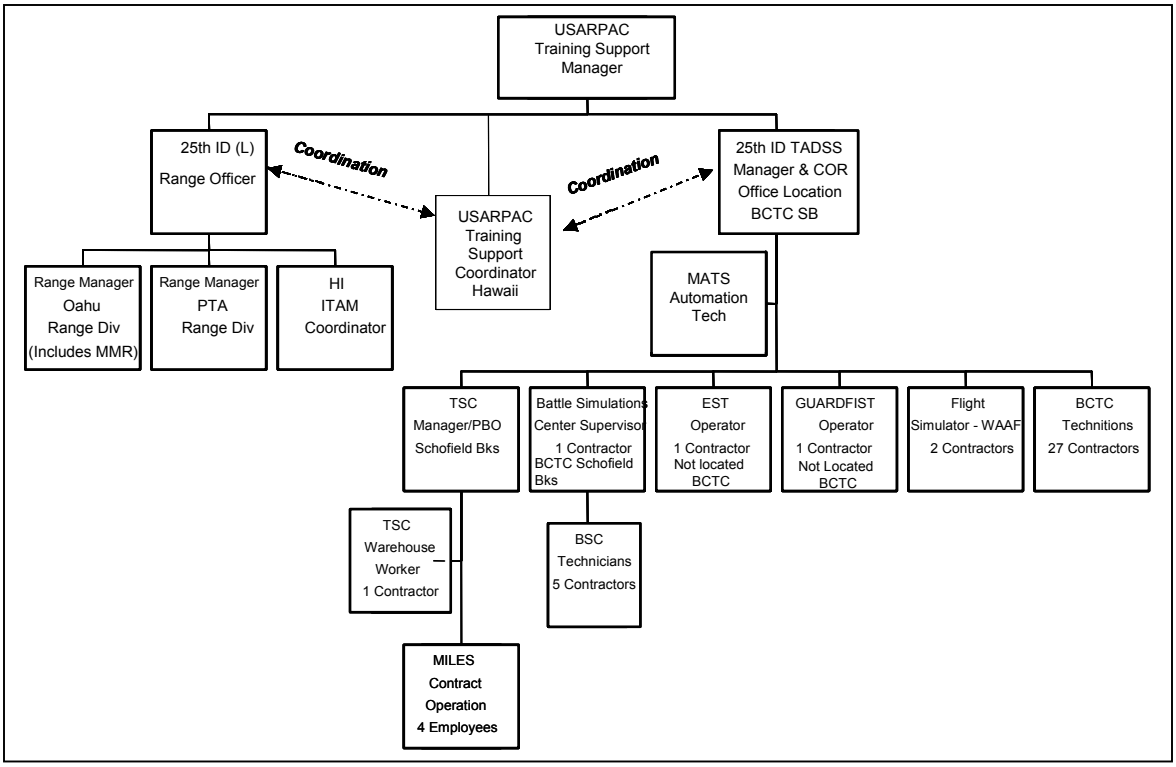

Figure 10-2. U.S. Army Hawaii

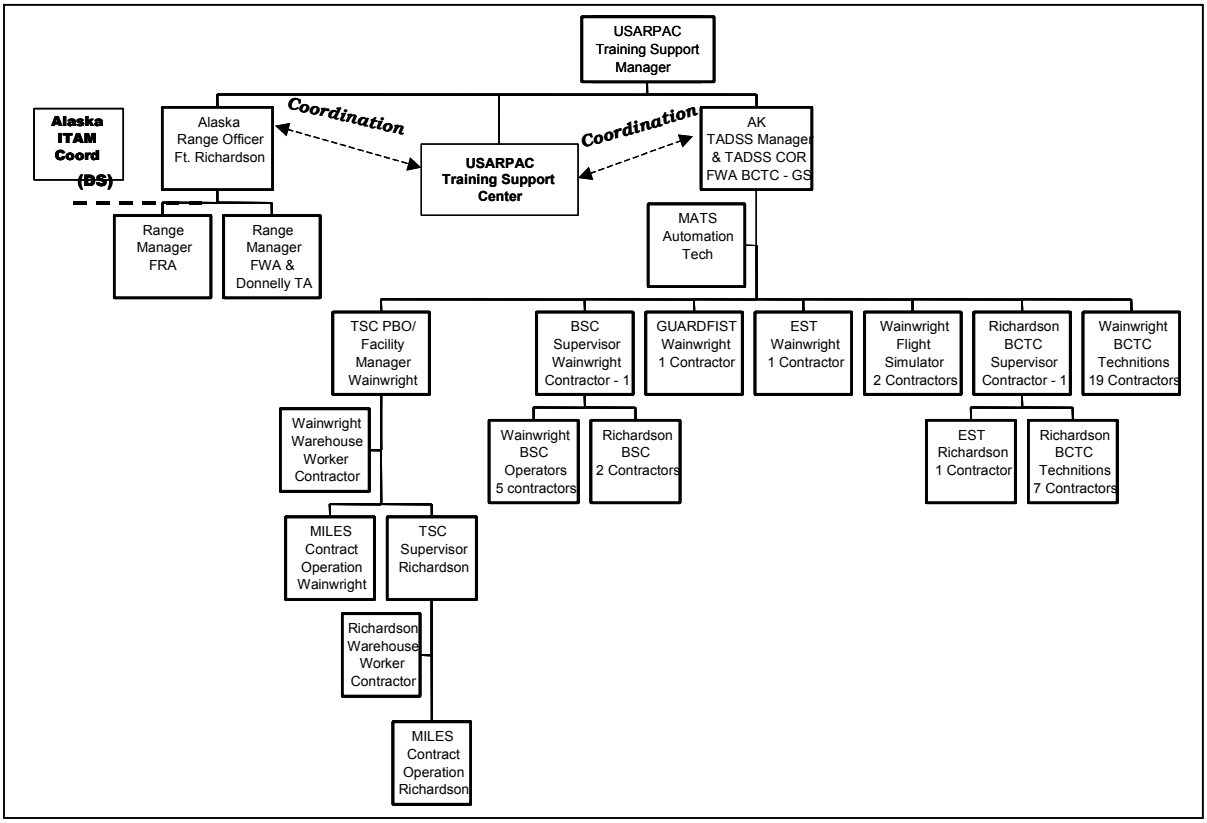

Figure 10-3. U.S. Army Alaska.

10-1. Encroachment Challenges

Management of Army training lands and ranges in Alaska and Hawaii must include consideration of unique environmental factors and other encroachment issues. Alaska Army training lands consist of a high percentage of wetlands, which has necessitated close coordination with regulatory agencies to minimize limitations to training. In Hawaii, there are a high number of endangered species on Army lands. This has required consultation with the U.S. Fish and Wildlife Service, which, in some cases, has resulted in training restrictions. In addition, past designation of critical habitat on Hawaii Army lands has resulted in training limitations. Proposed designation of additional critical habitat on Hawaii Army lands has the potential to further restrict training. In both Alaska and Hawaii, citizens' lawsuits have specifically targeted Army range and training operations. The high-level of public and regulatory scrutiny in these locations increases the challenges for SRP implementation in USARPAC.

SECTION 2. STRATEGY TO AFFECT CHANGE

The draft USARPAC Training Support Regulation outlines the centralized management of Department of the Army, Training Support programs required to support the USARPAC Mission Units' METL training requirements. This regulation provides USARPAC Mission Unit Commanders with a streamlined process that directly funds and executes training support program funding to include the Range and Training Land Program (RTLP) and Integrated Training Area Management (ITAM) program. The strategy enhances mission training efficiencies by providing Mission Unit Commanders with a direct link to the MACOM and Headquarters Department of the Army (HQDA) G-3 for quick responses on training support challenges brought about by unforeseen mission and/or equipment changes.

- The Training Support Coordinator assigned to the Mission Unit executes programmed resources for range modernization and range operations (RTLP); training land management and maintenance (ITAM); Battle Simulation Centers; Training Support Centers, and Standards and Training Commission (STRAC) training ammunition management. All training support positions are assigned to the MACOM, G3 Table of Distribution and Allowances (TDA) to enable centralized management of the program functions throughout USARPAC. Under the draft USARPAC Training Support Regulation, program funding for home station live-fire and live training operations funded by the Training Program Execution Group (TT PEG) Management Decision Package (MDEPs): VSCW (for RTLP) TATM (for ITAM), TCSC (for Battle Simulation Center), and VOPR (for general training support) is forwarded from Headquarters Department of the Army (HQDA) G-3 to the major commands. The Training Support Coordinator serves as the functional manager for these MDEPs. The Training Support Coordinator at each USARPAC Mission Unit is the primary interface for training support program funding execution between the Mission Unit and the USARPAC G3, and HQDA G3.
- Training Support Coordinators are co-located with Mission Units' Headquarters (HQ) to facilitate a strong partnership. They are accountable to Mission Commanders for maintaining effective mission training support, while realizing

efficiencies from streamlined business practices. Training Support Coordinators are integrated and linked to the HQ USARPAC G3, Training Division, Mission Unit G3, and S3. The Mission Unit Training Support Manager is a member of the Mission Units' staff that is responsible for total training support program management to the assigned unit.

- The USARPAC Training Support Strategy recognizes that home station training facilities are linked directly to mission accomplishment and are the means by which Mission Units achieve mission readiness status. This responsibility incorporates operation of power projection training facilities, as required.

CHAPTER 11. ATEC RANGES AND FACILITIES

SECTION 1. INTRODUCTION

The Test and Evaluation Management Agency (TEMA), a Headquarters Department of the Army (HQDA) agency, is the proponent for all test ranges. The Army Test and Evaluation Command (ATEC) plans, conducts, and integrates developmental testing, independent operational testing, independent evaluations, assessments, and experiments in order to provide essential information to Command decision makers.

The Army testing community performs a critical function in Transformation, by supporting the follow-on fielding, deployment, and soldier training for virtually every weapons system in the Army's inventory. Members of the community identify and use appropriate processes and capabilities to ensure top-quality products and services.

ATEC has three major Subordinate Command Activities (SCA), which are as follows:

- The Developmental Test Command (DTC), which conducts all developmental and technical testing.
- The Operational Test Command (OTC), which plans, conducts, and independently reports the results of operational tests and experiments for systems that the Army is considering fielding to soldiers. OTC is a tenant on several installations within the Continental United States (CONUS), where they perform operational testing.
- The Army Evaluation Center, which in conjunction with DTC and OTC, conducts, integrated evaluations for Army, Joint, and Multi-service systems.

ATEC has seven test centers, five of which are designated as elements of the Department of Defense (DOD) Major Range and Test Facility Base (MRTFB). They are tenant activities on various Army installations within CONUS, and two test centers that are tenant activities on Army installations Outside the Continental United States (OCONUS).

- CONUS –
  - Dugway Proving Ground (DPG), Utah
  - White Sands Missile Range (WSMR), New Mexico
  - Yuma Proving Ground (YPG), Arizona
  - Aberdeen Test Center (ATC), Aberdeen Proving Ground, Maryland
  - Redstone Technical Test Center (RTTC), Redstone Arsenal, Alabama
  - Aviation Technical Test Center (ATTC), Fort Rucker, Alabama
  - Electronic Proving Ground, Fort Huachuca, Arizona
- OCONUS –
  - Cold Region Test Center (CRTC), Fort Wainwright, Alaska
  - Tropical Region Test Center (TRTC), Hawaii.

A key consideration for the Army is the fact that developmental and operational testing takes precedence over placing the new system or function into the field. Testing establishes the "knowns" that all later activity is based upon. Fielding cannot take place until required testing concludes and the analysis of test results is complete.

Impacts from encroachment on test activities can be profound and far-reaching and can negatively impact the Army's resources and testing schedules. For this reason it is vital for ATEC to focus on the implementation of the Sustainable Range Program (SRP), particularly the encroachment challenges, mitigation strategies, and range sustainment actions.

SECTION 2. INTERNAL AND EXTERNAL ENCROACHMENT CHALLENGES

11-1. Land Assets

Incumbent in testing is the inherent requirement for large expanses of land to conduct testing and evaluation in a safe and realistic manner. Temporary buffer zone requirements at some test installations are an indication that test range assets may already be too small. The future of weapons systems for the Army requires the expansion of the total range testing capacity, thus necessitating that the test community adopt the concept of a *living definition* for range assets.

The impact of this requirement is an increased exposure to encroachment issues (particularly urban and non-urban development) coupled with increased pressures for public access and/or use, frequency restrictions, endangered species and cultural resources issues, and airspace restrictions.

11-2. Security

Chemical, biological, and nuclear security issues will continue to pose an increasing internal challenge to the test community as increased steps are taken in the light of heightened anti-terrorism requirements.

11-3. Diversity

Encroachment issues are directly related to the diversity, location, and occurrences of testing and training activities. Diversity takes into account the types and frequency of training on installations that have a test mission as well as any test tenant activities. ATEC's test centers are likely to bear the impact of an installation's encroachment issues, particularly with regard to current and future accessibility and availability. Consequently, the training community's encroachment challenges will transfer either directly or indirectly to the testing community.

Likewise, as installations with a test mission make more land and ranges available to the Active Army, Reserve, and National Guard units for training, encroachment challenges will broaden. This places a greater range maintenance and repair burden on the test installations and puts them at risk.

11-4. Cost Factors

Much of the ATEC mission is directly billable to the customer. That which is not charged to a customer is an indirect cost to the Army. As more resources (i.e., personnel and funding) are applied to mitigate issues, the direct and indirect costs of

conducting tests also increase. As costs increase, the ability to have ATEC conduct tests decreases. Fewer tests means that the overhead costs of general range and installation support per test increases, which drives up unit costs per test. This situation, carried to its extreme, has the potential to deny the Army critical testing resources, which may negatively impact all future activity related to developmental or operational testing of a particular weapon system.

Increasing regulatory stewardship requirements combined with undermanned environmental staffs will compound the internal challenges and could exacerbate efforts to mitigate external encroachment through integrated management efforts.

11-5. Test Tenant Activities

ATEC test centers face a wide range of issues that mirror the challenges faced by their host installations. The Aberdeen Test Center (ATC), located at Aberdeen Proving Ground (APG), provides a good example of how the test community (as a tenant activity at many installations) directly and indirectly assumes the encroachment challenges of the installation owner. Noise restrictions, water quality issues, endangered species requirements, and air quality restrictions are the primary challenges shared by ATC and APG. However, mitigating encroachment issues becomes a challenge, unless the host installation adopts an integrated decision making process that takes into account both test and training mission requirements. Without an integrated decision making process, ATEC assumes the same encroachment challenges faced by the Major Commands in the training community when its activities reside as tenants on installations with major encroachment challenges.

Likewise, the ATEC test centers that are the major mission on the installation (i.e., YPG, WSMR, DPG) face similar challenges because these are the Army installations that primarily conduct developmental testing, but also face unique pressures because of their remote and isolated locations in the western part of the country.

SECTION 3. RANGE AND LAND OPERATIONS

It is essential for the test community to identify and assess current and future encroachment challenges, based on direct and indirect sources. The following tools will help identify and assess internal and external encroachment challenges and support SRP decision-making.

11-6. Siting New Ranges at ATEC Test Centers

When siting new ranges or modernizing or reconfiguring existing ranges to meet test requirements, the ATEC test centers will consider the potential safety, explosives safety, and environmental impacts associated with munitions use and test requirements. These considerations will include an evaluation of the following:

- Numbers and types of munitions that will be used on the range.
- Estimated numbers and types of duds that may be generated on the range.
- Toxicity of constituents contained in the munitions used on the range.
- Propensity and potential pathways for munitions and munitions constituent migration.

- Proximity of the range, particularly targets and impact areas, to sensitive receptors, potential drinking water sources, and threatened and endangered species habitat.
- Ease of unexploded ordnance (UXO) clearance and range residue recovery required for operations and environmental compliance.

11-7. Integrated Training Area Management Program

The Integrated Training Area Management (ITAM) program establishes policies and procedures to achieve optimum sustainable use of training and testing lands by implementing a uniform land management program that includes inventorying and monitoring of land conditions, integrating training and testing requirements with training land carrying capacity, educating land users to minimize adverse impacts, and providing for land rehabilitation and maintenance.

A general description of the ITAM program and its components is included in Chapter 4 of this document. Program resourcing descriptions for ITAM are included in Chapter 13.

11-8. Land Acquisition

When testing range assets can no longer support requirements for test and evaluation, weapons systems, or new missions, a requirement for land acquisition may be justified. In such cases, the land acquisition requirement process begins and will be carried out in accordance with (IAW) Army Regulation (AR) *405-10* and in coordination with the Army's Range and Training Land Strategy described earlier in this plan.

SECTION 4. MANAGEMENT INTEGRATION

This document establishes the framework for an interdisciplinary approach to management of sustainable ranges that integrates the operations, facilities, and environmental functions among the Army Staff (ARSTAF), Major Army Command (MACOM), the Installation Management Agency (IMA), and installations. It also establishes the framework for integrating SRP planning into existing plans at the installation level to meet the requirements of the Army's Interim Implementing Guidance (HQDA Letter 350–01-1) *Environmental and Explosives Safety Management on Active and Inactive Ranges* and *DODD 4715.11 and 4715.12 Environmental and Explosives Safety Management on DOD Active and Inactive Ranges within and outside of the Continental United States.*

11-9. HQDA Level Management Integration (TEMA and ATEC)

The Army Range Sustainment Integration Council (ARSIC) is the HQDA level Council of Colonels (COC) and Integrated Process Team (IPT) that supports sustainable management of Army ranges. TEMA, with ATEC as its representative, was designated on 3 DEC 2001 as a voting member of the Army Range Sustainment Integration Council (ARSIC). This action fully integrates the test community into the ARSTAF level management structure to support SRP.

SECTION 5. INTEGRATED PLANNING

11-10. ATEC Test Centers

The requirement to embed sustainable range planning into the installation planning process defined in the Department of Defense Directive (DODD) 4715.11 and DODD 4715.12, is achieved by integrating all installation planning requirements that impact training and testing. For installations that support training as a primary mission, the Army's Range Development Plan (RDP) functions as the installation's master range and training land plan and is the foundation for all other installation plans used to manage aspects of the range complex. The RDP drives the integration of all land management functions in the training complex to support SRP. Likewise, at ATEC Test Centers, the Installation Range Master Plan drives the integration of all range and management functions that support SRP.

At DPG, WSMR, and YPG, the Range Operations Division and the installation's IPT ensures full integration of all current and future actions impacting test ranges and ranges used for training with the Installation's Range Master Plan using Geographic Information System (GIS) overlays to facilitate the effort.

Test tenant activities utilizing range assets at host Army installations provide the installation Range Control Officer their test mission range requirements for integration into the installation's Operational Overlay. Test tenant activities coordinate with the installation integrated management process team to ensure test mission requirements are fully integrated with installation mission requirements.

SECTION 6. ASSESSING RANGE SUSTAINABILITY

Because operational testing precedes fielding of any new weapon system, unmitigated encroachment challenges within the test community could cause far reaching collateral impacts on the Army as a whole, in terms of resource and time allocation. For this reason, it is vital that mitigation of encroachment challenges and development of new procedures occur in parallel, and where indicated, occur in an integrated fashion with those proposed by the training community. This course of action will provide the optimum mechanism to support sustainable ranges.

It is essential that the test community identifies and assesses current and future encroachment challenges and the effectiveness of the SRP procedures to overcome any programmatic or procedural shortfalls. This assessment process must be accomplished to determine the effectiveness of the SRP procedures that directly impact the test community. This is accomplished in coordination with HQDA G-3 Training Simulations Division (DAMO-TRS) to assess total Army range sustainability. The SRP objectives, accepted by the ARSIC as the framework for this plan in May 2001, serve as a scorecard for HQDA to attain the goal of achieving available, accessible, and capable ranges. However, because of the dynamic nature and high visibility of the SRP, these objectives and their status will be continuously under review by the ARSIC to determine sufficiency and adequacy for achieving the SRP goal.

In addition to the scorecard, other performance review mechanisms are in place for assessing installation level conditions. These are described in Chapter 7 of this

document. The section below describes the tools and initiatives that the test community has available for use.

SECTION 7. HQDA LEVEL TOOLS (TEMA AND ATEC)

11-11. Installation Training Capacity (ITC) Methodology

The Installation Training Capacity (ITC) methodology is the HQDA level assessment tool utilized by DAMO-TRS to analyze live training facility capacity and support Army stationing. DAMO-TRS uses the tool to provide input into such efforts as the initial and follow–on Stryker Brigade Combat Team (SBCT) stationing analysis, Forces Command (FORSCOM) mobilization studies, and the Optimal Stationing of Army Forces Model. The ITC methodology includes DPG, WSMR, and YPG.

11-12. Environmental Climate Model (ECM)

The U.S. Army Environmental Center (USAEC) developed the Environmental Climate Model (ECM) as an HQDA-level tool for DAMO-TRS to evaluate and identify environmental regulatory and demographic issues impacting testing and training activities.

11-13. The Army Environmental Legislative and Regulatory Analysis and Monitoring Program (EL/RAMP)

The Environmental Legislative/Regulatory Analysis and Monitoring Program (EL/RAMP) provides the Army with a deliberate planning process for participating in state and federal legislative and rule making activities. Through EL/RAMP, the Army proactively educates legislators on how proposed legislation/regulations can affect Army operations and training. This in turn can influence how new requirements are specifically applied to Army installations, operations, and activities. The overall goal is to minimize the operational readiness and implementation cost impacts of these new requirements.

SECTION 8. ATEC SUBORDINATE COMMAND AND ATEC TEST CENTER TOOLS

11-14. Automated Range Development Plan (ARDP) Tool

DAMO-TRS has initiated the development of the Automated RDP (ARDP), which will support integrated decision-making at the installation-level.

11-15. Installation Status Report (ISR) Part II

The Installation Status Report (ISR) Part II identifies substandard components in the Army's environmental programs.

- Installations with test mission tenants will be able to utilize the ISR to assess installation level conditions and performance with regard to the SRP and to pinpoint shortfalls that need to be addressed in each of the areas.
- Tenant test activities should work through the installation integrated management process team to ensure accurate reporting of shortfalls for the test activities.

11-16. The Environmental Performance Assessment System (EPAS)

The Environmental Performance Assessment System (EPAS) is a tool used by installation commanders to monitor compliance with Federal, State, and local

environmental laws and regulations as well as Department of Defense (DOD) and Army requirements.

SECTION 9. INTEGRATED INITIATIVES TO SUPPORT SRP

11-17. Range and Training Land Strategy

The Range and Training Land Strategy is being developed as a HQDA tool to create a land inventory capable of meeting the Army's future training requirements by providing a strategy to analyze, justify, and execute training land acquisition decisions for the Army.

11-18. Joint Land Use Studies

To prevent negative impacts from this potential challenge, the ATEC test centers are encouraged to pursue the Office of the Secretary of Defense (OSD) administered Joint Land Use Study (JLUS) program with their local communities. The JLUS helps to protect the diversity of mission capability on installations (testing and training) through regional planning and zoning.

11-19. Outreach

ATEC is working with DAMO-TRS to integrate testing challenges and intrinsic values into the SRP Outreach program.

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CHAPTER 12. WEAPON SYSTEMS ACQUISITION[4]

The Army is responding to changes in the nature of warfare and how it executes its core missions. Technological advancements, particularly the proliferation of information technologies, have led to changes in the nature of warfare and presented new risks and opportunities. The Army intends to maintain its capabilities as the best trained, best equipped, and most ready force in the world able to achieve full spectrum dominance against any adversary. In that regard, the Army must ensure that the development and procurement of weapon systems meets military performance and operational requirements while enhancing explosives safety and reducing the potential for adverse effects to the environment during the munitions life cycle.

The current emphasis in acquisition of munitions of all types (air delivered, ground launched, and sea launched) is on improving the accuracy and reliability and increasing the distances between firing or launch points and targets (i.e., so-called standoff ranges). At the same time, the public and regulatory bodies are raising concerns about explosives safety and the environmental effects of munitions. The Department of Defense (DOD) is also becoming more aware of the cleanup and environmental compliance costs associated with training, testing, demilitarization, and unexploded ordnance (UXO) responses.

These developments have highlighted the need for the Army to address environmental and safety concerns, and costs, throughout the munitions life cycle. This cycle starts from the technology development and design phase to the end-state of use, UXO and munitions constituents cleanup on ranges, or demilitarization. Addressing these concerns early in the life cycle (during requirements definition and acquisition) has the potential to significantly reduce costs and avoid problems later. DOD Directive 5000.1 and DOD Regulation 5000.2-R, the governing directives for major systems acquisition, call for incorporating Environment, Safety, and Occupational Health (ESOH) considerations as part of the acquisition strategy and the systems engineering process in the acquisition process. Munitions developers, planners, and requirements generators, however, need implementation guidance to effectively translate policy into action. For example, weapons developers need to consider emerging and more environmentally sensitive technologies for manufacturing, use, and waste disposal.

Examination of available costing tools to determine whether total costs (especially for environmental compliance) can be predicted across the complete munitions life cycle should be accomplished. If the tools are not adequate, then the DOD should investigate developing tools that will facilitate the decision-making process during the requirements generation, planning, and acquisition phases when important acquisition program and budget decisions and trade-offs are being made.

[4] NOTE: This chapter is a summarized version of the Acquisition Chapter from the DOD Munitions Action Plan dated NOV 01.

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CHAPTER 13. PROGRAM RESOURCING

SECTION 1. TRAINING (TT) PEG

The Training Program Execution Group (TT PEG) provides resources for the core Sustainable Range Program (SRP) components, the Range and Training Land Program (RTLP) in Management Decision Package (MDEP) VSCW, and Integrated Training Area Management (ITAM) program in MDEP TATM. MDEP VSCW provides resources for range operations, range modernization, and range program support. Beginning in FY 05, VSCW will provide resources for range operations only. The new TT PEG MDEP VSRM will provide resources for range modernization which include:

- Military Construction (MILCON) for Military Construction, Army (MCA), Military Construction, Army Reserve (MCAR), and Military Construction National Guard (MCNG) projects;
- Research, Development, Test & Evaluation (RDT&E) for range technology requirements; and
- Other Procurement Army (OPA) for targetry to include Missile Procurement (MSLS) Air Defense Artillery (ADA) targets, development of new targetry and instrumentation, and acquisition and procurement of targetry and instrumentation.

MDEP TATM provides funds for ITAM core capabilities across the Army. All MDEP TATM funds are executed in the Army Management System Codes and Program Elements (AMSCO/PE) designated by the Headquarters Department of the Army (HQDA) proponent to preclude duplicative reporting in the Environmental Compliance Program.

SECTION 2. INSTALLATION (II) PEG

The Installation PEG (II PEG) provides resources that support SRP within the following Army Environmental Program MDEPs:

- VENC–Compliance provides funding for costs associated with installation and tenant activity compliance with environmental laws, regulations, and agreements.
- VENN - Conservation provides resources for legally driven costs associated with installation and tenant activity conservation of natural and cultural resources.
- VEPP - Pollution Prevention (P2) provides resources to reduce or eliminate use of hazardous materials and generation of pollutants or emissions of toxics to the environment.
- ERA – Restoration provides funding for clean-up of environmental contamination resulting from past waste disposal practices and includes unexploded ordnance (UXO) response actions at closed ranges on active installations.
- VEQT - Environmental Quality Technology (EQT) provides funding for demonstration and validation of technologies applied to high-priority EQT requirements.

- VEMR - On operational ranges on active installations, VEMR provides funding for actions necessary to conduct studies and assessments and respond to threats of off-post contamination stemming from munitions use, including UXO and munitions constituents. This MDEP includes studies, monitoring, and data analysis needed to establish scientifically defensible databases and develop tools for assessments.

The II PEG also provides resources for Sustainment, Restoration, and Maintenance (SRM) in MDEP QRPA for fixed firing ranges and range training facilities such as Military Operations in Urban Terrain (MOUT).

SECTION 3. BUDGETING AND PROGRAMMING

Figure 13-1 illustrates the major events during two full cycles of the Planning, Programming, Budgeting and Execution System (PPBES) and other management events impacting the SRP. Although minor slippage of these events occurs with some frequency, the timeline shown must be used for planning in order to properly time decisions and associated outputs that are intended to impact available resources.

HQDA is continually involved in financial planning and execution in the current fiscal year, budgeting for the next fiscal year, and programming for the five to six following years known as the Program Objective Memorandum (POM) years. Because this is a constant, rolling cycle, the POM “lock” associated with each fiscal year translates to the Budget Estimate Submission (BES). When the first year of each POM is translated to the BES, new requirements are no longer accepted in that year. Instead, the new requirement or “add” must be worked as part of the next POM build. In order for requirements to receive funding, submittals must take place in accordance with (IAW) the POM and management timelines depicted in the chart.

Note: The Army is currently considering implementation of the recently implemented OSD biennial PPBES. If implemented, the mini-POM cycle illustrated in Figure 13-1 would be eliminated.

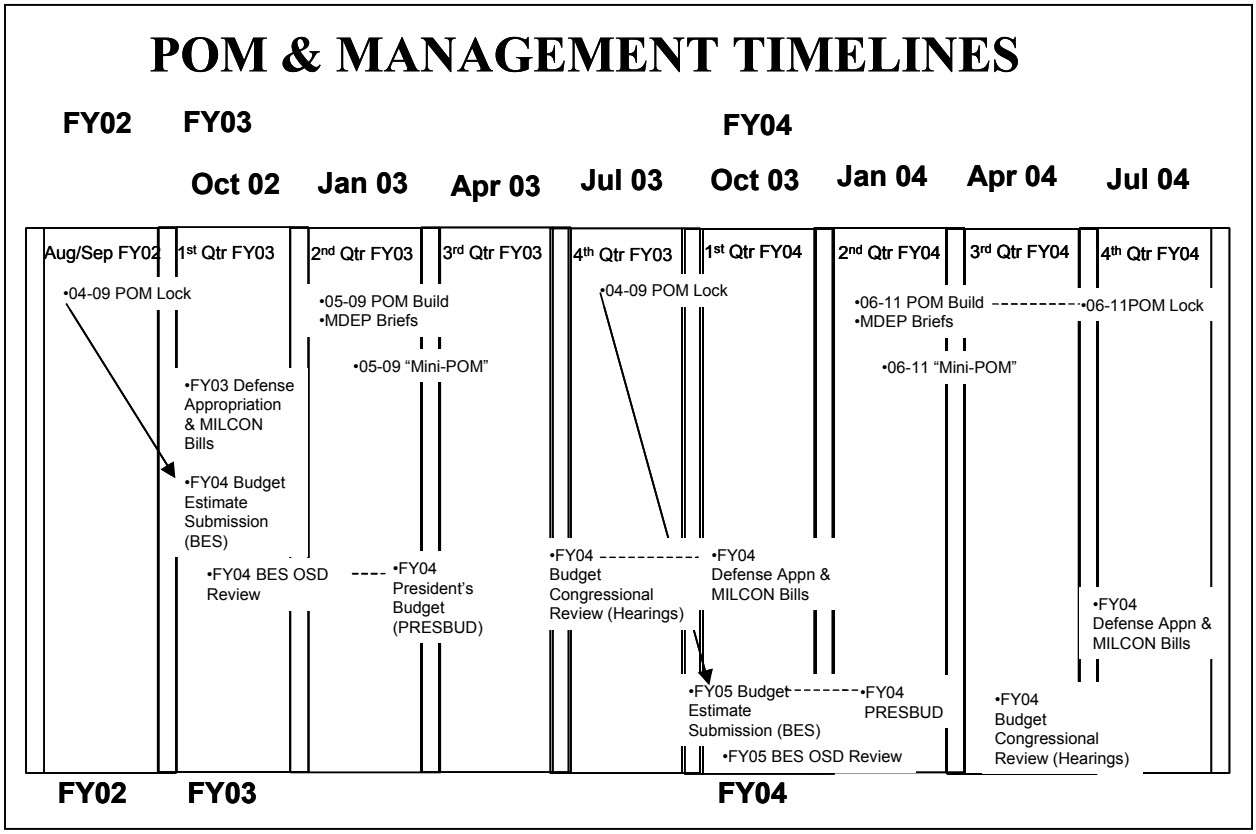

Figure 13-1. Major Events during Two Cycles of the PPBES.

SECTION 4. RESOURCING FOR SRP

Resourcing for the SRP is carried out IAW the Army's PPBES. Core resourcing for SRP is contained in key training and installation management programs. Table 13-1 summarizes the Training and Installation PEGs that provide resources for core and supporting SRP programs.

Table 13-1. Listing of Program Execution Group (PEG) Management Decision Packages (MDEPs) relevant to the SRP.

MDEP	FUNCTION	PROPONENT	APPN	EXECUTED BY	REMARKS
TATM	ITAM Core Capabilities	DAMO-TRS	OMA, OMAR, OMNG	• IMA, IMA Regions, & Garrison DPTMs in CONUS • TRADOC-ATSC • Army Environmental Center • Service School Base • USAREUR 7ATC • USARPAC, Deputy Chief of Staff, G-3 • Eighth U.S. Army, Deputy Chief of Staff, G-3 • ATEC, DCSILE • STATE ARNGs	LCTA, TRI/ ATTACC, SRA, LRAM, and GIS
VSCW	Range Operations	DAMO-TRS	OMA, OMAR, OMNG	• IMA, IMA Regions & Garrison DPTMs in CONUS • USACE HNC • TRADOC - ATSC • USAREUR 7ATC • USARPAC, Deputy Chief of Staff, G-3 • Eighth U.S. Army, Deputy Chief of Staff, G-3 • ATEC, DCSILE • STATE ARNGs	Range Division CivPay in AC and USAR; Some reimbursable State employees in the ARNG; expendables local contracts, NEPA for range projects
VSRM	Range Modernization	DAMO-TRS	OMA, OMAR, OMNG, MCA, MCAR, MCNG, RDTE, OPA3, MSLS	• MACOMs • USACE RTLP MCX • PEO STRI • USACE Districts	Range Moderniza-tion O&M projects, Range Moderniza-tion MILCON projects, Range Targetry & Technology

MDEP	FUNCTION	PROPONENT	APPN	EXECUTED BY	REMARKS
QRPA	Sustainment, Restoration & Maintenance (SRM)	DAIM-MD	OMA, OMAR, OMNG	• OMA and OMAR by the IMA. • IMA Regions & Garrison DPWs. • OMNG by State ARNG	Fixed Firing Ranges and Range Training Facilities, e.g., MOUT
VEMR	Operational Ranges	DAIM-ED	OMA, OMAR, OMNG	• IMA, IMA Regions, Garrison DPW, MACOMs, AEC, MACOMs for active installations requiring responses	
VENC	Environmental Compliance	DAIM-ED	OMA, OMAR, OMNG	• IMA, IMA Regions, Garrison DPW, MACOMs, AEC	Federal, State, and Local Laws, Regs, and Agreements
VENN	Conservation	DAIM-ED	OMA, OMAR, OMNG	• IMA, IMA Regions, Garrison DPW, MACOMs, AEC	Installation and Tenant Activities
VEPP	Pollution Prevention	DAIM-ED	OMA, OMAR, OMNG	• IMA, IMA Regions, Garrison DPW, MACOMs, AEC	
VEQT	Environmental Quality Technology	DAIM-ED	OMA. OMAR, OMNG	• IMA, IMA Regions, Garrison DPW, MACOMs, AEC, USACE ERDC	
ERA	Restoration	DAIM-ED	DER,A	• IMA, IMA Regions, Garrison DPW, MACOMs, AEC	UXO Response Actions on Closed Ranges, Past Waste Disposal Practices

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APPENDICES

APPENDIX A. REFERENCES

AR 200-1	Environmental Protection and Enhancement
AR 200-3	Natural Resources - Land, Forest, and Wildlife Management
AR 200-5	Pest Management
AR 385-10	Army Safety Program
AR 385-63	Range Safety
AR 385-64	Ammunition and Explosives Safety Standards
AR 405-10	Acquisition of Real Property and Interests Therein
Army TM 60A-1-1-36	Explosives Ordnance Disposal Procedures Surface Range Clearance
ASA(I&E) Memorandum	Army Environmental Management System, 13 JUL 2001
DA PAM 710-2-1	*Department of the Army Pamphlet* (*DA PAM) 710-2-1*
DODD 4715.11	Environmental and Explosives Safety Management on DOD Active and Inactive Ranges within the United States
DODD 4715.12	Environmental and Explosives Safety Management on DOD Active and Inactive Ranges Outside of the Continental United States
DODD 3200.15	Sustainment of Ranges and Operating Areas (OPAREAS)
DODD 5000.1	Defense Acquisition
DODI 4150.7	Pest Management
DOD Manual 4160.21-M	Defense Reutilization and Marketing Manual
DOD Regulation 5000.2-R	Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs
EO 12906	Coordinating Geographic Data Acquisition and Access: The National Spatial Data Infrastructure
EO 13148	Greening the Government Through Leadership in Environmental Management

HQDA Letter 350-03-1	Environmental and Explosives Safety Management on Department of the Army Operational Ranges
HQDA Letter 385-01-1	Improved Conventional Munitions and Sub Munitions
HQDA Memo	DAIM-ED-C New Installation Management requirements, 6 AUG 2001
HQDA Memo	DAIM-MD, Subject: Data Standards for Computer Aided Drafting and Design (CADD), Geographic Information Systems (GIS) and Related Technologies, 16 Oct 2001. Co-signed by ACSIM and Army DOT.
TC 25-1	Training Lands
TC 25-8	Training Ranges

APPENDIX B. INSTALLATION INTEGRATED MANAGEMENT: THE FORT STEWART PROCESS MANAGEMENT AND IMPROVEMENT MODEL

SECTION 1. PROCESS MANAGEMENT AND IMPROVEMENT

Fort Stewart has established the Process Management and Improvement Model (PMIM), which is an effective tool for integrating command guidance, training requirements, real property, and environmental management functions and requirements. Through aggressive implementation of the PMIM, Fort Stewart is able to improve its total readiness and meet its fundamental purposes to house, train, mobilize, and deploy the combat-ready units and execute a wide range of operational missions.

The PMIM links directly to Ft Stewart's Installation Strategic Plan (ISP) and integrates with the United States (U.S.) Forces Command (FORSCOM) Strategic Plan. It is used to drive operational performance improvements throughout the installation and as a roadmap to guide management from current performance to operational improvements. The ISP establishes performance outcomes and sets priorities for the installation through the integrated management approach shown in Figure B-1.

The strategic performance objectives and measures of effectiveness in the ISP are essential for establishing desired performance outcomes and priorities. Above all, the planning process allows the installation to adjust to ever-changing challenges and optimize resources.

The PMIM is adaptable for use at other installations to ensure a complete integration of training requirements, command guidance, environmental responsibilities, real property, and safety requirements to support sustainable ranges.

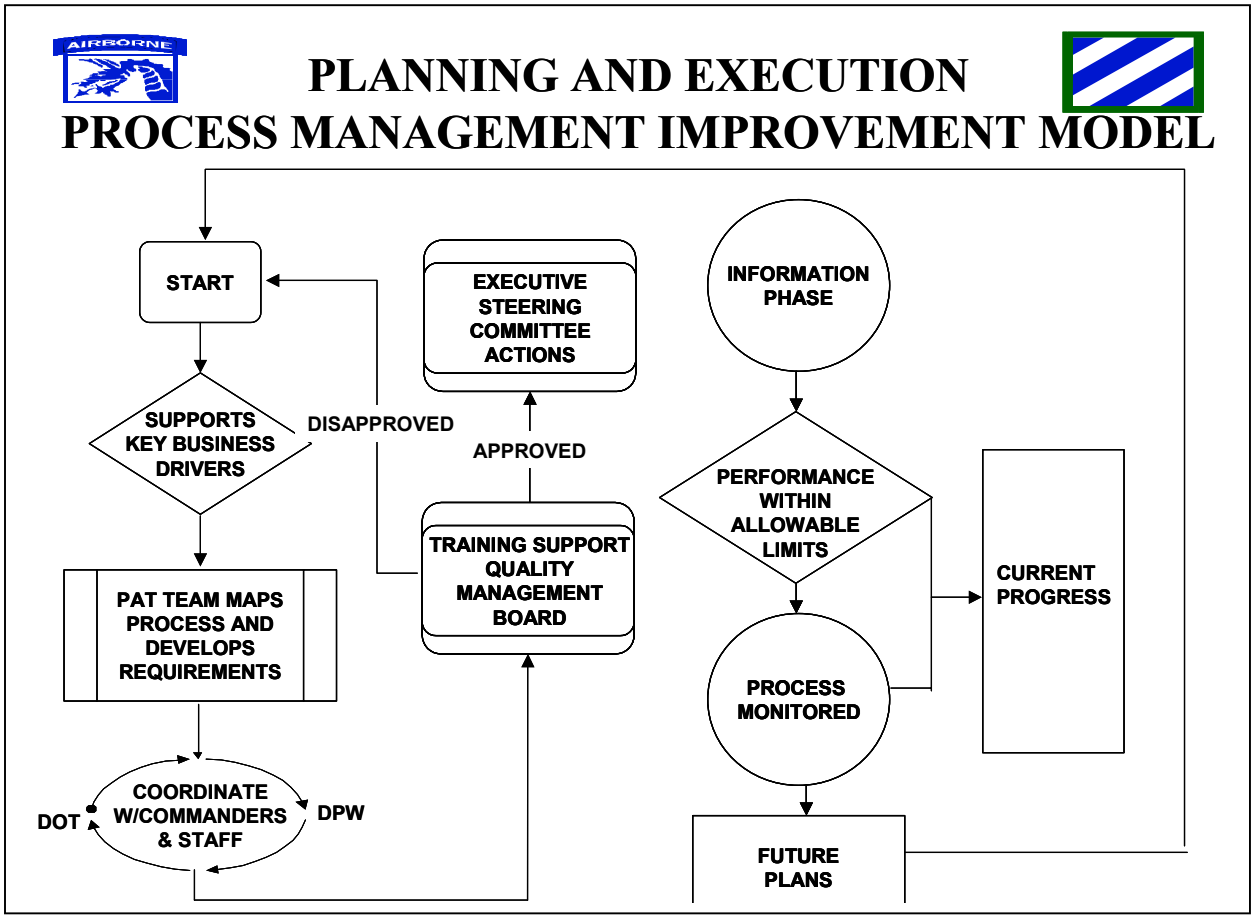

Figure B-1. The Process Management and Improvement Model (PMIM).

SECTION 2. QUALITY MANAGEMENT BOARDS AND THE EXECUTIVE STEERING COMMITTEE

Ft Stewart defined three key business drivers (KBD) within their ISP: Power Projection, Training Support, and Well Being. The business drivers focus on achieving their vision and accomplishing their mission, which is to provide the nation with a trained, equipped, and ready fighting force capable of deploying rapidly anywhere in the world to support National objectives. The challenge is to perform all three drivers well, while optimizing resources.

Quality Management Boards (QMBs) headed by the appropriate Directors manage the key business drivers. QMBs serve as the nerve centers of the integrated planning process they monitor customer requirements, surrounding community needs and command guidance, then convert them into concrete processes with strategic planning objectives, action plans, and performance measures. The QMBs report to the Executive Steering Committee (ESC) chaired by the Commanding General (CG) and comprised of the Division command group, Garrison Commander, Deputy Garrison Commander, Major Subordinate Commanders (MSC), and Command Sergeants Major.

The ESC provides a quarterly forum for QMBs to report the status of their strategic objectives and measures. In addition, the ESC evaluates progress, introduces new

objectives, revises timelines, and alters priorities to accommodate changing requirements. Both the ESC and QMB are driving forces in decision-making and their efforts help to balance value for customers and other stakeholders. Prioritizing and funding of strategic objectives is managed by the ESC and QMBs in conjunction with the Program Budget Advisory Committee. The ESC quarterly review provides a status of the installation's condition and identifies its direction for the next quarter.

SECTION 3. PROJECT PRIORITIZATION

The QMBs and ESC use a tool called the Organizational Measured Needs Index (OMNI) to assist them in establishing the installation's project priority list. The OMNI is the result of the work accomplished by a Process Action Team, which was chartered by the Garrison Commander to develop a systemic process for setting project and funding priorities. The OMNI Prioritization Worksheet shown in Figure B-2 allows comparison and prioritization of dissimilar projects using hard criteria ratings and rewards projects that are coordinated with the ISP.

Organizational Measured Needs Index (OMNI) Prioritization Worksheet Project: Date:

Criterion 1. IMPACT ON TRAINING SUPPORT

Circle level that applies and enter its number below

10 Improves USR D level constraint to training (Box 1)
9 Improves USR C level constraint to training (Box 1)
8 Improves USR B level constraint to training (Box 1)
9 Improves C-4 for ISR facilities sub-group (Box 2)
8 Improves C-3 for ISR facilities sub-group (Box 2)
7 Improves C-2 for ISR facilities sub-group (Box 2)
7 Project is needed to complete "FS Ten-Year Range/Simulations Development Plan" (FS Reg. 350-31/AR 210-21)
4 Improves a training support service
3 Improves facilities to conform to TC 25-8
1 Improves a poor QOL on training range
0 None of the above

Box 1
USR Constraints to training (Funds facilities, equipment, personnel)
"B level" = Minor constraint
"C level" = Major constraint
"D level" = Prevents training needed to meet full METL

Box 2

ISR sub-group	C-Ratings FS	H
Training Ranges:		
Small Arms	C-3	C-4
Major Weapons	C-1	C-4
Non Live Fire	C-4	C-4
Maneuver Tng Lands	C-3	C-4
Training / Training Instruction facilities	C-3	C-3

Score: Level ( ) X Weight Factor of 3 equals (0)

Criteria 1 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE REVIEWED:
Unit Status Report (USR), Karen Smith, DOT, 767-7844
Installation Status Report (ISR), Bonnie Crook, DPW, 767-4580
Training Support Facilitator, MAJ Quirion, DOT, 767-3568

Criterion 2: IMPACT ON POWER PROJECTION & READINESS

Circle level that applies and enter its number below

10 Essential to mission equipment fielding
9 Improves Mobility Facilities sub-group ISR C-4
9 Improves deployment process cycle time
8 Supports fielding of mission equipment
7 Improves Mobility Facilities sub-group ISR-C-3
5 Improves Mobility Facilities sub-group ISR C-2
4 Improves troop deployment support service
4 Improves troop deployment QOL
3 Improves Mobility Facilities sub-group ISR C-1
0 None of the above

Mobility facilities sub-group ISR C-rating	FS	H
Surfaced Road/trail	C-3	C-1
network RR track	C-3	C-1
Airfield facilities (fuel, navaids hangars)	C-3	C-4
Airfield pavements	C-4	C-3
Strategic mobility (railhead, trucking, intermodel,	C-1	C-3
Supply & Storage (fuel, ammo, general purpose)	C-3	C-3
Maintenance facilities	C-3	C-3

Score: Level ( ) X Weight Factor of 3 equals (0)

Criteria 2 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE SIGNED:
Installation Status Report (ISR), Bonnie Crook, DPW, 767-4580
Power Projection and Readiness Facilitator, LTC Lewis, DOR, 767-3247

Criterion 3. IMPACT ON SOLDIER RETENTION / WELL BEING

Circle single level that applies and enter its number below.

10 Improves an ISR C-4 in Housing/Admin or Community facilities subgroup
10 Enhances soldier/family medical/dental care
7 Improves an ISR C-3 in Housing or Community facilities subgroup
6 Enhances family support in Mobil./deployment
4 Improves accident / crime prevention
3 Improves outreach to jr. enlisted/"new" soldiers
2 Enhances Youth education
1 Enhances adult education
0 None of the above

ISR C-rating, Housing/Admin Facilities subgroup	FS	H
Admin (CO/BN/BDE/Post HQs,offi	C-4	C-3
Family Housing	C-3	C-4
Enlisted Unaccompanied Personnr	C-3	C-3
Other Unaccompanied Personnel	C-4	C-3
(Sr Bachelor Enlisted/Officers, Training, Transient)		
Dining Facilities	C-2	C-2
Community Facilities subgroup		
Post Exchange	C-3	C-2
Commissary	C-3	C-1
Hospital & Medical Facilities	C-1	C-3
Child development centers	C-4	C-4
Dependent School Facilities	C-1	NA
Community Support	C-3	C-3
(Continuing Education, Physical Fitness, Outdoor Sports, Recreation, Services (MP station, Police facilities, Postal, Fire/Rescue, Religious, Drug))		

Score: Level ( ) X Weight Factor of 3 equals (0)

Criteria 3 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE SIGNED:
Installation Status Report (ISR), Bonnie Crook, DPW, 767-4580
Well Being Facilitator, Bo Boram, DCAS, 767-8660

Criterion 4. SAFETY / REGULATORY COMPLIANCE

Circle level that applies and enter its number below.

10 Project corrects a threat to Life and Limb (RAC I or II) (Box 1)
10 Project lifts an environmental Notice of Violation (NOV)
10 Project corrects an ISR II C-4 (Box 1)
9 Project corrects a safety violation (RAC III or IV) (Box 1)
8 Project corrects a threat to property in excess of $1M
8 Project corrects an ISR II C-3 (Box 2)
7 Project corrects a threat to property in excess of $500k
6 Project corrects a threat to property in excess of $250k
5 Project corrects an ISR II C-2 (Box 2)
0 None of the above

Box 1
RISK ASSESSMENT CODES (RAC), AR 385-10, Sections 3-9 thru 4-1
I - Catastrophic
II - Critical
III - Marginal
IV - Negligible

Box 2

ISRII Pillar	FS	H
Compliance	C-3	C-2
Conservation	C-4	C-2
Restoration	C-1	C-1
Pollution	C-3	C-3
Foundation	C-1	C-2

Score: Level ( ) X Weight Factor of 3 equals (0)

Criteria 4 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE REVIEWED:
Installation Safety Office, Ron Heath, DPS, 767-7880
Environmental Branch, Tom Fry, DPW, 767-1963
Construction Branch, Joey Waters, DPW, 767-3872

Criterion 5. RETURN ON INVESTMENT

Revenue ROI: payback <1 yr.
Revenue ROI: payback <2 yr.
Revenue ROI: payback <3 yr.
Revenue ROI: payback <4 yr.
Revenue ROI: payback <5 yr.
Revenue ROI: payback <6 yr.
Revenue ROI: payback <7 yr.
Revenue ROI: payback <8 yr.
Revenue ROI: payback <9 yr.
Revenue ROI: payback <10 yr.
No revenue/ROI.

NOTE: Return on Investment (ROI) equals the number of years required to break even or receive a profit. (Project cost divided by revenue and/or savings).

Project cost = $
ROI = ##### yrs
Revenue / Savings = $

Score: Level ( ) X Weight Factor of 1.5 equals (0)

Criteria 5 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE SIGNED:
Return on Investment, Eddie Rogers, DRM, 767-4653

Criterion 6. CAPITAL INVESTMENT STRATEGY

Circle level that applies and enter its number below.

10 Western Maneuver Area
9 Barracks and Army Family Hsg
8 ISR C4 Infrastructure
7 Maintenance (facilities)
7 Soldier Fitness Facilities
6 Range modernization
5 Training aids devices
4 Force protection
3 Strategic mobility
2 Energy savings
1 Well Being
0 None of the above

Score: Level ( ) X Weight Factor of 4 equals (0)

Criteria 6 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE SIGNED:
Deputy Garrison Commander, Don LaRocque, 767-8606

Criterion 7. IMPACT IF PROJECT IS NOT DONE

Circle level that applies and enter its number below

10 Current situation prevents completion of mission
9 Current situation has a significant deleterious impact on completion of mission
9 Current situation will deteriorate and become unsafe
8 Current situation has a medium deleterious impact on completion of mission
8 Current situation will deteriorate and be more costly
7 Current situation does not meet standards
6 Current situation meets standards, but is inefficient
5 Current situation meets only bare minimum standards
0 None of the above

Score: Level ( ) X Weight factor of 3 equals (0)

Criteria 7 - Explanation of Project:

REVIEWING AGENTS INITIALS AND DATE REVIEWED:
Deputy Garrison Commander, Don LaRocque, 767-8606

POC NAME: TELEPHONE NUMBER: Individual Job order (IJO) Number:

PROJECT COST: APPLICABLE QMB FACILITATOR INITIALS AND DATE OF PROJECT APPROVAL:

Criteria 1 through 7 total: 0

updated as of 24 Aug 01

Figure B-2. OMNI Worksheet.

At each step of the prioritization process, the project(s) must be defended against other requirements competing for the same resources. The process ensures that each project, whether at the QMB level or at the ESC receives thorough consideration. After considering input by the QMB and the ESC, the Commanding General makes the ultimate decision regarding project priorities.

SECTION 4. INTEGRATED PLANNING PROCESS TO SUPPORT SUSTAINABLE RANGES

Training Support is one of the three key business drivers at Ft Stewart. This business driver is supported by key processes that encompass the goal of achieving state-of-the-art live-fire ranges; maneuver areas capable of supporting Battalion Task Force training to standard; and top-of-the-line simulators and simulations; and modern training support facilities. Figure B-3 illustrates the flow of range projects within the PMIM.

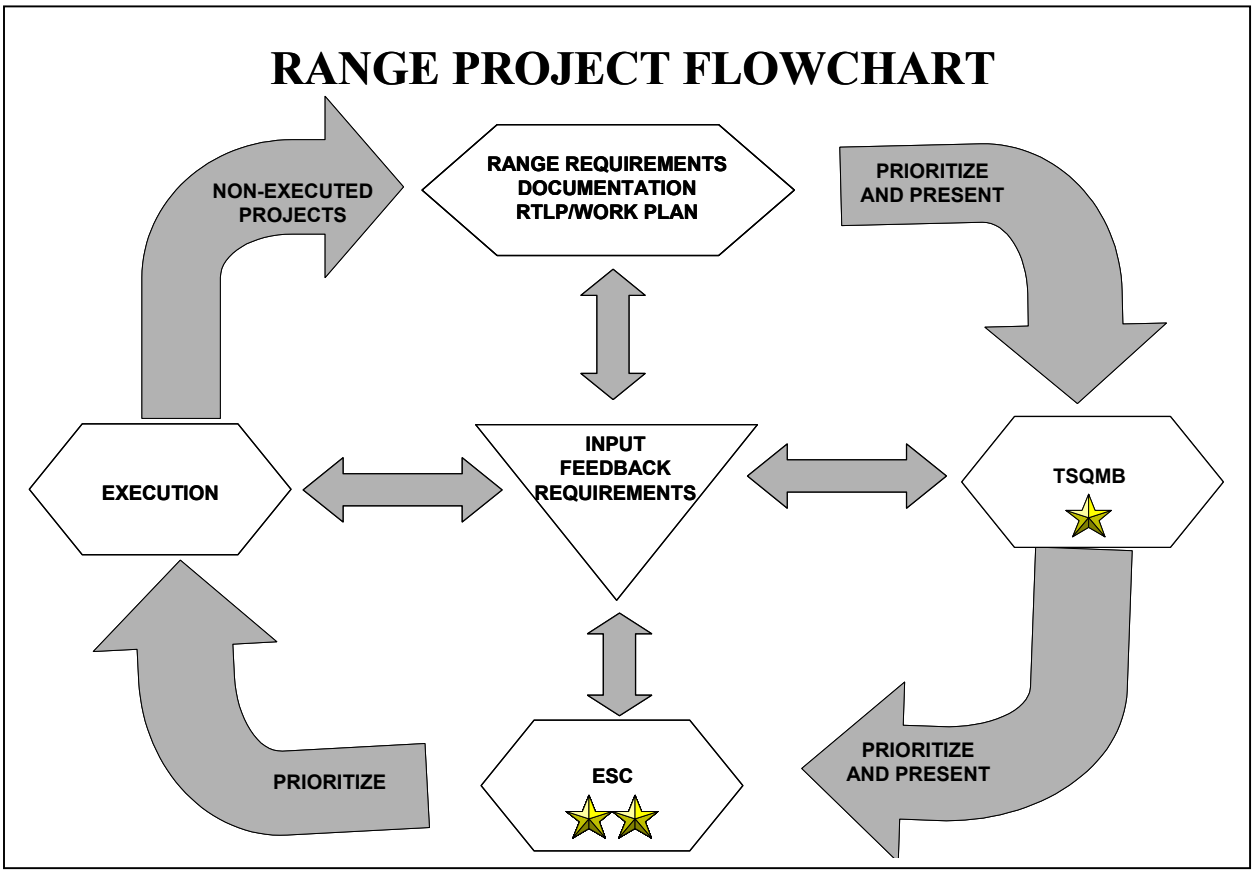

Figure B-3. Range Project Flow Chart.

The Training Support Quality Management Board (TSQMB) manages projects that support these goals, which are consistent with the installation's Range and Training Land Program (RTLP) and Army Master Range Planning Process (AMRPP). The Assistant Division Commander for Maneuvers chairs the TSQMB. Brigade, Separate Battalion Commanders, and appropriate Garrison Directorate, Division, and Branch heads serve as voting members.

The Range Division uses customer input, mission requirements, environmental factors, and other criteria to identify specific range projects. Once the Range Division validates a requirement for a project, they work jointly with other Directorates and outside agencies such as the U.S. Army Corps of Engineers, U.S. Fish and Wildlife, and FORSCOM staff to minimize issues that could directly affect the success of the project. The project(s), backup materials, and a completed OMNI Worksheet are forwarded to the TSQMB.

APPENDIX C. MANAGEMENT CONTROLS

SECTION 1. GENERAL INFORMATION

Management controls are the rules, procedures, techniques, and devices employed by managers to ensure that what should occur in their daily operations occurs on a continuing basis. Management controls include such things as:

- An organizational structure that designates specific responsibilities and accountability
- Checks and balances (e.g., separation of duties);
- Formally defined procedures (e.g., required certifications and reconciliations);
- Recurring reports and management reviews;
- Physical devices (e.g., locks and fences); and
- Supervisory monitoring;
- A broad array of measures used by managers to provide reasonable assurance that their subordinates are performing as intended.

SECTION 2. SRP MANAGEMENT CONTROLS

Table C-1 identifies SRP Management Controls. The SRP Army Regulation will provide a complete listing of management controls and will identify which require evaluation.

Table C-1. Management Controls.

SRP MANAGEMENT CONTROL	CHARACTERISTIC				LOCATION IN SRP PLAN
	ORGANIZATIONAL STRUCTURE	CHECKS AND BALANCES	FORMAL PROCEDURES	RECURRING REPORTS/MGMT REVIEWS	
Environmental Management System • Implementation of EMS Range Component				✓	5-2, 5-10
Facility Sustainment Model				✓	5-15
Installation Status Report Part I • Condition of Facilities • Encroachment Impacts			✓ ✓	✓ ✓	5-14, 7-9

SRP MANAGEMENT CONTROL	CHARACTERISTIC				LOCATION IN SRP PLAN
	ORGANIZATIONAL STRUCTURE	CHECKS AND BALANCES	FORMAL PROCEDURES	RECURRING REPORTS/MGMT REVIEWS	
Installation Status Report Part II • Environmental Compliance			✓	✓	5-5
Integrated Management (through ARSIC, HQDA, IMA, MACOM, Installations; IPT)	✓	✓	✓	✓	2-7, 2-8, 2-9, CH6 SEC 1
ITAM: • Army Training and Testing Area Carrying Capacity			✓		7-3
ITAM: • Requirements and Funding Process • IWAM			✓	✓	CH4 SEC5 4-16
ITAM: TRI • Integrates requirements			✓	✓	2-2
ITAM: EMC • Program Management Reviews	✓	✓	✓	✓	4-11
ITAM: LCTA • Land Condition Monitoring			✓		2-2

SRP MANAGEMENT CONTROL	CHARACTERISTIC				LOCATION IN SRP PLAN
	ORGANIZATIONAL STRUCTURE	CHECKS AND BALANCES	FORMAL PROCEDURES	RECURRING REPORTS/MGMT REVIEWS	
Sustainability Assessment Mechanisms		✓	✓	✓	CH7 SEC 1-2
• Installation Training Capacity (ITC) Methodology					7-1, 11-11
• Environmental Climate Model (ECM)					7-2, 11-12
• Automated Range Development Tool (ARDP)					7-6, 11-14
• Installation Status Report (ISR)					7-8, 11-15
➢ Part I					5-14
➢ Part II					5-10
➢ Part III					5-14
• Environmental Performance Assessment System (EPAS)					7-7, 11-16
RTLP:					
• Program Management Reviews		✓	✓		Chap 4 Sec 2
RTLP: Range Modernization					
• RTLP Planning Process (integration of installation requirements impacting the training and testing mission with the installation Range Development Plan (RDP)	✓	✓		✓	Chap 4, Sec 1
RTLP: RFMSS					
• Military Munitions Record Keeping		✓	✓		6-3

SRP MANAGEMENT CONTROL	CHARACTERISTIC				LOCATION IN SRP PLAN
	ORGANIZATIONAL STRUCTURE	CHECKS AND BALANCES	FORMAL PROCEDURES	RECURRING REPORTS/MGMT REVIEWS	
RTLP: USAESCH RTLP MCX • Improved standard range designs • Centralized range design	✓		✓		CH2 SEC 2-4 CH4 SEC3
TBUD: • Validates range operations requirements		✓			CH3 SEC6

GLOSSARY

SECTION 1. ABBREVIATIONS

7ATC	Seventh Army Training Command
AAP	Army Alternate Procedures
AAS	Analysis of Alternatives Study
ACHP	Advisory Council on Historic Preservation
ACSIM	Assistant Chief of Staff for Installation Management
ACUB	Army Compatible Use Buffers
ADA	Air Defense Artillery
AEA	Army Enterprise Architect
AEAGD	Army Enterprise Architecture Guidance Document
AEC	Army Environmental Center
AKM	Army Knowledge Management
AMC	Army Materiel Command
AMCOM	U.S. Army Aviation and Missile Command
AMRP	Army Master Range Plan
AMRPP	Army Master Range Planning Process
AMS	Army Management System
AMSCO/PE	Army Management System (AMS) Codes and Program Elements (PE)
APG	Aberdeen Proving Ground
AR	Army Regulation
ARDEC	U.S. Army Armaments Research, Development, & Engineering Center
ARDP	Automated Range Development Plan
ARID	Army Range Inventory Database
ARNG	Army National Guard
ARSIC	Army Range Sustainment Integration Council
ARSTAF	Army Staff

ASA(ALT)	Assistant Secretary of the Army for Acquisitions, Logistics, and Technology
ASA(I&E)	Assistant Secretary of the Army for Installations and Environment
ASA(M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
ASG	Area Support Group
ASN	Allotment Serial Number
ASO	Army Safety Office
ASP	Ammunition Supply Point
ATC	Aberdeen Test Center
ATEC	Army Test and Evaluation Command
ATSC	Army Training Support Center
ATTACC	Army Training and Testing Area Carrying Capacity
ATTC	Aviation Technical Test Center
BASOPS	Base Operations
BES	Budget Estimate Submission
BLM	Bureau of Land Management
BMP	Best Management Practices
BRAC	Base Realignment and Closure
BSB	Base Support Battalion
C4	Command, Control, Communications, and Computer
CADD	Computer Aided Drafting and Design
CALS	Committee for Ammunition Logistics Support
CAMTF	Combined Arms Military Operations on Urbanized Terrain Task Force
CCB	Configuration Control Board
CEHNDM	United States Army Engineering and Support Center, Huntsville Manual
CENDOC	Centralized Documentation

CG	Commanding General
CINC	Commander in Chief
CIO	Chief Information Officer
CMTC	Combat Maneuver Training Center
COC	Council of Colonels
CONUS	Continental United States
CPA	Chief of Public Affairs
CRTC	Cold Region Test Center
CSA	Chief of Staff, Army
CSTE-ILE	Office symbol for the Army Test and Evaluation Command
DA	Department of the Army
DACS-SF	Office symbol for the Army Safety Office
DA PAM	Department of the Army Pamphlet
DAIM	Office symbol for the Assistant Chief of Staff for Installation Management
DAIM-ED	Office symbol for the Office of the Director, Environmental Programs, OACSIM
DAIM-FD	Office symbol for the Facilities Division, OACSIM
DAIM-MD	Office symbol for the Plans and Operations Division, OACSIM
DALO	Deputy Chief of Staff, G-4
DALO-SMA	Office symbol for the Munitions Division, HQDA G-4
DAMO-TR	Office symbol for the HQDA G-3 Training Directorate
DAMO-TRS	Office symbol for the HQDA G-3 Training Simulations Division
DASAF	Director of Army Safety
DASA(I&H)	Deputy Assistant Secretary of the Army for Installations and Housing
DCS	Deputy Chief of Staff

DD Form	Department of Defense Form
DDESB	Department of Defense Explosives Safety Board
DEP	Director of Environmental Programs
DMM	Discarded Military Munitions
DMRPC	Digital Multi-Purpose Range
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DODIC	Department of Defense Identification Code
DOI	Department of the Interior
DOT	Director of Training
DOTMLPF	Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities
DPG	Dugway Proving Ground
DPTM	Director of Plans, Training, and Mobilization
DPW	Directorate of Public Works
DTC	Developmental Test Center
DU	Depleted Uranium
DUSD(I&E)	Deputy Under Secretary of Defense for Installations and Environment
ECAS	Environmental Compliance Assessment System
ECM	Environmental Climate Model
EE PEG	Equipping Program Execution Group
EL/RAMP	Environmental Legislative and Regulatory Analysis and Monitoring Program
EMC	Executive Management Council
EMS	Environmental Management System
EO	Executive Order
EOD	Explosives Ordnance Disposal

EPA	Environmental Protection Agency
EPAS	Environmental Performance Assessment System
EPR	Environmental Programs Requirements
EQCC	Environmental Quality Control Council
EQR	Environmental Quality Reporting
EQT	Environmental Quality Technology
ERA	MDEP for Environmental Restoration
ERDC	Engineer Research and Development Center
ESA	Endangered Species Act
ESC	Executive Steering Committee
ESMP	Endangered Species Management Plan
ESOH	Environmental Safety and Occupational Health
EU	European Union
FAC	Facility Analysis Category
FCC	Facility Category Code
FNSI	Finding of no Significant Impact
FOA	Field Operating Agency
FORSCOM	Forces Command
FSM	Facility Sustainment Model
FUDS	Formerly Used Defense Sites
FY	Fiscal Year
GIS	Geographic Information System
GIS-R	Geographic Information System - Repository
HE	High Explosives
HQ	Headquarters
HQDA	Headquarters Department of the Army
HQUSACE	Headquarters United Sates Army Corps of Engineers
IAW	In accordance with

ICAP	Installation Corrective Action Plan
ICM	Improved Conventional Munitions
ICRMP	Integrated Cultural Resources Management Plan
IFS	Integrated Facility System
II PEG	Installation Program Execution Group
IISC	ITAM Installation Steering Committee
IMA	Installation Management Agency
IMBOD	Installation Management Board of Directors
INRMP	Integrated Natural Resources Management Plan
IPMP	Installation Pest Management Plan
IPT	Integrated Process Team
ISO	International Standards Organization
ISP	Installation Strategic Plan
ISR	Installation Status Report
IT	Information Technology
ITAM	Integrated Training Area Management
ITAM EMC	Integrated Training Area Management Executive Management Council
ITC	Installation Training Capacity
ITIS	Integrated Training Investment Strategy
IWAM	Installation Work Plan Analysis Module
JLUS	Joint Land Use Study
JMC	U.S. Joint Munitions Command
JS	Joint Staff
KBD	Key Business Drivers
KTC	Korean Training Center
LCP	Land Campaign Plan
LCTA	Land Condition Trend Analysis

LF-TIS	Live Fire Training Investment Strategy
LRAM	Land Rehabilitation and Maintenance
LTA	Local Training Area
LURS	Land Use Requirements Study
MACOM	Major Army Command
MC	Munitions Constituents
MCA	Military Construction, Army
MCAR	Military Construction, Army Reserve
MCNG	Military Construction, National Guard
MCX	Mandatory Center of Expertise
MDEP	Management Decision Package
MDW	Military District of Washington
MEDCOM	Medical Command
METL	Mission Essential Task List
MILCON	Military Construction
MLAP	Military Land Acquisition Proposal
MMR	Massachusetts Military Reservation
MMRP	Military Munitions Response Program
MNS	Mission Needs Statement
MOUT	Military Operations in Urban Terrain
MPEO	Master Plan Environmental Overlay
MRTFB	Major Range and Test Facility Base
MSA	Major Service Area
MSC	Major Subordinate Command
MSLS	Missile Procurement
MTA	Major Training Area
MTW	Major Theater of War
NEPA	National Environmental Policy Act

NFWS	National Fish and Wildlife Service
NGB	National Guard Bureau
NHPA	National historic Preservation Act
NOI	Notice of Intent
NRCS	National Resources Conservation Service
O&M	Operations and Maintenance
OACSIM	Office of the Assistant Chief of Staff for Installation Management
OASA(I&E)	Office of the Assistant Secretary of the Army for Installations and Environment
OB/OD	Open burning/Open detonation
OCONUS	Outside the Continental United States
OCPA	Office of the Chief of Public Affairs
OCSA	Office of the Chief of Staff, Army
ODCS	Office of the Deputy Chief of Staff
ODEP	Office of the Director, Environmental Programs
OEESCM	Operations & Environmental Executive Steering Committee for Munitions
OMA	Operations and Maintenance, Army
OMAR	Operations and Maintenance, Army Reserves
OMARNG	Operations and Maintenance, Army National Guard
OMNI	Organizational Measured Needs Index
OPA	Other Procurement Army
OPTEMPO	Operations Tempo
OSD	Office of the Secretary of Defense
OTC	Operational Test Command
P&R	Personnel and Readiness
P2	Pollution Prevention
PAT	Process Action Team

PBC	Program Budget Committee
PBG	Program Budget Guidance
PEG	Program Executive Group
PEO AMMO	Program Executive Office, Ammunition
PEO EIS	Program Executive Office, Enterprise Information System
PEO STRI	Program Executive Office, Simulations and Training Instrumentation
PMIM	Process Management and Improvement Model
PMR	Program Management Review
POC	Point of Contact
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting and Execution System
PRB	Program Review Board
QMB	Quality Management Board
QRPA	MDEP for Sustainment, Revitalization, and Maintenance
R&D	Research and Development
RC	Reserve Component
RCRA	Resource Conservation and Recovery Act
RDP	Range Development Plan
RDT&E	Research, Development, Test, and Evaluation
RDX	Royal Demolition Explosives
RFMSS	Range Facility and Management Support System
ROK	Republic of Korea
RPLANS	Real Property Planning and Analysis Systems
RPMP	Real Property and Master Planning
RRPB	Range Requirements Review and Prioritization Board
RSIG	Range Sustainment Integration Group

RTLP	Ranges and Training Land Program
RTSC	Regional Training Support Center
RTTC	Redstone Technical Test Center
SAC	Special Areas of Conservation
SBCT	Stryker Brigade Combat Team
SCA	Subordinate Command Activities
SCI	Strategic Communications Initiative
SDZ	Surface Danger Zone
SHPO	State Historic Preservation Officer
SOP	Standard Operating Procedure
SRA	Sustainable Range Awareness
SRM	Sustainment, Restoration, and Maintenance
SROC	Senior Readiness Oversight Council
SRP	Sustainable Range Program
SRS	Stratgic Readiness Scorecard
STRAC	Standards and Training Commission
TACOM RIA	Tank Automotove and Armaments Command, Rock Island Arsenal
TADSS	Training Aid Devices, Simulators, and Simulations
TAMIS	Training Ammunition Management Information System
TATM	Four letter code for ITAM MDEP
TBUD	Training Budget
TC	Training Circular
TCSC	Training Command Simulation Center
TDA	Table of Distribution and Allowances
TEMA	Test and Evaluation Management Agency
THPO	Tribal Historic Preservation Office
TII	Targetry Interface Inspections

TLGOSC	Training Leader Development General Officer Steering Committee
TRADOC	Training and Doctrine Command
TRI	Training Requirements Integration
TRTC	Tropical Region Test Center
TSCOC	Training Support Council of Colonels
TSP	Training Support Package
TSQMB	Training Support Quality Management Board
TT	Technology Team
TT PEG	Training Program Execution Group
U.S.	United States
UFR	Unfunded Requirement
USACE	United States Army Corps of Engineers
USACERL	U.S. Army Construction and Engineering Research Laboratory
USAEC	United States Army Environmental Center
USAES	United States Army Engineer School
USAESCH	United States Army Engineering and Support Center, Huntsville
USAREUR	United States Army, Europe
USARPAC	United States Army, Pacific Command
USASOC	United States Army, Special Operations Command
USFK	United States Forces Korea
USGS	Unites States Geological Survey
USMA	United States Military Academy
USMC	United States Marine Corps
USR	Unit Status Report
UTSC	USARPAC Training Support Center
UWG	User Working Group

UXO	Unexploded Ordnance
VEMR	Four letter code for the environmental support for ranges and munitions MDEP
VENC	Four letter code for the Compliance MDEP
VENN	Four letter code for the Conservation MDEP
VEPP	Four letter code for the Pollution Prevention MDEP
VEQT	Four letter code for the Environmental Quality MDEP
VSCW	Four letter code for the range operations MDEP.
VSRM	Four letter code for the range modernization MDEP.
WSMR	White Sands Missile Range
YPG	Yuma Proving Ground

SECTION 2. TERMS

Adjutant General	Adjutant of a unit having a general staff.	AR 310-25
Annual Work Plan	A yearly plan that describes the goals and objectives of an office and the process used to meet those objectives.	AR 350-4
Army National Guard	The Army portion of the organized militia of the several States, Commonwealth of Puerto Rico and District of Columbia whose units and members are federally recognized.	AR 310-25
Army Staff	The Army staff is that portion of the staff of the Secretary of the Army at the seat of government, which is presided over by the Chief of Staff.	AR 310-25
Assistant Chief of Staff	Head of any of the general staff divisions or sections in a headquarters of any command echelon having a general staff.	AR 310-25
Assistant Secretaries of the Army	Civilian executives to the Secretary of the Army, ranking next below the Under Secretary of the Army.	AR 310-25
Carrying Capacity	The 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.	AR 350-4
Closed Range	A range that has been taken out of service as a range and that either has been put to new uses that are incompatible with range activities or is no longer considered by the military to be a potential range area. (As an example, an incompatible use may include the construction of a permanent building not compatible with range operations or training. Such incompatible uses would include construction of housing, schools, hospitals, clinics, commissaries, libraries, and other such buildings.) A closed range is still under the control of the DOD component.	

Closure Request	Request to close an operational range.	
Command	A specifically designated line type organization with direct line authority from the next higher commander or the Chief of Staff, United States Army. It must have a clearly identifiable headquarters and organizational structure composed of a variety of units, agencies, activities, depots, arsenals, or installations. The headquarters of a command may be organized under either table(s) of organization and equipment or tables of distribution and allowances. An organization that is comprised of one or relatively few separate TDA/TOE units would not normally be termed a command.	AR 310-25
Conservation	The maintenance of environmental quality and resources or a particular balance among the species in a given area. The resources may be physical (e.g., fossil fuels), biological (e.g., tropical forest), or cultural (e.g., ancient monuments).	
Contaminated Area	Any area where there are known or suspected unexploded munitions, regardless of type.	AR 210-21
Core Capability	The amount of training that a given parcel of land can accommodate in a sustainable manner with a reasonable and prudent level of maintenance and rehabilitation. The sustainable capacity is a balance of usage, condition, and level of maintenance.	
Department of Defense	An executive department of the Government consisting of the Secretary of Defense and his office, the War Council, the Joint Chiefs of Staff, Joint Staff and joint agencies, as well as the Departments of the Army, the Navy, and the Air Force. The Secretary of Defense heads it. Formerly known as the National Military Establishment.	AR 310-25

Discarded Military Munitions	Military munitions that have been abandoned without proper disposal or removal from storage in a military magazine or other storage area for the purpose of disposal. The term does not include unexploded ordnance, military munitions that are being held for future use or planned disposal, or military munitions that have been properly disposed of, consistent with applicable environmental laws and regulations. (Title 10 U.S.C. Section 2701)	Title 10 U.S.C. Section 2701
Dud	An explosive item or component of a weapon system that fails to function as intended when fired or detonated.	AR 385-63
Encroachment	The sum of external factors impacting ranges and land that have the potential to limit the Service's capability to accomplish their missions and maintain ready forces.	OSD
Environment	The complete range of external conditions, physical and biological, in which an organism lives. Includes social, cultural, and (for humans) economic and political considerations, as well as the more usually understood features such as soil, vegetation, climate, and food supply.	
Environmental Stewardship	The management and administration of the environment.	
Environmental Sustainability	Maintaining operations and activities through time without increasing harm to the environment.	Submitted by ODEP in Environmental Section to SRP Plan

Headquarters Department of the Army	The executive part of the Department of the Army at the seat of government. It is the highest level headquarters in the Department of the Army, composed of the Army Secretariat, the Army General and Special Staffs, and specifically designated staff support agencies. Headquarters Department of the Army, exercises directive and supervisory controls within the Department of the Army.	AR 310-25
HQDA Functional Proponent	The HQDA principal responsible for policy and oversight of a particular functional area.	
Impact Area(s)	The ground and associated airspace within the training complex used to contain fired or launched ammunition and explosives, and the resulting fragments, debris, and components from various weapon systems. A weapons system impact area is the area within the surface danger zone used to contain fired or launched ammunition and explosives, and the resulting fragments, debris, and components. Indirect fire weapons systems impact areas include probable error for range and deflection. Direct fire weapon system impact areas encompass the total surface danger zone from the firing point or position down range to distance X:	AR 385-63
Improved Conventional Munitions	Munitions characterized by the delivery of 2 or more antipersonnel, antimateriel, and or antiarmor submunitions.	AR 385-63

Installation	Land and improvements permanently–affixed thereto which are under the control of the Department of the Army and used by Army organizations. Where installations are located contiguously, the combined property is designated as one installation and the separate functions as activities of that installation. In addition to those used primarily by troops, the term “installation” applies to such real properties as depots, arsenals, ammunition plants (both contractor and government operated), hospitals, terminals, and other special mission installations. Installations primarily used or useful for the production of materiel or research and development. Such installations may be Government–owned and Government–operated; Government–owned, privately operated; or privately owned and privately operated.	AR 310-25
Installation Categories	The ranking by relative importance of an installation, based on their land management requirements and training mission.	AR 350-4
Land	The soil, water, vegetation, airspace, and wildlife on maneuver areas, firing and test ranges, and impact/demolition areas.	
Land Condition	Relates the status of the land to the potential for the area; usually expressed in terms of vegetative, erosion, rehabilitation status.	
Land Rehabilitation	The process of restoring the land to a condition whereby it is useful for training.	
Major Army Command	A command directly subordinate to, established by authority of, and specifically designated by Headquarters Department of the Army. Army component commands of unified and specified commands are major Army commands.	AR 310-25

Management Control	The rules, procedures, techniques and devices employed by managers to ensure that what should occur in their daily operations does occur on a continuing basis. Management controls include such things as an organizational structure that designates specific responsibilities and accountability; formally defined procedures (e.g., required certifications and reconciliations); checks and balances (e.g., separation of duties); recurring reports and management reviews; supervisory monitoring; physical devices (e.g., locks and fences); and a broad array of measures used by managers to provide reasonable assurance that their subordinates are performing as intended.	AR 11-2

Maneuver/Training Areas	Those areas designated for impact and detonation of all ordnance or those areas required for land-intensive training at the installation. Maneuver/training areas are further defined in terms of the forces that use them as "light, amphibious, and heavy forces." A) Light forces – space for ground and air combat forces to train movements and tactics as specified in the unit's ARTEP. The "light" designation refers to areas where maneuver may be restricted to only small units or units having only wheeled vehicles. "Light" maneuver/training areas cannot be used by "heavy" forces. B) Amphibious forces – space for ground and air combat forces to train movements and tactics during amphibious (ship-to-shore) operations. Tasks can include both combat and logistics (especially logistics over the shore, LOTS). C) Heavy forces – space for ground and air combat forces to train movements and tactics as specified in the unit's ARTEP. The "heavy" designation refers to areas where maneuver is unrestricted and can consist of all types of vehicles and equipment, including tracked vehicles. "Heavy" maneuver/training areas can be used by "Light" forces.	
Military Construction	Any construction, development, conversion, or extension of any kind carried out with respect to a military installation. (See 10 USC 2801)	AR 415-15
Military Construction, Army	The program, by which Army facilities are planned, programmed, designed, budgeted, constructed, and disposed of during peacetime and under mobilization conditions. The program also includes the acquisition of real estate and other supporting activities.	AR 415-15

Military Operations in Urban Terrain	A terrain complex where manmade construction impacts on the tactical options available to commanders. MOUT facilities replicate urban environments.	AR 385-63
Military Range	Military ranges are the designated land or water areas set aside, managed, and used to train military personnel; conduct research; and develop, test, and evaluate military munitions, explosives, ordnance, or weapons systems. Ranges include firing lines and positions, maneuver areas, test pads, detonation pads, impact areas, and buffer zones with restricted access and exclusionary areas.	
Munitions Constituents	Any materials originating from unexploded ordnance, discarded military munitions, or other military munitions, including explosive and nonexplosive materials, and emission, degradation, or breakdown elements of such ordnance or munitions.	Title 10 U.S.C. Section 2701
Natural Resources	The physical (e.g., fossil fuels) and biological (e.g., tropical forest) resources associated with a particular geographic area.	
Non-Commissioned officer	An enlisted man appointed in pay grade E–4 or higher, excluding specialist, normally to fill positions wherein the qualities of leadership are required.	AR 310-25
Operational Range	A military range regularly used for range activities, or a military range not currently being used, but that is still considered by the Department of Defense to be a potential range area; is under the jurisdiction, custody or control of the Department of Defense; and has not been put to a new use that is incompatible with range activities.	

Operational Readiness	The umbrella term and supporting program that encompasses all the resources required of a unit to maintain readiness standards.	
Planning, Programming, Budgeting, and Execution System (PPBES)	The Army's primary resource management system that is now in a biennial cycle. It constitutes a major decision making process. It ties planning, programming, and budgeting together. It forms the basis for building a comprehensive plan in which budgets flow from programs, programs flow from requirements, requirements from missions, and missions from national security objectives. The patterned flow, from end purpose to resource cost, defines requirements in progressively greater detail. The system integrates centrally managed programs for manpower; research, development, and acquisition; and stationing and construction. The system also integrates the Operations and Maintenance (O&M) budgets of the MACOMs and operating agencies, and MACOM needs for manpower, housing, and construction. It supports budget preparation from installation to departmental level. It reviews execution of the approved program budget by both headquarters and field organizations. During execution, it provides feedback to the planning, programming, and budgeting process.	AR 415-15
Range	a) The distance between any given point and an object or target. b) An area reserved and normally equipped for practice in weapons delivery and/or shooting at targets.	AR 385-63

Range and Training Land Program (RTLP)	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.	
Realistic Training Areas	Training areas that accurately represent situations that soldiers may actually come in contact with during combat.	
Resource Model	The process by which the functional proponent determines how to effectively distribute funds and manpower in a fair and consistent manner.	
Safety Officer	Officer who supervises field practice in gunnery to make sure that persons and property are not endangered. He is the assistant to the officer in charge of firing. Officer who administers and directs organizational safety program activities.	AR 310-25
Secretary of the Army	The head of the Department of the Army, who administers that department as an individual executive department within the Department of Defense, and who retains all powers and duties relating to such Department not specifically conferred upon the Secretary of Defense as head of the Department of Defense.	AR 310-25
Surface Danger Zone	The ground and airspace designated within the training complex (to include associated safety areas) for vertical and lateral containment of projectiles, fragments, debris, and components resulting from the firing, launching, or detonation of weapon systems to include ammunition, explosives and demolition explosives.	AR 385-63
Sustainable Development	Development that meets the needs of the present without compromising the ability of future generations to meet their needs.	

Sustainable Range	Sustainable ranges are Army ranges and training lands that are capable, available, and accessible to support doctrinal training and testing requirements, mobilization, and deployments under normal and surge conditions.	
Sustainable Range Awareness (SRA)	The land users understanding of the impacts of the mission, mission training, and other activities on the environmental conditions of a given installation. SRA applies to tactical units, leaders, and soldiers 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.	AR 350-4
Sustainable Range Program	The Sustainable Range Program is the Army's overall approach to improving the way in which it designs, manages, and uses its ranges to meet its Title 10 mission training responsibilities. The SRP proponent, the Deputy Chief of Staff, G-3, defines SRP by its two core programs, the Range and Training Land Program and the Integrated Training Area Management (ITAM) Program, which focus on the doctrinal capability of the Army's ranges and training lands. The SRP core programs are integrated with the facilities management, environmental management, munitions management, and safety program functions that support this doctrinal capability to ensure the availability and accessibility of U.S. Army ranges and training lands. Within the Army Test and Evaluation Command (ATEC), SRP is defined by its test ranges and ITAM programs and is similarly integrated with the programs described above.	

Table of distribution and allowance	A table which prescribes the organizational structure, personnel, and equipment authorizations, and requirements of a military unit to perform a specific mission for which there is no appropriate table of organization and equipment.	AR 310-25
Throughput	The number of individuals, crews, or units required to conduct training on a range. The total number of individuals, crews or units that can accomplish all required iterations of training on a given range during a single year is the annual throughput capacity of the range.	AR 210-21
Total Army	The totality of the Active Army; the Army's Reserve Components, including the Ready, Standby, and Retired Reserve; all other elements of the Army's Retired Force subject to recall in the event of mobilization; and the DA civilian work force.	AR 310-25
Trainers	Personnel who instruct or provide training advice to units or individuals, or who provide essential administrative support in schools, training centers, military districts, and other miscellaneous training activities.	AR 310-25
Training	The entire range of mission activities that require, and/or affect training lands. In that regard, the SRP policy applies to the test and maneuver activities conducted on Army installations.	
Training Aids, Devices, Simulators, and Simulations (TADSS)	A general term that includes combat training centers and training range instrumentation, TES, battle simulations, targetry, training-unique ammunition, and dummy, drill, and inert munitions. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel.	AR 350-38

Training Circular	One, which promulgates training directives, policies, or information of an interim nature that requires revision too frequently for inclusion in permanent training literature. Also used to promulgate new training doctrines, tactics, or techniques; the immediate dissemination of which is essential.	AR 310-25
Training Complex	Includes all firing ranges, weapons training facilities, associated impact areas, and maneuver training areas within the installation/ community boundary.	AR 210-21
Training Intensity	The type of training activity, the frequency of occurrence, and the duration.	
Training Land	The term training land encompasses all types of facilities (for example, ranges, maneuver land, direct support facilities, or proficiency courses) dedicated to the conduct of preparing and sustaining personnel and units to meet mission roles and standards. Examples include but are not limited to weapons systems use and proficiency, occupational skills, and standards development.	AR 210-21
Unexploded Ordnance	Ammunition and explosives which have been primed, fused, armed, or otherwise prepared for action, and which have been fired, dropped, launched, projected, or placed in such a manner as to constitute a hazard to operations, installations/communities, personnel, or materiel, and remain unexploded either by malfunction, or design, or any other cause. The term UXO is synonymous for the word dud.	AR 385-63
Unit	An organization of the Selective Reserve, which is organized, equipped, and trained to be mobilized, and to serve on active duty as an organization.	AR 310-25

Unit Categories	Units are divided into three categories as follows: Category I–A unit, organized under table of organization and equipment, whose primary mission includes engaging and inflicting casualties and/or equipment damage on the enemy by use of its organic weapons. Category I status is extended to its corresponding headquarters and service companies whose mission is supporting and providing assistance thereto, and to those command and control headquarters habitually operating in the forward portion of the active combat area (forward of the brigade rear boundary). Category I units normally operate in the forward portion of the active combat area, but may, because of the range of their primary weapons and positioning requirements, operate in the division and corps rear areas. Category II–A unit, organized under table of organization and equipment, whose mission is primarily that of providing command and control, combat support, or combat service support and assistance to category I units. It operates in the combat zone, normally between the brigade and corps rear boundaries. Category III–A unit, organized under table of organization and equipment, whose mission is primarily service and assistance to the units operating in the combat zone area and operating agencies of the communications zone. The unit functions habitually in the communications zone or along the lines of communications leading thereto.	AR 310-25
Unit Training	Phase of military training in which emphasis is placed upon training individuals to function as members of a team unit. This training, which usually follows individual training (basic, technical, or specialist), is usually conducted in the field under conditions that the unit would be likely to encounter in combat.	AR 310-25

United States Army	The United States Army includes the Regular Army, the National Guard of the United States, and the Army Reserve; all persons appointed, enlisted, or inducted in the Army without specification of component; and all persons serving in the Army under call or conscription under any provision of law, including members of the National Guard of the States, Territories, and the District of Columbia, when in the service of the United States pursuant to call as provided by law. In certain instances, however, "United States Army" has been used in statutes to mean the Regular Army. It is not be used except with specific reference to such statutes.	AR 310-25
United States Army Reserve	A Federal force, consisting of individual reinforcements and combat, combat support, support, and training type units organized and maintained to provide military training in peacetime and a reservoir of trained units and individual reservists to be ordered to active duty in the event of a national emergency.	AR 310-25
Warrant Officer	An officer appointed, by warrant, by the Secretary of the Army. A highly skilled technician who is provided to fill those positions above the enlisted level which are too specialized in scope to permit the effective development and continued utilization of a broadly trained, branch–qualified commissioned officer. Rank and precedence are below that of a second lieutenant, but above those of a cadet.	AR 310-25

SECTION 3. SPECIAL ABBREVIATIONS AND TERMS

There are no entries in this section.

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