

Executive Summary

On 12 October 1999, the Secretary of the Army and the Chief of Staff of The Army articulated a Vision designed to posture *The Army* to better meet the Nation's requirements today and well into the 21st century. This Vision is about People, Readiness, and Transformation. Its goal is to ensure that the Army fulfills its Title 10, United States Code ("Armed Forces") responsibilities and meets the demands of the Defense Planning Guidance (DPG) as well as requirements specified in the Joint Strategic Capabilities Plan (JSCP) and the Contingency Planning Guidance (CPG). These include Army installations that house and serve our soldiers, civilians, retirees, and veterans, and their families; project and sustain a force that is strategically responsive and dominant across the full spectrum of military operations; train soldiers and civilians and grow leaders with proven professional expertise; maintain quality of life and sustain the environment; develop and test new doctrinal and organizational concepts; and develop, test, acquire, and maintain materiel to equip soldiers and organizations.

Strategy drives force structure drives stationing.

Army stationing includes two elements: force structure (both operating forces and generating forces, Active [Army](#) and Reserve Component) and installations. Theoretically, there is an optimal match between the force structure, training and deployment requirements, and the installation to meet the DPG demands. However, other influences do not always support an optimal stationing solution. Therefore, the Army continuously seeks to align its forces and installations to take maximum advantage of training and deployment assets to meet the DPG and Army Transformation requirements.

STATIONING VISION

Units and functions located at installations (to include leased facilities) that enable the capabilities of a transforming Army and enhance the well-being of Army soldiers, civilians, retirees, veterans, and their families in the most efficient way, while preserving the Army's ability to fight and win the Nation's wars.

Army installations are the power projection and power support platforms for our operating and generating forces that provide critical support to The Army and other members of the joint team. As power projection platforms, Army installations must be able to deploy a brigade combat team in 96 hours after liftoff, a division on the ground in 120 hours, and five divisions in theater in 30 days using a mix of air, sea, and land movement and pre-positioned equipment. Army training lands and ranges must provide the capability to train forces and test equipment and emerging doctrine under varying climatic conditions. Army schools must provide sufficient area and facilities to train

soldiers and leaders in skills and organic weapons systems in accordance with emerging doctrine. The Army must also maintain core organic industrial capability properly sized and efficiently work loaded to support peacetime training and readiness requirements, as well as combat operational requirements and reconstitution of the force. The Army must preserve crucial laboratory and research, development and engineering, acquisition and logistics management capabilities and the capacity necessary to ensure current and future readiness, technology overmatch, and to transform the force. Military medical and dental treatment facilities must optimize patient capacity, minimize wasteful referral practices, and focus on providing efficient and cost effective medical support to active duty populations and TRICARE beneficiaries. Army installations are also the place where quality of life is built and sustained. Installations and leased facilities are the Army's "home" and the ties to surrounding civilian communities. The land, buildings and infrastructure support soldiers, civilians, retirees, veterans, and their families; sustain the Army's operations and training missions; and showcase our values and heritage. Location, layout and livability enhance force readiness and quality of life, support the "Train-Alert-Deploy-Employ" concept, and influence Army recruiting and retention. Installation design, construction, and maintenance embody institutional priorities for anti-terrorism/force protection, privatization, environment, quality, effectiveness, and efficiency.

STATIONING MISSION

Station Army forces and functions at installations capable of supporting the DPG and Army Transformation.

Stationing decisions impact strategic responsiveness and overall institutional effectiveness. Installation locations affect logistics, training capacity, operating costs, industrial base support, local community well being support, quality of life, and environmental impacts, as well as operating effectiveness, unit cohesion, morale, recruiting, and retention. The Army must ensure that its installations are safe, secure facilities capable of projecting and sustaining highly ready forces on short notice to respond to any crisis. Army stationing decisions must also consider Army Transformation, emerging strategic requirements, to include homeland security, and the ability to project power to attain and sustain robust rotational forces. Army stationing must also address the distribution of units and functions to installations and how to best achieve the desired synergy for contingencies or protracted contingency missions.

STATIONING PRINCIPLES

- *Provide sustainable facilities to support a trained and ready Army and in some cases other members of the Joint team.*
- *Operate effectively at high levels of efficiency.*
- *Maintain flexibility to respond to new missions and functions.*
- *Provide minimum footprint consistent with military effectiveness and flexibility.*
- *Maintain forward presence at levels consistent with the DPG.*
- *Consider environmental impacts of stationing and training.*
- *Provide power projection and mobilization capability.*
- *Provide suitable facilities and a safe, secure working environment to promote superior quality of life for all assigned forces.*

As the Army transforms to the Objective Force, 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 while developing installation infrastructure capabilities to meet the requirements of the Stryker Force and the Objective Force with assigned weapon systems. We must ensure that suitable locations and an appropriate mix of training land and facilities (e.g., deployment facilities, maneuver space, and firing ranges) are available to ensure that readiness is not degraded and that our forces are capable of fighting as an integral part of a Joint team. Internal and external encroachment, resulting from urbanization and increasing environmental regulation, makes this a greater challenge than in the past. To optimize training capability, the Army must thoroughly scrutinize and consider the potential encroachment impact and restrictions on operations and training and will consider enhancing and/or enlarging selected installations.

Efficiencies of scale are possible by maximizing or creating multi-dimensional installations (either Army-only or through pursuit of inter-service moves) and decreasing excess installations and facilities. Efficiencies in the industrial base are also possible by implementing public-private partnerships and by right-sizing the organic and commercial mix to ensure that the ability to meet future anticipated Army and DoD production, sustainment and reconstitution requirements is optimized while ensuring that the Army maintains capabilities that are not commercially practical or available. Military medicine and dental treatment facilities must optimize patient capacity through innovative partnership arrangements with civilian community medical centers and focus on providing prompt, competent, efficient and cost effective medical support to active duty populations and TRICARE beneficiaries. The Reserve components must maximize their use of multi-dimensional installations and Joint use facilities.

Installations must not be preserved simply because they perform one or more critical functions or activities. Integrated multi-functional installations generally have greater intrinsic ability to respond effectively to new missions and functions because they are already practicing flexibility in satisfying existing multiple missions or multiple forces. Forward based forces may draw down in size, with some portion redeploying to CONUS sites while other elements relocate to new or different forward positions that better

leverage their presence. Forward positions will be reinforced, as required, by rapidly deployable CONUS-based forces using power projection platforms (installations, facilities, sites) that ensure strategic responsiveness, security and network support. Future sizing and stationing actions must not jeopardize the Army's ability to comply with environmental laws, ensure that pollution prevention provides a high return on investment, and support readiness by reducing encroachment, maintenance and supply costs. The Army must thoroughly scrutinize and consider the potential encroachment impact and restrictions on operations and training when making stationing decisions.

The Army's mobilization system will change to meet the requirements of a transforming Army. It will be organized to support the rapid deployment of forces OCONUS (to include the use of post mobilization training sites) and the rapid deployment and employment of forces within CONUS to support civil authorities executing a variety of Homeland Security operations. Our installations must also be capable of expanding existing facilities and training lands and modernizing to meet developing infrastructure requirements.

The maintenance of installations that provide superior quality of life support to soldiers, DA Civilians and their families, is an important requirement as the Army transforms to a force that can address a broader range of missions and is more rapidly responsive to the needs of the National Command Authorities.

Military facilities are symbols and sources of National power; a source of arms, munitions and explosives; and a prestigious target that adds to a terrorist's reputation. Therefore, force protection is an essential part of the Army's stationing strategy and a serious consideration to reduce the vulnerability of Army personnel, facilities, and equipment to acts of terrorism. Force protection is defined as security programs designed to protect soldiers, civilian employees, contractors, family members, facilities, and equipment in all locations and under all situations. It is accomplished through planned and integrated application of physical security, information security, protective services, law enforcement, and combating terrorism and is supported by intelligence, counterintelligence, and other security programs. Force protection measures must be adequate and appropriate to reasonably safeguard soldiers, civilian employees, contractors, family members, and critical assets. Force protection measures should also deter incidents, mitigate their effects, and sustain to the maximum extent possible the ability to carry out assigned missions while providing a continuing level of protection for personnel and critical assets.

STATIONING GOAL

Station Army units at installations to meet the demands of the DPG and fulfill the Army's Title 10 responsibilities in the most effective and efficient manner.

To accomplish the Army's primary mission to fight and win the nation's wars, the Army must adapt to constantly changing world requirements and have the facilities that will allow it to: (1) train Army combat formations for full spectrum operations, (2) project and

sustain the force in response to crises, (3) support Homeland Security operations, (4) recruit and develop soldiers, (5) train and develop leaders, (6) develop and test new doctrinal and organizational concepts, and (7) develop, test, acquire, and maintain materiel to equip soldiers and organizations. The selection of installations must enhance the intent set forth in *Installation Vision 2010*, "...installations must be every bit as lean, focused, efficient and responsive as our best warfighting units, and the very best American communities." This can be accomplished by seeking the right mix of installations (to include Army-only or Joint-service) that require fewer resources to provide a trained and ready force, today and in the future, through the consolidation of functions (either on Army-only installations or in conjunction with other services) wherever possible to support The Army, and/or through efficiency measures and process improvement initiatives that improve mission accomplishment. Army installations also represent the image of our institution and must present the very best image to the American people. The goal is to have installations that enable Army forces to support training, sustaining, mobilizing and deploying multifaceted land forces in support of Joint operations and not vulnerable to threats from terrorism, cyber-warfare, or information warfare.

STATIONING OBJECTIVES

Army installations can be generally grouped into classes, based on the primary function being performed at the installation, not the totality of the capabilities that the installation offers. However, each function on the installation has its own set of stationing objectives that must be satisfied. Collectively, these objectives support the Army Stationing Vision and adhere to the Stationing Principles. The objectives also ensure that the necessary synergy exists to fully support a transforming Army and that the Army is able to meet DPG demands and Title 10 responsibilities.

LEASED FACILITIES

The Army leases facilities of all types when it does not have ready access to adequate facilities (either Army owned or under the control of sister services or other Federal agencies) to meet mission requirements. Therefore, leased facilities must be reviewed as an integral part of any overall stationing strategy. As a general rule, the Army should seek every opportunity to move from leased facilities to either Army-owned facilities or to facilities under the control of sister services or other Federal agencies.

RESERVE COMPONENT FACILITIES

Reserve Component facilities (to include Army National Guard readiness centers and United States Army Reserve centers, maintenance, aviation, and logistics facilities, and regional/state headquarters) directly affect unit readiness, retention and recruiting and, in many cases, are the only direct link between the full time force and the mainstream of American society. Although the stationing principles generally apply, the overarching stationing principle for Reserve Component armories and centers is “taking the unit to the people.” Therefore, the senior leadership of the respective Army Reserve Components must carefully balance the demands of the Defense Strategy and a transforming Army with the capability of the local community and surrounding area to support current and future units stationed at the centers when developing long-term stationing plans, to include exploring intra- and inter-service use of facilities (e.g., ARNG and USAR sharing facilities and/or ARNG and USAR sharing facilities with Navy, Air Force, Marine Corps units in the same geographic area) and locating facilities on Active Army installations where geographically feasible.

STATIONING METRICS

The desired end state for Army stationing is the most cost-effective and efficient set of multi-functional installations that satisfy the Army’s Title 10 responsibilities and support a transforming Army. The primary metric used to select this set of installations is capacity; however, the capacity metric varies between and among the various uses of the installation. For ranges and land, encroachment directly affects apparent capacity and must be thoroughly scrutinized and the potential encroachment impact and restrictions on operations and training considered. For industrial facilities, capacity must also be considered in conjunction with required capabilities. Therefore, excess capacity at one installation does not readily translate into availability to meet shortfalls at another installation because the excess capacity may equate to a design- utilization mismatch. Correction of the mismatch may require a significant outlay of dollars for needed facilities or the mismatch may not be correctable because additional lands are not available or environmental restrictions apply. Any reduction in capacity between and among installations must be compared against the needs for unit readiness, organizational effectiveness, operational versatility, flexibility, and the synergistic effects of the activities located on each installation. Other metrics to be considered in making stationing decisions include: current and future mission requirements, the impacts on operational readiness, the ability to accommodate contingency, mobilization and future force requirements at both existing and potential receiving installations, land and facilities, cost and manpower implications (both military and civilian), savings-to-investment ratios (comparing savings to investment), net present value, the time required for savings to exceed costs (payback period), environmental impacts, and force protection vulnerability assessments. Individually and collectively, these metrics will provide the Army with a means to examine stationing alternatives and to ensure that installations are properly sized, configured, and located to meet deployment goals, readiness standards, and leader development, to sustain the force, and to enhance the quality of life for Army soldiers, civilians, retirees, veterans, and their families.

Army Stationing Strategy

Strategy drives force structure drives stationing.

The DPG sets the strategic direction for the armed forces for three to five years in the future to implement the guidance outlined in the President's National Security Strategy (NSS). The DPG describes the objectives, concepts, tasks, and capabilities necessary to achieve the nation's objectives and to adapt the armed forces to the strategic environment. Based on the DPG and other Department of Defense (DoD) guidance, the Army fields the forces necessary to execute requirements.

The Army comprises three distinct and equally important components – the Active Component (or that part of the uniformed force that is on active duty), the Reserve Component consisting of the Army National Guard and the Army Reserve that augments and reinforces the Active Component, and the civilian core that supports and unifies the other two components. These components are further broken down into operating forces and generating forces. Operating forces are the land component of the combatant commander's Joint/Multinational force. The generating force consists of the Army's institutional base, industrial base, and infrastructure that projects, directs, sustains, and develops the force.

Army stationing includes two elements: force structure and installations. Theoretically, there is an optimal match between the force structure, training and deployment requirements and the installation to meet strategic demands. However, other influences (including politics, the environment, historical circumstances, resources, and long-term contracting obligations (e.g., A-76, utilities privatization, residential communities initiative, and industrial contracts)) do not always support an optimal stationing solution. Therefore, the Army continuously seeks to align its forces and installations to take maximum advantage of training and deployment assets (training lands, facilities, airfields, railroads, highways and waterways) to meet evolving requirements and to make installation investment decisions. We must ensure that our installations are configured and located to enable Army forces to effectively and efficiently deter and defend against new and emerging threats and to operate in a Joint environment. We must also ensure that our installations are not vulnerable to threats from terrorism, cyber-warfare or information warfare. The goal is to have installations that enable Army forces to support training, sustaining, mobilizing and deploying multifaceted land forces in support of Joint operations while providing quality of life of life to soldiers and their families.

BACKGROUND

“To adjust the condition of the Army to better meet the requirements of the next century, we articulate this vision: ‘Soldiers on point for the nation transforming this, the most respected army in the world, into a strategically responsive force that is dominant across the full spectrum of operations.’ With that overarching goal to frame us, the Army will undergo a major transformation ...”

*Army Chief of Staff, General Eric K. Shinseki
October 1999*

Army Transformation is the process that converts the Army’s focus and structure to a full spectrum combat force that is strategically responsive and dominant at every point on the spectrum of conflict. However, transformation is more than introducing new technology – it is training soldiers and growing leaders; it is doctrine, readiness, installations and equipment. Transformation cuts across every proponent, every component, every branch, every installation, every Army command and every combatant command. In short, the Army of tomorrow will not be the same Army that we know today, but it will remain the world’s finest land force for the next crisis, the next war and for the uncertain future.

Three characteristics of the transformed Army – *responsive, deployable and sustainable* – directly impacts the stationing of Army forces. Responsiveness is provided through forward-deployed forces, forward positioned capabilities, engagement and power projection (both CONUS and OCONUS). Responsiveness also extends beyond the operational force to the mobilization process to ensure access to the entire force. Deployability is the ability to put a combat ready brigade anywhere in the world in 96 hours, a division on the ground in 120 hours and five divisions in 30 days. To meet the requirements of the future Army, we must ensure that our stationing actions provide the right mix of force structure and installation structure at the right location to meet mission requirements, while minimizing the forces deployed through split-base operations and exploiting technology to provide capabilities that will reduce sustainment requirements. The Army must also find ways to reduce its combat support/combat service support (CS/CSS) footprint in the combat zone and introduce a true distribution-based sustainment system that is anticipatory and delivers to the customer instead of echelons of providers, without reducing warfighting capability or readiness.

Transformation of the Army is not preordained; it is conditions-based. Before the Army progresses from one step to another, a set of preconditions must be met. This includes having installations properly sized, located and maintained to support the needs of the Army for the 21st Century.

STATIONING VISION

Units and functions located at installations (to include leased facilities) that enable the capabilities of a transforming Army and enhance the well being of Army soldiers, civilians, retirees, veterans, and their families in the most efficient way, while preserving the Army's ability to fight and win our Nations wars.

The vision for Army installations and leased facilities fully embraces the tenets of the Department of Defense facilities strategic plan vision (installations and facilities, availability, capability, and effectiveness and efficiency) and the Department of Defense goals of right size and right location.

Army installations play a key role in the tenets of the Army Vision and are inextricably linked to achieving Army Transformation and the successful fielding of the Objective Force. Army installations are the power projection and sustainment platforms for our operating and generating forces, the Objective Force's Home Station Operations Center, and the place where Army well being is built and sustained. Army training lands (to include air space) must provide the capability to train forces and test equipment and emerging doctrine under varying climatic conditions. Army schools must provide sufficient area and facilities to train soldiers and leaders in the skills and organic weapons systems in accordance with emerging doctrine.

The Army must also maintain core organic industrial capability properly sized and efficiently work loaded to support peacetime training and readiness requirements, as well as combat operational requirements and reconstitution of the force. The Army's medical and dental research facilities and its teaching facilities must possess the capacity to prepare Army healthcare personnel to deliver quality services during conflicts and war. The Reserve components must appropriately size their facilities and training areas and, where feasible, locate facilities on Active installations and enter into Joint use agreements.

Installations and leased facilities are also the Army's "home" and the ties to surrounding civilian communities. The land, buildings and infrastructure support soldiers, civilians, retirees, veterans, and their families, sustain the Army's operations and training missions, and showcase our values and heritage. Installations and leased facilities will play an even greater role in the future as the Army increases its reach capabilities and split-based operations in support of Joint operations. The location, layout and livability enhances the readiness of our forces and influences Army recruiting and retention. Installation design, construction, and maintenance embody institutional priorities for quality, effectiveness, and efficiency.

Overseas presence is the visible posture of Army forces and infrastructure strategically positioned forward, in or near key regions. Our presence demonstrates the determination to defend critical interests while ensuring our ability to rapidly concentrate combat power in a crisis. Installations overseas must adhere to the same rigorous training and Army well-being standards as installations within the United States, being ever mindful of the host country's environmental constraints. Changes in the NSS and

DPG may reduce forces stationed overseas; therefore, installations within the United States must possess the capacity to absorb overseas forces, to include their equipment, their families, and associated facility and training requirements, in the event they are restationed to the United States.

STATIONING MISSION

Station Army forces and functions at installations capable of supporting the DPG and Army Transformation.

The physical manifestation of the Army community is our installations, just as they were when the frontier outposts guarded key routes and points of access to the nation. Army installations range in size from small outposts that support peace operations overseas, to major bases that combine large maneuver training areas with communities the size of small towns. In many cases, installations perform over 100 services that parallel those of a city, business or commercial enterprise.

Stationing decisions affect strategic responsiveness and overall institutional effectiveness. Installation locations affect logistics, training capacity, operating costs, commercial industrial base support, local community well-being support, and environmental impacts. Stationing (where units and functions are assigned) affects operating effectiveness and cohesion. The “look and feel” of an installation affects morale, recruiting and retention. “Build or lease” decisions affect resources and operational flexibility. The Army must ensure that its installations are capable of projecting and sustaining highly ready forces on short notice to respond to any crisis and are safe, secure facilities that provide our soldiers, civilians, and their families with quality living, working, and recreational areas.

Army stationing decisions must also consider emerging strategic requirements and the ability to support rotational forces to meet demands that may be needed to meet these requirements. Army stationing must address not only the unit capabilities needed to satisfy the emerging strategic demands, but also installation capabilities to project power to attain and sustain a robust rotational strategy. Additionally, Army stationing must address the distribution of units to installations and how to best achieve the desired synergy when deploying force packages for contingencies or protracted contingency missions.

STATIONING PRINCIPLES

- *Provide sustainable facilities to support a trained and ready Army and in some cases other members of the Joint team.*
- *Operate effectively at high levels of efficiency.*
- *Maintain flexibility to respond to new missions and functions.*
- *Provide minimum footprint consistent with military effectiveness and flexibility.*
- *Maintain forward presence at levels consistent with the DPG.*
- *Consider environmental impacts of stationing and training.*
- *Provide power projection and mobilization capability.*
- *Provide suitable facilities and a safe, secure working environment to promote superior quality of life for all assigned forces.*

Testing and training land and facilities.

As the Army transforms its combat forces from their current configuration to the Objective Force, there will be a hybrid force of distinct unit types at various levels of modernization. A suitable location and mix of testing and training land and facilities (e.g., deployment and testing facilities, maneuver space, and firing and test ranges) must be available to ensure that readiness is not degraded for any part of the force – from the Current force to the Objective Force, for both the Active Army and the Reserve Component. Infrastructure such as airfields, railheads, ports and “receiving end” deployment facilities must be capable of supporting the Objective Force.

Selected installations may be enhanced to address the training and sustaining requirements of the Objective Force and Future Combat System. Both will require greater training battle space and ranges capable of exercising systems capabilities. Range infrastructure will be technologically enhanced and land expanded to provide more training capability and capacity. Selected installations also will be “buffered” from encroachment. Such actions will ensure that they best support the readiness requirements of the Objective Force. The location of such improvements will be made based on an assessment of mission needs, encroachment affects, current capabilities and investments and local external conditions.

The Army will continue its commitment to experimentation with new organizations and weapons systems as it pursues transformation. As future combat organizations are able to cover ever increasing areas of responsibility and weapon systems have the ability to fire over the horizon, the Army will need the maneuver space and testing and training ranges to exercise these systems and train our soldiers. This will require the Army to closely examine its current installation locations and capabilities to ensure the requirements of our 21st Century forces can be met. Testing and training land and facilities must also be correctly located and sized to ensure the readiness of our support units as the Army transforms.

Army leaders, from the earliest stage of their development, must be routinely exposed to realistic, demanding environments that teach them how to think and solve new,

complex problems. This can only be accomplished by providing the right types of training lands, ranges and facilities to enhance their development as leaders of the future Army, capable of operating in a Joint environment. Ideally, the goal is to train maneuver brigade size combined arms formations at home station or training sites. Each installation should also have sufficient land and facilities to test, simulate, or fire all organic weapons (from Current through Objective Forces).

The Army will always train to fight as part of a Joint team. Therefore, the Army must ensure that adequate maneuver testing and training areas and facilities (either Army-owned or those of other services) are available to develop Joint leaders and achieve Joint operational readiness. These relationships will create opportunities to share information, ideas and experiences to ensure better cooperation and interoperability during Joint operations.

In addition to the force structure changes and need for experimentation brought about by a transforming Army, the Army will also be faced with encroachment on its testing and training lands, both CONUS and OCONUS. Encroachment is generally defined as “any outside activity, law, or pressure which impacts on the ability of military forces to train to doctrinal standards or to perform the mission assigned to the installation.” These pressures can potentially limit the flexibility and capability of an installation to effectively execute multiple missions. Therefore, the Army must ensure these factors are considered when locating and sizing its infrastructure for the Objective Force.

Selected installations may be enhanced to address the training requirements of the Objective Force and Future Combat System. Both will require greater training battle space and ranges capable of exercising systems capabilities. Range infrastructure will be technologically enhanced and land expanded to provide more training capability and capacity. Installations also will be “buffered” from encroachment. Such actions will reinforce the value of these key installations and will ensure that they best support the readiness requirements of the Objective Force. The location of such improvements will be made based on an Army Range and Training Land Strategy. This strategy will assess mission needs, encroachment affects, current capabilities and investments and local external conditions and is closely tied to the stationing process and metrics.

Efficiencies.

Efficiencies may be gained by collocating multiple functions, activities, or workload at a single installation (either Army-only or through pursuit of inter-service moves) and decreasing excess installations/facilities and making maximum use of common infrastructure. Installations must not be preserved simply because they offer capabilities to perform one or more functions/activities. Efficiencies in the industrial base are possible by right-sizing the organic base and partnering the organic and commercial mix to meet and optimize future anticipated Army and DoD production, sustainment, and reconstitution requirements. It is essential that The Army maintain capabilities that are not commercially available or practical. Military medical/dental treatment facilities must optimize patient capacity, and provide efficient, cost effective support to active duty populations and TRICARE beneficiaries.

The Army has infrastructure (to include leased space) that does not support Army readiness requirements, power projection, and power sustainment standards or enhance recruiting and retention. Through aggressive sizing and stationing actions (to include examining potential collocation of functions across major Army commands, across installation categories, and inter-service moves), the Army can eliminate excess infrastructure, refurbish existing facilities, and build new infrastructure to provide the minimum installation footprint that fully supports mobilization, deployment, readiness, leader development and Army well-being goals. Disposal of excess capacity (to include moving operations from leased space) reduces the installation footprint and narrows the gap between available funding and mission requirements. Reducing excess facilities also frees resources that can be used to support essential facilities as the Army transforms.

To ensure installations are properly sized and located to support Army missions will also require new approaches to management. Some of these management approaches include privatizing utility systems and family housing operations, partnering with local communities and improving installation services through commercial competition. Future sizing and stationing actions must determine which initiatives to implement and be supported with cost benefit analysis. Based on the results of the analysis, implementation may be on an installation-by-installation basis or Army-wide.

Flexibility.

With limited exceptions, the Army cannot afford to sustain single focus installations. Where feasible, activities/functions must be consolidated onto multi-purpose installations (to include sister service and other DoD installations) to provide maximum flexibility (e.g., multiple use installations) for the 21st century force. Multi-functional installations tend to have greater intrinsic abilities to respond effectively to new missions and functions because they are already practicing flexibility in satisfying existing multiple missions, and can offer synergy between inter-related functions and capabilities. Caution must be exercised, however, to ensure that the Army's concentration of functions at multi-purpose installations does not present a potential target for terrorist attack, or unduly burden infrastructure support elements to the detriment of our warfighters, civilians, retirees, veterans, and their families.

Installations must also preserve the capabilities to support the Current Force while developing sustainable installation infrastructure capabilities to meet the requirements of the Objective Force and its weapon systems. This will require installations capable of expanding existing facilities and training lands and modernizing to meet developing infrastructure requirements. Flexibility also connotes the ability to restation units from OCONUS to CONUS should the need arise.

Additionally, flexibility applies to installations serving as mobilization, training and power projection platforms; for forces following deployment (possibly to another theater); and as reconstitution platforms once all forces are committed. Flexibility further entails installations aiding in experimentation as the Army transforms from the current force to the Objective Force.

Overseas Presence.

Overseas presence remains a key component of the NSS. Permanent forward ground presence anchors the United States' commitment to friends and allies, serves as a highly visible and capable deterrent to potential adversaries, and facilitates follow-on force delivery in a crisis. Overseas presence also communicates the United States' intent to remain fully engaged and facilitates the development of coalitions, as required, to meet strategic requirements.

As the Army transforms and the NSS evolves, Army overseas presence will change. Our forward footprint will become smaller and probably more geographically dispersed, the result of both stationing decisions and efficiencies that result from a transforming Army. Command and control (C2) nodes will remain important to OCONUS operations, but may be repositioned. Over time, forward deployed Army forces may be positioned to maintain a high signature and to assure the greatest influence overseas.

Prepositioned equipment will continue to serve as a critical enabler for strategic responsiveness. It also affords additional flexibility and facilitates burden sharing and relationship building. Additionally, prepositioned equipment gives the Army an overseas presence where we cannot or do not want to station forces. As the Army is arrayed both at home and abroad to better leverage Transformation, prepositioned equipment, its location, and its composition will change. In the near term, prepositioned equipment in support of the Current Force must be repositioned to better reflect near-term requirements and realities. Throughout Army Transformation, a mix of strategically positioned equipment, both afloat and ashore, will continue to serve as a key factor in meeting regional combatant commander's operational requirements.

Environment

The Army is on a path to becoming a lighter, faster, more efficient, and deployable force. An important part of this transformation, and of properly sizing and locating installations to support transformation, is a continued emphasis on caring for the environment that surrounds and enables Army operations. Given the ever-increasing environmental challenges, the Army must properly size and locate its installations in such a manner that the environment is not unduly harmed while simultaneously maintaining the best mission training opportunities. The Army must engage in operational practices that support the mission today without compromising our abilities to meet future mission requirements.

The Army's environmental programs sustain readiness, protect health and the environment, strengthen community relations, and gain efficiencies for the force. Through the four pillars of the environmental strategy – compliance, pollution prevention, conservation of natural and cultural resources, and restoration – the Army will maintain training lands as it transforms into a more flexible, deployable, and lethal force. Future sizing and stationing actions must (1) not jeopardize the Army's ability to comply with environmental laws; (2) ensure that pollution prevention provides a high return on investment; and (3) support readiness by reducing maintenance and supply costs. Future stationing actions must consider the relative ability of an installation to

sustain assigned force structures and training strategies based on the estimated carrying capacity of the training lands (to include the availability of critical resources, such as water, in sufficient quantity and quality). Through the use of Joint Land Use Studies (JLUS), the Army can also proactively work with adjacent communities to promote compatible community development.

The components of environmental sustainability include (1) water resources, (2) energy resources, (3) natural systems and land use, (4) building systems, (5) infrastructure systems (e.g., transportation and utilities), (6) materials and services procurement, (7) waste systems, (8) ambient air and atmosphere, and (9) cultural resources. Natural and cultural resource conservation enables a realistic training environment, preserves training areas for future use, and contributes to preservation of regional ecosystems. Natural and cultural resource conservation ensures that Army installations have sufficient sustainable lands to maintain maximum readiness, and demonstrates public awareness that the Army is an excellent environmental steward. This can best be achieved through implementation of the Environmental Management System (EMS) process across all installation functions.

Sustainment may be enhanced through effective training land management in cooperation with the Integrated Training Area Management (ITAM) program, which provides funds for range sustainment projects (e.g., erosion prevention or restoration). As an overarching guide, compliance with the National Environmental Policy Act (NEPA) facilitates planning efforts throughout the stationing process and is especially important for pre-decisional analysis of potential environmental impacts associated with stationing decisions, as reflected in the Record of Decision (ROD) for the Programmatic Environmental Impact Statement (PEIS) for Army Transformation. Project- and site-specific transformation actions and activities must be appropriately addressed for their potential environmental effects. Future planning for and initiating actions to accomplish transformation shall be subject to appropriate evaluation pursuant to the National Environmental Policy Act and other requirements.”

Mobilization.

Army Transformation must retain the unique capability of mobilizing, training and deploying forces necessary to meet any crisis, to include protracted, large-scale war. Preserving the capability to expand the Army provides the essential means to confront unforeseen challenges and ensure America’s security. Future sizing and stationing actions must ensure sufficient infrastructure, maneuver space, and ranges are available to provide timely responses to military contingencies; to deploy forces commensurate with designated sea and/or aerial ports of embarkation; and to fully support the post mobilization training requirements for individuals, combat support/combat service support units, and brigade combat teams.

Army Well-being.

Mission effectiveness and the well being of the Army family (soldiers, civilians, retirees, veterans, and their families) go hand in hand. Tough, realistic training, modern facilities, and clean safe housing and adequate healthcare are just some of the critical

components of the well-being program that the Army provides its Soldiers – the engine behind our capabilities and the centerpiece of our transformation.

Having the right facilities in the right place (to include leased facilities and their unique support requirements) at the right time fully supports Army soldiers, their families and Army civilians and provides a unique cultural experience, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst soldiers, veterans, retirees, civilians and their family members. This entails the facilities and functions that are available both on post and off post and providing (1) safe, comfortable, quality, affordable family housing for Army soldiers to raise their families; (2) adequate, modern single soldier barracks facilities; (3) responsive, comprehensive professional medical/dental care; (4) comprehensive religious support activities; (5) affordable quality childcare; (6) employment opportunities for family members for financial security and/or personal/professional advancement commensurate with their skills and abilities; (7) a consistent quality educational experience; and (8) other quality support services (e.g., commissaries, chapels, recreational facilities and cultural facilities). The Army must provide a safe, professionally rewarding and personally enriching experience that ensures our people take pride in being a part of the nation's most highly esteemed institution.

Force Protection.

Force protection is an essential part of the Army's stationing strategy and a serious consideration to reduce the vulnerability of Army personnel, facilities, and equipment to acts of terrorism. This is especially true in light of the more frequent and longer deployments of Army forces in the post Cold War era, the attack on the Murrah Federal Building in Oklahoma City and the events of September 11, 2001. Force protection is also becoming an increasingly challenging issue with the proliferation of highly sophisticated weapon systems, which can range from the car bomb to ballistic missiles armed with nuclear, chemical, or biological warheads. We can no longer rely on physical security and prevention programs alone to provide protection as a by-product of their focus. Terrorists attack targets that are vulnerable, have high psychological impact on a society, produce significant publicity, and demonstrate a government's inability to provide security. Critical facilities as well as prominent individuals are potential targets. Military facilities are symbols of National power; a source of arms, munitions and explosives; and can be considered a prestigious target for terrorism.

Force protection is defined as security programs designed to protect soldiers, civilian employees, contractors, family members, facilities, infrastructure and equipment in all locations and under all situations. It is accomplished through planned and integrated application of physical security, information security, protective services, law enforcement, and combating terrorism and is supported by intelligence, counterintelligence, and other security programs. Force protection measures must be adequate and appropriate to reasonably safeguard soldiers, civilian employees, contractors, family members, and critical assets. Force protection measures should also deter incidents, mitigate their effects, and sustain the ability, as much as possible, to carry out assigned missions while providing a continuing level of protection for personnel and critical assets.

STATIONING GOAL

Station Army units at installations to meet the demands of the DPG and fulfill the Army's Title 10 responsibilities in the most effective and efficient manner.

The Army's primary mission is to fight and win the nation's wars. To accomplish this mission, the Army must adapt to constantly changing world requirements and have the facilities that will allow it to: (1) train Army combat formations for full spectrum operations, (2) project and sustain the force in response to global crises, (3) support Homeland Security operations, (4) recruit and develop soldiers, (5) train and develop leaders, (6) develop and test new doctrinal and organizational concepts, and (7) develop, test, acquire, and maintain materiel to equip soldiers and organizations. Army installations are key to meeting these requirements. They must be organized to effectively and efficiently raise, train, equip, deploy, sustain, and redeploy our forces. Army installations also represent the image of our institution. All Army facilities, especially those in high visibility locations, such as those belonging to the Army Recruiting Command and Reserve Officer Training Corps, must present the very best image to the American people. The goal is to have installations that enable Army forces to support training, sustaining, mobilizing and deploying multifaceted land forces in support of Joint operations and not vulnerable to threats from terrorism, cyber-warfare, or information warfare.

The selection of installations to meet DPG demands and Army Title 10 responsibilities must ensure that the Army wisely invests its available resources. This includes the selection of installations needed for overseas presence and to support Army Transformation efforts. Army stationing must seek to identify and eliminate excess capacity and underutilized facilities. This excess capacity drains much needed resources from critical readiness, modernization, and quality of life programs. Additionally, the selection of installations must enhance the intent set forth in *Installation Vision 2010*, "...installations must be every bit as lean, focused, efficient and responsive as our best warfighting units, and the very best American communities." This can be accomplished by seeking the right mix of installations that require a reduced level of resources to provide a trained and ready force, today and in the future, and through the consolidation of functions wherever possible to support The Army. It can also be accomplished through the proper mix of "lease or build" decisions and through the proper mix of government, industry, and community provided facilities and services.

STATIONING OBJECTIVES

The Army's installations provide the capabilities and activities required to meet its Title 10 responsibilities – direct the force, develop the force, project the force, and sustain the force. In many cases, the functions and activities simultaneously reside on a single installation. However, the importance of the installation itself cannot be confused with the importance of the functions and activities being performed at the installation. The

Army's Title 10 responsibilities may be performed as well at one installation as another (either Army-only or at a sister service installation).

The multi-functional nature of Army's installations makes it difficult to consider the relationship between operational force characteristics and installation functional capabilities in absolute terms. However, Army installations can be generally grouped into functional categories (See *Appendix A*), based on the primary function being performed at the installation, not the totality of the capabilities that the installation offers. For example, an installation may house deployable forces and simultaneously have a large training area that supports force development activities. Or, an installation may be centered on training soldiers in basic or advanced doctrinal applications and house deployable forces. Each function on the installation has its own set of stationing objectives that must be satisfied. Collectively, these objectives support the Army Stationing Vision and adhere to the Stationing Principles. The objectives also ensure that the necessary synergy exists to fully support a transforming Army and that the Army is able to meet DPG demands and Title 10 responsibilities.

Maneuver

- Maintain a capability to station all active component divisional forces and armored cavalry regiments, along with echelon above division command and control and support units, in the United States (to include Alaska and Hawaii).
- Provide the ability to train the Stryker, Current, and Objective Forces, ensure their readiness, and conduct joint and combined training exercises.
- Maintain the capability to project forces worldwide.
- Maintain forward presence in support of the DPG.
- Ensure sufficient land, ranges and facilities are available to support Reserve Component mobilization and meet validation requirements.

The Army's goal for the Objective Force is to deploy a combat ready brigade in 96 hours, a division in 120 hours and five divisions in 30 days. To meet these requirements, the Army must ensure that its maneuver installations are power projection platforms, with the requisite housing, ranges, training areas and proximity to aerial/sea ports. All maneuver installations currently meet these requirements and are classified as power projection platforms. Maneuver installations also have access to local and national transportation assets (highways and railroad) to facilitate movement of forces from the installation to the ports.

Stationing Army forces on foreign soil should not be taken as a given nor should it be assumed that the Army can unilaterally station its forces overseas to respond to crises. Changes in the geo-political or geo-strategic environment may require the Army to bring forward stationed forces back to the United States. The large land areas and range facilities at maneuver installations provide the flexibility to train multiple types of forces to better support the Defense Strategy. Therefore, the Army must ensure that it maintains sufficient maneuver installation capacity (to include maneuver space and training ranges) to support a transforming Army and respond to any changing environment. The Army can ill afford the risk of near-term installation structure

decisions that dictate future force structure/stationing decisions. Installation capabilities and capacities must be reviewed in light of their ability to support the Stryker, Current, and Objective Forces, operating in a Joint environment.

The *Stryker*, *Current*, and *Objective Forces* will follow separate paths during the first decade of the 21st century before merging during the second decade to create the final product during the third decade (See Appendix C). The Stryker Force will use available technology to outfit brigade-size units (6-8 overall) for many of the Army's missions. They will also be used to develop the doctrine and training aspects for the Objective Force and maneuver installations will be key. Therefore, the Army must maintain the capabilities to train the Stryker Force and allow it to test new systems and doctrinal applications. The Current Force centers on the major weapon systems that are in the Army's inventory today, principally the Army's ground combat maneuver vehicles (the M1 Abrams tank, the M2/M3 Bradley fighting vehicle, armored support and combat support vehicles). These systems will remain in the inventory for decades (modernized and re-capitalized) and the Army must maintain the capability to house, train, and deploy organizations that possess these systems. Synchronization of The Army's Transformation effort is set forth in the Transformation Campaign Plan (TCP), a living document that integrates Army Transformation and Defense Transformation in accordance with the DPG and sets the conditions for achieving irreversible momentum for Army Transformation. The fully operational Objective Force is expected in the 2031 timeframe.

Maneuver installations must provide capabilities that are critical to the operational requirements of the DPG and to a transforming Army and must be fully considered when making stationing decisions. These capabilities include: (1) ready access to large port facilities; (2) facilities designed to support unique Army capabilities (e.g., airborne, air assault, urban operations, and cold weather training); and (3) the capability to conduct developmental and operational testing and experimentation and to test organizational and doctrinal concepts for future forces.

The Army must maintain a credible force to support the combatant commanders' strategies. Operationally, forces stationed on US installations simultaneously provide forces for immediate use by the regional combatant commanders; support our forward presence, contingency, and combat operations; contribute to joint interoperability; and are positioned to rapidly support regional contingencies.

During peacetime, the Reserve Components must have access to training land and ranges to ensure that they maintain combat readiness. Maneuver installation land, facilities, ranges, and their location and flexibility support this peacetime requirement. In the event of mobilization or when the Reserve Components are called upon to support contingency operations, there must be sufficient land, training ranges and facilities available to support post mobilization requirements. At the mobilization station, the Reserve Components conduct certain administrative, medical and dental activities; conduct maintenance activities; and train to platoon level proficiency. Once the mobilization station requirements have been met, combat units then train to battalion/brigade task force level proficiency (as required) based on a post mobilization training plan consisting of a defined set of mission essential task list (METL) tasks and

mission, enemy, terrain and weather, time, troops available, and civilian considerations (METT-TC) requirements. The large training areas and ranges at maneuver installations support the mobilization station requirements and selected installations meet post mobilization training requirements.

Where practical, active component forces stationed on maneuver installations should seek to take maximum advantage of Reserve Component and other service's installations to meet their training needs. In some cases, the availability of Reserve Component installation facilities may facilitate increased training opportunities and provide opportunities for greater AC/RC integration.

Collective Training

- Maintain combat training centers for Current, Stryker and Objective Forces.
- Retain or acquire sufficient training land and facilities to meet current and potential combined arms training requirements for both Active Army and Reserve Component forces (Contingency Force Package units, Special Operations Forces and National Guard Enhanced Brigades).
- Maximize multi-functional training areas.
- Ensure that a wide variety of topography and climatic conditions are available (e.g., cold weather, swamps, mountains, desert, etc.)
- Minimize the number of single focus training areas for the Reserve Components.

The Army must be trained and ready to fulfill requirements specified by the Joint Strategic Capabilities Plan (JSCP), operate as an integral part of a joint and combined team, and remain dominant and decisive across the ever-broadening spectrum of operational missions. Major training areas enable the Army to meet these demands by providing a challenging learning environment for individuals and units to hone their collective training skills.

As the Army transforms its forces through the coming decades, there will be a need to provide Objective Force units with realistic collective training to support leader development. This training must replicate a complex and varied operational environment and range of threats, and must allow for realistic unit training across the spectrum of conflict from Stability and Support Operations to Contingency and high-tempo combined arms conflict. There will also remain a need to train Current and Stryker forces under the same myriad conditions in a demanding environment. The "state of the art" Combat Training Centers (CTCs) meet this requirement. The CTCs train active and reserve component tactical level units from battalion through corps with comprehensive, realistic maneuver rotations specifically tailored to operational requirements. Forces training at the CTCs must face asymmetric threats during offense, defense, and stability and support operations; and undergo challenging scenarios for reception, staging, and onward movement, as well as redeployment activities. Each CTC will be a "Center of Excellence" focusing at a specific point on the spectrum of conflict while retaining a degree of full-spectrum capability commensurate with that focus.

Given the scarcity of training lands, the Army must consider how training areas are designed and utilized. To enhance the principle of flexibility, training areas must simultaneously serve multiple purposes, to include meeting the training demands of the transforming Army and providing opportunities to conduct developmental and operational testing and experimentation and testing organizational and doctrinal concepts for future forces. For example, the role of select training institutions may be expanded to include collective training. This would require access to substantial training areas as well as infrastructure to accommodate the integration of live, virtual, and constructive training environments to train the Objective Force. The Army can ill afford to designate training areas as single purpose entities. Multi-purpose installations that support the Army's training requirements will be enhanced, expanded and/or buffered to reinforce and protect their ability to support a transforming Army.

The Army cannot be assured of when or where it will be called upon to deploy its forces in support of national interests. Realistic natural environment training and testing ensures that American soldiers and their equipment perform as intended, wherever deployed around the world. The Army of the 21st century must be able to shoot, move, and communicate in any region of the world, and adapt to any environment in which it is called to operate, making the transition from tropic to temperate to desert to winter without loss of military advantage or combat efficiency. Therefore, the Army must have the capability to train its forces and test its equipment and emerging operational doctrine under varying climatic conditions and topography. This includes, but is not limited to, cold weather; hot, arid climates; humid environments; swamps; mountainous terrain; and deserts.

The Reserve Component is an integral part of *The Army*. As such, it must remain trained in its mission essential tasks and ready to execute its wartime missions. However, major training areas solely supporting the Reserve Component should be aligned in the most cost efficient manner and be considered as available resources to support Active Army training requirements, sister service training requirements, and other DoD/Federal training needs. Since training is the primary focus of any major training area, eliminating functions other than those needed to support training can minimize most cantonment areas. Furthermore, major training areas should be closely examined to ensure that adequate training land is available within reasonable proximity of Reserve Component units and that the workload at each major training area supporting the Reserve Component justifies its existence. Major training areas must also be considered as alternate training sites for maneuver installation training areas that become stressed and/or are not suitable due to the training load or environmental concerns.

Individual Training

- Facilitate new ways of conducting institutional training for the Objective Force.
- Maintain the capacity to support the peacetime and operational needs of the Stryker, Current and Objective Forces.

- Provide sufficient area (land, airspace and water) and facilities to adequately support institutional training, combat development and doctrine development for a transforming Army.
- Ensure that the entire range of skills needed to support a transforming Army can be trained effectively and efficiently.
- Locate branch schools to facilitate maneuver development, maneuver support development, and maneuver sustainment development and operational efficiency.
- Provide adequate airspace and facilities to support rotary wing pilot training.
- Maintain the capability to provide live agent training.
- Maintain the capability to conduct “logistics over the shore” training.
- Maintain the capability to support a single ROTC Summer Training Camp.

The foundation for any Army is built from a cadre of professional leaders, quality soldiers, sound doctrine for full spectrum missions (joint, combined, and interagency), operational forces trained to standard and mission-ready, technological overmatch, hybrid organizational and operational concept with old and new force designs, expansible qualities that fully integrate the Active Army and Reserve components, tailored force packages and sustained land warfare. A transforming Army relies most heavily on its training and education system to ensure that the Army remains fully dominant across the full spectrum of operations. Training locations also provide the land, ranges, and facilities to conduct developmental and operational testing and experimentation.

The schools and centers combine classroom education, distance learning, state of the art simulations, and hands-on field experience to produce soldiers who embody Army values and leaders firmly grounded in doctrinal concepts; seasoned by experience and capable of commanding multiple and diverse organizations in full spectrum operations; and soldiers who are technically and tactically competent at each skill level. The Army must ensure that it maintains a global command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) and infrastructure capability, global information grid (GIG) interface and support to assure the proper mix of training facilities and infrastructure and training media for soldiers and leaders for the Stryker, Current and Objective Forces, and to conduct technical and functional training on integrated systems for members of our sister services and our allies.

Army training institutions must be located such that they possess sufficient area and facilities to train soldiers and leaders in the skills and organic weapon systems in accordance with emerging doctrinal concepts. The Objective Force will possess improved weapons systems that require larger training areas and larger range fans. Therefore, to adequately train the Objective Force, the Army must use a mix of live, virtual, and constructive training venues. Additionally, Institutional Training locations must have sufficient space and facilities (either Army owned or with sister services) to allow centers and schools to fully test and develop new doctrinal concepts, to include addressing full spectrum operations in a Joint, combined, and/or interagency environment. Without the requisite area and facilities, the Army cannot produce the

quality soldiers and leaders needed for the Objective Force, while maintaining the Current Force focus.

Branch schools train junior officers in specific tactical, technical, and functional skills necessary to be competent and confident in small unit leadership at company and battalion level. Branch schools also train new noncommissioned officers in leadership skills at the team level and in the technical and leadership competencies required at the squad level within platoon operations. Consolidation of branch schools promotes integration of leader development, functional training, doctrine development and writing, and combat development activities. Additionally, consolidation of branches makes maximum use of high capacity, modernized installations and may allow closure of some installations. Therefore, consolidation of branch schools should be considered where feasible and practical, based on warfight requirements, training strategy, and doctrine.

Consolidation also extends outside the Army. There are opportunities to consolidate school training with sister services and with other DoD organizations to make maximum use of compatible facilities and to reduce installation management costs. Inter-service training and training similar military skills can create cost savings and efficiencies for Department of Defense. These opportunities include logistics, intelligence, command and control, security, chemical training. In some cases, sister services can co-locate with Army Centers of Excellence, eliminating training duplication and redundancy while maintaining quality. These opportunities must be exploited, provided the Army does not lose those unique capabilities related to training the tactical and technical procedures and doctrinal principles specific to a land force.

Junior Reserve Officer Training Corps (JROTC) and Reserve Officer Training Corps (ROTC) programs are available and offered through selected high schools (JROTC), and at designated colleges and universities (ROTC) across the United States. These synergistic programs are the major source providers for the DoD, Army, and government leaders of tomorrow. To ensure that these future Army officers are properly trained to meet the challenges of the 21st century and are exposed to the cornerstones of our values-based institution (loyalty, duty, respect, selfless service, honor, integrity and personal courage), the Army must have the capability to provide facilities (either Army owned or those of other services) to support at least one ROTC Summer Training Camp.

In addition to its ground maneuver transformation, the Army is also in the process of transforming its aviation force to meet the demands of the 21st century. The aviation modernization plan accounts for the increased capabilities of modern military helicopters while creating a more maintainable fleet with improved operational readiness rates. This includes the divestiture of our older airframes (AH-1 and UH-1) to an interim design using modern airframes (AH-64, UH-60). Over time, the OH-58 will also be replaced by a newer airframe. The Objective Force will be a smaller force comprised of four airframes – Comanche, CH-47, and UH-60 and AH-64 airframes. During the transition period, the Army must ensure that it maintains the capability to train on all airframes in its inventory and that the training locations have the capacity to meet student peacetime training requirements. The plan also embraces a holistic view

of doctrine, organization, training and material, as well as soldier and leader development.

Two requirements for the Objective Force are to have a division on the ground in 120 hours and five divisions in theater in 30 days. Sea transport capabilities and requirements figure prominently in accomplishing these goals. As such, the Army must maintain the capability to conduct “joint logistics over the shore” (JLOTS) training at either Army owned facilities or through inter-service agreements with sister services/other DoD agencies and retain access to the seaports that provide the necessary capabilities.

The Army provides chemical live agent training for its soldiers to ensure they are properly educated and qualified to counter weapons of mass destruction both at home and on the future battlefield. The Army also has executive agent responsibility to train members of other services, other Federal agencies, and our allies at the chemical live agent training facility.

Professional Development

- Provide trained, professional leaders capable of executing Army Transformation and providing a trained and ready force capable of fighting and winning in every scenario.
- Maintain the unique professional development characteristics at each level (tactical, operational and strategic) to support a transforming Army.
- Maintain the training capacity to support the requirements of the Stryker, Current, and Objective Forces and the flexibility to respond to changes in student workload.

The Army trains soldiers and grows leaders. Therefore, the Army must ensure that its peacetime training priority is leader development and that this leader development training concentrates on producing leaders who are technically and tactically proficient in their craft. The importance of training the technical and tactical skills to develop competent soldiers and leaders must be directly linked to creating confident soldiers, leaders, and units with the will and warrior spirit to dominate in any environment. The operational, institutional, and self-development domains of the leader development model are influenced by and adapted based on the overall strategic context of the Army. Joint, interagency, and multinational training, education, and individual assignment experiences shape the competence and confidence of leaders and units.

One of the ways this is accomplished is through the institutional schoolhouses where officers are grounded in functional, Joint, Combined and Interagency doctrine, taught to balance the tactical and technical acumen with conceptual and interpersonal skills, and to effectively transition from high intensity combat to stability and support operations. Leaders must be passionate learners, comfortable with uncertainty and able to compensate for ambiguity through precise communications, mission-type orders and the ability to inspire subordinates. Leader development extends throughout the career of the officers and non-commissioned officers and ensures that *The Army* remains the world's premier land combat force and the leader for advances in land warfare doctrine, tactics and conventional capabilities.

Another innovative way to leverage the institutional schoolhouse is outlined in the Objective Force Institutional Training Strategy. New institutional capabilities provide individual soldier replacements for new systems and Objective Force collective training for Current units transitioning to Objective Force units. This capability provides individual and collective training possibly through battalion and brigade level in a simultaneous multi-echelon manner, culminating in a CTC rotation. The strategy provides a responsive live, virtual, and constructive training environment supported by a proper mix of platforms with embedded training capability, full and part time trainers, collaborative and reach capabilities, and tailorable Training Support Packages designed to assist the Army maintaining a C2 readiness posture throughout the execution of Army Transformation.

Various sub strategies can be employed to provide the required capabilities. These include designating two or more locations as Objective Force Training Centers, where units can be fielded with Objective Force equipment and trained on individual through collective tasks. The location of these centers will be derived in a manner to capitalize on existing and available infrastructure to include appropriate ranges and other facilities, such as housing and available transportation.

As the Army transitions its forces to the Objective Force, consolidation of educational functions at a single location may be possible – a land warfare university – where tactical, operational and strategic skills are taught. This concept warrants further examination.

The Army is the executive agent for the National War College and The Industrial College of the Armed Forces. However, any decision to relocate the National War College or the Industrial College of the Armed Forces will be a DoD joint determination. The Army is also the executive agent for long-term correction facilities and for the Defense Language Institute Foreign Language Center (DLIFLC). Any decision to relocate the DLIFLC must also be a DoD joint determination.

Command & Control and Administrative Support

- Maintain the capability (or be capable of expanding) to station one field Army headquarters, the Continental United States Army (CONUSA) headquarters, all major Army command (MACOM) headquarters, and United States Army Reserve Command (USARC) headquarters in the United States.
- Facilitate Army Service Component Command (ASCC) command and control for regionally oriented, US-based, unified commands, and the Special Operations Command.

Without these functions, the Army does not exist as a viable organization. Command, control, management, and integration functions generate decisions that affect support for current and future operational requirements for The Army. Further consolidation of command and control and administrative installations may be possible by collocating command and control functions on other installations and through inter-service agreements. Other installations and/or inter-service agreements may also be available to satisfy remaining administrative functions.

As Army Transformation matures, decisions will be made about future force shape and size, to include the number and types of headquarters needed to support the Objective Force. Changes in the geo-political or geo-strategic environment may also affect the ability to maintain forces at forward-stationed locations. The Army must, therefore, maintain the capability to station (or be capable of expanding) its MACOM headquarters in the United States.

Additionally, some command & control and administrative support installations must be capable of meeting regional support mission requirements. For example, there must be immediate support to the Pentagon, Arlington National Cemetery, and other facilities in

the National Capitol Region. Other command and control and administrative installations house several key organizations but also have the capacity to house dissimilar organizations that are currently in leased space, temporary facilities, or that must be relocated. Consolidating functions at these installations where feasible will produce multi-use installations that make better use of available resources and yield greater operational efficiencies.

The Army's goal of developing joint warfighting capabilities will progress from service integration to a new form of interdependence. This new interdependence, assisted by modern web-based communications and information system technologies, will support, sustain, and encourage greater inter-service interoperability. Improved effectiveness, efficiency, and decision-making will result through a highly reliable, available, maintainable (RAM) global information grid (GIG) that supports interoperable command and control responsiveness for combatant commanders, the DoD, and the NCA. The US Army Training and Doctrine Command (TRADOC) headquarters must retain ready access to the doctrine process of other services and to Joint commands. This goal can best be accomplished by innovative technological applications and/or exploring inter-service agreements with sister services/other DoD agencies.

Army operational headquarters will become more versatile, with all ASCC headquarters being both Joint Forces Land Component Command (JFLCC) and Army Force (ARFOR) capable. Additionally, Army Special Operations Forces will continue to play a unique role as the Army fundamentally transforms its operational forces. Therefore, the Army must ensure that it has the capability to adequately station its ASCC headquarters for US-based unified commands and for its Special Operations Command.

Through previous base closure and realignment actions, the Army has done much to ensure that installations that exist solely to provide housing or other quality of life functions have closed. Any further actions to reduce these installations must ensure that the functions (e.g., family housing) can be provided by either the private sector through a less costly alternative or at other military installations (either Army owned and operated or through inter-service agreements).

Industrial Facilities

Together, the commercial and organic industrial base is the source of all materiel necessary for the Army to execute its peacetime and emergency responsibilities in support of the DPG and the Transforming Army. The Army will rely on the commercial sector and its capabilities to meet production and sustainment requirements as necessary and practical. However, readiness, sustainment, warfighting, legislative (Congressionally mandated or statutory), and Single Manager considerations dictate that the Army maintain a core organic industrial capability properly sized and efficiently work loaded to support peacetime training and readiness requirements, as well as the capability to meet the needs of combat operational requirements and reconstitution. Also, the Army's heavy reliance upon the commercial industrial base dictates that the Army maintains a viable capability to monitor and assess the health of the commercial industrial base and identify and manage potential risks and surge capability requirements.

Organic Industrial Facilities

The Defense Industrial Base of the 21st century will be multi-purpose and multi-use and will consist of a synergistic mix of private sector and organic government capabilities that allows the Army to leverage the private sector to the maximum extent practicable and economically beneficial. Given the unique characteristics of some Army equipment and the demand for readily available replacements, it may be necessary to maintain certain capabilities within the Army. When studies of the private sector determine that either current or future Service unique industrial requirements are at risk due to single or off shore producers, no planned producer or production at non-economical rates, the Army will consider establishing an organic source. The Army must ensure that it has a surge capability to support its share of the mobilization requirements (organic and commercial), National Defense contingency situations, and other emergency requirements, to include maintaining facilities in a “mothball” status until needed. Consolidation of industrial facilities must be investigated, as well as leveraging the capabilities of other Services. The Army will dispose of facilities that are proven to be excess; however, caution must be exercised in determining what is truly excess. The Army must maintain critical production capabilities that cannot be readily rebuilt/expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles following execution of DPG requirements. Careful prior consideration must be given to divesting facilities that provide revenue through tenant use or land use leases, some in excess of ownership costs, before the Army’s financial obligation for restoration is complete. Divesting of these facilities too early could increase Army budget obligations without the benefit of future revenues. The Army must also recognize that shutting down an organic manufacturing capability and/or moving to the commercial industrial base could ultimately result in losing that capability. Reestablishing the lost capability may be costly, and politically, environmentally, or legally prohibitive. It may even be impossible because the processes and the expertise may have vanished. Concurrently, the Army must consider that capabilities may not be inherently tied to facilities; and the possibility for consolidating capabilities not inherently tied to facilities must be investigated.

In considering the future requirement for organic industrial support the Army must reconsider its previous approach to categorizing organic facilities. Today’s Army organic base, located throughout the Continental United States consist of facilities that produce ammunition, store munitions, manufacture and assemble components and maintain military equipment. These consist of Government Owned, Government Operated (GOGO) and Government Owned, Contractor Operated (GOCO) facilities. The Army owns both types; however, Army employees manage and operate the GOGOs while private companies manage and operate the GOCOs. At the GOCO and GOGO ammunition facilities, the Army produces, loads, assembles, and packs various calibers of conventional ammunition, such as small arms, mortar, tank rounds, and bombs used by all of the military services. The GOGO munition centers store, maintain, and distribute ammunition rounds, bombs and missiles for the services. The GOGO manufacturing centers produce gun tubes and components for the Army’s self-propelled cannon system, among other parts. The GOCO tank plant manufactures battle tanks and Marine Corps combat vehicles. The GOGO maintenance centers repair, overhaul,

upgrade and maintain military equipment for the Army and other Services and Federal agencies in these categories: communication-electronics, missiles, tracked and wheeled vehicles, artillery, and rotary winged aircraft.

Collectively, the Army will improve utilization and efficiency of the organic industrial base in order to provide support to the Current, Stryker and Objective Force, other services and meet the requirements of the DPG through:

- Continuing to use public-private cooperative partnering agreements to strengthen the organic industrial base, taking advantage of the capabilities of both the public and private sector.
- Reducing capacity deemed to be in excess of current and future requirements through consolidation of capabilities, divestiture and/or lease in order to reduce cost and infrastructure and provide required materiel at competitive prices.
- Increasing facility utilization through programs such as the Arsenal Support Program Initiative (ASPI) and other partnering agreements.
- Aggressively instituting process improvements, quality management initiatives (e.g., “Lean Philosophy”), to efficiency and effectiveness and optimize utilization.
- Establishing and tracking meaningful, measurable metrics for the organic base that focus on cost, schedule, quality and customer satisfaction.

Acquisition, Logistics, and Technology Oriented Installations

- Provide research, development, and evaluation for Army weapon systems by leveraging the private sector and retaining in-house technologies for which there is no commercial market, and of a sufficient amount to retain a smart buyer capability, as well as the critical ability to apply the in-house expertise to investigation and resolution of fielded systems problems.
- Acquire Army weapons systems and materiel.
- Provide materiel management across all commodities of weapons systems.
- Provide integration of models based manufacturing science and life cycle systems engineering support.

These installations include laboratories and integrated centers for research, development and engineering, acquisition of weapon systems, and fielding and sustainment of weapon systems. These installations support the operational requirements for deployability, versatility, lethality, survivability, and sustainability through the generation and application of technology to weapon systems, through acquisition of weapon systems, and through logistics support for the life cycle of weapons systems.

The Army must preserve crucial laboratory and research, development and engineering, acquisition, and logistics management capabilities and capacity necessary to ensure current and future readiness, and transform the force. This can be accomplished through either Army owned facilities, inter-service agreements with other Services/other DoD agencies, and partnerships with industry.

Efficiency, achieved through collocation and integration of research, development and engineering, acquisition and logistics functions, as well as reduced overhead, should be the key factors in any determinations concerning the stationing of acquisition, technology, and logistics oriented organizations. Collocation or consolidation of these three key functions provides a more efficient solution than maintaining separate installations organized to perform only a portion of the overall weapons system management and integration. Given the expense of facility requirements, the most cost-effective long term stationing solution is the integration and collocation or consolidation of these like elements, along with active initiatives to reduce operational costs.

The primary organizations on these installations are undergoing organizational transformation in support of Army Transformation; and that must concurrently be considered. Additionally, these installations tend to have large and varied tenant populations that increase their multi-mission nature.

Proving Grounds

- Maintain adequate land, ranges and facilities to support the Army's transformation testing program.
- Maintain the capability to evaluate materiel over the full range of terrain and climatic conditions.
- Locate soldier-intensive testing at installations with a large soldier population.

Army proving grounds must provide the capabilities to support technological developments for a transforming Army, to include testing and evaluating defensive chemical and biological materiel, smoke and obscurants, national defense missile needs, and general-purpose weapons and equipment. Given the proliferation of weapons of mass destruction around the world, the ability to test and evaluate chemical and biological materiel will ensure that the Army can meet its DPG requirements as well as respond to emerging homeland defense requirements. Army proving grounds also must provide the capability to test and evaluate weapon platforms that meet the requirements of the Objective Force and to test and evaluate re-capitalization needs for the Current Force in realistic natural environments and under varying climatic conditions. Given the uniqueness of proving grounds, consolidation of functions on fewer installations can best be achieved through inter-service agreements as a means to increase proving ground efficiencies and reduce redundancy within the Department of Defense.

Ports

- Maintain the capability to support the power projection requirements for a transforming Army.
- Maintain the capability to project forces from the Atlantic, Pacific and Gulf coasts.
- Maintain the capability to effectively flow unique cargo not allowed/ordinarily processed in commercial ports.

Ports are an integral part of the Transformation goals to have a division on the ground in 120 hours and five divisions in theater in 30 days. Without ports properly located, with the requisite capacity (to include staging/processing areas), and with ease of highway/rail and air access, the Army will be unable to project CONUS-based forces into the theater of operations. Commercial ports are located on the Atlantic, Pacific and Gulf coasts and offer ease of access to facilitate power projection. Most strategic commercial ports offer adequate capacity to meet established deployment workloads; however, ports that satisfy unique peacetime and contingency deployment requirements, such as shipping large, containerized and non-containerized quantities of hazardous and/or sensitive cargos (e.g., ammunition), must be available.

Military Medical/Dental Treatment Facilities

- Maintain the medical/dental capability to support the requirements of the DPG.
- Maintain the capability to conduct graduate medical/dental education (GME/GDE), practical clinical training, and research at a level that supports the DPG.
- Meet peacetime military and family patient care through a cost effective combination of military and private service.
- Where possible, maintain medical/dental support at a facility located in the area of operations.
- Locate medical facilities near large soldier populations.

The Army Medical Department infrastructure brings value to Army installations through provision of health care services (which cannot be terminated upon deployment), casualty reception, training the medical/dental force, and mobilization/power projection responsibilities.

Military medical/dental training, to include graduate medical/dental education, allows medical/dental soldiers to focus on health care aspects peculiar to the Army. This training and education also contribute to the Army's readiness. Concentrating on illnesses/wounds and conditions encountered in battle and most likely to have a permanent impact on soldiers provides the most competent, efficient and effective use of scarce resources. Therefore, the Army must ensure that this capability is maintained.

Military medical/dental treatment facilities must accept patient capacity based on the populations at the military installations. They must maintain economical referral practices and remain focused on providing efficient and cost effective medical support to the active duty populations and TRICARE beneficiaries. Military medical/dental treatment facilities geographically located to provide direct support to active duty populations contribute to the quality of life for soldiers and their families and have significant military value.

The Army is also the DOD executive agent for veterinary services. Future stationing decisions must consider other Services' veterinary requirements.

Peacetime military medical/dental treatment facilities for soldiers and their families are largely dependent on the major installations that provide the patient load. Through dynamic changes in health care delivery, DoD developed a comprehensive managed care program, TRICARE. TRICARE brings together the health care resources of the Army, Navy, Air Force, and other professionals, as well as the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS). The DoD also shares services with the Veterans Administration and has entered into several joint ventures to provide needed services. Any decision to reduce medical/dental treatment facilities at Army installations does not rest solely with Army; risks must be balanced across the services and clearance must be obtained from Office of the Secretary of Defense (OSD).

LEASED FACILITIES

The Army leases or licenses facilities of all types in communities across America when it does not have ready access to adequate facilities (either Army owned, controlled by sister services, or controlled by other Federal agencies) to meet mission requirements. Most locations are not close enough to military facilities to receive soldier and family support or mission support functions that would normally be a garrison responsibility on a traditional military installation. Examples of these locations are those organizations that support the Army Accession Command.

In general, leases are executed to meet requirements that can not wait on the long lead times necessary to affect military construction or to satisfy immediate needs that are perceived to be short duration (e.g., temporary office space during renovations). However, temporary leases tend to become permanent in nature over time and must be reviewed as an integral part of any overall stationing strategy to ensure that leased facilities are both required and properly sized and located to support DPG requirements and a transforming Army. Furthermore, leased facilities must be viewed in light of the stationing principles and the objectives. As a general rule, the Army should seek every opportunity to move from leased facilities to either Army owned facilities or to facilities under the control of sister services or other Federal agencies both to garner long term savings and to increase force protection. There is no general statute that specifically authorizes the Secretary of the Army to lease real property, except that portion of Title 10 U.S.C. pertaining to certain leases in foreign countries. The Army relies on language in the general provisions of the annual appropriation acts that provides for leasing of buildings and facilities.

RESERVE COMPONENT FACILITIES

Reserve component facilities include the Army National Guard readiness centers and United States Army Reserve centers, maintenance, aviation, and logistics facilities, and regional/state headquarters. These facilities directly affect unit readiness, retention and recruiting and, in many cases, are the only direct link between the full time force and the mainstream of American society. Although the stationing principles generally apply, the overarching stationing principle for Reserve Component armories and centers is “taking

the unit to the people.” While the Active Army recruits and trains individuals and then assigns them to permanent duty stations worldwide, the citizen-soldier’s permanent duty station is his/her hometown. Therefore, the senior leadership of the respective Army Reserve Components must carefully balance the demands of the DPG and a transforming Army with the capability of the local community and surrounding area to support current and future units stationed at the centers when developing long-term stationing plans. Stationing decisions for Reserve Component units (to include locations for strategic storage and maintenance activities) must include a rigorous analysis of the demographic population, availability of centers to support the required unit strength, the environmental impacts, and cost of facility upgrades and new construction. Greater efficiencies may be possible by exploring intra- and inter-service use of facilities (e.g., ARNG and USAR sharing facilities and/or ARNG and USAR sharing facilities with Navy, Air Force, Marine Corps units in the same geographic area). Final stationing decisions for Reserve Component units reside with the Director, Army National Guard and the Chief, Army Reserve.

STATIONING METRICS

The desired end state for Army stationing is the most cost-effective set of multi-functional installations that gets the job done now and in the future. This implies considering all potential uses for each Army installation in light of a transforming Army. Army Transformation will affect all installations in some manner. Changes in the composition of the operational forces and the equipment in each organization will affect maneuver installations. New skills and their application in the transformed Army will affect training locations; the new concepts and doctrine that afford the Army full spectrum dominance will affect professional development locations. Equipment and munitions present in the Objective Force will affect the organic industrial base (industrial facilities and proving grounds).

The principal metric used to select installations needed to support the transformed Army is capacity (to include deployment throughput to efficiently support a rotational force). Capacity can best be defined as the capability of an installation to support a mission/mix of missions based on existing mission, supported populations, existing/planned facilities, training areas, ranges, infrastructure (e.g., roads, utilities), deployment support (e.g., railheads, airfields, ports), environmental considerations, encroachment, and the local economy, to name a few factors. However, the capacity metric varies between and among the various uses of the installation. The capacity metrics for maneuver include maneuver lands, ranges and housing, among others. The capacity metrics for institutional training and professional development are student load and classroom capacity. Therefore, excess capacity at one installation does not readily translate into availability to meet shortfalls at another installation because the excess capacity may equate to a design-utilization mismatch. Correction of the mismatch may require a significant investment for needed facilities or the mismatch may not be correctable because additional lands or environmental permits are not available. However, in certain situations, land expansion may be undertaken to match capacities in other categories. Any reduction and/or expansion in capacity between and among installations must be compared against the needs for unit readiness, organizational

effectiveness, operational versatility, flexibility, and the synergistic effects of the activities located on each installation.

Other metrics that should be used in stationing *The Army* include: current and future mission requirements, the impacts on operational readiness, the ability to accommodate contingency, mobilization and future force requirements at both existing and potential receiving installations, cost and manpower implications (both military and civilian), inter-servicing, savings-to-investment ratios (comparing savings to investment), net present value, the time required for savings to exceed costs (payback period), environmental impacts, local community capacities (e.g., the ability of the community to support the installation), and force protection vulnerability assessments. Criteria and standards for force protection can be derived from applicable DOD and Army regulations. Individually and collectively, these metrics will provide the Army with a means to examine stationing alternatives and to ensure that installations are properly sized, configured, and located to meet deployment goals, readiness standards, and leader development and to enhance the quality of life for Army soldiers, civilians, retirees, veterans, and their families.

APPENDIX A

CONUS ARMY INSTALLATIONS

Army installations are described in a multitude of ways (e.g., Fort Bragg, Home of the 82nd Airborne Division, Fort Benning, Home of the Infantry School, National Training Center, Fort Irwin). The Army has, therefore, grown accustomed to describing its installations based on the primary function that is performed at the installation. The following paragraphs describe the categories on Army installations. It is by no means *the way* to describe installations, but a way to collectively look at Army installations. In addition to the primary function performed at the installation, the Army has designated certain installations as Power Projection Platforms and Power Support Platforms. These installations are spread across several categories and are important to ensuring that the Army can meet its DPG requirements in a timely and efficient manner.

- The Army currently has 15 **Power Projection Platforms (PPP)** that deploy priority Active Army brigades and above and mobilize and deploy high priority Reserve component units. Power projection platforms are resourced to perform power projection functions with both aerial and sea ports.
- **Power Support Platforms (PSP)** are Active Army or Federally activated state operated installations that deploy individuals from all services, the civilian work force, and mobilize the Reserve components. Power support platforms are the mobilization location for training base expansion units, support power projection platforms, and provide training facilities for Reserve Component combat units. Currently, the Army has designated 12 installations as power support platforms.

Acquisition, Logistics, and Technology Oriented Facilities include integrated centers for research, development, test and evaluation, and engineering; fielding and sustainment of weapon systems; laboratories; National Inventory Control Points; and acquisition. Organizations on these installations perform extensive research and engineering development, integrated materiel management, acquisition, technical assistance, security assistance and matrix support for Program Executive Officers. These functions are key to a successful Army Transformation effort. At the installation level, commodity-oriented engineering and logistics functions are largely the melding of the private and public industrial base where support is provided to Army and Department of Defense Program Managers and equipment is placed in the hands of soldiers.

Aberdeen Proving Ground (PSP)	Fort Monmouth
USA Research Laboratory, Adelphi	Picatinny Arsenal
Cold Regions Research & Engineering Laboratory	Redstone Arsenal
Construction Engineering Research Laboratory	Fort Detrick
Detroit Arsenal	US Army Soldier Systems Center -- Natick
Engineer Research & Development	Fort Greely*

Center (Vicksburg, MS)
Ronald Reagan Ballistic Missile Defense
Test Sites and Kiernan Reentry
Measurement Site (Kwajalein Atoll)

* Realigning

Ammunition Production Facilities manufacture, receive, issue, store, renovate, test and demilitarize conventional and chemical ammunition; provide quality assurance for special ammunition; and depot storage for ammunition and strategic materials.

*Crane Army Ammunition Activity**
Holston Army Ammunition Plant*
Iowa Army Ammunition Plant*
Lake City Army Ammunition Plant*
Lone Star Army Ammunition Plant*
Louisiana Army Ammunition Plant
Kansas Army Ammunition Plant

Milan Army Ammunition Plant*
Mississippi Army Ammunition Plant*
Radford Army Ammunition Plant*
Riverbank Army Ammunition Plant
Scranton Army Ammunition Plant
*McAlester Army Ammunition Plant**

Italicized units are Government owned and operated; all others are government owned/contractor operated

* Active Plants

(NOTE: Crane is a tenant on a Navy installation; Mississippi is on NASA land)

Collective Training provides the facilities to conduct large-scale unit training for active and Reserve Components but vary in terms of characteristics, capabilities, and organization. Generally, major training areas do not have active tactical units assigned to the installation.

Fort A.P. Hill
Fort Dix
Fort Polk (PPP)

Yakima Training Center
Fort Irwin

The following are the major Reserve Component Training Sites. State locations are in parenthesis after the installation name.

Camp Atterbury (IN) (PSP)
Camp Blanding (FL)
Devens Reserve Forces
Training Area (MA)
Camp Edwards (MA)
Gowen Field (ID) (PSP)
Camp Grayling (MI)
Camp Gruber (OK)
Camp Guernsey (WY)
Fort Chaffee (AR)
Fort Dix (NJ) (PPP)
Fort Hunter Liggett (CA)
Camp Beauregard (LA)

Parks Reserve Forces Training Area (CA)
Fort Indiantown Gap (PA)
Fort McCoy (WI) (PPP)
Fort Pickett (VA)
Camp Rilea (OR)
Camp Ripley (MN)
Camp Roberts (CA) (PSP)
Camp Robinson (AR)
Camp Santiago (PR)
Camp Shelby (MS) (PSP)
Camp Swift (TX)
Camp Williams (UT)
Camp Perry (OH)

Camp Dodge (IA)
Fort McClellan (AL)

Camp Grafton (ND)
Camp Ethan Allen (VT)

Command & Control and Administrative Support Facilities provide facilities through which the Army exercises command, control and management of the organizations that generate and sustain forces. Additionally, many installations in this category provide housing and other quality of life services for soldiers and their families. This category includes, among others, major Army command (MACOM) headquarters, Continental United States Army (CONUSA) Headquarters, and Army Force (ARFOR) command and control headquarters.

Fort Belvoir
Fort Buchanan
Fort Gillem
Fort Hamilton
Kelly Support Center

Fort Monroe
Fort Myer
Fort Shafter
US Army Garrison -- Selfridge
Fort McPherson

Fort Meade
Fort Sam Houston

Individual Training Locations are the home for the institutional component of the Army training system. These installations house the schools for each Army branch where doctrine is written; functional training occurs for officers, noncommissioned officers and enlisted personnel; leader development is accomplished, a necessary ingredient for a transforming Army; new organizations (e.g., Division XXI and Army Transformation Stryker and Objective Forces) are designed; and modernization requirements are developed. These installations also include facilities for initial entry training, where civilians begin the process of learning to become Army soldiers – a values-based institution where loyalty, duty, respect, selfless service, honor, integrity and personal courage are the cornerstone. Training locations also provide specialized training, such as language training, and the capability to conduct developmental and operational testing and experimentation and to test organizational and doctrinal concepts for future forces.

Fort Benning (PSP)
Fort Bliss (PPP)
Fort Eustis (PPP)/Story
Fort Gordon
Fort Huachuca (PSP)
Fort Jackson (PSP)

Fort Knox (PSP)
Fort Lee (PSP)
Fort Leonard Wood (PSP)
Fort Rucker (PSP)
Fort Sill (PPP)

Maintenance Centers perform a variety of missions – maintenance, supply, and storage. Depots overhaul, rebuild, modify, convert, repair and fabricate Army equipment; support the sustainability of the force by replenishing Army equipment stocks; and provide on-site technical assistance to field units.

Anniston Army Depot
Corpus Christi Army Depot*
Letterkenny Army Depot
Red River Army Depot
Sierra Army Depot

Tobyhanna Army Depot

* Corpus Christi is a tenant on a Navy Air Station installation

Maneuver Installations are Army power projection platforms that provide the facilities and resources to house, sustain, maintain, train and deploy major combat forces to meet the demands of the DPG. Regionally, these installations support both Active Army and Reserve Component forces that do not have ready access to required services or training areas. Additionally, maneuver installations are used as training and mobilization stations for the Reserve Components. Selected maneuver installations also serve as post mobilization training sites for the Reserve Component in the event of mobilization. Maneuver installations also provide the capability to conduct developmental and operational testing and experimentation and to test organizational and doctrinal concepts for future forces.

Fort Bragg (PPP)	Fort Lewis (PPP)	Fort Wainwright
Fort Campbell (PPP)	Fort Richardson	
Fort Carson (PPP)	Fort Riley (PPP)	
Fort Drum (PPP)	Schofield Barracks (PPP)	
Fort Hood (PPP)	Fort Stewart/Hunter Army Airfield (PPP)	

Manufacturing Facilities include manufacturing plants that receive, store, and incorporate raw materials and sub-components into the manufacturing process for end items of equipment and components. These installations also perform quality assurance and conduct acceptance testing of their respective products.

Lima Tank Plant
Pine Bluff Arsenal
Rock Island Arsenal
Watervliet Arsenal

Military Medical/Dental Treatment Facilities provide patient care, graduate medical/dental education, practical clinical training, and medical/dental research for the Army and for the Department of Defense. Patient care ranges from simple outpatient treatment to sophisticated specialty care, to include referrals from other facilities. Graduate medical/dental training is essential to the recruitment and retention of military physicians. In addition to the eight major facilities listed below, the Army provides health care through 20 Army hospitals located in CONUS and Overseas.

Brooke Army Medical Center (Fort Sam Houston, TX)
Dwight David Eisenhower Army Medical Center (Fort Gordon, GA)
Madigan Army Medical Center (Fort Lewis, WA)
Tripler Army Medical Center (HI)
Walter Reed Army Medical Center, Washington, DC
William Beaumont Army Medical Center (Fort Bliss, TX)
Womack Army Medical Center (Fort Bragg, NC)

Munitions Centers receive, store, maintain, demilitarize and outload conventional and special ammunition, forming the wholesale base for the Army as well as other services in its role as the Single Manager for Conventional ammunition. This includes other commodities such as missiles, including the Army's and other services support through inter-service support agreements (ISSAs).

Blue Grass Army Depot
Deseret Chemical Depot*
Hawthorne Army Depot
Newport Chemical Depot*

*Pueblo Chemical Depot**
Tooele Army Depot
*Umatilla Chemical Depot**

* Facilities close at the end of the Chemical Demilitarization mission.

Professional Development Facilities provide professional military education that emphasizes flexibility and adaptability for officers, both Active Army and Reserve Component, Department of the Army civilian employees, members of sister services/other DoD agencies, and our allies. This education is essential to a transforming Army and is the combat multiplier that separates the United States Army from all others. Each installation provides an educational environment geared toward a specific level of professional development training – tactical, operational and strategic.

Carlisle Barracks, PA
Fort Leavenworth, KS
Fort McNair, Washington, DC
Presidio of Monterey, CA
West Point, NY

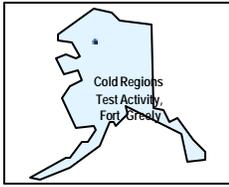
Ports are a special category of industrial facilities that includes ocean terminals and ammunition terminals that support deployment of CONUS-based forces. Port terminal facilities provide areas necessary for efficient receipt, staging/processing, and out loading of forces and equipment.

Sunny Point Military Ocean Terminal
Concord Military Ocean Terminal (Navy owned, Army operated)

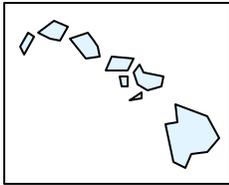
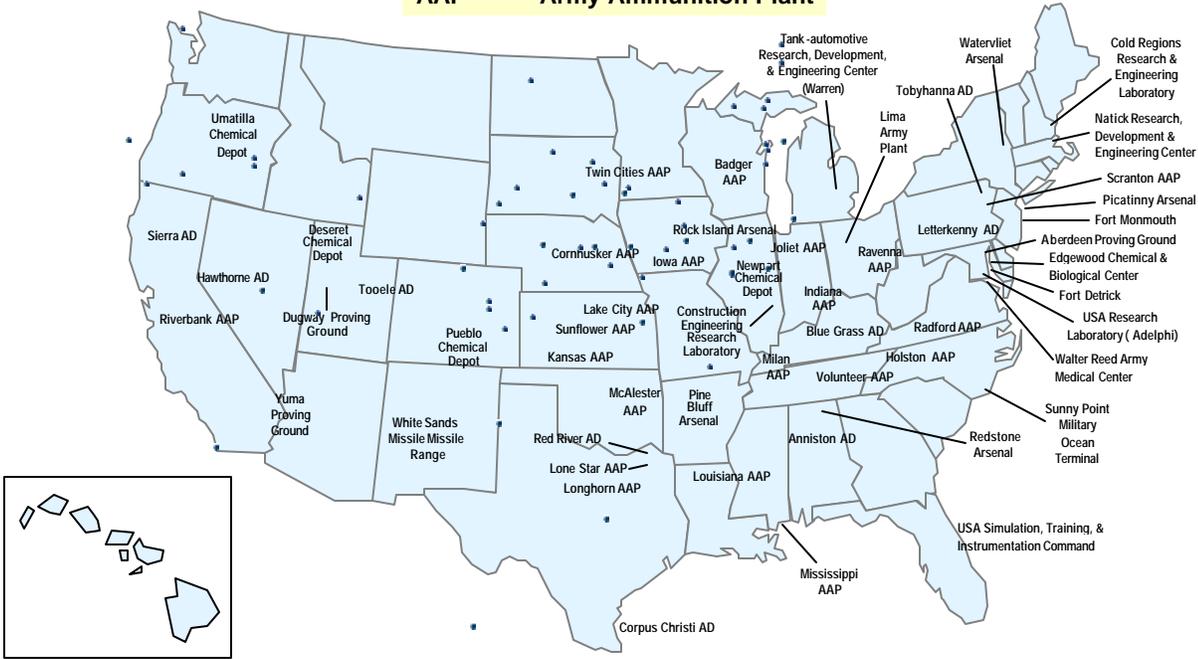
Proving Grounds support developmental tests to evaluate the battlefield application of new technologies over a wide range of terrain and climatic conditions. Testing includes all types of equipment and munitions, including specialized weapon systems.

Dugway Proving Ground, UT
White Sands Missile Range, NM
Yuma Proving Ground, AZ

Major CONUS Army Installations (Industrial Base) 2005



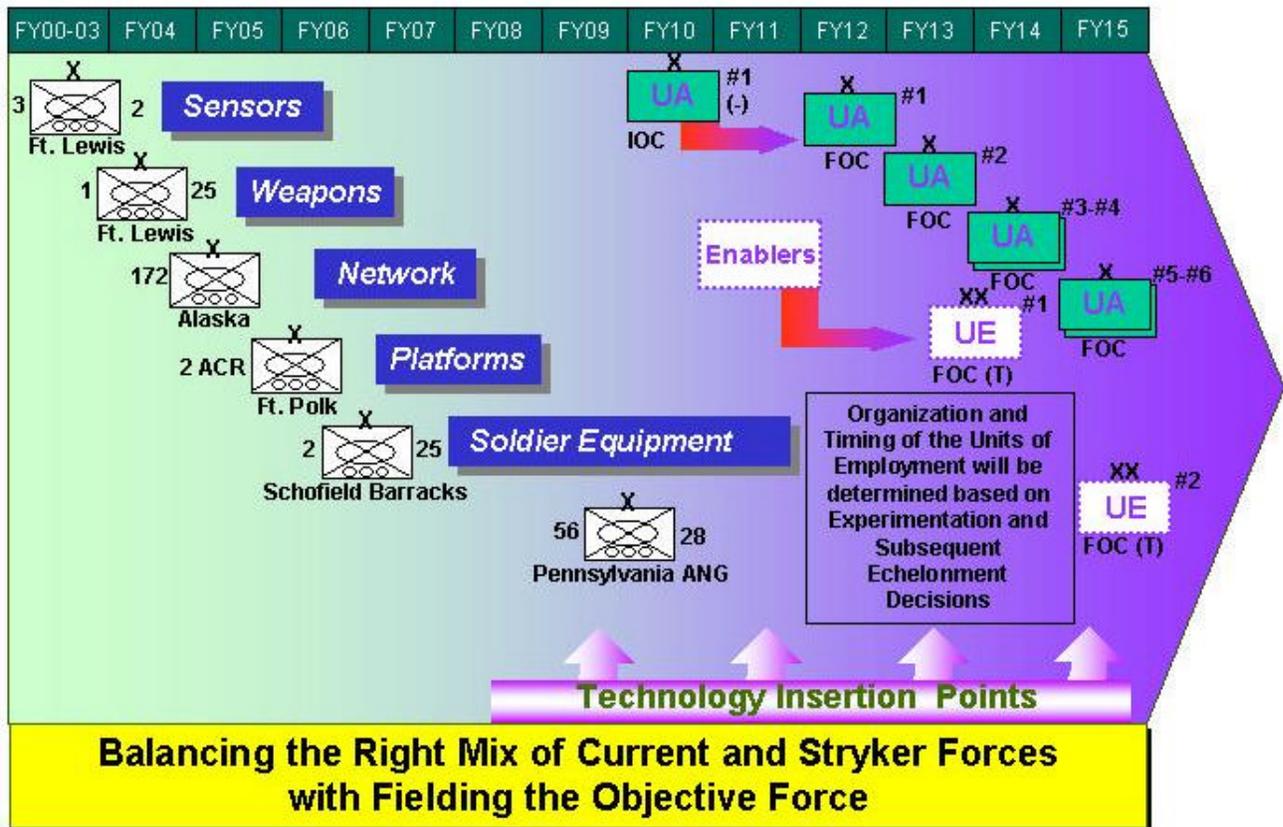
AD Army Depot
AAP Army Ammunition Plant



APPENDIX C

Objective, Stryker, and Current Force Timeline

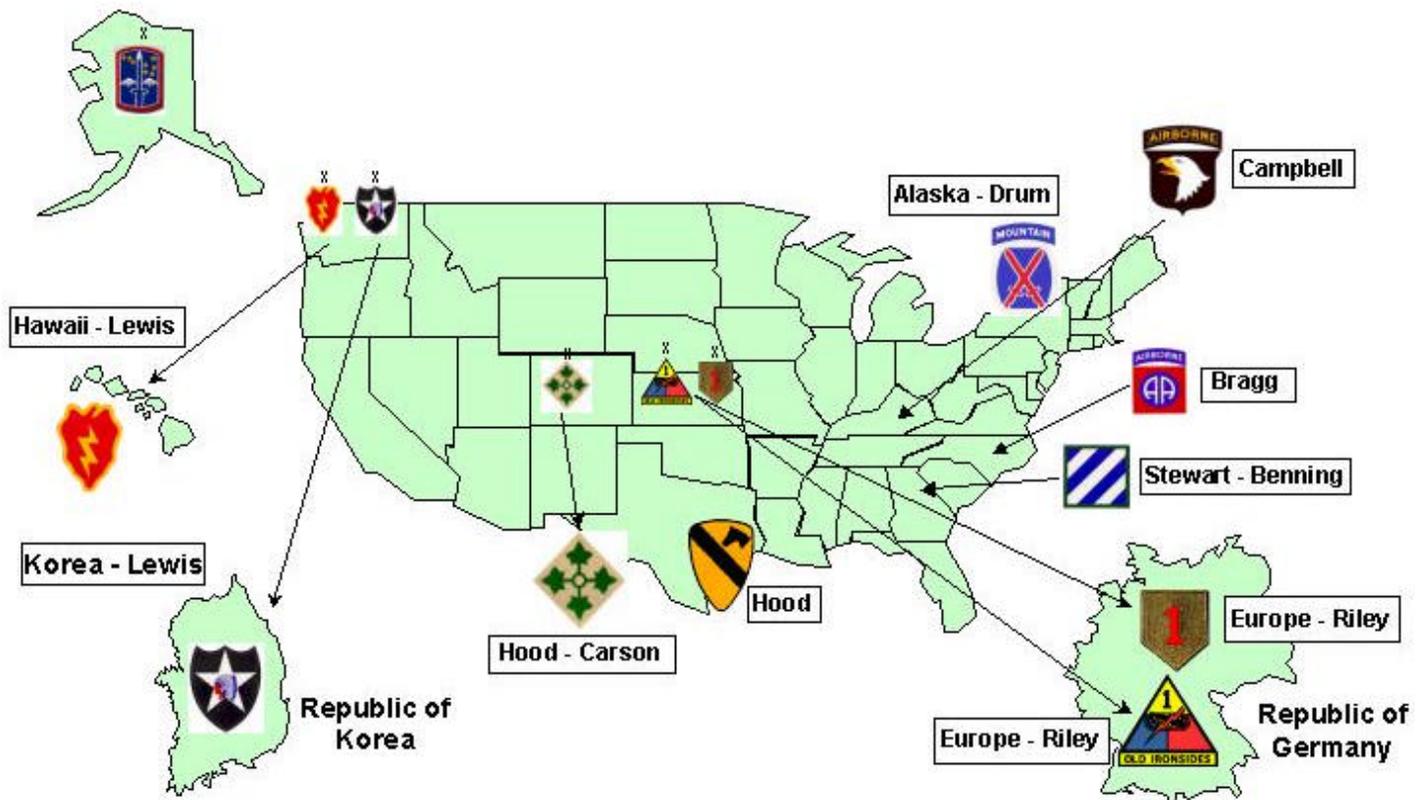
The figure below shows the nominal timeline for Army Transformation. As the graph clearly indicates, there will be a period of time where the Army will have Objective, Stryker, and Current forces coexisting. This will ensure that the Army maintains the essential combat readiness to execute the DPG while transforming to meet the demands of the 21st century. However, it will prove challenging to stationing Army forces.



APPENDIX D

ACTIVE COMPONENT DIVISIONS – FY2005

Active Component Divisions



APPENDIX E

OCONUS Stationing Considerations

The primary focus of our stationing strategy is ensuring that CONUS-based installations are capable of meeting the demands of the DPG efficiently and effectively; however, the Army will also maintain a forward presence that will consist of sufficient combat, combat support, and/or command and control capability to support our alliance and coalition partners and influence potential adversaries through our physical presence and engagement activities. Presence and engagement remain key ingredients to safeguarding U.S. global economic and political interests. Therefore, installations that house our forward based units must also meet the stationing goal within the context of the laws and restrictions in each host-nation agreement.

Most of the stationing principles and objectives outlined for CONUS-based installations are equally applicable to OCONUS installations. Our OCONUS installations must be power projection platforms to support rapidly deployable forces and assure strategic responsiveness, security and network support. Additionally, our OCONUS installations must ensure that they are power *reception* facilities, capable of receiving both augmenting/reinforcing CONUS or other theater forces. OCONUS installations must also seek to become environmental role models and to ensure that our soldiers, civilians, retirees, veterans, and families have the right quality of life facilities and support services in the right places, a requirement that will become increasingly important as the Army transforms to a force that can address a broader range of missions and is more rapidly responsive to the demands of the Defense Strategy.

Civil growth and development is increasingly infringing and encroaching on training lands while weapons systems improvements and doctrinal changes are increasing training land requirements. Therefore, we must ensure that we consolidate on enduring installations to gain efficiencies and maintain tough, realistic training. Consolidation will also have the added benefit of reducing our footprint in the host country and enhancing our force protection.

OCONUS units must also have easy access to multi-dimensional training facilities to sustain combat effectiveness. OCONUS installations must leverage the capabilities of a networked learning environment and maintain the capability to support the requirements of Current, Stryker, and Objective Force units to sustain full spectrum proficiency and transform, ultimately, to the Objective Force. We must also explore how to leverage new partners to better meet the demands of the Defense Strategy.

Command and control headquarters, engagement headquarters, and enabling support structure are an integral part of the combatant commander's ability to support our alliance and coalition partners and influence potential adversaries through engagement activities. Therefore, OCONUS installations must ensure that they have the capability to adequately support these requirements. An active engagement and forward presence strategy is central to developing capable and dependable friends and allies.