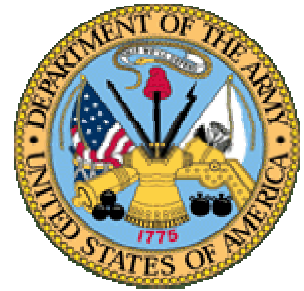


Army Publication

ARMY RANGE AND TRAINING LAND STRATEGY



Headquarters Department of the Army

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EXECUTIVE SUMMARY

A campaign-quality Army, with a joint and expeditionary mindset, enables the Joint Force to exercise direct, continuous, and comprehensive control over terrain, resources, and people. The foundation of this dominant land power are the two Army core competencies; (1) Train and equip Soldiers and grow leaders, and (2) provide relevant and ready land power capability to the Combatant Commander as part of the Joint Team. Training soldiers and units, and developing leaders, is the basis for the capabilities the Army brings to the joint fight. The goal is an Integrated Training Environment (ITE) that closely replicates the operational environment, a distributed, linked Live / Virtual / Constructive (L/V/C) environment connected to the Battle Command System. Live training is the cornerstone of this L/V/C training environment, represented by ranges and training lands. To provide a trained and ready force the Army must provide realistic and challenging ranges and training lands.

To support the National Military Strategy, the Army is Transforming to the Future Force (FF) and implementing DoD's Training Transformation (T2). New concepts such as the Army Stationing Strategy, force stabilization, unit rotations, and modularity, are examples of the comprehensive effort to improve training and readiness while maintaining a dominant forward presence. The DoD T2 initiative broadens the training audience; it is designed to provide dynamic, capabilities-based training across active and reserve components of the Services; Federal agencies, international coalitions and organizations, and state, local, and nongovernmental organizations. These changes all rely upon and reinforce the criticality of ranges and training areas to the development and sustainment of a trained and ready joint team.

The Army is adapting its warfighting doctrine and transforming to a more strategically responsive and dominant force. The emerging net-centric warfighting, Battle Command concept, and increased weapons range and capabilities, translates to an evolving training doctrine. Live training will remain the cornerstone of that doctrine. To ensure the Army can continue to train, as it will fight, the Army must modernize the "Training Battlefield" to reflect the contemporary operational environment. As the force transforms, the associated training enablers, support structure, and infrastructure along with realistic and relevant training venues, must remain fully capable. The Army must look to optimize its range and land assets by integrating the training and testing missions on the same piece of ground; establishing best management practices for range operations, and fully resourcing range and training land priorities. These internal factors drive the Army's efforts to ensure the continuing capability of its "Training Battlefield" to meet the demands dictated by the characteristics of its force structure, weapons systems, and doctrinal requirements.

On and off Army installations, there are many challenges which must be actively managed in order to provide the live training capability which is essential to the integrated Live/Virtual/Constructive training environment. The Army is competing with its neighbors for access to open space, natural resources, and frequency spectrum. Urbanization trends in the last few decades have increased limitations on the Army's ranges and become a serious challenge. Urban sprawl is creating "islands of

biodiversity” on Army ranges and training lands and, thus, concentrating environmental regulation on ranges, resulting in training constraints. Transforming the Army’s business practices to adaptive management that integrates training and natural resource management will be key to sustaining the ”Training Battlefield.”

In 2003, Headquarters Department of the Army (HQDA), G-3 approved the Sustainable Range Program (SRP) Plan. The plan describes the integration of the programs affecting live training with the goal of maximizing the capability, availability, and accessibility of ranges and training land to support doctrinal training and testing requirements, mobilization, and deployments.

Capability – The configuration and characteristics of ranges and training lands as a platform necessary to support live training requirements, includes the core functions managed and resourced by the HQDA G-3 in the Range and Training land Program (RTLTP) and Integrated Training Area Management (ITAM) programs.

Availability – The necessary infrastructure to support range and training land capabilities includes facilities management programs affecting ranges managed and resourced by the HQDA Assistant Chief of Staff for Installation Management (ACSIM), with the primary investment being Sustainment, Restoration, and Modernization (SRM) for ranges.

Accessibility – The ability to conduct live-fire training for soldiers and units when and where required on ranges and training land includes the environmental programs supporting ranges and land that are managed and resourced by the HQDA ACSIM.

Army Transformation to the FF, the Army Stationing Strategy, range encroachment, and DoD’s T2 initiative require the Army to adopt a strategic view of range and training land assets in order to posture for long-term sustainability of training readiness. Army stationing plans will seek to place units and schools at installations having the best facilities for mission support.

The Army Range and Training Land Strategy was developed to support the Army’s SRP, OSD and Army Transformation. It identifies priorities for installations needing resources to modernize ranges, mitigate encroachment through the acquisition of buffers, and acquire training land. The Strategy serves as the mechanism to prioritize investments for these installations and seeks to optimize the use of all range and land assets. The result is a long-range plan for HQDA, Installation Management Agency (IMA), and Major Army Commands (MACOMs) that provides the best range infrastructure and training lands availability to units based on mission and doctrinal training requirements.

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1.0 ARMY TRANSFORMATION

The Army is Transforming to meet the challenges of the 21st century. Army Transformation is the process of making the US Army more responsive, deployable, agile, versatile, lethal, survivable, and sustainable; a strategically responsive force that is dominant across the full spectrum of operations in a joint, interagency, intergovernmental, and multinational (JIIM) environment. Our forces today use a train, alert, and deploy paradigm and cannot count on post-deployment training to correct or make up training deficiencies; units must be ready now. Providing ranges and training lands that enable the Army to train and develop its full capabilities is key to ensuring that America's forces are ready now.

As part of the Army transformation, six Stryker Brigade Combat Teams (SBCTs) are being fielded and equipped throughout the Army. The SBCTs fill the operational gap between the current heavy, highly capable, but less deployable forces and lighter more deployable, but less capable units. The new platform and the associated doctrine required the Army to invest over \$600 million in home-station ranges and training lands. Army Transformation will drive the Army's efforts to ensure the continuing capability of its "Training Battlefield" to meet the demands dictated by the characteristics of its force structure, weapons systems, and doctrinal requirements.

In the Army's pursuit of Future Force (FF) capabilities, the Army will continue to invest in technology to acquire the Future Combat Systems (FCS). An FCS capable unit will be a full-spectrum force, capable of adjusting missions, ranging from warfighting to peacekeeping, throughout a campaign. An FCS-equipped force will be capable of advanced mobile-networked communication, unmanned aerial and ground robotic systems, precision fires, increased situational awareness, and adverse-weather reconnaissance, surveillance, targeting and acquisition. The dynamic capabilities of the FF and the FCS platform will exceed the abilities of today's range and training land infrastructure. As these new units are fielded, equipped, and trained, the Army must make significant investments in its ranges and training land to provide a relevant joint capability based training environment. It is important the Army begin posturing itself now to provide those capabilities.

Theoretically, there is an optimal match between an installations range and training land infrastructure, deployment requirements, and the force structure. As the Army transforms, there will be a hybrid force of distinct unit types at various levels of modernization. Installations must preserve the capabilities to support the Current Force (CF) while developing installation infrastructure capabilities to meet the requirements of the FF and its weapon systems. The introduction of Force Modularity, or plug and play units, in training scenarios will also drive the need for more dynamic training infrastructure. A suitable location and mix of training land and facilities (e.g. maneuver space and firing ranges) must be available to ensure that readiness is not degraded and that our forces are capable of fighting as part of a Joint team.

1.1 TRANSFORMATION OF HOME-STATION TRAINING

To improve the Army's joint and expeditionary capability, the Army is implementing the concept of unit modularity. The Army will transform unit organizations and capabilities into modular designs for combat, combat support, and combat service support units that result in force packages that improve strategic responsiveness. The restructuring of these units will make divisions capability-based; creating a force that can better support the requirements of Combatant Commanders and deliver the right Army capabilities at the right time.¹

While becoming a modular force, the Army will begin to base units under a concept known as Force Stabilization. Force stabilization allows units to train together, deploy together, and reset together, and to be deployed again if necessary. Force Stabilized units will have a more reliable deployment schedule and a fundamentally different approach to training. For the entire unit, there is an individual training phase, a collective training phase, and a deployed phase where sustainment training is required. Given the "ready now" construct and the lack of personnel turnover, sustainment training should be executed at a higher level than is currently possible.²

Force Stabilized units will execute a Home-Station collective training cycle, for each echelon (Squad/Crew, Platoon, Company, Battalion, Brigade) according to training standards. At the end of the collective training cycle, the unit will execute a Combat Training Center (CTC) event that will certify them for deployment.

The Combat Training Center (CTC) Program provides highly realistic and stressful joint and combined arms training based on current doctrine. Commanders fight with the equipment they would expect to take to war against a highly skilled opposing force and are observed by a professional cadre fully versed in the latest doctrine. Under Force Stabilization, the CTC event is the culmination of the unit formation and train-up, a certification that the unit is ready for operational deployment. It is imperative units are adequately prepared for this CTC certification event, and have the facilities at home-station to sustain their readiness level in the "Ready Now" construct.

For this reason, selected high-priority home-station installations will be enhanced with interoperable training facilities; live-fire maneuver ranges, urban operations training facilities, and expanded maneuver lands to provide a CTC like-capability. The advanced training opportunities at home-station will improve the training received at a CTC by starting units at a higher level of training and help maintain and reinforce lessons learned at a CTC.

1.2 RANGES AND TRAINING LAND

Success in combat depends on many things. One of the most important of these is the ability of soldiers, crews, and units to reach and maintain acceptable levels of weapons

¹ Statement by LTG Cody, Deputy Chief of Staff, G-3, Before the subcommittee on Military Readiness, House Armed Services Committee, US House of Representatives, on reconstitution operations, October 21, 2003.

² Army Training and Leader Development Strategy, draft version 5, Pg 3

proficiency. Live training is the cornerstone of Army weapons training and is unique and required to support the spectrum of joint, interagency, intergovernmental, and multinational (JIIM) missions. This reinforces the criticality of ranges and training areas for the development and sustainment of a trained and ready joint team.

1.2.1 Future Force (FF) Ranges

New weapon systems generally require increasingly complex training ranges. The Army is developing weapons capable of delivering greater firepower over greater distances. The Army's training ranges must maintain pace with the weapons capabilities. Ranges today are equipped with computer-controlled equipment that enables trainers to develop scenarios by controlling targetry and battlefield simulation devices so that soldiers can practice wartime mission tasks in a stressful battlefield environment. Computerized systems also provide soldiers with feedback on their performance. This enables them to recognize their errors and positive actions. After-action reviews conducted by unit leaders, using data recorded, provide information for analyzing performance. This accurate feedback helps soldiers learn procedures and techniques on the training range that will save lives and achieve success on the battlefield.

As the range designs evolve with the continually advancing weapons system, it will be imperative that facilities are adaptable to future doctrine. Key components that will be incorporated into range design are:

- 1) Scaleable range complexes or systems of ranges
- 2) Multipurpose ranges with reconfigurable footprints
- 3) Interoperable and mobile instrumentation
- 4) Landscape architecture and engineering

New ranges will be based on the continuously evolving operating environment. The goal is an Integrated training Environment (ITE) that closely replicates the operational environment, a distributed, linked Live / Virtual / Constructive (L/V/C) environment connected to the Battle Command System. This L/V/C compatible environment helps reduce costs and creates training conditions reflecting a contemporary operating environment. Ranges will be versatile (semi-fixed) and responsive (able to train units faster) in a more sustainable, safer, and affordable manner³. The major objective is to increase the accessibility and quality of training available to Army forces that are operating in JIIM arenas.

1.2.2 Training Land

Land power remains an indispensable element in meeting the nation's global security requirements. Modernization of the Army forces has increased the speed, range, and mobility of combat units and dramatically improved the command and control capabilities of commanders. They no longer require line-of sight, but increasingly rely

³ Army Training Support Center, [Future Force Ranges](#), (Fort Eustis, VA, Coordinating Draft 26 September 2003).

on technology to employ their units. This capability has taken the doctrinal maneuver footprint for a Brigade Combat Team from 8km x 12km during WWII, to a staggering 65km x 50km footprint for today's digital heavy brigade. As FF Units of Action (UA) requirements are developed, it is expected its Area of Operations will be up to 75km² depending on mission, terrain, and other factors. The current UA Operational Requirements Document envisions a unit to arrive in a combat configuration, execute up to a 400 km operational maneuver by road, rail, air, or sea, and fight for the remainder of 72 hours of high intensity combat without re-supply. It is critical that units do not perform these maneuvers for the first time while in theatre. The Army must expand the maneuver capability at certain high priority installations to fulfill the live-training requirement.

The Army has pursued few land acquisitions over the last several decades. In fact, since the end of WWII, the DoD's training land base has decreased. This is juxtaposed with the increasing weapons range and doctrinal footprints, both Army and joint. It is necessary to consider the future of National Defense and the role the current and potential land base plays in providing a trained and ready force. Since very few Army installations can meet FF UA maneuver requirements, it is necessary for the Army to determine where installations can acquire lands, how to integrate the training and testing missions, and how multiple installations can be leveraged, to include other service installations to meet those requirements.

In the Army inventory, there are eight installations with sufficient land to accommodate the doctrinal maneuver requirement for a UA battalion, 30km x 30km. Of these, only five can accommodate an entire UA brigade; three of these are test ranges. It is important this land is available to units. It is equally important that sufficient land is available where they primarily train, home-station. In Section 5, this strategy identifies installations that will seek to acquire additional lands for home-stations training and installations that will seek to cooperatively manage their land assets to meet the requirements of the testing and training mission.

While the Army must further integrate the live training environment with virtual and constructive technologies to provide sustainment training, such as the HITS system, it must also provide a sound plan to protect and enhance maneuver training throughout the Army's land base.

1.2.3 Home-Station Instrumentation Training Systems (HITS)

The Home-Station instrumentation Training System meets the Army's requirements for ground and aviation interoperable force-on-force (FoF) maneuver training. Although not currently deployed outside the CTC's, HITS-like capability can be tailored for single unit operations or integrated to provide the live component of a Brigade combined live, virtual, and constructive training event as part of the Integrated Training Environment (ITE). HITS will give the capability to provide real time casualty assessments, FoF, and gunnery training for crew to Brigade-level tactical operations for realistic pre-deployment, sustainment, recovery, and re-certification training. When integrated with MILES devices at home station that support FoF training exercises, at Brigade and below, units will have CTC-like instrumentation available for home-station training. With

adequate range and maneuver lands, units that provide their own observer/controllers and opposing force essentially have all of the ingredients for advanced collective training.

2.0 RANGE AND TRAINING LAND STRATEGY AND THE SUSTAINABLE RANGE PROGRAM (SRP)

The Range and Training Land Strategy provides long-range plans that outline how to acquire, develop, and use ranges and training lands over time, in support of Army Transformation. The guidance will be incorporated into MACOM and IMA Regional Plans. These plans provide guidance to installation planners to determine execution details. The Range and Training Land Strategy applies across all functional staffs to provide common resource objectives for meeting the mission needs of the Army.

As the Army transforms, training lands and range infrastructure must be fully mission capable. The strategic enhancement of high-priority installations - with interoperable ranges, land acquisition, and buffering - provides the best opportunity to protect live training well into the future. These enhancements must consider the Army's ability to comply with environmental laws, and support readiness by reducing encroachment, maintenance and supply costs. Increasing limitations on the Army's ranges have become a serious challenge. External factors such as increasing urbanization and environmental regulation challenge live training. Together, these factors will drive the Army's efforts to ensure the continuing capability of its ranges and training lands to meet the Army's training requirements.

On 6 August 2003, the Headquarters Department of the Army (HQDA), G-3 approved the Sustainable Range Program (SRP) Plan. The plan describes the integration of the programs affecting live training with the goal of maximizing the capability, availability, and accessibility of ranges and training land to support doctrinal training and testing requirements, mobilization, and deployments.

- 1) *Capability* – The configuration and characteristics of ranges and training lands as a platform necessary to support training requirements, includes the core functions resourced and managed by the HQDA G-3 in the Range and Training Land Program (RTLTP) and Integrated Training Area Management (ITAM) programs.
- 2) *Availability* – The necessary infrastructure to support range and training land capabilities includes facilities management programs affecting ranges managed and resourced by the HQDA Assistant Chief of Staff for Installations Management (ACSIM), with the primary investment being Sustainment, Restoration, and Modernization (SRM) for ranges.
- 3) *Accessibility* – The ability to conduct live-fire training for soldiers and units when and where required on ranges and training land includes the environmental programs supporting ranges and land that are managed and resourced by the HQDA ACSIM.

Under the SRP, aspects of the Army's environmental and facilities management programs are coordinated with the RTLP and ITAM programs. The result is training lands and ranges that support Army Transformation, Army Training Strategies, and DOD's Training Transformation (T2), while avoiding unnecessary risk of accidental injury or loss of life, environmental restrictions to training, threats to human health, or unacceptable impacts to the environment.

At HQDA, the Army Range Sustainment Integration Council (ARSIC) was established to support range sustainability and to develop and implement the Army's SRP. This body oversees the development and implementation of the Strategy. The G-3 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 affecting ranges and training lands (facilities management, environmental, safety, logistics, etc.) are integrated with the training mission. The G3 is responsible for the training mission. To support the training mission, enduring installations with a strategic training mission capability will require resourcing priority across all functions.

2.1 Mission

To ensure the Army's installation range and training lands are capable of training, sustaining, and projecting highly ready forces on short notice to respond to any crisis under the train, alert, and deploy paradigm, the Army will take a strategic view of its training infrastructure and provide the best capabilities, within resource guidelines, based on mission and doctrinal requirements.

2.2 Objectives

The Strategy serves as the mechanism to prioritize investments to installations based on mission and doctrinal training requirements. This Strategy was developed to identify priorities for installations needing resources to acquire land, modernize ranges, mitigate encroachment, and provide long-term sustainability of an installation-training infrastructure. The Strategy will drive the development of a long-range plan for HQDA, Installation Management Agency (IMA), and Major Army Commands (MACOMs) to ensure capable, available, and accessible ranges and training lands. The Strategy provides a framework and methodology to identify priorities for:

- 1) Range Modernization
- 2) Training Land Acquisitions
- 3) Army Compatible Use Buffers (ACUBs)

2.3 Range And Training Land Standards

The goal of Army training is to achieve a standard that develops and sustains combat capable warfighting organizations. To achieve this, units must train to standard under realistic conditions. Achieving the standard requires hard work by commanders and soldiers, as well as, capable, available, and accessible ranges and training land. Units must integrate such realistic conditions as, smoke, noise, rules of engagement, nuclear,

biological, and chemical environments, battlefield debris, varying weather and terrain, civilians on the battlefield, and battlefield casualties. They must seize every opportunity to move out of the classroom and into the “training battlefield.” Realistic and capabilities-based training, in the Integrated Training Environment (ITE), is the only way to achieve the training standard.

The Combined Arms Training Strategy (CATS) and the Standards in Training Commission (STRAC) are the “doctrinal templates” of training events, frequency, and resources that guide unit-training requirements. CATS and STRAC are developed for each type unit based on a set of assumptions about doctrinal design tasks, average skill decay, unit personnel turbulence, training methodologies, available Training Aids, Devices, Simulators and Simulations (TADSS), and other factors common to that type unit. Commanders when developing unit training guidance, strategy, and calendars will use these critical training events.

Brigade Combat Teams will train on tasks in order to achieve capabilities and standards established in their CATS and STRAC. Battalions and below will train on tasks in order to achieve core competencies and standards found in their CATS and STRAC. Although the Mission Essential Task List (METL) remains a key component of the units training strategy, the unit’s ability to execute its core competencies and capabilities establishes the training benchmarks. The METL allows leaders to prioritize which tasks to train based on their assessment of their units competencies and capabilities and these are revised based on the mission and other factors.

HQDA uses the events found in the training strategies as the basis for programming and budgeting training resources. The Army’s goal is to fully resource each unit to execute the training strategy.

The frequency, duration, and training type prescribed in the doctrinal strategies drive the need for installation training enablers. The standards for the live-training environment are in Training Circular 25-8 (TC 25-8) Training Ranges and Training Circular 25-1 (TC25-1) Training Lands. These training circulars describe the standards for ranges and training land on which the soldiers will be trained. The doctrinal training requirements are balanced against an installation training capabilities and throughput capacity. This balance drives resourcing decisions in areas such as range modernization, range instrumentation, and land acquisition in the Range and Training Land Program.

2.4 Range And Training Land Program

Training facilities should support training programs that can be carried out within the Army's fiscal guidelines. Facilities resourcing must be balanced with fiscal and labor resources. The main goals of the range and land modernization program are to: determine requirements for training ranges and land, incorporate those requirements and supporting funds into the 5-year Defense Program; and efficiently manage and operate the facilities over the long run.

Every year the Army G3 publishes guidance and priorities for the next budget cycle. Major Army Commands (MACOMs) and the Installation Management Agency (IMA)

supplements this with specific mission requirements and gives the installations guidance to initiate the modernization process that begins with the Range Development Plan (RDP). RDPs set forth the installations priority requirements to construct ranges and upgrade existing ranges. The RTLP process begins when Army installations update their RDP to determine training facility requirements.

Range and land requirements are doctrinally based on the type and amount of range facilities necessary to conduct the training strategies based on the standards contained in TC 25-8 and TC 25-1, for the tenant units on the installation. The facilities must be sufficient to cover the number of training events required to sustain unit readiness and proficiency. The Army uses a standard process to calculate these requirements, the Automated Range Requirements Model (ARRM). ARRM is an integrated, automated planning tool based on force structure data from the Army Stationing and Installation Plan (ASIP) and STRAC and CATS manuals. ARRM provides approximate live training throughput capacities and requirements and allows for comprehensive analysis on live training infrastructure. These approximations serve as a baseline for further refinement in RDPs. Factors that affect an installation's ability to meet its training support requirements must be considered when developing the RDP, competing land uses, physical and environmental constraints, safety and others.

The installation Commander approves the RDP, then forwards to the Major Army Command (MACOM) for validation and to the Installation Management Agency (IMA) Region for informational purposes and administrative tracking. MACOMs consolidate the installations' RDPs using the Live-Fire Training Investment Strategy (LFTIS) and assign a relative MACOM priority by fiscal year based on HQDA G-3 guidance. The G3's current priorities for investment are:

- 1) SBCT ranges, including Battle Area Courses, to support Stryker Brigade Combat teams (SBCTs)
- 2) Instrumented (Digital) ranges, to support current force BCTs.
- 3) Standard Live Fire Ranges to support home station training with emphasis on Military Operations on Urbanized Terrain (MOUT) improvements to TRADOC Combined Arms MOUT Task Force standards.

Each MACOM presents the LFTIS to the Requirements Review and Prioritization Board (RRPB). The HQDA G-3 RRPB technically reviews, validates, and recommends "new mission" range and training land projects submitted by MACOMs. The RRPB decides the amount and type of resources to be committed to each modernization project. The Range and Training Land Strategy was developed to identify priorities for installations needing resources to acquire training land, modernize ranges, and mitigate encroachment through the acquisition of buffers. The Strategy serves as the mechanism to prioritize investments to these installations. Other factors that influence those investments include:

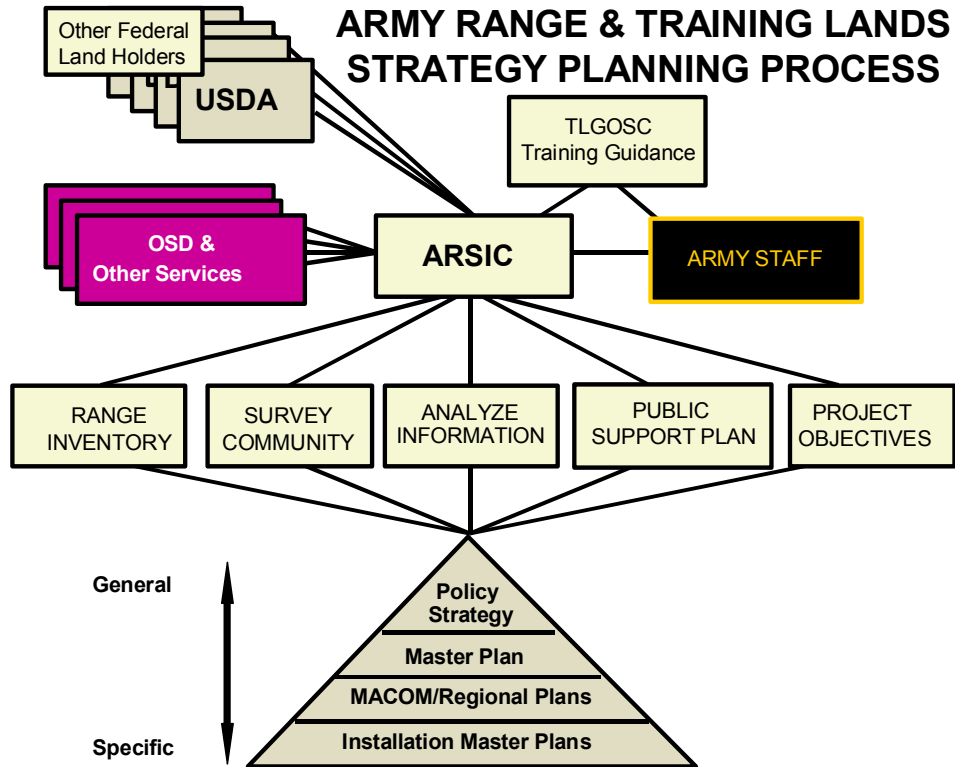
- 1) Current and projected budget constraints
- 2) Current operational priorities (e.g., JIIM)

- 3) Force Stabilization and Modularity
- 4) Base Realignment and Closure
- 5) Home-Station operational and environmental constraints
- 6) BASOPS support infrastructure (i.e. roads, utilities)

Once a project is approved by the RRPB it is then put into the Army Master Range Plan (AMRP). The AMRP serves as the prioritized list of Army-approved range and training land projects, regardless of the type of work, dollar threshold, or resource appropriation. It is the Army’s database of record and serves as the foundation for programming and funding range modernization and land acquisition. In the FY05-09 timeframe, the Army will spend over \$3.5 billion to modernize live-fire infrastructure priorities.

2.5 Strategy Planning Process

The Army Range Sustainment Integration Council (ARSIC) under guidance of the Training and Leader Development General Officer Steering Committee is central to accomplishing the objectives of this Strategy. The planning process diagrammed below generally describes how the strategy is to be implemented.



Range Inventory: The Active/Inactive Range Inventory, completed in 2003, provides a ground-truth of the Army’s extensive range infrastructure for the Army, Army Reserve,

and the Army National Guard (to include state owned and leased state lands). The inventory serves as the baseline for planning.

Survey Community: The Army Communities Inventory collects land use data surrounding Army installations. The Army is collecting publicly available land ownership, zoning, adopted Future Land Use Plans, and population (current & projected) data; to provide a baseline assessment of land generally within a 20km area around designated installations. The data is for Army planning, to ensure the compatibility of an installations training mission and the surrounding communities' current and future land use plans. This information will also provide the detailed data elements required to identify and prioritize opportunities for training land acquisitions and Army Compatible Use Buffers (ACUBs).

Analyze Information: Traditionally the Army has given the Mission Commanders sole responsibility for assessing installation modernization requirements and priorities. This solely "bottoms-up" approach does not support long-term planning. The Installation Management Agency has taken over the responsibility to manage installation business; allowing mission commanders to focus on the current mission priorities. It is necessary for HQDA to provide long-term priorities and guidance to installation managers. To assess installation range modernization, training land, and buffer requirements, HQDA developed a number of analysis tools:

- 1) The Mission Factors Matrix
- 2) The DoD Training Transformation (T2) Matrix
- 3) The Land Acquisition Matrix
- 4) The Army Compatible Use Buffer (ACUB) Matrix

The results of using the matrices establish the HQDA priority for focused investments to ensure the long-term viability of the training mission. Additionally, the results provide MACOMs and installations preliminary guidance for the development of their Live-Fire Training Investment Strategies (LFTIS) and Range Development Plans (RDPs), respectively. The matrices and analysis results are provided in later chapters.

Public Support: Public outreach must begin at HQDA well in advance of the first public activity. The same is true at the installation level. The key stakeholders – citizens living near Army installations, national environmental groups, Elected Officials – must be engaged early in the planning process. The Army must include the public in the decision making process. Early engagement is a critical step in signaling the right message and sustaining positive interaction with the public.

Training Land Acquisition is a particularly sensitive and complex matter. Appendix D contains programmatic guidance all echelons will implement when seeking to acquire new training lands.

Project Objectives: The Range Review Prioritization Board (RRPB), co-chaired by DAMO-TRS and its Executive Agent, Army Training Support Center (ATSC), approve project objectives for range modernization and training land acquisition. The Assistant

Chief of Staff for Installation Management approves the planning objectives for Army Compatible Use Buffers. Through the ARSIC, these objectives are coordinated to provide strategic support across all functions.

As the Strategy is implemented during the next five-year Defense Program, many significant changes will occur in the Army: Future Force stationing, Base Realignment and Closure 2005, and the possible restationing of forces from overseas. Although the Strategy is designed to posture the Army for long-term sustainment of live training, the result of these actions must be considered and will require a revision of the data used in the Strategy Planning Process. An updated Strategy will be published to provide guidance for the fiscal year 2008 budget submission.

3.0 MISSION FACTORS MATRIX

As part of the strategy planning process, the HQDA G-3 Training Directorate, in conjunction with MACOM training staffs has created an installation evaluation tool, the Mission Factors Matrix. It serves as the primary list of an installations' relative mission value to the Army. The matrix purposefully does not measure base operations or quality of life as a factor. The matrix is simply designed to assess an installations training mission value. The results of this matrix will be used primarily for resourcing decisions within the SRP program but are applicable to transient training facilities, stationing metrics, The Army Basing Study (TABS), and any other program that requires an assessment of an installations training value.

The Mission Factors Matrix evaluates installations against 11 major factors and provides a weight for each factor. The following table lists the factors and weights applied.

MISSION FACTORS MATRIX	
Post Mobilization Maneuver Training Center (PMMTC)	4
Power Projection Platform (PPP)	8
Power Support Platform (PSP)	6
Home of Counter-Attack Corps	6
Home of Contingency Corps	8
Home of Stryker Brigade Combat Team (SBCT)	6
RC Installation Categories	
Major Training Center	8
Collective Training Center	6
Intermediate Training Center	4
Local Training Center/Area	2
Special/Unique Mission	
Combat Training Center	8
Research, Development, Testing & Evaluation Range (RDT&E)	6
Special Operations Training Site	4
TRADOC Combat Arms School	6
TRADOC Maneuver School	2
Littoral or Logistics-Over-The-Shore (LOTS)	4
Other	2-10
Operational Terrain Setting (Figure 1)	
Dry Domain	4

Humid Temperate Domain	3
Polar Domain	2
Tropical Domain	1
Installation Training Capacity (ITC)	4-12
Installation Training Capacity (ITC) METL Score	1-4

The Mission Factors Matrix analysis results in the following segregation of training sites based on mission priority, and range and training land capacity. The lists of installations by mission category are at Appendix A.

CATEGORY 1: Installations that have an Army-wide strategic and enduring training mission capability

Tier 1 - Major Training installations with strategic training value to the Army, and forward deployed locations (as directed).

Tier 2 - Installations with significant training value to MACOMs and having high range and land capability.

Tier 3 - Installations with range and land capability, and training value to MACOMs.

CATEGORY 2: Installations with limited mission capabilities that provide training opportunities to local commanders.

Tier 4 - Training Areas with value to local commanders and have a limited collective range and land training capability.

Tier 5 - Local Training Areas with time-distance value that supports small unit training.

Category 1 sites will receive priority for resources to acquire training land, modernize ranges, and mitigate encroachment through the acquisition of buffers.

4.0 TRAINING TRANSFORMATION (T2) MATRIX

Army forces seldom operate unilaterally. Interoperability and Joint Operations from the individual, crew, and small team to the operational level requires training to develop experienced, adaptive leaders, soldiers, and organizations prepared to operate with joint, interagency, intergovernmental and multinational (JIIM) forces and to provide interagency unity of effort. The purpose of joint training is to prepare the Army to execute missions as a part of a joint force in the conduct of joint military operations and across the full spectrum of conflict.

The T2 initiative is designed to provide dynamic, capabilities-based training for the DoD, in support of national security requirements⁴. To implement T2, the Army will be required to modernize ranges and systems with interoperable instrumentation, and sustain and protect training ranges to ensure that individuals and elements are provided

⁴ Department of Defense, Department of Defense Training Transformation Implementation Plan, (Washington, DC, Office of the Under Secretary of Defense for Personnel and Readiness, 10 June 2003).

the best possible training conditions and support systems to enable service and joint interoperability training. This in-turn ensures soldiers and units provided to combatant commanders are highly trained and capable of performing in JIIM arenas. The Army will seek to train the FF by executing the DoD's T2 vision. The Strategy is designed to assist T2 planners in identifying opportunities in three key areas: Joint Institutional Training, Joint Operational Training, and Cooperative Use of Training Facilities

The Armor School at Fort Knox is an example of Joint Institutional Training. Fort Knox is the "Home of Mounted Warfare" and has been an integral part of joint-institutional training for decades. Every soldier in the armor force, whether Army or Marine, active or reserve, undergoes branch specific armor institutional training at Fort Knox.

Joint Operational Training uses joint doctrine, tactics, techniques, and procedures, and the training involves more than one Service component. However, two or more Services training together using their respective service doctrine, tactics, techniques, and procedures are Service-sponsored interoperability training. The doctrine that that supports DoD's T2 initiative is still being developed.

Cooperative use (cross-service) of training capabilities will require the consideration of three primary factors: time-distance factor, scheduling, and interoperability. For time-distance, the facility must be within a reasonable distance so that travel costs or time do not justify the construction of a new facility elsewhere. The facility must be schedulable. If the facility is only available on weekends, it may not meet the needs of the other service. For the range to be interoperable the facility to be capable of meeting two or more services training requirements, using their respective service doctrine, tactics, techniques, and procedures. Cross-service use installations training facilities can also provide a platform for international allies, and other federal and local law enforcement agencies to train. Although the Army does not currently resource for other agency requirements, it recognizes the importance of supporting JIIM doctrine.

The Army is currently taking a two-step approach to developing joint training facilities. The initial phase takes advantage of existing resources to realize the joint potential of Army ranges as identified in Appendix B. The second phase will take advantage of additional range technologies and expanded Future Combat Systems embedded training capabilities.

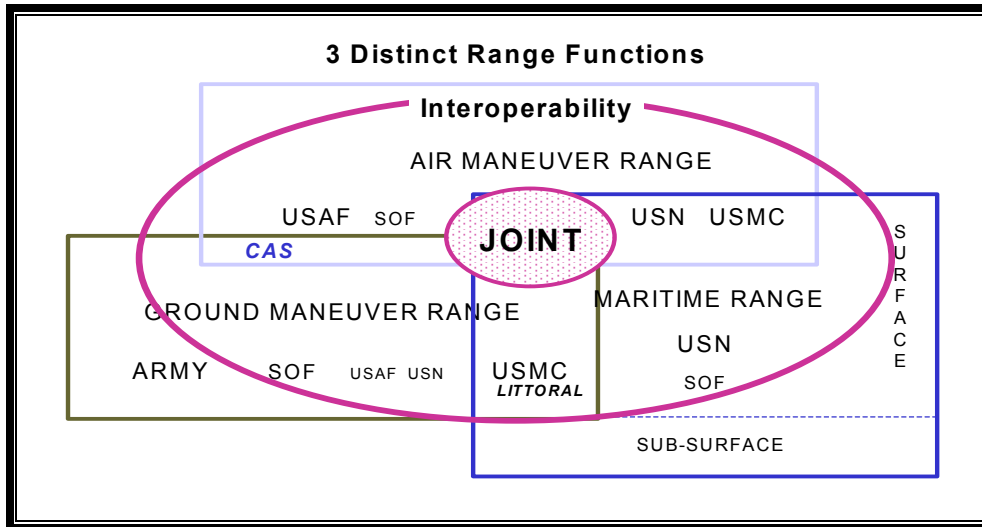
The Training Transformation Matrix in conjunction with the larger Strategy seeks to identify where the first phase opportunities exist. As T2 doctrine is developed, the Army will use the results of this analysis to assist in strategic placement and enhancement of Army Ranges with Joint and Interoperable capabilities. From the baseline of modern range infrastructure the Army will develop facilities to be capable of meeting two or more Services training, using their respective service doctrine, tactics, techniques, and procedures.

The primary focus is to provide a range suite supporting Army, US Marine Corps (USMC), and Special Operations Forces (SOF) ground elements. The Range and Training Land Strategy will incorporate T2-Phase 2 initiatives as they are developed. For the purpose of this strategy, it is assumed that the Army, USMC, SOF, and selected ground elements of the Navy and Air Force share a single vision of ground ranges.

The matrix evaluates installations against three major factors and provides a weight for each factor. The following table lists the factors and weights applied.

TRAINING TRANSFORMATION MATRIX	
DoD Proximity Study (Appendix B)	
Within 100km USMC Maneuver Training Base	4
Within 100km major MCAS Range	3
Within 100km major USAF Range	3
Within 100km major USN Range	3
Within 300km MCAS	2
Within 300km of NAS	2
Within 300km USAF ACC Base	2
Within 100km USAF AMC Base	1
Within 100km USCG Base	1
Joint Institutional Training	4
Cooperative Use	3

As T2 doctrine develops, new range and training land standards will emerge. Additionally, the strategy will adopt the common understanding of air and maritime ranges and develop priorities to enhance capabilities where the “Training Battlespace” intersects. These standards will be incorporated in future editions of the Range and Training Land Strategy to define priorities for resourcing.



5.0 TRAINING LAND ACQUISITION MATRIX AND PRIORITIES

The purpose of maneuver is to place the enemy in a position of disadvantage through the flexible application of combat power. It is the movement of forces in relation to the enemy; effective maneuver keeps the enemy off balance and thus protects the friendly force.⁵ Tactical maneuver wins battles and engagements. Only the Army’s dominance

⁵ JP 3-0, Doctrine for Joint Operations, September 2001

of land operations, as part of the Joint Force, can exercise direct, continuing, discriminate, and comprehensive control over land, people, and resources.⁶ The Army's ability to train its forces for dominant land operations is critically dependent on its land base.

The Army has pursued few land acquisitions over the last several decades. As the Army continues to transform and invest in technology, the ability of units to train the full capabilities of their weapons and doctrine will be principally determined by available land. It is important that sufficient land is available to units where they train; primarily home-station.

For this reason the Army has developed the Training Land Acquisition Matrix. The Matrix tiers off the results of the Mission Factors Matrix to provide HQDA a prioritized list of installations with critical training land shortfalls, a list of installations with potential for significant expansion, and a list of strategic training land reserves. The analysis, which incorporates the Active/Inactive Range Inventory and the Army Communities Inventory data, evaluates installations against six factors and provides a weight to each factor.

LAND ACQUISITION MATRIX	
Mission Factors Matrix Score	0-60
Land Throughput Requirements and Capacity	0-12
Availability of Land	0-3
Time Sensitivity	0-3
Level of Regulatory Support	0-3
Level of Public Support	0-3

A working group consisting of HQDA Staff, MACOM range managers, IMA headquarters, and other subject matter experts completed the matrices. To generate the land throughput requirements and capacity, the Army RTLP Requirements Model (ARRM) was used to provide the approximations. Other factors are subjective, but were based on data found in the Environmental Climate Model, Installation Status Report, and administrative records for Category 1 sites. Category 2 sites were not considered for the land acquisition analysis, as strategic expansion of these training sites would be similar to seeking land for a new installation. The majority of Category 2 sites are less than 1,000 acres in size and are typically not federally owned. Consequently, there is insufficient data for these installations since many of them are not reported in Army facilities management systems.

Stationing is an important consideration in the Land Acquisition Matrix. Stationing is considered first in the Mission Factors Matrix and then again when determining training land throughput requirements. The "Land Throughput Requirement" is based on current stationing and habitual users of the training site. Some cursory insights into the affects of stationing are found in the data:

⁶ FM 3-0, Operations, June 2001.

Army Range and Training Land Strategy

- Most installations supporting the FORSCOM mission have critical training land shortfalls.
- Most installations supporting the TRADOC mission have sufficient training land.
- Nearly 50% of all the Army’s land capacity is at six installations, yet less than 3% of the force is stationed on these installations.

Installation	A/I Acres	% of Army Total	MACOM
BLISS	1,089,013	7%	TRADOC
DUGWAY	763,093	5%	ATEC
IRWIN	586,373	4%	FORSCOM
USARAK	1,608,773	11%	USARPAC
WSMR	1,970,245	13%	ATEC
YUMA	1,033,376	7%	ATEC
TOTAL	6,464,500	47%	

Army total A/I acreage 15,228,722

The matrix data resulted in three subsets of training land acquisition priorities: Current Force, Future Force, and Strategic Land Reserves. This information provides a look at where the Army is most capable of expanding to meet existing and future maneuver requirements. Each installation identified must be thoroughly analyzed for operational, environmental, and economical constraints to validate the expansion potential. Where the strategic basing of units prevents the ability to acquire the necessary training land (e.g., forward deployed locations), these sites should be considered priority for virtual and constructive enhancements to support sustainment training.

Current Force	Future Force	Land Reserves
Ft. Polk	Ft Carson - Pinion Canyon	WSMR
Ft. Bragg*	Ft Riley*	Ft Bliss
Ft. Stewart*	Ft Sill	Yuma PG
US Army Hawaii	Ft Irwin	Dugway PG
Ft Hood*	Ft Leonard Wood	Ft Wainwright
Ft McCoy	Camp Shelby	
Ft Campbell	Camp Ripley	
Ft AP Hill		
Ft Benning*		
Ft Drum		
Camp Atterbury		

*Expansion proposals for these installations is located in Appendix C

The Current Force land acquisition priorities are installations that showed critical training land shortfalls with some land available for expansion. The category name is somewhat misleading; installations identified as Current Force acquisition priorities does not mean they cannot support FF maneuver requirements; it identifies the installations maneuver land shortfall based on the stationing of the Current Force. Many of these installations

will benefit from a combination of buffers and training land acquisition to ensure the optimal use of existing and future operational areas.

The Future Force acquisition priorities were identified primarily by their respective ability to expand the footprint to accommodate the FF and the long-term prospects of zero or negative population growth in the target areas. Since major land acquisitions are a substantial and protracted undertaking, it is important the Army begins the process of expanding these installations today, in order to be postured for the FF.

The Strategic Land Reserves are sites identified as greater than 750,000-acres in size. These installations are not necessarily high-priority training sites or even currently used for training. However, the Strategic Land Reserves will be critical to maintaining live training 25 years or more from today. If these installations were retired rather than maintained for National Defense, it is anticipated that replacing these lands in the U.S. for social and economic reasons would be nearly impossible.

A working group consisting of HQDA, MACOM/IMA, and installation range managers will develop land acquisition proposals for all priority sites. The proposal will be in accordance with: Memorandum, HQDA, G-3, 29 January 2003, subject: Interim Policy for Acquisition of Army Range and Training Lands.

6.0 ARMY COMPATIBLE USE BUFFER (ACUB) MATRIX AND PRIORITIES

Urban development is increasing rapidly around the country and is the most significant factor affecting the quality of live training. With more than 50 percent of Americans living in the suburbs, millions of acres of once rural land is now urbanized. Many suburbs are rising near Army installations that were once far from public view. Communities surrounding installations complain of training-related dust, smoke and noise. More than 40 percent of installations report encroachment issues.

The rapid growth of urban sprawl has caused military installations to become islands of biodiversity. Over 180 federally listed threatened and endangered species make their homes on over 90 Army installations, and 15 installations have land designated as critical habitat. Endangered Species Act compliance requires the annual expenditure of significant dollar amounts, and in some cases has resulted in the loss of available training lands. Therefore, the military must be able to maintain its obligation to readiness while supporting the remaining habitat. It is critical that buffer zones are established around high-priority installations to protect live training well into the future. Compatible land-use buffers (restrictions on suburban and high-density development) adjacent to active ranges on an installation can maximize the use of available training land on the installation by protecting habitat and species and reducing issues associated with noise, dust, and safety.

Fort Bragg, with its need to provide quality training and meet its responsibilities under ESA, developed the Private Lands Initiative (PLI). The Private Lands Initiative is a partnership between the Army and non-governmental organizations (NGOs) to cost-share the purchase of land or conservation easements (development rights) from willing land owners (at fair market value) to minimize incompatible land use. The NGO

officially purchases and manages the land titles or easements. Through a cooperative agreement, the NGO purchases lands and/or conservation easements to conserve habitat and assist in recovery of the red-cockaded woodpecker (RCW), an endangered species in the Sandhills Region. The specific purpose of the initiative is to recover the Sandhills population of the RCW and protect long-leaf pine on adjacent private property to alleviate restrictions on military training on Fort Bragg.

A conservation easement is a restriction placed on a piece of property to protect the resources (natural or man-made) associated with the parcel. The easement is either voluntarily sold or donated by the landowner, and constitutes a property interest that limits incompatible development (residential or commercial) or land uses from occurring on the land.

The success of the PLI led to expanded legislative authorities contained in Section 2811 of the National Defense Authorization Act for fiscal year 2003 (Title 10 U.S.C. 2684a “Agreements to Limit Encroachments and Other Constraints on Military Training, Testing, and Operations.”). The law permits the Secretary of a Military Department to enter into cooperative agreements with an eligible entity (States, political subdivisions, or conservation organizations) to address encroachment and other constraints on military training and operations. The Army is implementing the authority provided by 2811 through Army Compatible Use Buffers (ACUBs). One of the important elements of the ACUB is it allows Army funds to be used for the acquisition of property or development rights by a partner without the Army taking a real property or management interest in the land. In most cases, the partner and not the Army would manage the buffer property. Cooperative Agreements specify the terms of the partnership and may provide for limiting encroachment through fee simple land purchases, acquisition of development rights, conservation easements, and other means in accordance with applicable laws.

The Army has developed a matrix methodology to evaluate installations’ ability to benefit from an ACUB and prioritize those installations. It evaluates installations against five factors and provides a weight to each factor.

ARMY COMPATIBLE USE BUFFER MATRIX	
Encroachment Factors	0-21
Availability of Land	0-3
Time Sensitivity	0-3
Level of Regulatory Support	0-3
Level of Public Support	0-3

The ACSIM has oversight and fiscal responsibility for the ACUB program. The G3 is responsible for the training mission. To ensure integration of the training mission with other programs affecting ranges, the ACSIM and G3 designated the Director of Environmental Programs and Chief of Training and Simulations Division as co-chairs of the Army Range Sustainment Integration Council (ARSIC). The ARSIC has established a working group to review installation ACUB proposals. The panel includes

representatives from the HQDA offices of: Director of Environmental Programs, Deputy Chief of Staff G3 (Training), Army Training Support Center, Army Environmental Center, IMA (Operations Directorate), Environmental Law Division, and USACE (Directorate of Real Estate). This working group reviews proposals and provides recommendations to the ARSIC Co-Chairs. The working group also recommends long-term ACUB objectives to the ARSIC. The implementation of ACUBs at priority installations will provide the single greatest in perpetuity protection of ranges and training land. Using the evaluation criteria described above, the high priority training sites below have been identified as having the greatest potential to reduce or prevent encroachment through the implementation of an ACUB.

ARMY COMPATIBLE USE BUFFER PRIORITIES	
US Army Hawaii	Fort Benning
Fort Stewart	Fort Hood
Fort Carson	Ft Richardson
Fort Bragg	Fort Sill
Fort AP Hill	Fort Campbell
Camp Ripley	Camp Shelby

7.0 IMPLEMENTATION

Each year HQDA G3 publishes annual guidance reflecting the priorities for the Sustainable Range Program budget. Priorities set forth in this Strategy will be reflected in the guidance. Additionally, specific range modernization, land acquisition, and buffer concept proposals for high priority installations will be issued. The concept proposals will include the installations' live-training mission, a depiction of the current range complex, a summary of range modernization projects, a depiction of the land acquisition and buffer concept, and key demographical and outreach observations.

Concept proposals for Ft Bragg, Ft Benning, Ft Hood Ft Riley, and Ft Stewart are at Appendix C. Installation and mission commander input, public involvement, and budgetary constraints will determine the outcome of these concept proposals. Additional Proposals will be issued in subsequent editions of this document and the annual guidance for Sustainable Range Program budget.

APPENDIX A – MISSION FACTORS MATRIX RESULTS

CATEGORY 1: Installations that have an Army-wide strategic and enduring training mission capability.

Tier 1- Major Training installations with strategic training value to the Army and forward deployed locations (as directed)

FORT IRWIN
FORT POLK
FORT BENNING
FORT STEWART
FORT SILL
FORT CAMPBELL
FORT PICKETT
FORT LEWIS
US ARMY HAWAII
US ARMY ALASKA

FORT BLISS
FORT BRAGG
FORT HOOD
FORT RUCKER
CAMP SHELBY
CAMP ROBERTS
FORT RILEY
FORT CARSON
FORT MCCOY

Forward-Deployed Locations:

EIGHTH US ARMY TRAININGS ITES
USAREUR TRAINING SITES
EASTERN EUROPEAN (JFOL/JFOB)
SOUTHWEST ASIA AREAS (JFOL/JFOB)

Tier 2- Installations with significant training value to MACOMs and having high range and land capability.

FORT LEONARD WOOD
FORT DRUM
FORT EUSTIS (FORT STORY)
FORT KNOX
FORT DIX
FORT HUNTER-LIGGETT
YUMA PROVING GROUNDS
ORCHARD TRAINING AREA
CAMP RIPLEY

CAMP ATTERBURY
FORT CHAFFEE
FORT AP HILL
ABERDEEN PROVING
GROUNDS
WHITE SANDS MISSILE
RANGE
CAMP GRAYLING

Tier 3- Installations with range and land capability, and training value to MACOMs.

DUGWAY PROVING GROUNDS
CAMP BEAUREGARD
FORT HUACHUCA
CAMP BLANDING
CAMP ETHAN-ALLEN
CAMP RILEA
FORT INDIANTOWN GAP
FORT JACKSON
CAMP GUERNSEY
FORT HARRISON (LIMESTONE HILLS)
FORT LEE

CAMP SANTIAGO
FORT MCCLELLAN
MCREADY TRAINING AREA
CAMP ROBINSON
CAMP EDWARDS
CAMP GRAFTON
CAMP GRUBER
MILAN TRAINING AREA
CAMP SWIFT
CAMP WILLIAMS
CAMP BULLIS

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CATEGORY 2: Installations with limited mission capabilities that provide training opportunities to local commanders.

Tier 4 – Training Areas with value to local commanders and have a limited collective range and training land capability.

CAMP CUSTER
CAMP DODGE
GRUBBS-KYLE
REDSTONE ARSENAL
GREENLEIF TRAINING SITE
ASHLAND
FORT DEVENS
WESTERN KENTUCKY TRAINING
AREA
CAMP MCCAIN
CAMP SMITH
CAMP DAWSON
CAMP WOLTERS
SMOKEY HILLS TRAINING SITE
CATOOSA
CAMP CLARK
CAMP CROWDER
CAMP SAN LUIS OBISPO
TULLAHOMA
BOGBROOK (RILEY)
VILLERE
PARKS RFTA
KEAUKAHA
FORT GORDON
CAMP BOWIE
ROSWELL
CAMP MAXEY
STEAD
NAVAJO
STEWART RIVER
MINDEN
WEST POINT (USMA)
CAMEL TRACKS (ONATE)
MACON
MARSEILLES
STONES RANCH
WAPPAPELLO
CASWELL LORING
RAVENNA AAP
CENTRAL OREGON TS
CAMP BUTNER
FLORENCE
MCCALLESTER AAP
FORT LEAVENWORTH
EGLIN
CAMP WISMER
BG BAKER

Army Range and Training Land Strategy

Tier 5 - Local Training Areas, with time-distance value, that support small unit training of RC units.

BUCKSNORT GUN CLUB	CAMP ADAIR
LAKE CITY AAP	CAMP WITHYCOMBE
WACO TRAINING AREA	UMATILLA CHEMICAL DEPOT
MOTSU	KEYSTONE TRAINING SITE
GARRISON WETS	CLINTON TRAINING SITE
CAMP DAVIS	FORT MIFFLIN
WILLISTON WETS	EAST STROUDSBURG ARMORY
89TH RSC MEAD WET SITE	INDIANA RANGE WET SITE
MEAD TRAINING SITE	RIDGEWAY
BOX BUTTE RESERVOIR LTA	LETTERKENNY ARMY DEPOT
	DEFENSE DISTRIBUTION DEPOT
WILDCAT HILLS STATE REC. AREA LTA	SUSQUEHANNA
BARADA LTA	SCRANTON (LEACH RANGE)
	LTC HERNAN G. PESQUERA USAR
STANTON LTA	CENTER
	CPT EURIPIDES RUBIO JR. USAR
CORNHUSKER AAP	CENTER
NH NG TRAINING SITE	RAMEY USAR CENTER LTA
LEBANON READINESS CENTER	FORT ALLEN
PETERBOROUGH READINESS CENTER	FORT NATHANIEL GREENE
BRETTONS WOOD BIATHLON RANGE	CAMP FOGARTY TRAINING SITE
NGTC AT SEA GIRT	CAMP VARNUM
FORT MONMOUTH -	CLARKS HILL TS
PICATINNY ARSENAL	FOUNTAIN INN TS
ALBUQUERQUE LTA	HODGES TS
BLACK MOUNTAIN (DEMING)	PICKENS TS
RIO RANCHO	AUSTIN TRAINING PROPERTY
TUCUMCARI TRAINING SITE	MITCHELL TRAINING AREA
HAPPY VALLEY (CARLSBAD)	MOBRIDGE TRAINING AREA
HOBBS	PIERRE TRAINING AREA
DONA ANA RANGE CAMP	PLATTE TRAINING AREA
CAMP LUNA	WEST CAMP RAPID
DE BREMOND TRAINING SITE	REDFIELD TRAINING AREA
ARMY AIRFIELD SUPPORT FACILITY	SIOUX FALLS AIRPORT TRAINING AREA
ONATE TRAINING SITE	FORT MEADE
TS NAS FALLON RG B19	WATERTOWN TRAINING AREA
FLOYD EDSALL TRAINING CENTER	LTA VAAP
HAWTHORNE ARMY DEPOT	HAWS CROSSROADS WET SITE
BULLVILLE USARC	VOLUNTEER TRAINING SITE-SMYRNA
ERNIE PYLE USARC/AMSA #12 (G)	JOHN SEVIER RANGE
NEWFANE WET SITE	BOLIVAR LTA
YOUNGSTOWN WETS	BARKER DAM LTA
GUILDERLAND	SEAGOVILLE LTA
NEWARK LTA, NY	CAMP BARKELEY
WASHINGTON COUNTY MEMORIAL	
USARC	CAMP MABRY
MARION LTA	EAGLE MOUNTAIN LAKE TRAINING SITE
TOLEDO USARC	BARKER DAM TS

Army Range and Training Land Strategy

CAMP SHERMAN_NC	LA REFORMA TRAINING SITE
TS-HAWK MCCONNELSVILLE, OH	LEXINGTON
	WHITAKER EDUCATION TRAINING CENTER
FELICITY	NEWTON FALLS (RAAP)
TARLTON LTA	CAMP MURRAY
LONGHORN AAP	WEST SILVER SPRING COMPLEX
RED RIVER ARMY DEPOT	RACINE COUNTY LINE RANGE
CAMP STANLEY STORAGE ACTIVITY	BECKLEY CITY POLICE RANGE
BLANDING ARMORY	WVDNR BLUESTONE WMA RANGE
POVERTY FLATS TRAINING AREA	MOUNTWOOD PARK
PRICE TRAINING AREA	DZ BABICH
BEAVER TRAINING AREA	BEECH FORK STATE PARK
ST GEORGE TRAINING AREA	WHITEHORSE RANGE
VERNAL TRAINING AREA	RALEIGH COUNTY FIRING RANGE
DESERET CHEMICAL DEPOT	WV STATE POLICE ACADEMY RANGE
TOOELE ARMY DEPOT	WVDNR PLUM ORCHARD WMA RANGE
FORT BELVOIR	SOUTH CHARLESTON
NEW RIVER VALLEY TRAINING SITE	DZ BEECH HILL
MTA SMR CP PENDLETON	WVDNR ELK RIVER WMA TRAINING AREA
	EASTERN KENTUCKY GUN CLUB
MABE RANGE LTA	WVDNR MCCLINTIC WMA TRAINING AREA
DUFFIELD INDUSTRIAL PARK LTA	SHERIDAN LOCAL TRAINING AREA
	LANDER LOCAL TRAINING AREA
LEEMAN FIELD LTA	CASPER ARMORY
WESTMINSTER VT	LOVELL LOCAL TA
CAMP JOHNSON	LONE STAR AAP
STATE POLICE ACADEMY, VT	OGDEN LOCAL TRAINING AREA
AVN TRAINING AREA (WEYERHAEUSER)	
VAIL TREE FARM LTA	
HAYFORD PIT LTA	
CAMP SEVEN MILE	

APPENDIX B – TRAINING TRANSFORMATION MATRIX RESULTS

Army installations where existing or potential for interoperable and joint training exists:

- T2 Ground Training (USA, USMC, SOF)
 - Fort Irwin
 - Fort Bragg
 - US Army Hawaii
 - Fort AP Hill
- Littoral (USMC, USN, USCG)
 - Fort Eustis
 - Fort Story
- Air-Ground Operation (USMC, USN, USAF)
 - Fort Irwin
 - Fort Bragg
 - Yuma Proving Grounds
 - Fort AP Hill
 - Fort Pickett
- Cooperative Use
 - Fort Irwin
 - Fort Bragg
 - Fort Stewart
 - Fort Polk
 - Yuma Proving Grounds
 - Fort Rucker
 - US Army Hawaii
 - Fort Lewis/Yakima Training Center
 - Fort Sill
 - Fort Bliss
 - Fort Benning
 - AP Hill
 - US Army Alaska
- Joint Institutional Use
 - Fort Knox
 - Fort Leonard Wood
 - Fort Rucker
 - Fort Bragg
 - Camp Bullis
 - Fort Sill

Range and Training Land Strategy

APPENDIX C – LAND ACQUISITION PROFILES



Fort Benning - Columbus, GA

Purpose: To expand Fort Benning training land resources to meet the essential readiness needs of the Current Force and support Future Force and FCS requirements “in time.”

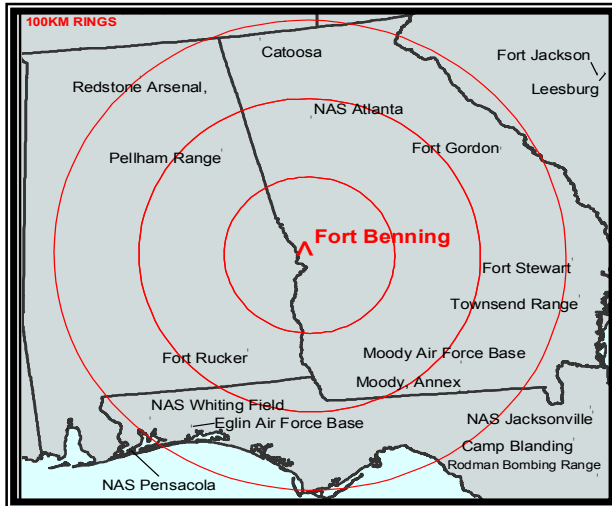
Justification: Training Circular 25-1, Training Land, states “The brigade combat team needs sufficient maneuver/training areas to deploy its battalion task forces and position combat support and combat service support units.”

Installation Overview and Description

Fort Benning is located in the lower Piedmont Region of central Georgia and Alabama, six miles southeast of Columbus, Georgia. The Post consists of approximately 182,000 acres of river valley terraces and rolling terrain. The moderate climate and varied terrain are well suited for Infantry training and support missions.

SENIOR MISSION: Fort Benning’s ranges and maneuver training areas support the US Army Infantry School, a TRADOC mission, conducting initial entry training for infantry soldiers and officers, basic and advanced level NCO and officer training courses, the Army’s Airborne and Ranger schools, and the continued study, testing, and development of future joint and combined infantry doctrine, weapon systems, tactics, techniques, and procedures.

OTHER MISSION: Fort Benning is home station for US Army Forces Command (FORSCOM) 3rd Brigade, 3rd Infantry Division (Mechanized) and US Army Special Operations Command (USASOC) 75th Ranger Regiment, and numerous other active duty deployable units; and is a Power Projection Platform. Fort Benning is the home of the “Western Hemisphere Institute for Security Cooperation” which has the mission to train cadets, NCOs, and officers from numerous Latin American countries.



DoD Proximity Study: Army forces seldom operate unilaterally. Interoperability and Joint Operations from the individual, crew, and small team to the operational level requires training to develop experienced, adaptive leaders, soldiers, and organizations prepared to operate with joint, interagency, intergovernmental and multinational (JIIM) forces and to provide interagency unity of effort. The Southeast region is dense with all DoD military training installations. Within a 300km buffer of Ft Benning there are Army, Air Force, Marine Corps, and Navy installations; to include National Guard units and testing facilities

Joint Operational Training uses joint doctrine, tactics, techniques, and procedures, and the training involves more than one Service

component. However, two or more Services training together using their respective service doctrine, tactics, techniques, and procedures under Service-sponsored interoperability training.

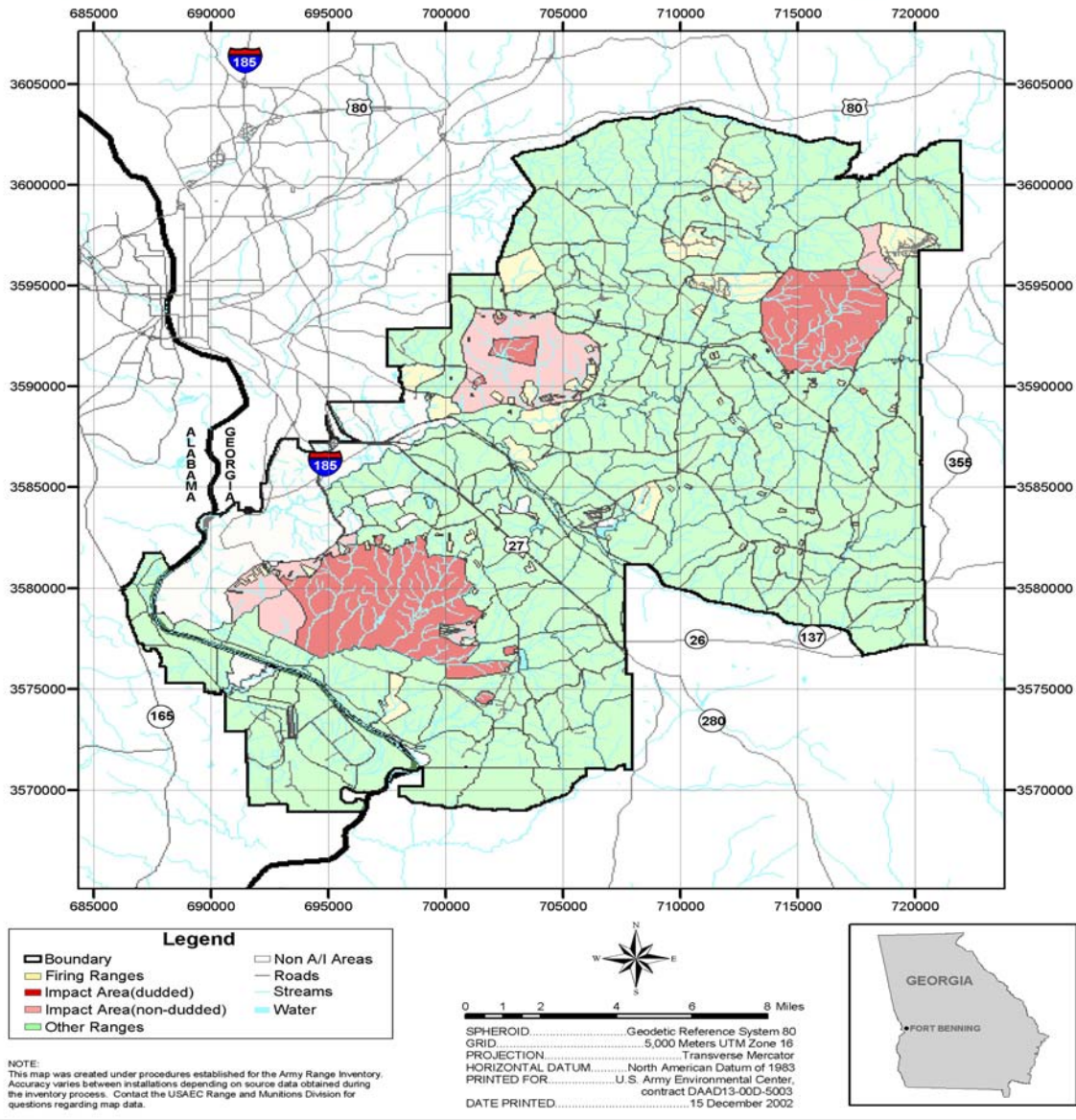
Range Inventory: The Active/Inactive Range Inventory, completed in 2003, provides a ground-truth of the Army’s extensive range infrastructure for the Army, Army Reserve, and the Army National Guard (to include state owned and leased state lands). The inventory serves as the baseline for planning. Ft Benning has a total of 125,500 acres of ranges and training land with 50% of a Future Force (FF) Battalion maneuver box requirement.

DOCTRINAL MANEUVER CAPACITY	
Light Infantry Bn 7 x 11	5
Heavy AR/IN Bn 10 x15	2
SBCT Bn 15 x 15	1.5
FF BN 30 x 30	0.5
Maneuver/Training Area Total Acres	125,509
TOTAL INSTALLATION ACREAGE	180,938

Army Range and Training Land Strategy

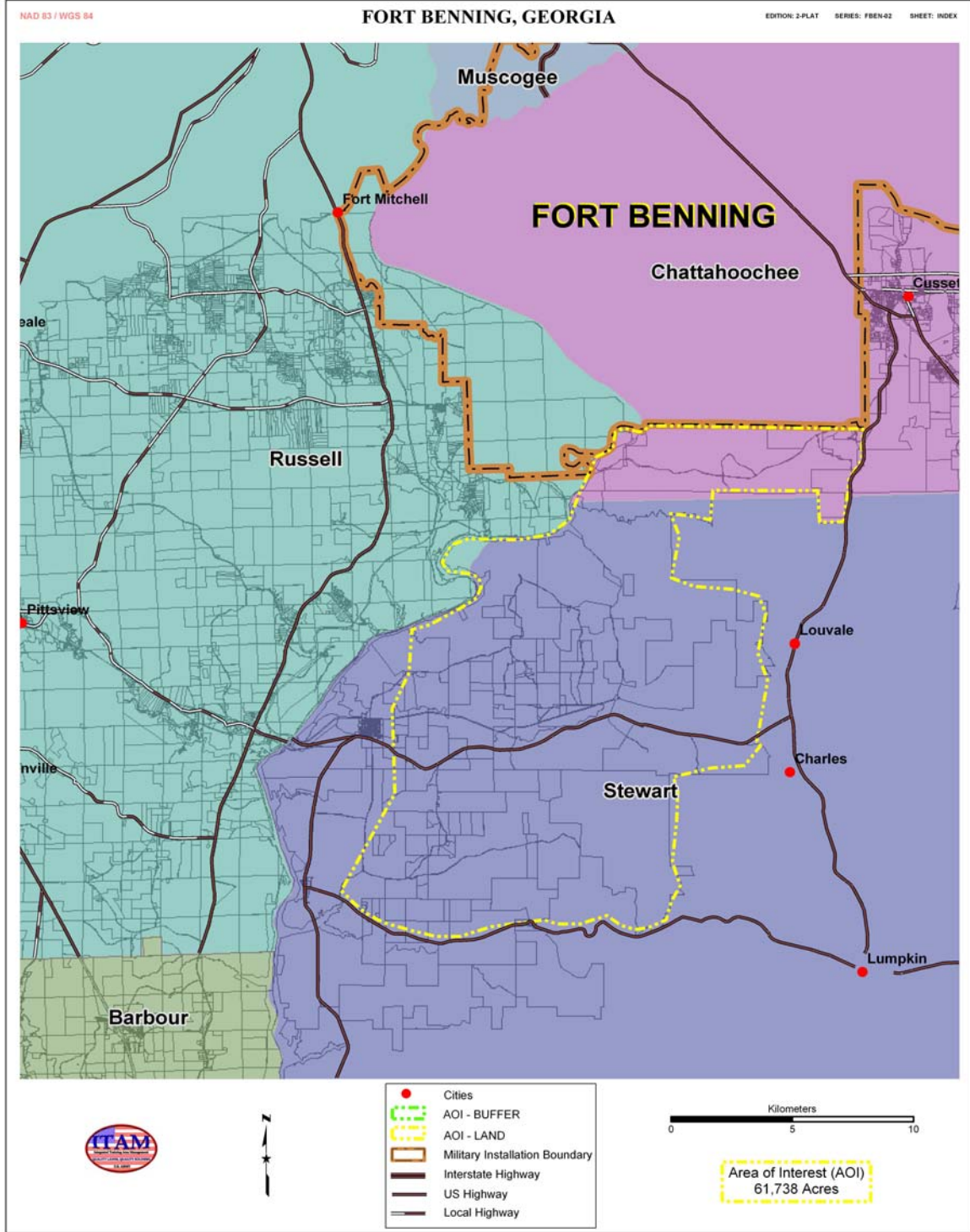


FORT BENNING



The Army Master Range Plan (AMRP) serves as the prioritized list of Army-approved range and training land projects, regardless of the type of work, dollar threshold, or resource appropriation. It is the Army's database of record and serves as the foundation for programming and funding range modernization and land acquisition. Ft Benning is programmed for over \$100M in range modernization over the next six years. The table reflects project through the Fiscal Year (FY) 09.

FY	MACOM	Project Type	MCA	OPA
04	TRADOC	DMPRC	30000	6228
05	TRADOC	INF. SQUAD BATTLE COURSE	1650	670
06	TRADOC	MULTIPURPOSE TRAINING RANGE	2400	10500
06	TRADOC	INF. PLATOON BATTLE COURSE	3000	682
06	TRADOC	SHOOT HOUSE	1248	818
06	USASOC	SHOOT HOUSE	1248	818
08	TRADOC	CACTF	29998	5600
08	TRADOC	SQUAD DEFENSE RANGE	1986	400
09	TRADOC	COMBAT PISTOL QUAL COURSE	2598	364



Land Acquisition: As the Army transforms, training lands and range infrastructure must be fully mission capable. The strategic enhancement of high-priority installations - with interoperable ranges, land acquisition, and buffering - provides the best opportunity to protect live training well into the future. Depicted above is the primary Area of Interest (AOI) for land acquisition and buffers at Fort Benning, GA.



Army Range and Training Land Strategy



Installation and mission commander input, public involvement, and budgetary constraints will determine the exact disposition of these AOIs.

Based on Stewart County Assessors data, the AOI is valued at approximately \$80m dollars. Analysis of the AOI provides several indicators that land expansion efforts will be successful: 1) population change, 2) Availability of Large Parcels, 3) Relatively few landowners. Stewart County demographic data shows the county's total population has decreased by 7.1% since 1990 to 5,145 people. The average parcel size is 630 acres, which is equivalent to 1 sq. mile. Additionally, large timber companies own the vast majority of the land.

County-Wide Census Statistics

Population, 2001 estimate	5,145
Population, percent change, 1990 to 2000	-7.1%
Median value of housing units, 2000	\$44,000
Median household money income, 1999	\$24,789

Public Support: Because training land acquisition is a highly sensitive and complex, it is critical that the Army follow a well-defined process of early and on-going outreach to ensure public support at the national as well as local level. A two-prong approach is key to winning the needed support from Congress. The support of civic leaders, environmental groups, community groups, and stakeholders at both the local and national levels will help to translate into success with the federal lawmakers and thus success in meeting the requirement to support training through land acquisition. The Congressional Stakeholders are listed below.

Sen. Zell Miller, Democrat

Committee Membership:

- Agriculture, Nutrition, and Forestry
- Banking, Housing, and Urban Affairs
- Veterans Affairs

Sen. Saxby Chambliss, Republican

Committee Membership:

- Agriculture, Nutrition, and Forestry
- Armed Services
- Intelligence
- Judiciary
- Rules and Administration

Rep. Sanford Bishop, Jr., Democrat (Dist 2)

Committee Membership:

- Appropriations
 - Subcommittee on Military Construction
 - Subcommittee on VA HUD and Independent Agencies
- House Blue Dogs

Rep. Phil Gingrey, Republican (Dist 11)

Committee Membership:

- Armed Services
- Education and the Workforce



Fort Bragg – Fayetteville, NC

Purpose: To expand Fort Bragg training land resources to meet the essential readiness needs of the Current Force and support Future Force and FCS requirements “in time.”

Justification: Training Circular 25-1, Training Land, states “The brigade combat team needs sufficient maneuver/training areas to deploy its battalion task forces and position combat support and combat service support units.”

Installation Overview and Description

Fort Bragg is home to the Army's only Airborne Corps, the 82d Airborne Division, the elite Special Forces, and the Army's largest Support Command. Fort Bragg's mission, as a power projection platform, is to maintain America's XVIII Airborne Contingency Corps as a strategic crisis response force manned and trained to deploy rapidly by air, sea, and land anywhere in the world.

Fort Bragg is located just west of Fayetteville, North Carolina. The terrain near Fort Bragg is largely gently rolling with elevations ranging from 50 to 450 feet above sea level. The soil is mainly a clay-sand mixture, the area is known as the Sandhills. The climate is humid, subtropical, with hot, humid summers, and mild winters; snow rarely occurs.



DoD Proximity Study: Army forces seldom operate unilaterally. Interoperability and Joint Operations from the individual, crew, and small team to the operational level requires training to develop experienced, adaptive leaders, soldiers, and organizations prepared to operate with joint, interagency, intergovernmental and multinational (JIIM) forces and to provide interagency unity of effort. The Southeast region is dense with DoD military training installations. Within a 300km buffer of Ft Bragg there are Army, Air Force, Marine, and Navy installations; to include Army and Air National Guard facilities.

Joint Operational Training uses joint doctrine, tactics, techniques, and procedures, and the training involves more than one Service component. However, two or more Services training together using their respective service doctrine, tactics, techniques, and procedures are

Service-sponsored interoperability training.

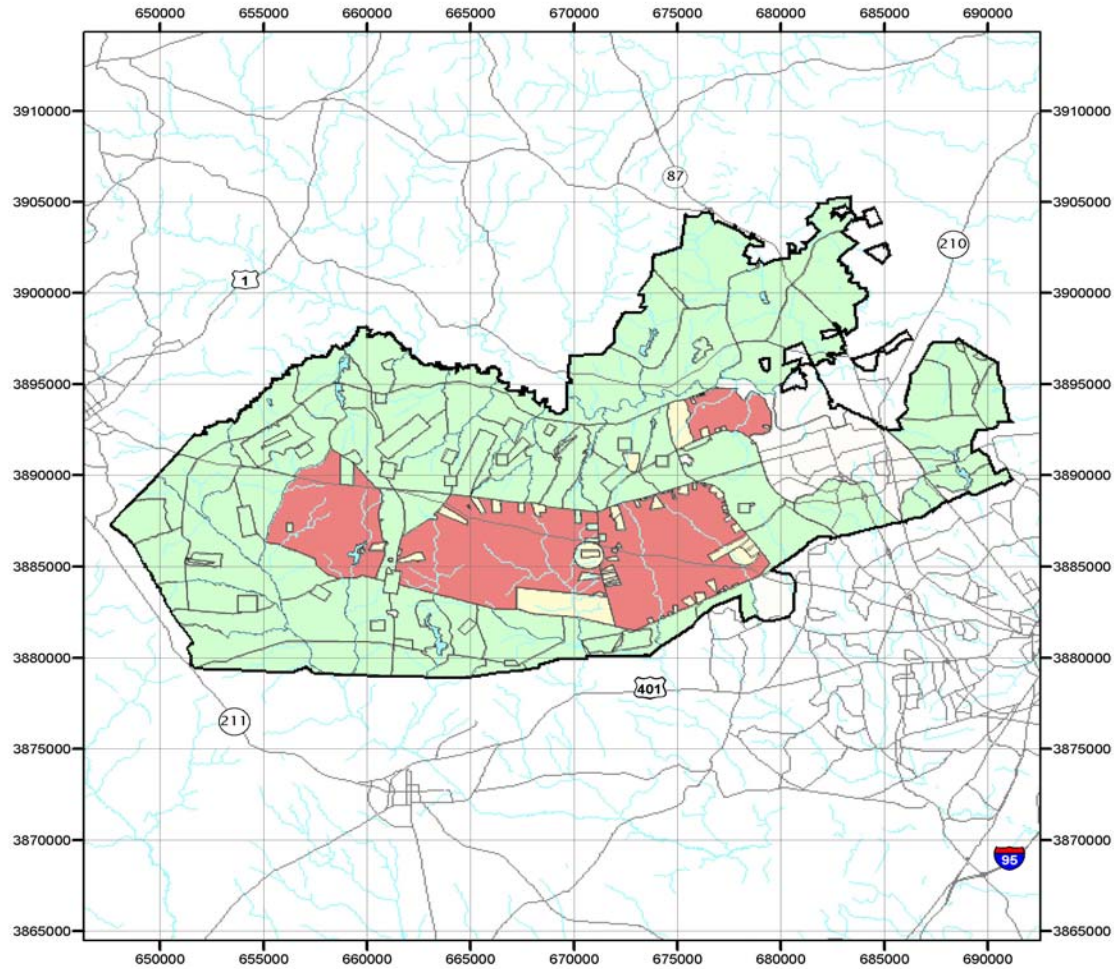
Range Inventory: The Active/Inactive Range Inventory, completed in 2003, provides a ground-truth of the Army's extensive range infrastructure for the Army, Army Reserve, and the Army National Guard (to include state owned and leased state lands). The inventory serves as the baseline for planning. Ft Bragg has a total of 240,911 acres of ranges and training land with 70% of a Future Force (FF) battalion maneuver requirement.

DOCTRINAL MANEUVER CAPACITY	
Light Infantry Bn 7 x 11	7
Heavy AR/IN Bn 10 x 15	3
SBCT Bn 15 x 15	2
FF BN 30 x 30	0.7
Maneuver/Training Area Total Acres	143,593
TOTAL INSTALLATION ACREAGE	154,709

Army Range and Training Land Strategy



FORT BRAGG



Legend

- Boundary
- Firing Ranges
- Impact Area(dudged)
- Impact Area(non-dudged)
- Other Ranges
- Non A/I Areas
- Roads
- Streams
- Water



NOTE:
This map was created under procedures established for the Army Range Inventory. Accuracy varies between installations depending on source data obtained during the inventory process. Contact the USAEC Range and Munitions Division for questions regarding map data.

SPHEROID.....Geodetic Reference System 80
GRID.....5000 Meter UTM Zone 17
PROJECTION.....Transverse Mercator
HORIZONTAL DATUM.....North American Datum of 1983
PRINTED FOR.....U.S. Army Environmental Center,
contract DAAD13-000-5003
DATE PRINTED.....15 December 2002

The Army Master Range Plan (AMRP) serves as the prioritized list of Army-approved range and training land projects, regardless of the type of work, dollar threshold, or resource appropriation. It is the Army's database of record and serves as the foundation for programming and funding range modernization and land acquisition. Ft Bragg is programmed for over \$60M in range modernization over the next six years.

FY	MACOM	Project Type	MCA	OPA
04	FORSCOM	CACTF		1,939
04	FORSCOM	IPBC		646
05	USASOC	SHOOT HOUSE	1650	804
05	FORSCOM	SHOOT HOUSE	2050	804
05	USASOC	KD RANGE		700
06	FORSCOM	UAC	1398	342
06	FORSCOM	IPBC		682
07	FORSCOM	DIGITAL MPRC (AVN)	27010	18,303
09	FORSCOM	DIGITAL MPRC (AVN)	1500	320
10	FORSCOM	ENG DEF & ASLT CRS	2500	800



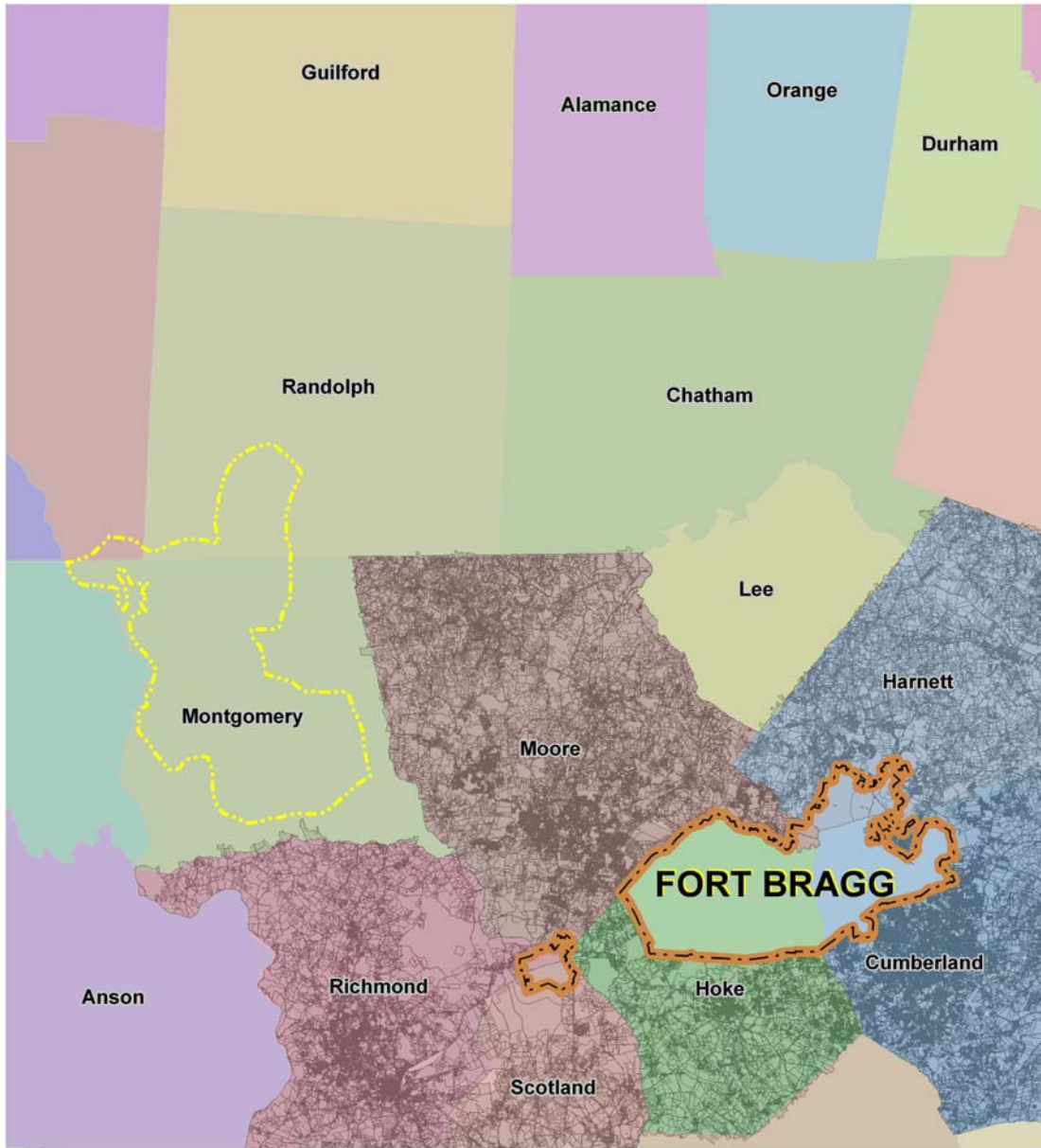
Army Range and Training Land Strategy



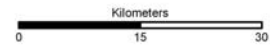
NAD 83 / WGS 84

FORT BRAGG, NORTH CAROLINA

EDITION: 2-PLAT SERIES: FBEN-02 SHEET: INDEX



- Cities
- AOI - BUFFER
- AOI - LAND
- Military Installation Boundary
- Interstate Highway
- US Highway
- Local Highway



Area of Interest (AOI)
219,212 Acres

Land Acquisition: As the Army transforms, training lands and range infrastructure must be fully mission capable. The strategic enhancement of high-priority installations - with interoperable ranges, land acquisition, and buffering - provides the best opportunity to protect live training well into the future. Depicted above is the primary Area of Interest (AOI) for expansion at Fort Bragg, NC.



Army Range and Training Land Strategy



Analysis of all six counties surrounding Ft Bragg identified there were seven properties that exceeded 1,000 acres that were not part of the Private Lands Initiative (PLI). This analysis shows that contiguous/local land acquisition would provide very little benefit to the installation-training mission. PLI is Ft Bragg's ongoing buffer program to relieve training restrictions on its range and maneuver lands and providing limited light maneuver training opportunities.

County-Wide Census Statistics

Population, 2001 estimate	26,898
Population, percent change, 1990 to 2000	14.8%
Median value of housing units, 2000	\$77,200
Median household money income, 1999	\$32,908

Throughout 10 counties in North Carolina, USASOC uses approximately 750,000 acres for the Robin Sage exercise. The exercise has traditionally drawn on a huge cast of civilian volunteers and local law enforcement to help organize and carry out the training. USASOC regularly uses 80,000 acres of private land for Evasion and Survival training. Additionally, Fort Bragg uses portions of the Uwharrie National Forest for some training exercises.

The Uwharrie National Forest, depicted above, represents the most significant opportunity to expand training land at Ft Bragg. A limited use permit from the National Forest Service would have to be negotiated to allow the type an amount of training necessary to keep pace with unit training requirements of Ft Bragg. US Forest Service, Installation and mission commander input, public involvement, and budgetary constraints will determine the exact disposition of any agreement. The National Forest is approximately 80 miles west of Ft Bragg cantonment and located predominately in Montgomery County (statistics shown).



Army Range and Training Land Strategy



Public Support: Because training land acquisition is a highly sensitive and complex, it is critical that the Army follow a well-defined process of early and ongoing outreach to ensure public support at the national as well as local level. A two-prong approach is key to winning the needed support from Congress. The support of civic leaders, environmental groups, community groups, and stakeholders at both levels will help to translate into success with the federal lawmakers and thus success in meeting the requirement to support training through land acquisition. The Congressional Stakeholders are listed below

Sen. John Edwards, Democrat

Committee Membership:

- Intelligence
- Judiciary
- Health Education, Labor, and Pensions
- Small business and Entrepreneurship

Sen. Elizabeth Dole, Republican

Committee Membership:

- Agriculture, Nutrition, and Forestry
- Armed Services
- Banking, Housing, and Urban Affairs

Rep. Bobby Etheridge, Democrat (Dist 2)

Committee Membership:

- Agriculture
- Homeland Security

Rep. Howard Coble, Republican (Dist 6)

Committee Membership:

- Judiciary
- Transportation and Infrastructure

Rep. Mike McIntyre, Democrat (Dist 7)

Committee Membership:

- Agriculture
- Armed Services
- Blue Dogs

Rep. Robert Hayes, Republican (Dist 8)

Committee Membership:

- Agriculture
- Armed Services
- Transportation and Infrastructure



Fort Hood – Killeen, TX

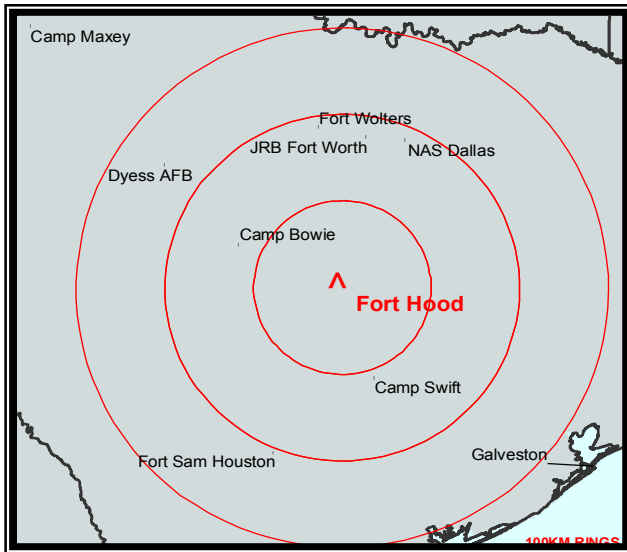
Purpose: To expand Fort Hood training land resources to meet the essential readiness needs of the Current Force and support Future Force and FCS requirements “in time.”

Justification: Training Circular 25-1, Training Land, states “The brigade combat team needs sufficient maneuver/training areas to deploy its battalion task forces and position combat support and combat service support units.”

Installation Overview and Description

Fort Hood Military Reservation is a 217,337-acre armor training post located in central Texas. In addition to the 1st Cavalry Division and the 4th Infantry Division, Fort Hood is also residence for Headquarters Command III Corps, 3rd Personnel Group, 3rd Signal Brigade, 3rd Air Support Operations Group, 13th Corps Support Command, 13th Finance Group, 21st CAV Brigade, 89th Military Police Brigade, 504th Military Intelligence Brigade, and the Test and Experimentation Command (TEXCOM). Fort Hood is also the primary training site for the 49th Armored Division of the National Guard, and supports various other units and tenant organizations.

Fort Hood lies on the northern edge of the Texas "Hill Country" in the physiographic region known as the Lampasas Cut Plain. This region is a biologically and geologically diverse area characterized by rolling hills, shallow soils, and a mixture of woodlands, prairies, and clear, rocky streams. The eastern boundary of the installation runs for over 43 miles along the shoreline of Belton Lake, a flood control reservoir operated by the U.S. Army Corps of Engineers.



DoD Proximity Study: Army forces seldom operate unilaterally. Interoperability and Joint Operations from the individual, crew, and small team to the operational level requires training to develop experienced, adaptive leaders, soldiers, and organizations prepared to operate with joint, interagency, intergovernmental and multinational (JIIM) forces and to provide interagency unity of effort. Within a 300km buffer of Ft Hood there are Army, Air Force, Marine, and Navy installations; to include National Guard units and testing facilities

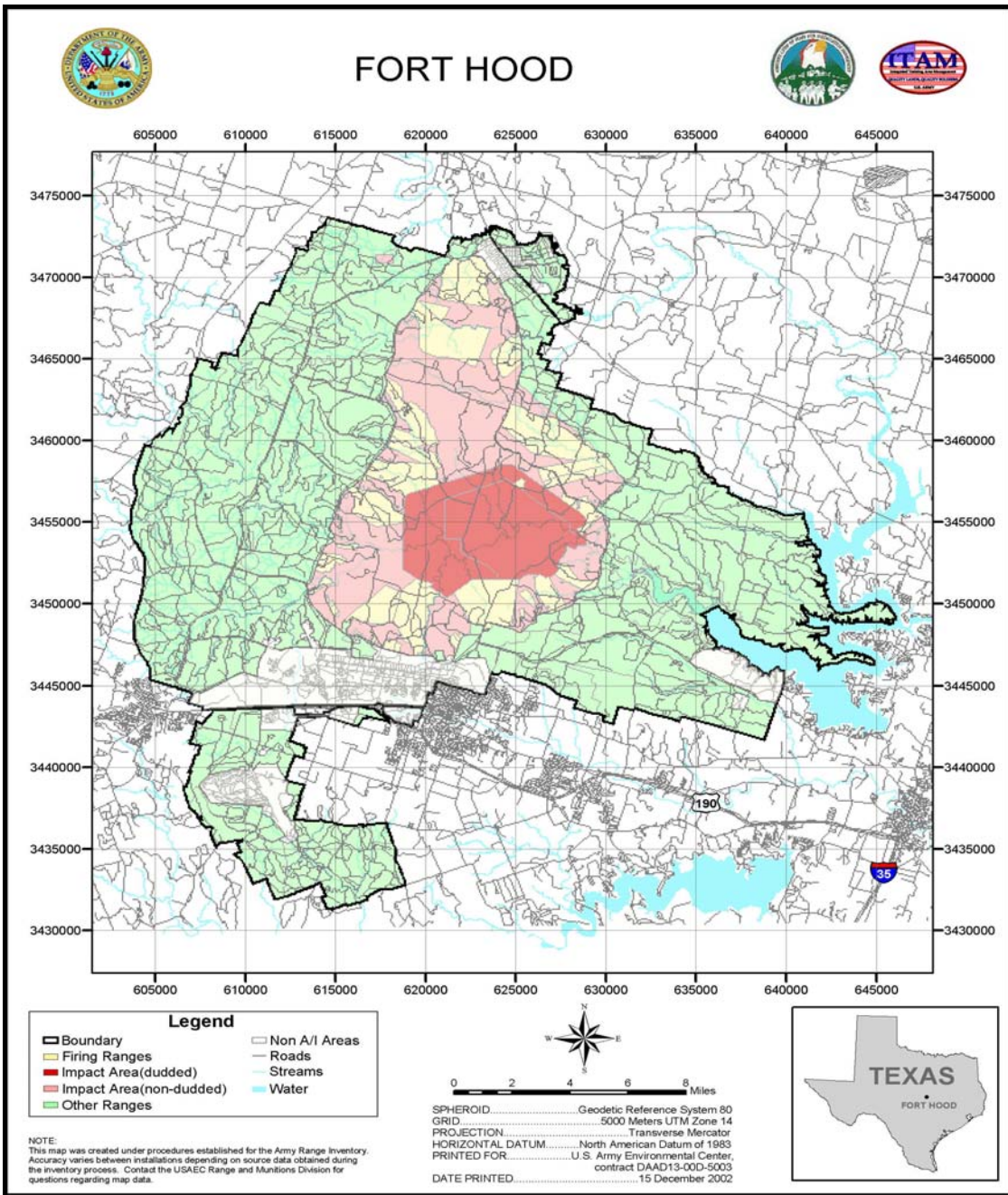
Joint Operational Training uses joint doctrine, tactics, techniques, and procedures, and the training involves more than one Service component. However, two or more Services training together using their respective service doctrine, tactics, techniques, and procedures are Service-sponsored interoperability training.

Range Inventory: The Active/Inactive Range Inventory, completed in 2003, provides a ground-truth of the Army’s extensive range infrastructure for the Army, Army Reserve, and the Army National Guard (to include state owned and leased state lands). The inventory serves as the baseline for planning. Ft Hood has a total of 240,911 acres of ranges and training land with 30% of a Future Force (FF) battalion maneuver box requirement

DOCTRINAL MANEUVER CAPACITY	
Light Infantry Bn 7 x 11	3
Heavy AR/IN Bn 10 x15	1.5
SBCT Bn 15 x 15	0.6
FF BN 30 x 30	0.3
Maneuver/Training Area Total Acres	199,758
TOTAL INSTALLATION ACREAGE	218,960



Army Range and Training Land Strategy

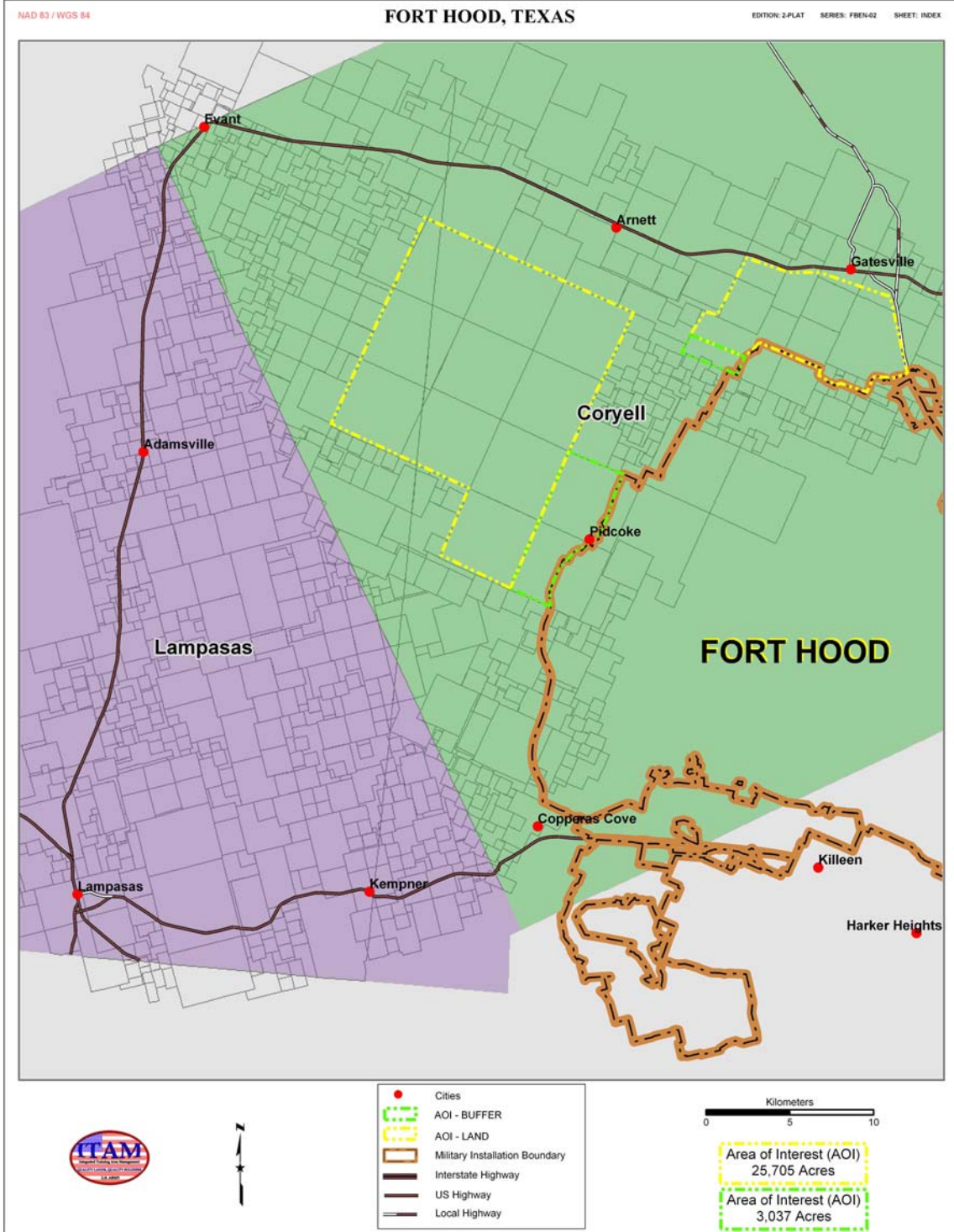


The Army Master Range Plan (AMRP) serves as the prioritized list of Army-approved range and training land projects, regardless of the type of work, dollar threshold, or resource appropriation. It is the Army's database of record and serves as the foundation for programming and funding range modernization and land acquisition. Ft Hood is programmed for over \$200M in range modernization over the next six years.

FY	MACOM	Project Type	MCA	OPA
05	FORSCOM	DIGITAL MPTR	28200	10800
06	FORSCOM	QTR	6100	1149
07	FORSCOM	SCOUT QUAL CRSE	9570	870
07	FORSCOM	DIGITAL MPRC		379
08	FORSCOM	DIGITAL AVN QUAL	15280	9500
08	FORSCOM	CACTF	19000	18651
09	FORSCOM	DIGITAL MPRC	34000	19000
09	FORSCOM	CACTF	30000	
10	FORSCOM	COMPLEX UPGRADE	5000	2800
10	FORSCOM	MRF	1800	510



Army Range and Training Land Strategy



Land Acquisition: As the Army transforms, training lands and range infrastructure must be fully mission capable. The strategic enhancement of high-priority installations - with interoperable ranges, land acquisition, and buffering, provides the best opportunity to protect live training well into the future. Depicted above is the primary Area of Interest (AOI) for land acquisition and buffers. Installation and mission commander input, public involvement, and budgetary constraints will determine the exact disposition of these AOIs.



Army Range and Training Land Strategy



Based on Lampasas County Assessors data, the AOI is valued at approximately \$30m dollars. Analysis of the AOI provides several indicators that land expansion around Ft Hood is time sensitive. Lampasas County demographic data shows the county's total population has increased by 31.4% since 1990 to 18,501 people. The few remaining large parcels are generally operational cattle ranches.

County-Wide Census Statistics

Population, 2001 estimate	18,501
Population, percent change, 1990 to 2000	31.4%
Median value of housing units, 2000	\$72,400
Median household money income, 1999	\$36,176

Public Support: Because training land acquisition is a highly sensitive and complex, it is critical that the Army follow a well-defined process of early and ongoing outreach to ensure public support at the national as well as local level. A two-prong approach is key to winning the needed support from Congress. The support of civic leaders, environmental groups, community groups, and stakeholders at both levels will help to translate into success with the federal lawmakers and thus success in meeting the requirement to support training through land acquisition. The Congressional Stakeholders are listed below

Sen. Kay Bailey Hutchinson, Republican

Committee Membership:

- Appropriations*
- Commerce, Science, and Transportation
- Rules and Administration
- Veterans Affairs

Sen. John Cornyn, Republican

Committee Membership:

- Armed Services
- Budget
- Environment and Public Works
- Judiciary

*Chair for Subcommittee on Military Construction

Rep. Chet Edwards, Democrat (Dist 11)

Committee Membership:

- Appropriations*
- Budget

*Ranking minority member for Subcommittee on Military Construction

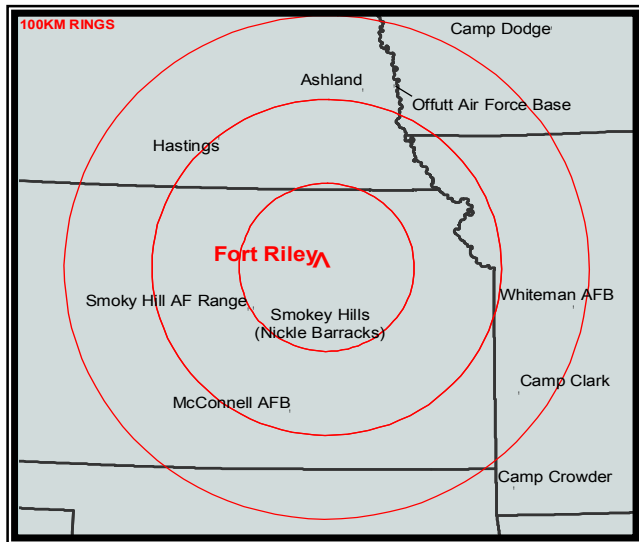


Fort Riley- Junction City, KS

Purpose: To expand Fort Riley training land resources to meet the essential readiness needs of the Current Force and support Future Force and FCS requirements “in time.”

Justification: Training Circular 25-1, Training Land, states “The brigade combat team needs sufficient maneuver/training areas to deploy its battalion task forces and position combat support and combat service support units.”

Installation Overview and Description: Fort Riley is located in Riley County just north of Junction City, Kansas, and provides training, readiness, and deployment support for two Brigade Combat Teams, one Engineer Group, and other Corps forces. Army leaders, past and present, have long recognized the value of Fort Riley’s land as a strategic resource for maintaining readiness of mounted forces. The combined effects of resilient grassland and lack of environmental impediments result in nearly every acre being suitable for realistic, combined arms training. Fort Riley is home station to 1st Brigade of the 1st Infantry Division, 3rd brigade of the 1st Armour Division, and the 937th Engineer Group. It is also home to the 24th Infantry Division (Mech) of the Army National Guard. Under the integrated Active Component/Reserve Component concept, the 24th Infantry Division (Mech) consists of an active component headquarters at Fort Riley and three enhanced Separate Brigades: 30th Heavy Separate Brigade at Clinton, North Carolina, 218th Heavy Separate Brigade at Columbia, South Carolina, and the 48th Separate Infantry Brigade in Macon, Georgia.



DoD Proximity Study: Army forces seldom operate unilaterally. Interoperability and Joint Operations from the individual, crew, and small team to the operational level requires training to develop experienced, adaptive leaders, soldiers, and organizations prepared to operate with joint, interagency, intergovernmental and multinational (JIIM) forces and to provide interagency unity of effort. Within a 300km buffer of Ft Riley there are several Army and Air Force installations to include National Guard units and trainign facilities. Joint Operational Training uses joint doctrine, tactics, techniques, and procedures, and the training involves more than one Service component. However, two or more Services training together using their respective service doctrine, tactics, techniques, and procedures are Service-sponsored interoperability training.

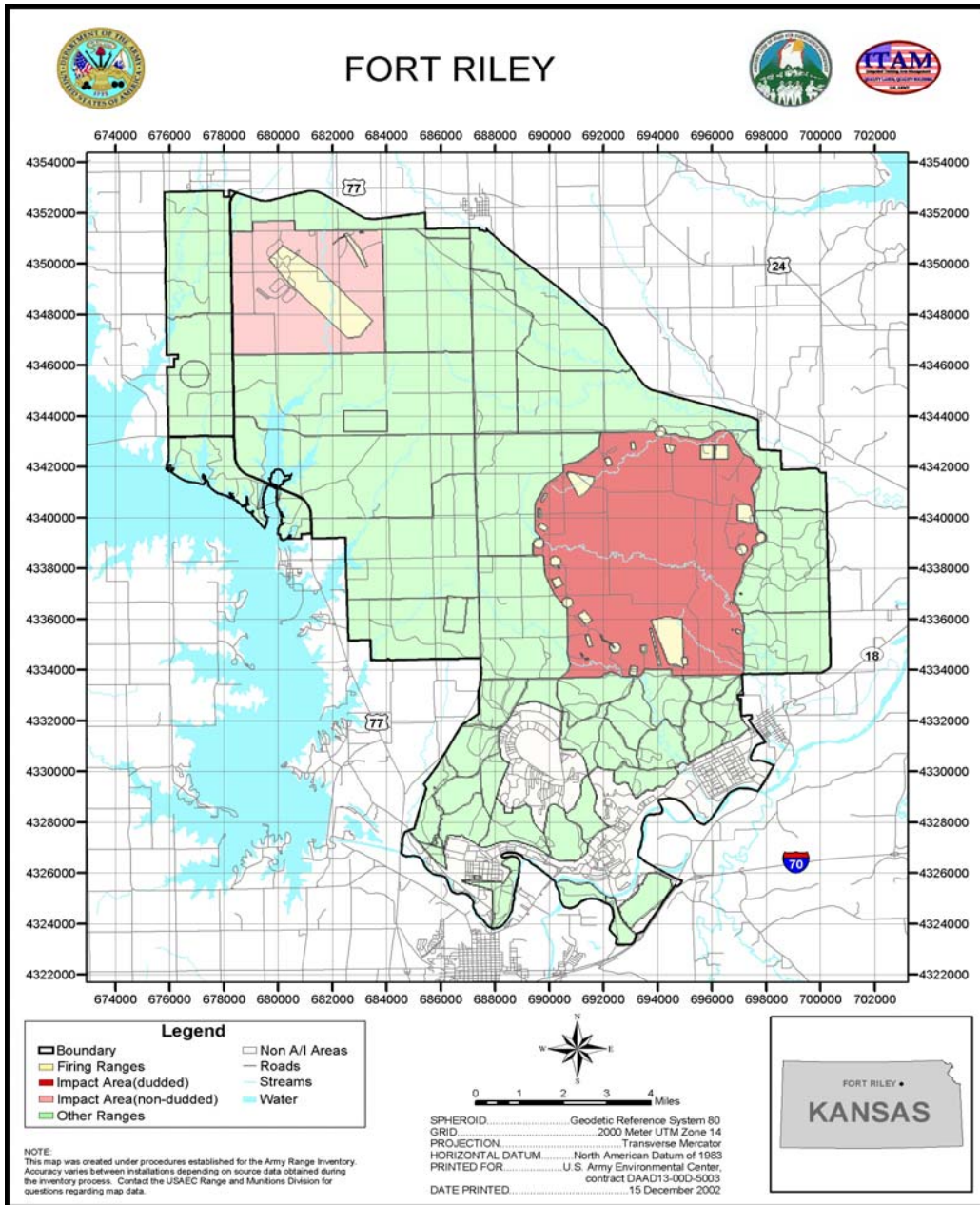
Range Inventory: The Active/Inactive Range Inventory, completed in 2003, provides a ground-truth of the Army’s extensive range infrastructure for the Army, Army Reserve, and the Army National Guard (to include state owned and leased state lands). The inventory serves as the baseline for planning. Ft Riley has a total of 92, 659 acres of ranges and training land with 30% of a Future Force (FF) battalion maneuver requirement.

DOCTRINAL MANEUVER CAPACITY

Light Infantry Bn 7 x 11	3.5
Heavy AR/IN Bn 10 x15	1.5
SBCT Bn 15 x 15	0.7
FF BN 30 x 30	0.3
Maneuver/Training Area Total Acres	92,659
TOTAL INSTALLATION ACREAGE	101,678



Army Range and Training Land Strategy



The Army Master Range Plan (AMRP) serves as the prioritized list of Army-approved range and training land projects, regardless of the type of work, dollar threshold, or resource appropriation. It is the Army's database of record and serves as the foundation for programming and funding range modernization and land acquisition. Ft Riley is programmed for over \$96M IN range modernization over the next six years.

FY	MACOM	Project Type	MCA	OPA
05	FORSCOM	CACTF		3,000
06	FORSCOM	IPBC	23,455	10,000
07	FORSCOM	SHOOT HOUSE	1,247	833
07	FORSCOM	SHOOT HOUSE	1,406	348
08	FORSCOM	KD RANGE	28,774	18,651
10	FORSCOM	UAC	2,500	975
10	FORSCOM	IPBC	1,800	510
10	FORSCOM	DIGITAL MPRC (AVN)	1,600	725

Army Range and Training Land Strategy



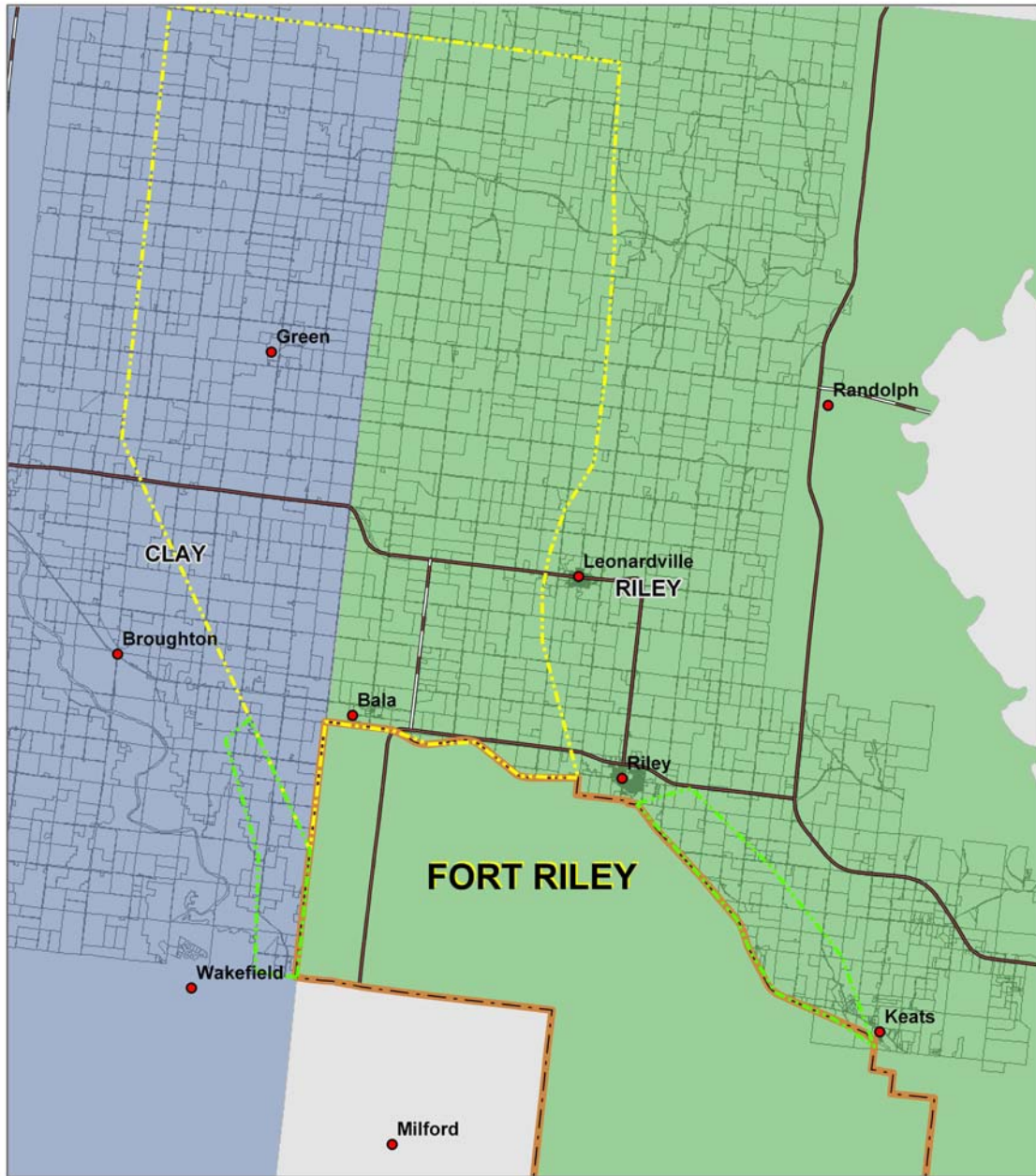
Army Range and Training Land Strategy



NAD 83 / WGS 84

FORT RILEY, KANSAS

EDITION: 2-PLAT SERIES: FBEN-02 SHEET: INDEX



- Cities
- AOI - BUFFER
- AOI - LAND
- Military Installation Boundary
- Interstate Highway
- US Highway
- Local Highway



Area of Interest (AOI)
91,979 Acres

Area of Interest (AOI)
48,810 Acres



Army Range and Training Land Strategy



Land Acquisition: As the Army transforms, training lands and range infrastructure must be fully mission capable. The strategic enhancement of high-priority installations - with interoperable ranges, land acquisition, and buffering - provides the best opportunity to protect live training well into the future. Depicted above is the primary Area of Interest (AOI) for land acquisition and buffers. Installation and mission commander input, public involvement, and budgetary constraints will determine the exact disposition of the AOIs.

The majority of land in the AOI is in agriculture, and valued at approximately \$175m dollars. Analysis of the AOI provides several indicators that land expansion efforts will be successful: 1) population change, 2) Availability of Large Parcels, 3) Relatively few landowners. Clay County demographic data shows the county's total population has decreased by 3.7% since 1990 to 8,771 people. There are approximately 1,000 parcels in the AOI with a mean parcel size is approximately 630 acres, equivalent to 1 sq. mile.

Clay County Census Statistics

Population, 2001 estimate	8,771
Population, percent change, 1990 to 2000	-3.7%
Median value of housing units, 2000	\$52,900
Median household money income, 1999	\$33,965

Public Support: Because training land acquisition is a highly sensitive and complex, it is critical that the Army follow a well-defined process of early and ongoing outreach to ensure public support at the national as well as local level. A two-prong approach is key to winning the needed support from Congress. The support of civic leaders, environmental groups, community groups, and stakeholders at both levels will help to translate into success with the federal lawmakers and thus success in meeting the requirement to support training through land acquisition. The Congressional Stakeholders are listed below

Sen. Sam Brownback, Republican

Committee Membership:

- Joint Economic Committee
- Appropriations
- Development and Related Agencies
- Commerce, Science, and Transportation
- Commerce and Infrastructure
- Foreign Relations

Sen. Pat Roberts, Republican

Committee Membership:

- Agriculture, Nutrition, and Forestry
- Armed Services
- Ethics
- Intelligence
- Health, Education, Labor, and Pensions

Rep. Jerry Moran, Republican (Dist 1)

Committee Membership:

- Agriculture
- Transportation and Infrastructure
- Veterans Affairs

Rep. Jim Ryun, Republican (Dist 2)

Committee Membership:

- Armed Services
- Budget
- Financial Services



Fort Stewart - Savannah, GA

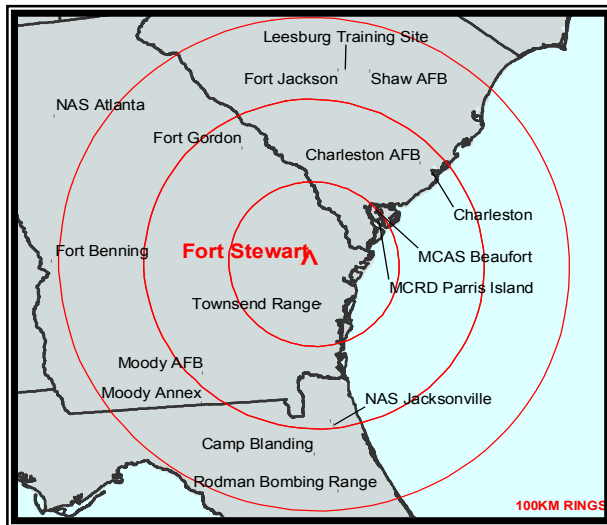
Purpose: To expand Fort Stewart training land resources to meet the essential readiness needs of the Current Force and support Future Force and FCS requirements “in time.”

Justification: Training Circular 25-1, Training Land, states “The brigade combat team needs sufficient maneuver/training areas to deploy its battalion task forces and position combat support and combat service support units.”

Installation Overview and Description

Located in the southeast of Georgia, Fort Stewart is the largest Army installation east of the Mississippi River, covering over approximately 278,229 acres, which include parts of Liberty, Long, Bryan, Evans, and Tattnall Counties. It is close to the East Coast, and two deep-water ports: Savannah and Charleston, S.C. The reservation is about 39 miles from east to west, and 19 miles from north to south. Hunter Army Airfield is home to the Army's longest runway on the east coast (11,375 feet) and the Truscott Air Deployment Terminal. Fort Stewart and Hunter Army Airfield combine to be the Army's Premier Power Projection Platform on the Atlantic Coast.

Tank, field artillery, helicopter gunnery, and small arms ranges operate simultaneously throughout the year. Fort Stewart is home to the 3rd Infantry Division (Mechanized), 1st Bn, 75th Ranger Regiment, 24th Corps Support Command, Headquarters Command, and the 224th MI Bn (Aerial Exploitation). Tank, field artillery, helicopter gunnery, and small arms ranges operate simultaneously throughout the year with little time lost to bad weather.



DoD Proximity Study: Army forces seldom operate unilaterally. Interoperability and Joint Operations from the individual, crew, and small team to the operational level requires training to develop experienced, adaptive leaders, soldiers, and organizations prepared to operate with joint, interagency, intergovernmental and multinational (JIIM) forces and to provide interagency unity of effort. The Southeast region is dense with DoD military training installations. Within a 300km buffer of Ft Stewart there are Army, Air Force, Marine, and Navy installations; to include Army and Air National Guard facilities and testing facilities

Joint Operational Training uses joint doctrine, tactics, techniques, and procedures, and the training involves more than one Service component. However, two or more Services

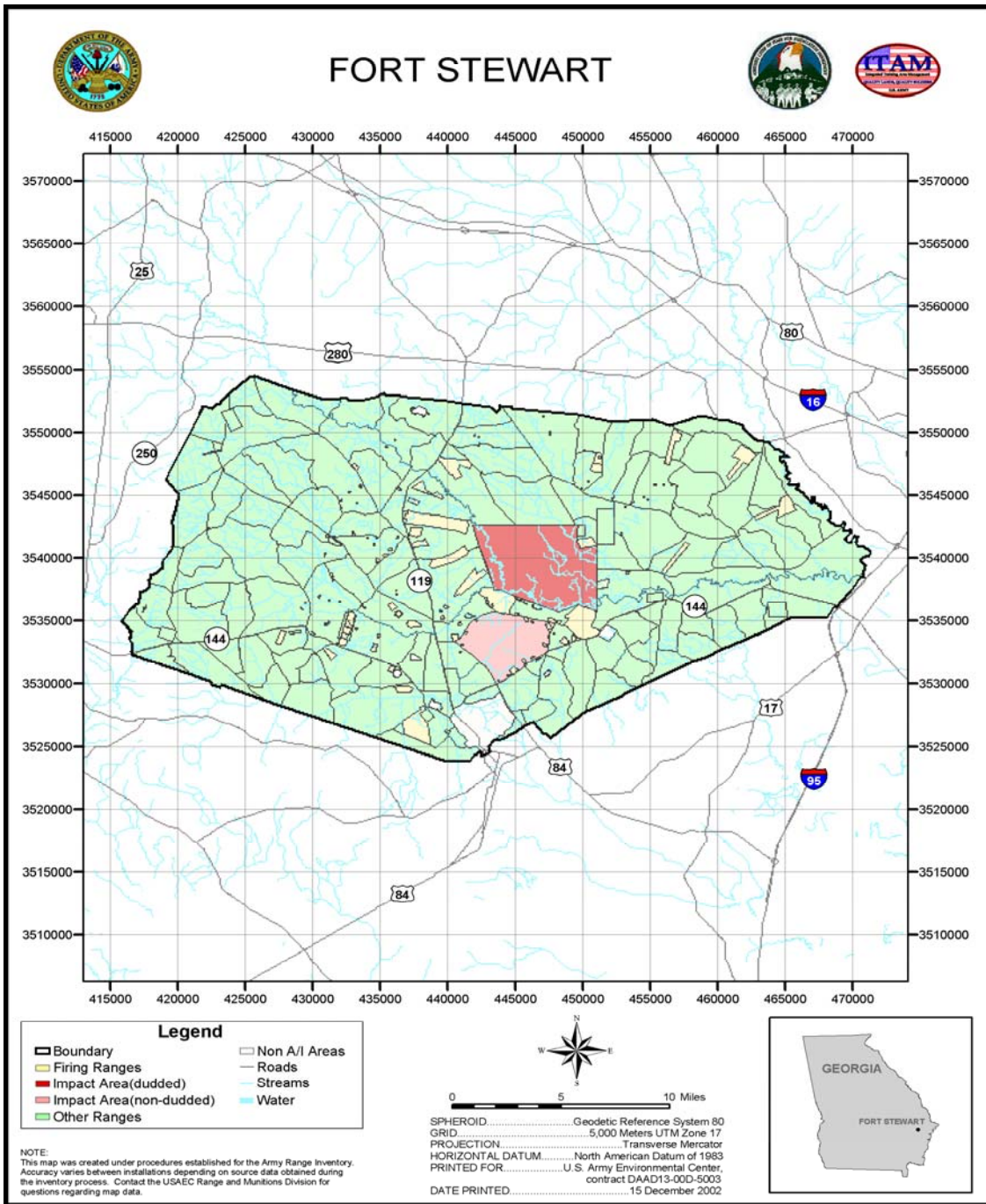
training together using their respective service doctrine, tactics, techniques, and procedures are Service-sponsored interoperability training.

Range Inventory: The Active/Inactive Range Inventory, completed in 2003, provides a ground-truth of the Army's extensive range infrastructure for the Army, Army Reserve, and the Army National Guard (to include state owned and leased state lands). The inventory serves as the baseline for planning. Ft Stewart has a total of 240,911 acres of ranges and training land with 70% of a Future Force (FF) battalion maneuver box requirement.

DOCTRINAL MANEUVER CAPACITY

Light Infantry Bn 7 x 11	7
Heavy AR/IN Bn 10 x 15	3
SBCT Bn 15 x 15	2
FF BN 30 x 30	0.7
Maneuver/Training Area Total Acres	240,911
TOTAL INSTALLATION ACREAGE	278,229

Army Range and Training Land Strategy



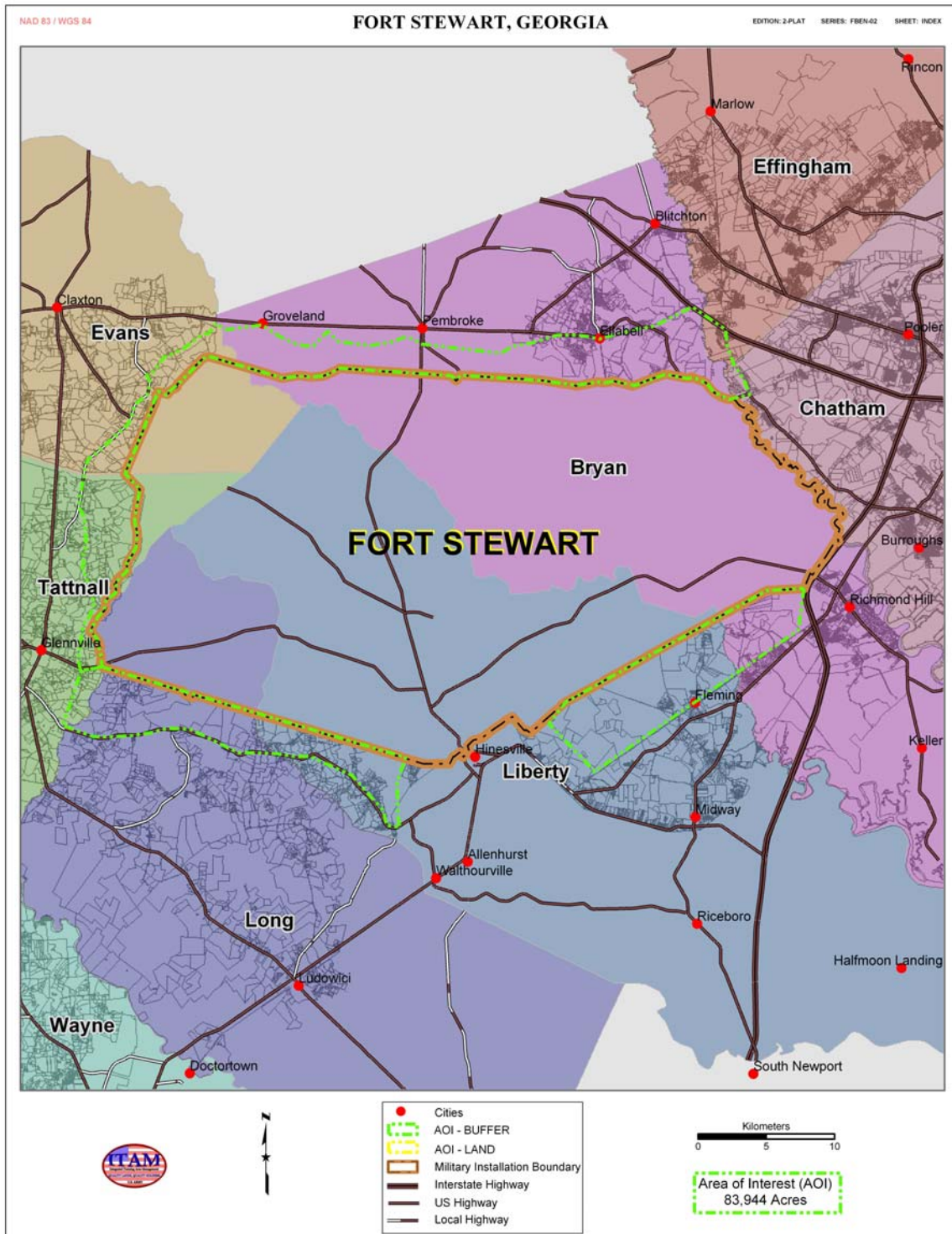
The Army Master Range Plan (AMRP)

serves as the prioritized list of Army-approved range and training land projects, regardless of the type of work, dollar threshold, or resource appropriation. It is the Army's database of record and serves as the foundation for programming and funding range modernization and land acquisition. Ft Stewart is programmed for over \$110M in range modernization over the next six years.

FY	MACOM	Project Type	MCA	OPA
06	USASOC	SHOOT HOUSE	1248	818
06	FORSCOM	UAC	1398	342
07	FORSCOM	Digital MPRC	32078	18049
07	FORSCOM	CACTF	24638	5907
08	FORSCOM	DMPTR	13090	10185
09	FORSCOM	SHOOT HOUSE	1500	848



Army Range and Training Land Strategy



Land Acquisition: As the Army transforms, training lands and range infrastructure must be fully mission capable. The strategic enhancement of high-priority installations - with interoperable ranges, land acquisition, and buffering - provides the best opportunity to protect live training well into the future. Depicted above is the primary Area of Interest (AOI) for buffers at Fort Stewart, GA. The AOI also



Army Range and Training Land Strategy



represents the potential expansion areas for training lands. Installation and mission commander input, public involvement, and budgetary constraints will determine the exact disposition of these AOIs.

Based on Liberty County Assessors data, the AOI is valued at approximately \$30m dollars. Analysis of the AOI provides several indicators that land expansion efforts are time sensitive. Liberty County demographic data shows the county's total population has increased by 16.8% since 1990 to 60,107 people. However, the AOI has several large parcels. The mean parcel size is 630 acres, which is equivalent to 1 sq. mile. Several large timber companies own the majority of the land.

County-Wide Census Statistics

Population, 2001 estimate	60,107
Population, percent change, 1990 to 2000	16.8%
Median value of housing units, 2000	\$79,800
Median household money income, 1999	\$33,477

Public Support: Because training land acquisition is a highly sensitive and complex, it is critical that the Army follow a well-defined process of early and ongoing outreach to ensure public support at the national as well as local level. A two-prong approach is key to winning the needed support from Congress. The support of civic leaders, environmental groups, community groups, and stakeholders at both levels will help to translate into success with the federal lawmakers and thus success in meeting the requirement to support training through land acquisition. The Congressional Stakeholders are listed below

Sen. Zell Miller, Democrat

Committee Membership:

- Agriculture, Nutrition, and Forestry
- Banking, Housing, and Urban Affairs
- Veterans Affairs

Sen. Saxby Chambliss, Republican

- Committee Membership:
- Agriculture, Nutrition, and Forestry
- Armed Services
- Intelligence
- Judiciary
- Rules and Administration

Rep. Jack Kingston, Republican (Dist 1)

Committee Membership:

- Appropriations

Rep. Jim Marshall, Democrat (Dist 3)

Committee Membership:

- Agriculture
- Armed Services
- Small Business

Rep. Max Burns, Republican (Dist 12)

Committee Membership:

- Agriculture
- Education and the Workforce
- Transportations and Infrastructure

APPENDIX D - TRAINING LAND ACQUISITION PUBLIC SUPPORT GUIDANCE

Because training land acquisition is a highly sensitive and complex, it is critical that the Army follow a well-defined process of early and ongoing outreach to ensure public support at the national as well as local level.

Seven key factors will provide the cornerstone for success for the Range and Training Land Strategy (RTLS) Outreach. These factors, based on lessons learned in acquisition of training land, will posture the Army for success: They are:

- 1) *Know and communicate the requirement at all echelons.* All echelons of the Army, from HQDA down through the Major Army Command (MACOM), Installation Management Agency (IMA) to the installations, need to know, understand, and communicate both the strategic requirement as well as site-specific requirement for land acquisition. This communication has at its core the Army's SRP Message for Range Sustainment and the one Army message to be developed under this strategy for land acquisition in support of training.
- 2) *Senior Leadership Buy-In.* Strategic buy-in of the RTLS by senior Army and OSD is critical to the success, particularly when communicating the requirement to Congress. However, at the local level, buy-in from the Garrison as well as Senior Mission Commander play an important role in supporting the requirement.
- 3) *Open and transparent communications with the public.* The Army must articulate training needs to the public and engage the public to ensure that community concerns are thoughtfully considered and incorporated as part of the decision-making process.
- 4) *Front Load the National Environmental Policy Act Process.* Appropriate environmental analysis and documentation must be integrated early into the ACUB decision-making process, to ensure that public concerns are captured and considered.
- 5) *Tiered Team Approach.* Build 3 integrated teams (comprised of an operational lead and representation from environmental, public affairs, legal, and legislative liaison) the at the HQDA, MACOM/IMA, and Installation level to direct activities coordinate the overall communication campaigns, coordinate information between command, and resolve issues in a coordinated manner.
- 6) *Embrace the issues.* Opponents to land acquisition will arise. The most successful means to approach opponents is to deal directly with their issues while clearly articulating the needs of the Army.
- 7) *Build Alliances.* Alliances that are built with key groups and individuals are effective in building support that will take on opponents.

Army Range and Training Land Strategy

The RTLS Outreach Strategy is based on a two-prong approach that focuses on building support and communicating the requirement at the national (HQDA) and local levels (installation).

At HQDA, the G-3 develops the front-end requirement for land acquisition to support training. That requirement is then translated into the core RTLS Army message that is communicated at all echelons of the Army. The G-3 leads the integrated process team (IPT) for Outreach in building the overall RTLS Communications Plan to build support at the national level with influencers, decision-makers, key national stakeholders, and Congress. An HQDA Outreach IPT will coordinate the efforts of the MACOM/IMA and installation RTLS Outreach teams to ensure the appropriate mechanisms are in place for close coordination and communication of issues that may affect success.

At the installation level, the Garrison Commander works in concert with the Senior Mission Commander to: 1) ground the installation in the SRP Outreach Communication Campaign which serves as the basis for the RTLS Army Message and 2) communicate the Army's strategic requirement for land which the installation, in turn, translates into the local requirement. Communicating the Army's strategic RTLS requirement as well as local requirement is implemented through a well-defined communications campaign designed to build support among opinion leaders, stakeholders, landowners, and residents living near the installation

The two-prong approach for building public support at both the national as well as local level is key to winning the needed support from Congress. The support of civic leaders, environmental groups, community groups, and stakeholders at both levels will help to translate into success with the federal lawmakers and thus success in meeting the requirement to support training through land acquisition.