

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force Encroachment Management Initiative



**Jennifer Graham
Senior Program Manager
Marstel-Day
12 May 2011**

U.S. AIR FORCE

Report Documentation Page

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE 12 MAY 2011		2. REPORT TYPE		3. DATES COVERED 00-00-2011 to 00-00-2011	
4. TITLE AND SUBTITLE Air Force Encroachment Management Initiative				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Marstel-Day, LLC ,2217 Princess Anne Street Suite 101-1A, Fredericksburg, VA, 22401				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES Presented at the NDIA Environment, Energy Security & Sustainability (E2S2) Symposium & Exhibition held 9-12 May 2011 in New Orleans, LA.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 22	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



Overview

U.S. AIR FORCE

- **Background**
- **Policy Initiatives**
- **Encroachment Management Working Group**
- **Installation Encroachment Management Team**
- **Encroachment Lead/CPLO**
- **Installation Complex Encroachment Management Action Plan (ICEMAP)**
- **Discussion**



U.S. AIR FORCE

Call for Action

“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

U.S. AIR FORCE

- **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**

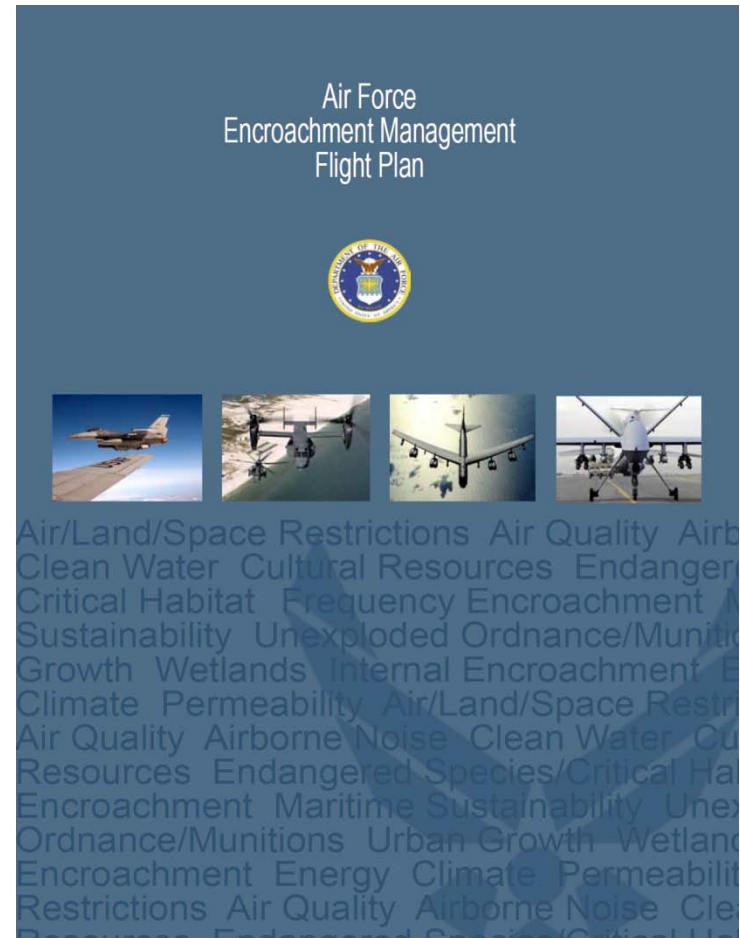


U.S. AIR FORCE

Policy & Guidance

Air Force Encroachment Vision – “Flight Plan”

- 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





U.S. AIR FORCE

Encroachment Management Fundamentals

The Air Force has developed the following definition of **encroachment**:

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.



Encroachment and Sustainment Challenges

(Impacts Across All Functional Areas)

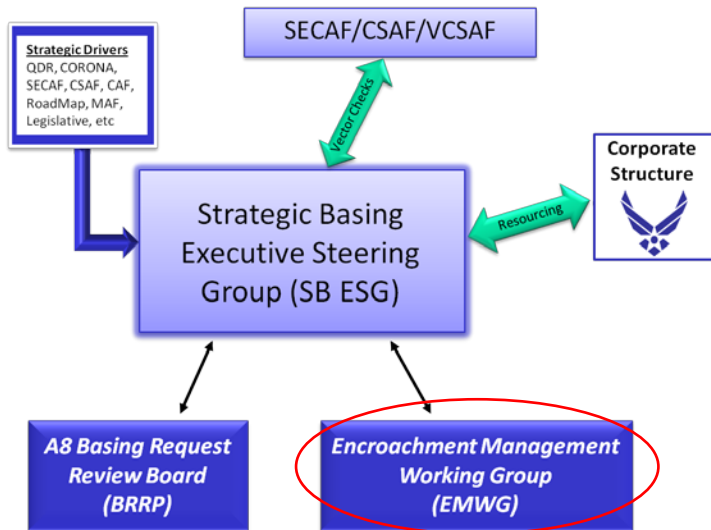
- Air and Land Space Restrictions
- Airborne Noise
- Urban Growth
- Spectrum
- Energy
- Endangered Species/Critical Habitat
- Air
- Water
- Natural Factors/Climate Effects
- Cultural Resources
- Security
- Unexploded Ordnance/Munitions
- Maritime Sustainability

Installation
Complex



U.S. AIR FORCE

Encroachment Management Fundamentals continued...



FY10:
Patrick AFB
Buckley AFB

FY11:
Joint Base Langley-Eustis
March ARB
Pittsburgh ARS



Today	AICUZ	ICEMAP	
Mid Term	ICEMAP	Enhanced AICUZ	Compatible Use Concept
Far Term	ICEMAP	Compatible Use Program	

Mature
Under Development



U.S. AIR FORCE

Components of *Encroachment Management*

Prevent

Mitigate

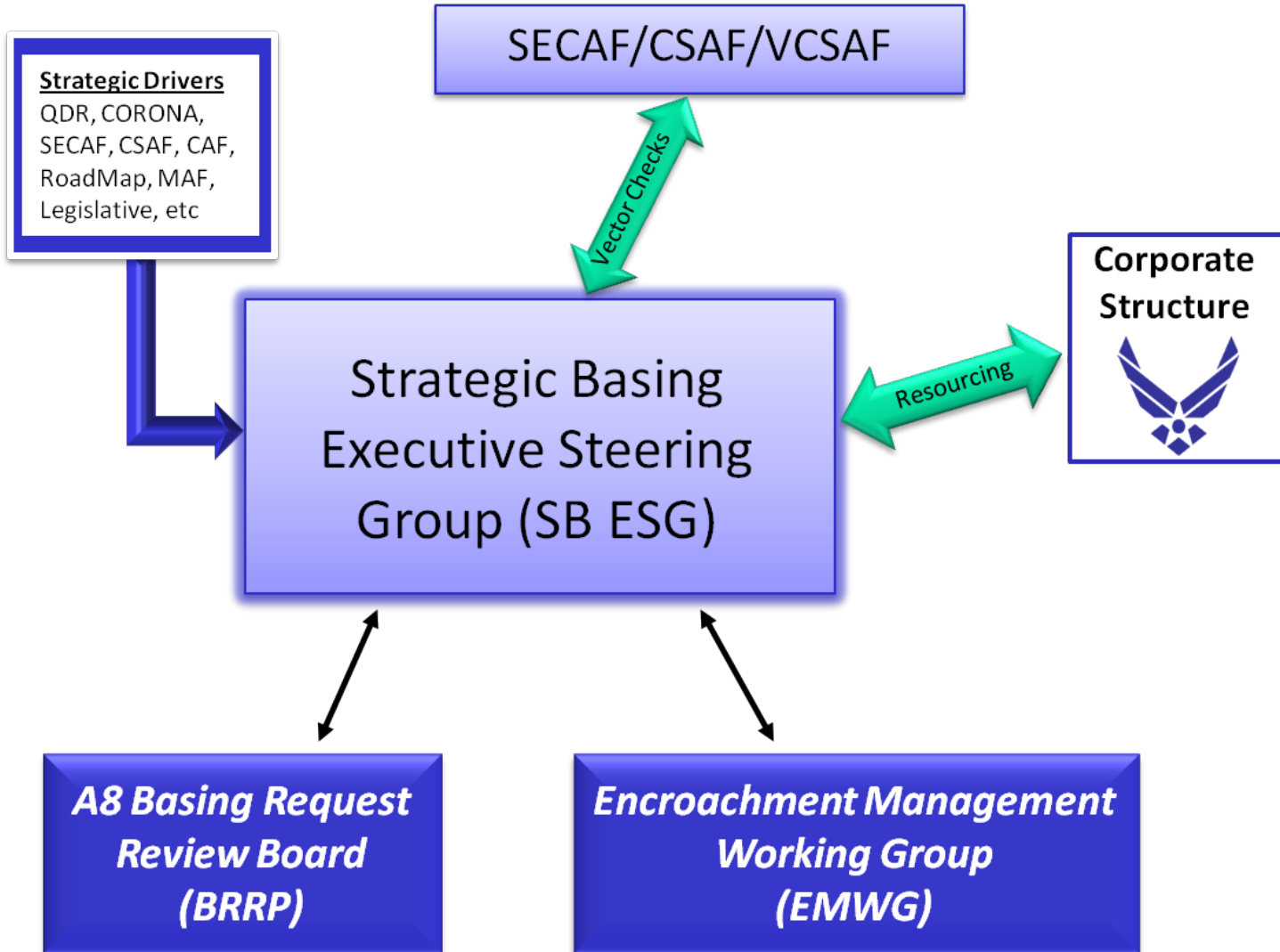
Educate and Train

Outreach and Engage



U.S. AIR FORCE

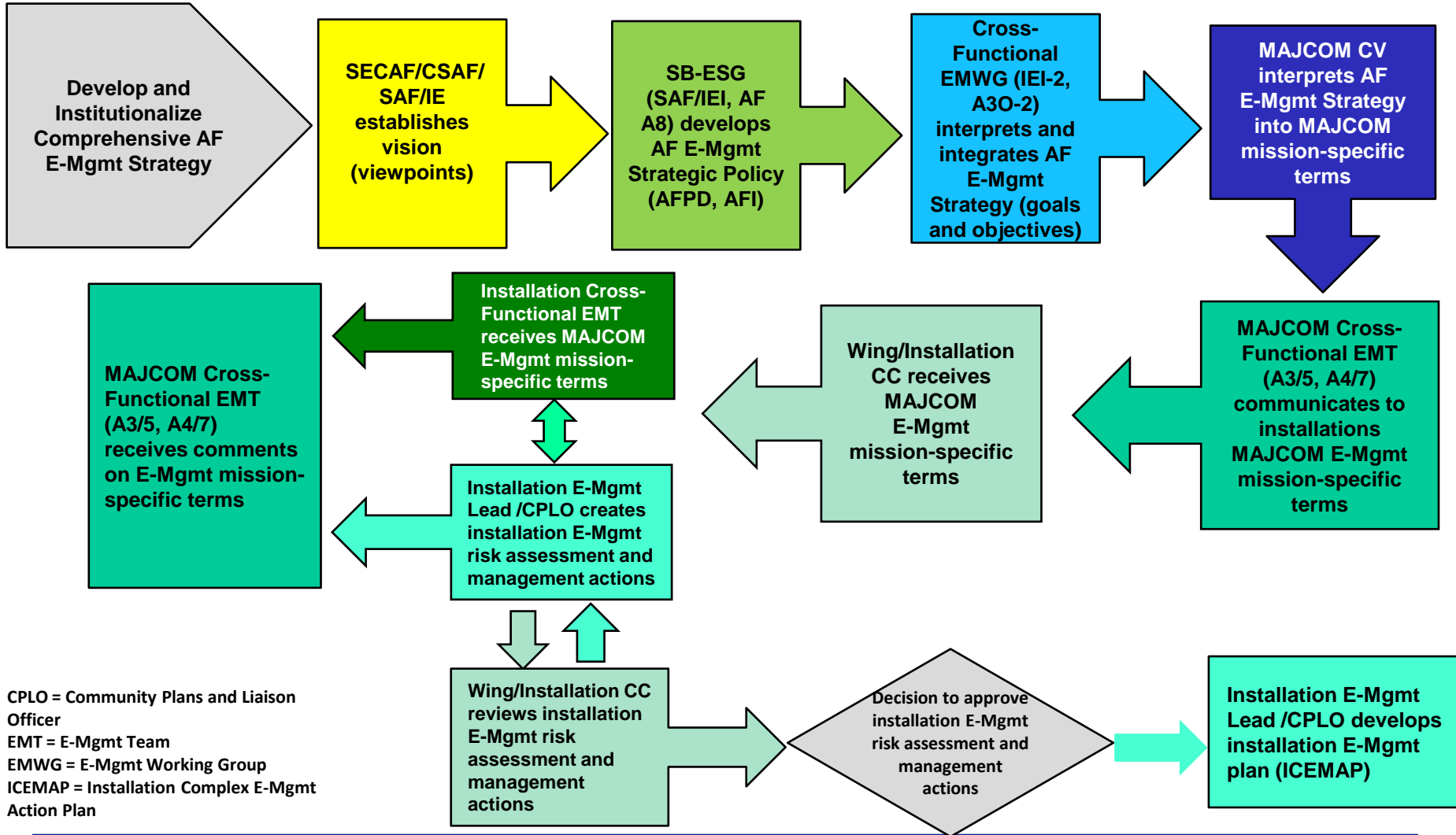
Encroachment Management Working Group





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

U.S. AIR FORCE





U.S. AIR FORCE

Installation EMT Structure

- **Chaired by Wing Vice Commander**
- **Co-Chaired by Base Civil Engineer**
- **Membership:**

- | | | |
|---|------------------------|---------------------------------|
| ■ Missile Operations | Missile Field | Missile Engineering Sq |
| ■ Helicopter Operations | Airfield Mgmt | Frequency / Spectrum Mgr |
| ■ Communications Mgmt | CE Programmer | Community Planner |
| ■ Environmental Planning | Asset Mgmt | Strategic Planning |
| ■ ATFP / Security Forces | Real Property | Bioenvironmental |
| ■ Public Health Mgmt | Public Affairs | Facilities Mgmt |
| ■ Natural and Cultural Resources | | Air Quality Mgmt |
| ■ Utilities Mgmt | Wing Safety | Geobase / GIO Office |
| ■ Judge Advocate | ANG / AFR Units | Tenants |



U.S. AIR FORCE

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”**



U.S. AIR FORCE

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

Notional Encroachment Assessment Risk Summary			
Categories of Encroachment and Sustainment Challenges	Mission Impacts	Internal Management	External Stakeholders
Air and Land Space Restrictions	●	●	●
Airborne Noise	●	●	●
Urban Growth	●	●	●
Spectrum	●	●	●
Energy	●	●	●
Endangered Species and Critical Habitat	●	●	●
Air	●	●	●
Water	●	●	●
Natural factors and Climate Effects	●	●	●
Cultural Resources	●	●	●
Security	●	●	●
UXO and Munitions	●	●	●
Maritime Sustainability	●	●	●
KEY: ● => ● => ● => ● => ● Insignificant => Very Significant			



What is the ICEMAP?

U.S. AIR FORCE

- **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**



U.S. AIR FORCE

ICEMAP Deliverables

March Air Reserve Base
Installation Complex Encroachment
Management Action Plan
Volume I: Action Plan

Air Force Reserve Command
Draft - March 2011

March Air Reserve Base
Installation Complex Encroachment
Management Action Plan
Volume II: Reference Book

Air Force Reserve Command
Draft - March 2011

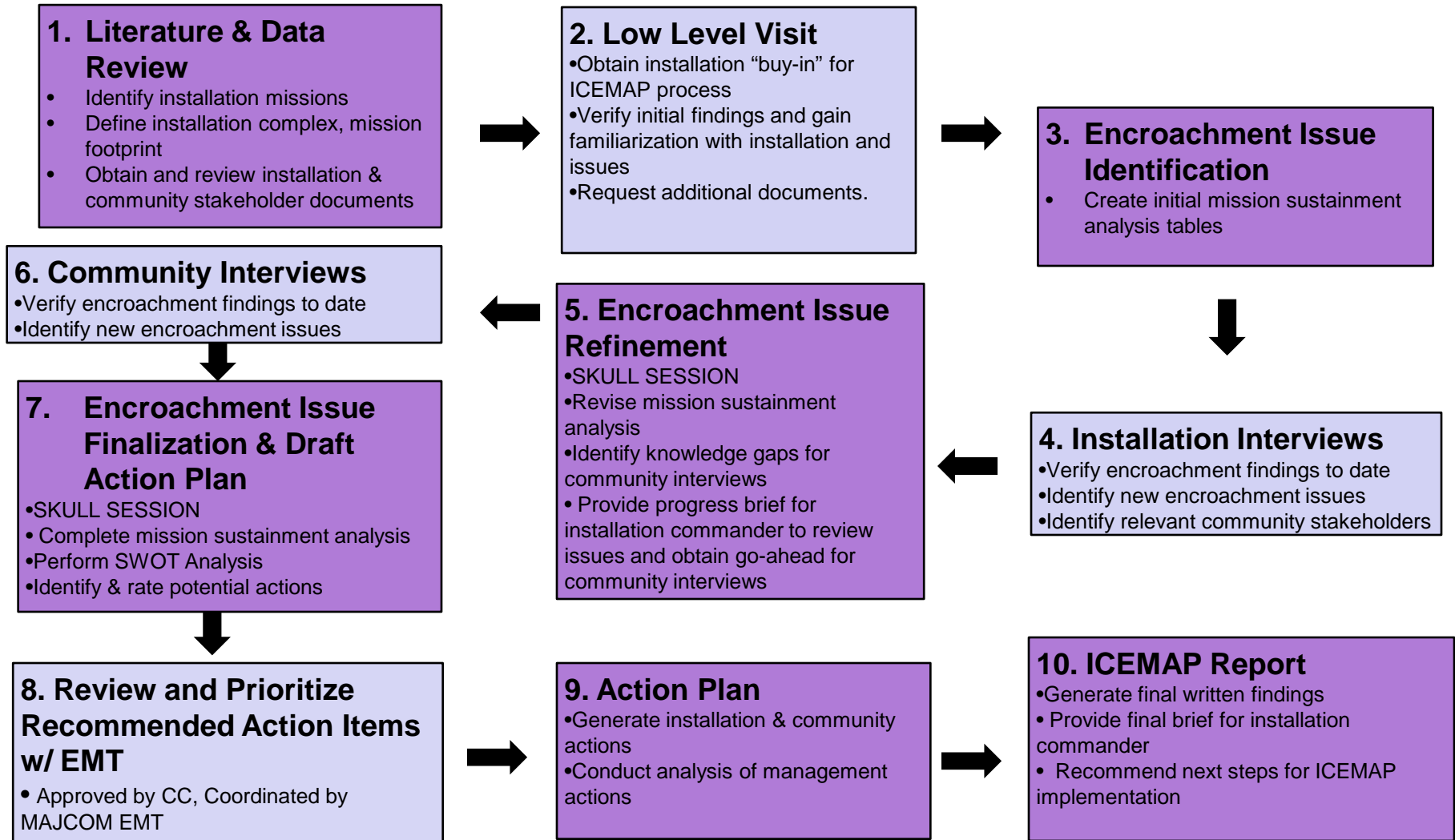
March Air Reserve Base
Community & March Air Reserve Base
Enhanced Compatibility Initiative

Air Force Reserve Command
Draft - March 2011



ICEMAP Methodology

U.S. AIR FORCE





- **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

U.S. AIR FORCE

Mission Impacts								
Action Name	Primary Encroachment and Sustainment Challenge	Secondary Encroachment and Sustainment Challenge	Air Force Lead	Support	Communications	Assessment Category	Time	Cost
Acquire Property / Development Rights for LOS priority parcels north of the BAFB installation boundary – vacant land	Urban Growth	Spectrum	CE/CC	HHQ, Conservation Organization	PA and SAF/PA	Mission Impact 		\$
Internal Management								
Action Name	Primary Encroachment and Sustainment Challenge	Secondary Encroachment and Sustainment Challenge	Air Force Lead	Support	Communications	Assessment Category	Time	Cost
Establish an Interim CPLO at the Installation	All	All	WG/CC	HHQ, AFSPC	PA and SAF/PA	Internal Management 		\$\$
External Stakeholders								
Action Name	Primary Encroachment and Sustainment Challenge	Secondary Encroachment and Sustainment Challenge	Air Force Lead	Support	Communications	Assessment Category	Time	Cost
Acquire Property / Development Rights for LOS priority parcels north of the BAFB installation boundary – vacant land	Urban Growth	Spectrum	CE/CC	HHQ, Conservation Organization	PA and SAF/PA	Stakeholder Engagement 		\$



U.S. AIR FORCE

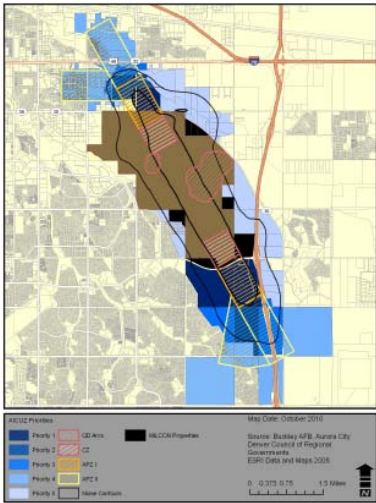
Reference Book Table of Contents

- **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**

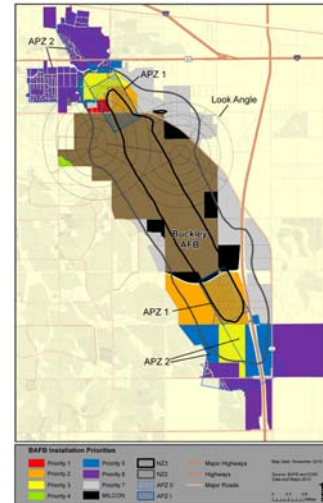


Compatible Land Use Strategy

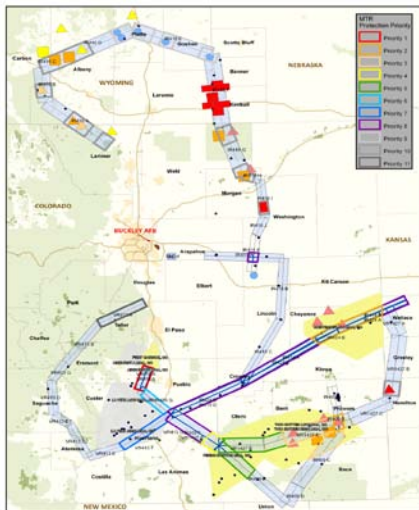
U.S. AIR FORCE



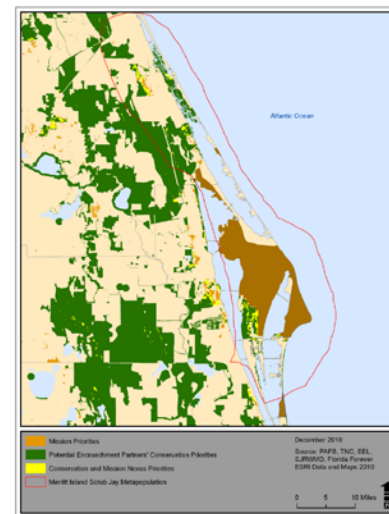
AICUZ Analysis



Mission Analysis



Installation Complex / Away Area Analysis



Mission and Conservation Analysis



U.S. AIR FORCE

Conclusion

- Background
- Policy Initiatives
- Encroachment Management Working Group
- Installation Encroachment Management Team
- Encroachment Lead/CPLO
- Installation Complex Encroachment Management Action Plan (ICEMAP)
- **Discussion**