Air Force Encroachment Management Initiative

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Marstel-Day
12 May 2011
Overview

- Background
- Policy Initiatives
- Encroachment Management Working Group
- Installation Encroachment Management Team
- Encroachment Lead/CPLO
- Installation Complex Encroachment Management Action Plan (ICEMAP)
- Discussion
“It is time for Air Force leaders to actively engage communities, state and regional governments, and stakeholders. Engagement at all levels of the Air Force is essential to supporting an enduring mission and promoting sustainable communities.

To successfully engage, the Air Force must build a cross-functional encroachment management framework that integrates existing Air Force programs into a comprehensive strategy. Without this framework, our response to encroachment will be disjointed and our installations, and the missions they support, could be compromised.”

TIMOTHY A. BYERS
Maj Gen, USAF
The Civil Engineer
Background

- DOD Directive 3200.15, January 2003
- AF Program established November 2008
- Steering Committee
  - HQ Air Force Installations, Civil Engineer, Air Space and Ranges
- AF Instruction under development
- Encroachment Management Flight Plan signed Nov 2010
- FY10 – AF Space Command prototype
- FY 11 – AF Reserve Command began Encroachment Management Initiative

Themes and Concepts:
- Encroachment Management, Conservation Partnership, Mission Sustainment, Compatible Development, Stakeholder Engagement
Flight Plan outlines vision, goals, tenets and objective of initiative filling corporate void until more formal guidance is published

- Vision: Ensure enduring mission and community viability through compatible use partnering

- Prelude to formal encroachment management vision and goal strategy by SECAF and CSAF
The Air Force has developed the following definition of \textit{encroachment}: 

\begin{quote}
\textit{Encroachment is defined as any human activities or decisions that impair or may potentially impair the current or future operational capability of an installation complex or may have an adverse effect on nearby communities.}
\end{quote}

**Encroachment and Sustainment Challenges**  
(Impacts Across All Functional Areas)  
- Air and Land Space Restrictions  
- Airborne Noise  
- Urban Growth  
- Spectrum  
- Energy  
- Endangered Species/Critical Habitat  
- Air  
- Water  
- Natural Factors/Climate Effects  
- Cultural Resources  
- Security  
- Unexploded Ordnance/Munitions  
- Maritime Sustainability
Encroachment Management Fundamentals continued...

FY10:
- Patrick AFB
- Buckley AFB

FY11:
- Joint Base Langley-Eustis
- March ARB
- Pittsburgh ARS

Current Focus:
- AICUZ
- ICEMAP

Mid Term:
- ICEMAP
- Enhanced AICUZ
- Compatible Use Concept

Far Term:
- ICEMAP
- Compatible Use Program
Components of Encroachment Management

- Prevent
- Mitigate
- Educate and Train
- Outreach and Engage
Encroachment Management Working Group

Strategic Basing Executive Steering Group (SB ESG)

SECAF/CSAF/VCSAF

Strategic Drivers
QDR, CORONA, SECAF, CSAF, CAF, RoadMap, MAF, Legislative, etc

A8 Basing Request Review Board (BRRP)

Encroachment Management Working Group (EMWG)

Resourcing
Vector Checks

Corporate Structure
Encroachment Management (E-Mgmt) Governance - Process to Receive Vision and Provide Strategic Guidance

1. SECAF/CSAF/SAF/IE establishes vision (viewpoints)
2. SB-ESG (SAF/IEI, AF A8) develops AF E-Mgmt Strategic Policy (AFPD, AFI)
3. Cross-Functional EMWG (IEI-2, A3O-2) interprets and integrates AF E-Mgmt Strategy (goals and objectives)
4. MAJCOM CV interprets AF E-Mgmt Strategy into MAJCOM mission-specific terms

- MAJCOM Cross-Functional EMT (A3/5, A4/7) receives comments on E-Mgmt mission-specific terms
- Installation E-Mgmt Lead/CPLO creates installation E-Mgmt risk assessment and management actions
- Wing/Installation CC receives MAJCOM E-Mgmt mission-specific terms
- MAJCOM Cross-Functional EMT (A3/5, A4/7) communicates to installations MAJCOM E-Mgmt mission-specific terms
- Wing/Installation CC reviews installation E-Mgmt risk assessment and management actions
- Decision to approve installation E-Mgmt risk assessment and management actions
- Installation E-Mgmt Lead/CPLO develops installation E-Mgmt plan (ICEMAP)

CPLO = Community Plans and Liaison Officer
EMT = E-Mgmt Team
EMWG = E-Mgmt Working Group
ICEMAP = Installation Complex E-Mgmt Action Plan
Installation EMT Structure

- Chaired by Wing Vice Commander
- Co-Chaired by Base Civil Engineer

Membership:

- Missile Operations
- Helicopter Operations
- Communications Mgmt
- Environmental Planning
- ATFP / Security Forces
- Public Health Mgmt
- Natural and Cultural Resources
- Utilities Mgmt
- Judge Advocate

- Missile Field
- Airfield Mgmt
- CE Programmer
- Asset Mgmt
- Real Property
- Public Affairs
- Wing Safety

- Missile Engineering Sq
- Frequency / Spectrum Mgr
- Community Planner
- Strategic Planning
- Bioenvironmental
- Facilities Mgmt
- Air Quality Mgmt
- Geobase / GIO Office
- Tenants
CPLO Background

- No Primary Point of Contact for Encroachment Management:
  - Considered a secondary job
  - Assigned to personnel with multiple job responsibilities
  - Performed on part-time basis

- Installation encroachment leads with CPLO responsibilities have various unofficial titles, many not recognized within the Air Force chain-of-command:
  - Director, Community Initiatives Team
  - Lead Encroachment Prevention Manager
  - Public Partnerships Director
  - Executive Director, Encroachment Prevention Committee
  - Base Community Planner
  - Chief of Asset Optimization
Why the CPLO

- “AF reactive, not proactive on encroachment”
- “Encroachment-specific guidance needed”
- “Encroachment is a local issue; requires more than AICUZ”
- “Encroachment is not high on the Commander’s priority list”
- “Need a focal point / lead for encroachment management”
- “Too often a secondary staff responsibility”
- “Multi-disciplinary working group needed”
- “Encroachment education and training needed”
- “AF needs to understand regional and local issue”
- “No ongoing monitoring of encroachment issues”
- “Metrics needed to gauge encroachment management progress”
Encroachment Management Risk Assessment Overview

- Assessment of Encroachment Management through two-step process:
  - Installation Self Assessment
  - ICEMAP Assessment

- Integrates and supports established Encroachment Management Fundamentals

- Establishes 5 scale measures

<table>
<thead>
<tr>
<th>Categories of Encroachment and Sustainment Challenges</th>
<th>Mission Impacts</th>
<th>Internal Management</th>
<th>External Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air and Land Space Restrictions</td>
<td><img src="" alt=" " /></td>
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**KEY:**
- Insignificant => Very Significant
What is the ICemap?

- Builds upon the Installation’s Risk Assessment
- Provides a common framework to assist AF Installation Complexes and community stakeholders in identifying encroachment issues
  - Examines current encroachment challenges
  - Analyzes factors that could affect these conditions in the future
- Assists AF Installation Complexes and community stakeholders to mitigate existing and prevent future encroachment impacts to both Installation Complexes and local communities
- Provides an Action Plan to reduce the encroachment and sustainment challenge impacts on AF Installation Complexes and community stakeholders
ICEMAP Deliverables

March Air Reserve Base
Installation Complex Encroachment Management Action Plant
Volume I: Action Plan
Air Force Reserve Command
Draft – March 2011

March Air Reserve Base
Installation Complex Encroachment Management Action Plant
Volume II: Reference Book
Air Force Reserve Command
Draft – March 2011

March Air Reserve Base
Community & March Air Reserve Base Enhanced Compatibility Initiative
Air Force Reserve Command
Draft – March 2011
ICEMAP Methodology

1. Literature & Data Review
   - Identify installation missions
   - Define installation complex, mission footprint
   - Obtain and review installation & community stakeholder documents

2. Low Level Visit
   - Obtain installation “buy-in” for ICEMAP process
   - Verify initial findings and gain familiarization with installation and issues
   - Request additional documents.

3. Encroachment Issue Identification
   - Create initial mission sustainment analysis tables

4. Installation Interviews
   - Verify encroachment findings to date
   - Identify new encroachment issues
   - Identify relevant community stakeholders

5. Encroachment Issue Refinement
   - SKULL SESSION
   - Revise mission sustainment analysis
   - Identify knowledge gaps for community interviews
   - Provide progress brief for installation commander to review issues and obtain go-ahead for community interviews

6. Community Interviews
   - Verify encroachment findings to date
   - Identify new encroachment issues

7. Encroachment Issue Finalization & Draft Action Plan
   - SKULL SESSION
   - Complete mission sustainment analysis
   - Perform SWOT Analysis
   - Identify & rate potential actions

8. Review and Prioritize Recommended Action Items w/ EMT
   - Approved by CC, Coordinated by MAJCOM EMT

9. Action Plan
   - Generate installation & community actions
   - Conduct analysis of management actions

10. ICEMAP Report
    - Generate final written findings
    - Provide final brief for installation commander
    - Recommend next steps for ICEMAP implementation
Action Plan

- Installation Complex/Mission Footprint
- Encroachment Management Risk Assessment
- Essential Mission(s)
  - Annotated on installation complex map
- Encroachment Threats
  - Current
  - Potential
- Action Item Matrix
- Project Sheets
- Stakeholder List
## Action Plan

### Mission Impacts

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<th>Action Name</th>
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<th>Secondary Encroachment and Sustainment Challenge</th>
<th>Air Force Lead</th>
<th>Support</th>
<th>Communications</th>
<th>Assessment Category</th>
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### Internal Management

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<th>Cost</th>
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<tr>
<td>Establish an Interim CPLO at the Installation</td>
<td>All</td>
<td>All</td>
<td>WG/CC</td>
<td>HHQ, AFSPC</td>
<td>PA and SAF/PA</td>
<td>Internal Management</td>
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### External Stakeholders

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</tr>
</thead>
</table>
Table of Contents

- Executive Summary – Master Management Action Worksheet
- Chapter 1 – Installation Complex / Mission Footprint
- Chapter 2 – Context (Internal / External)
- Chapter 3 – Mission Sustainment Analysis
- Chapter 4 – Compatible Land Use Strategy
- Chapter 5 – Strengths Weakness Opportunities Threats Analysis
- Chapter 6 – Management Actions
- Appendices
Compatible Land Use Strategy

AICUZ Analysis

Mission Analysis

Installation Complex / Away Area Analysis

Mission and Conservation Analysis
Conclusion

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- Policy Initiatives
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- Discussion