

# Military Organizational Structures

## Effective Outreach Efforts

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NAVAIR Ranges

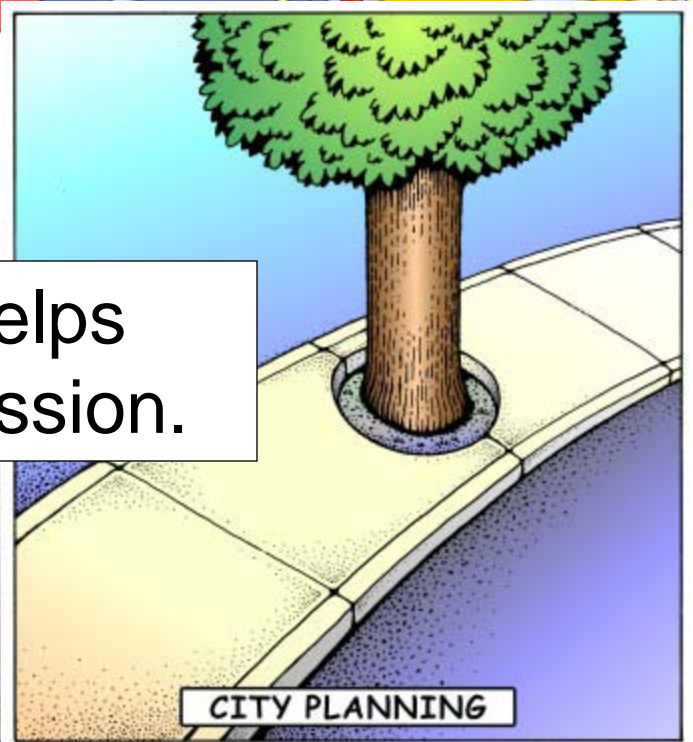
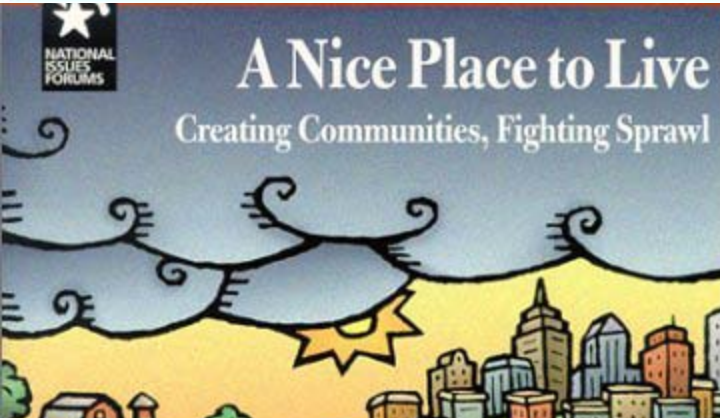
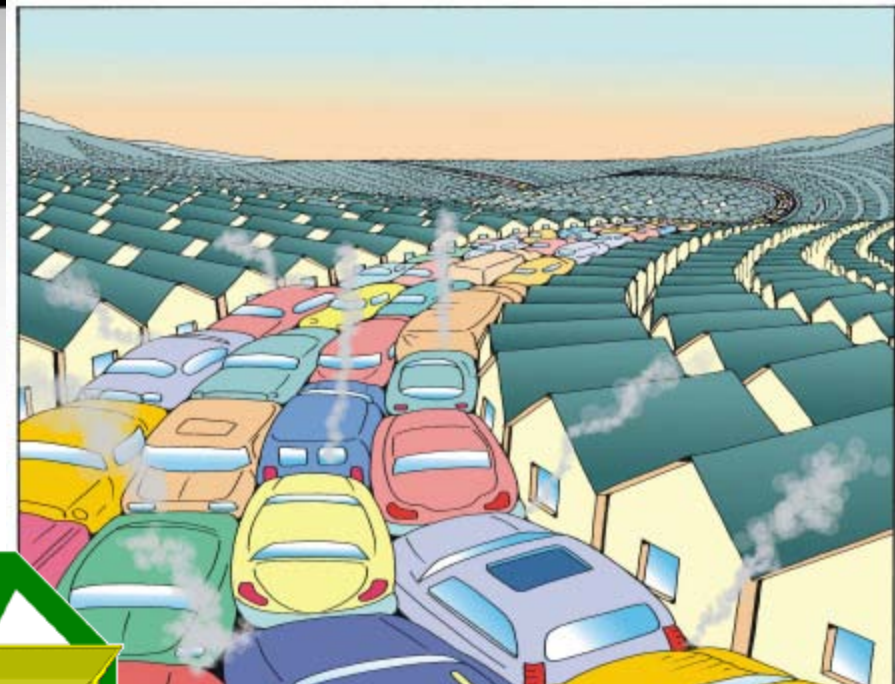
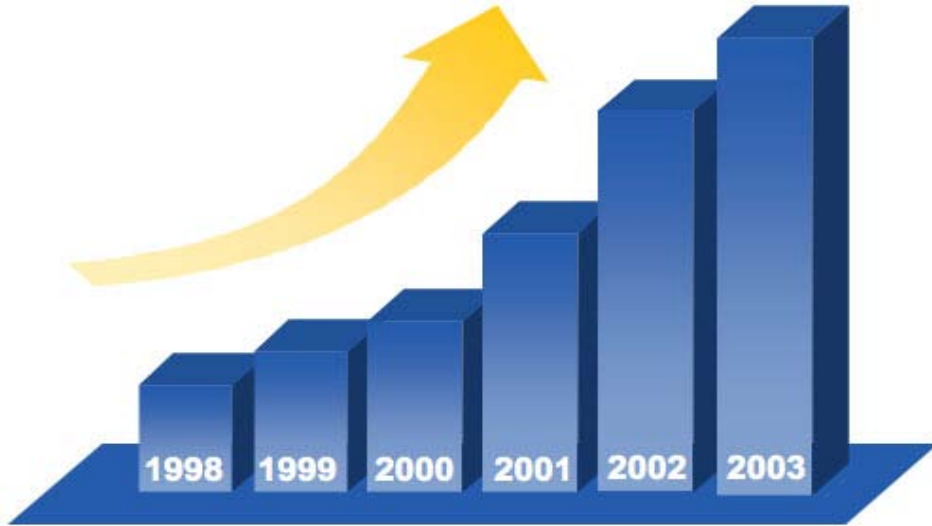


# Outline



- Introduction
- Review of Important DoD Policies and Instructions
- Review of Key Elements of Sustainability Management
- External Coordination
- Encroachment Teams
  - Local, Regional, National





Conducting Outreach helps preserve the military mission.



# Organization

- In order to conduct outreach you need an organizational plan. This will help determine:

- Process (How issues will be vetted; feedback loop; implementation of lessons learned, etc.)
- Procedures (Who will talk to the community)

Our Disaster Recovery Plan Goes Something Like This...







Department of Defense  
**DIRECTIVE**

NUMBER 3200.15

January 10, 2003

Certified Current as of November 21, 2003

USD(P&R)

SUBJECT: Sustainment of Ranges and Operating Areas (OPAREAs)

- References:
- (a) Title 10, United States Code
  - (b) [DoD Directive 5124.2](#), "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," October 31, 1994
  - (c) [DoD Directive 1322.18](#), "Military Training," January 9, 1987
  - (d) [DoD Directive 5149.2](#), "Senior Readiness Oversight Council (SROC)," July 23, 2002
  - (e) through (al), see enclosure 1

1. PURPOSE

This Directive establishes policy and assigns responsibilities under reference (a) for the sustainment of test and training ranges and OPAREAs in the Department of Defense.

2. APPLICABILITY AND SCOPE

This Directive applies to:

2.1. The Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Inspector General of the Department of Defense, the Department of Defense Activities, and all other organizational entities referred to collectively as "the DoD Components"

2.2. All ranges and OPAREAs that are

# Department of Defense Policy

## DoDI 3200.15

*"Assign responsibility for range and OPAREA sustainment management...at the organizational levels in the DoD"*



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, D.C. 20380-0001

MCO 11011.22A  
LFL-dld  
25 Nov 1987

MARINE CORPS ORDER 11011.22A

From: Commandant of the Marine Corps  
Distribution List  
To:

Subj: Encroachment Control

Ref: (a) MCO 11010.36  
(b) SECNAVINST 11011.29B  
(c) SECNAVINST 11011.48

1. Purpose. To establish responsibilities for control of encroachment on Marine Corps operations and real property.

2. Cancellation. MCO 11011.22.

3. Definition. Encroachment is any action planned or executed in the vicinity of a Marine Corps installation which impedes Marine Corps operations or development in a limited area. This includes activities of civilian entities, such as individuals or organizations, which determine the potential to encroach on Marine Corps operations and real property.

4. Background.

a. With the increasing complexity of environmental operations experience, Marine Corps operations have been undergoing changes. These operations are more sophisticated, these systems are larger, louder, and require isolation from civilian communities. This combination of population growth, environmental/natural resource restrictions, and new military hardware has often placed Marine Corps installations at cross-purposes with their surrounding civilian neighbors. To maintain mission readiness and operational capability, an active program designed to identify and prevent or control encroachment is warranted. References (a) through (c) provide specific guidance for particularly complex encroachment issues which have repeatedly been encountered throughout the Department of the Navy. These references augment the guidance herein provided for maintaining a comprehensive encroachment control program.

PCN 102 113226 00

# Marine Corps Order 11011.22A

*“Assign a staff member or office the responsibility of encroachment source monitoring...Ensure continuing dialogue among the staff to identify potential encroachment threats.”*



# Army Regulation 350-19

## The Army Sustainable Range Program

Army Regulation 350-19

Training

### The Army Sustainable Range Program

*“...provides policy and guidance for managing and operating U.S. Army ranges and training lands to support their long-term viability and utility to meet the National defense mission...”*

Headquarters  
Department of the Army  
Washington, DC  
30 August 2005

UNCLASSIFIED





IN REPLY REFER TO  
OPNAVINST 11010.40  
N46  
MAR 27 2007

# Navy Policy

## OPNAV INSTRUCTION 11010.40

From: Chief of Naval Operations

Subj: ENCROACHMENT MANAGEMENT PROGRAM

Ref: (a) National Defense Authorization Act of 2003, Pub. L. No. 107-314, Section 101, codified at 10 U.S.C. 2684a  
(b) ASN (I&R) memo of 23 Jan 03  
(c) CNO memo 11000 Ser N4/3U5759  
(d) National Defense Authorization Act of 2004, Pub. L. No. 108-12, Section 101, U.S.C. 113 note  
(e) DOD Directive 3200.15 of 10 Feb 03

Encl: (1) CNO Encroachment Management Guidelines

1. **Purpose.** To establish the Chief of Naval Operations Encroachment Management program to ensure the long-term sustainability for all Navy installations, ranges, air and water operating areas (OPAREAs), airspace, and military training routes.

This Encroachment Management program will provide guidance for executing the Encroachment Management program established by reference (a), and by references (b) and (c). The EP program is a tool to preserve the Navy's mission capability, prevent incompatible development and/or protect OPAREAs outside the installation.

2. **Background.** The Navy needs a proactive strategy to address all types of encroachment at our installations, ranges, and operating areas to preserve the ability to meet existing and future mission requirements and to provide effective test and training capabilities. Encroachment pressures (e.g., private development adjacent to an installation, range, or OPAREA, certain environmental restrictions, or growing competition for resources such as waterfront, airspace and frequency spectrum)

## OPNAV INSTRUCTION 11010.40

*“Establishment of regional teams consisting of diverse operational, planning, real estate, environmental, legal, and public affairs disciplines to become the focal point to address and resolve encroachment issues working in support of Mission Component Commands.”*





# Air Force Instruction 32-7060

## Interagency and Intergovernmental Coordination for Environmental Planning

BY ORDER OF THE SECRETARY OF THE  
AIR FORCE

AIR FORCE INSTRUCTION 32-7060

25 MARCH 1994



Civil Engineering

INTERAGENCY AND INTERGOVERNMENTAL  
COORDINATION FOR ENVIRONMENTAL  
PLANNING

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the SAF/AAD WWW site at: <http://afpubs.hq.af.mil>.  
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Supersedes AFR 19-9, 14 February 1986.

Certified by: HQ USAF/CEV (Col Peter Walsh)  
Pages: 18  
Distribution: F

This instruction implements AFPD 32-70, *Environmental Quality*, by identifying requirements for Air Force Interagency and Intergovernmental Coordination for Environmental Planning (IICEP). It also implements Department of Defense (DoD) Directive 4165.61, *Intergovernmental Coordination of DoD Federal Development Programs and Activities*, August 9, 1983, with Change 1; Executive Order (EO) 12372, *Intergovernmental Review of Federal Programs*; Title IV of the *Intergovernmental Coordination Act (ICA) of 1968*; and Section 204 of the *Demonstration Cities and Metropolitan Development Act of 1966*.

### SUMMARY OF REVISIONS

This is the initial publication of AFI 32-7060. It aligns with AFPD 32-70. This instruction streamlines current IICEP written guidance. It identifies Federal-regional interagency and state intergovernmental roles of the Air Force Regional Compliance Offices. It also identifies intergovernmental planning coordination at local and areawide levels as the major commands (MAJCOM) provide guidance to their bases.

# Consistent Message

- OSD/Services Responsible for National Framework
  - Directives/Policy
  - Regulatory/Administrative Changes
- Regional Offices
  - State Legislative involvement
  - State and Region Specific Messages
  - Multi-Service Coordination
- Installation/Range
  - Local Issues
  - Community Outreach Strategy



***National • Regional • Local***

# Challenges

- Lack of Consensus Among the Services
- Lack of Communication (Someone goes it alone)
- Change in Leadership Requires Re-education
- Military Organizations Do Not Understand Political Processes (It isn't Civics 101)
- Change in Community Interest and Involvement
- Responsibility for Sustainability Outreach





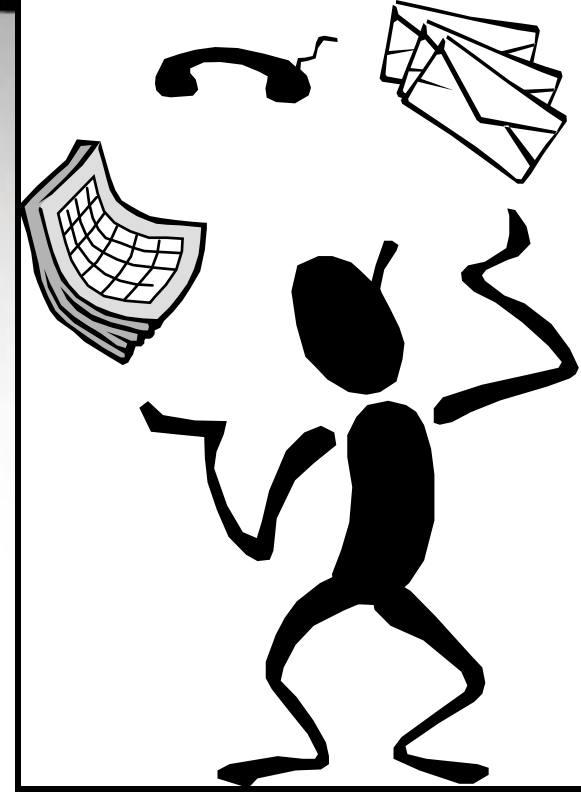
# Internal Organization

- Command Attention
- Encroachment Team
- Encroachment/Sustainability Staff
- Regional/Multi-Service
- Record Keeping



# Effective Outreach Organizations

- Encroachment Teams
- R-2508 Complex Sustainability Office
- Enhanced Readiness Teams
- Arizona Commanders Summit
- Range Commanders Council Sustainability Group
- Navy/Marine Corps Community Planning & Liaisons
- Military Regional Offices
- DoD Southwest Renewable Energy Work Group
- Southeast Regional Partnership for Planning and Sustainability (SERPPAS)
- Western Regional Partnership (WRP)



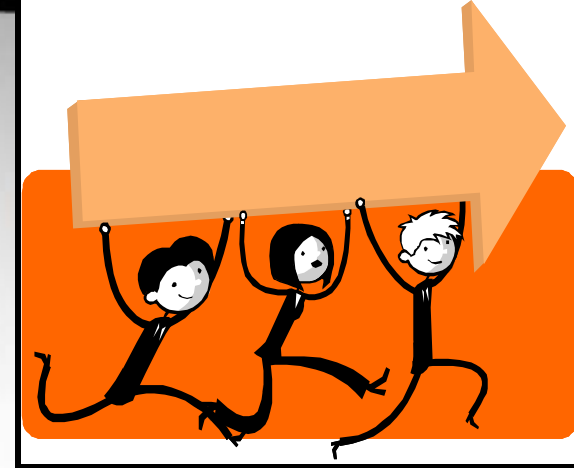
# Encroachment/ Sustainability Office



- On Command Staff
- Established via Local Instruction
- Sufficient resources
- Typically leads Encroachment Team
- Provide coordinated & consistent Interactions with Community



# The Encroachment Team



- Rules of Engagement (Charter/Operating Instructions)
- Senior Leadership Chair
- Participation as needed by:
  - Installation and Mission representatives
  - Senior Level Ops, Environmental, Legal, PA, Airspace, Frequency, Safety, Planning Office(s), Technical Experts, etc.
- Proactively engaged
- Reviews all outside agency proposals for impact on installation resources
- Provides Commander with measurable impacts to the mission from encroachment

# Encroachment Teams

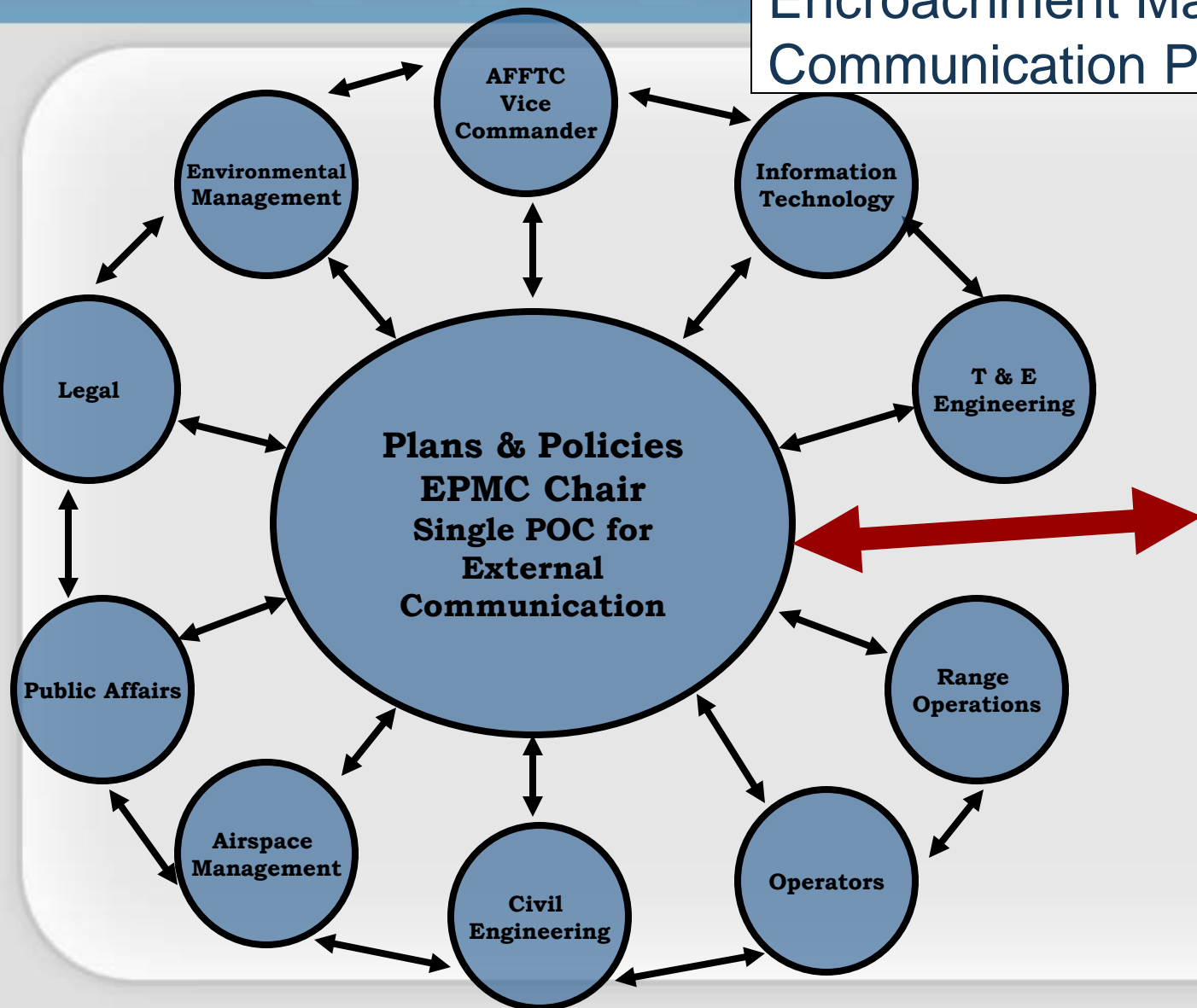


- Edwards Encroachment Prevention & Management Committee
- Navy Enhanced Readiness Teams
- Marine Corps & Navy- Community Planning & Liaison Office

# Edwards EPMC Process



## Encroachment Management and Communication Philosophy



- Kern County**
- Los Angeles County**
- Inyo County**
- San Bernardino County**
- Tulare County**
- Fresno County**
- Surrounding Cities**
- Developers**
- Real Estate Assoc**
- AFMC**
- Air Force**
- Department of Defense**
- State Agencies**
- Other Federal Agencies**
- Legislators**



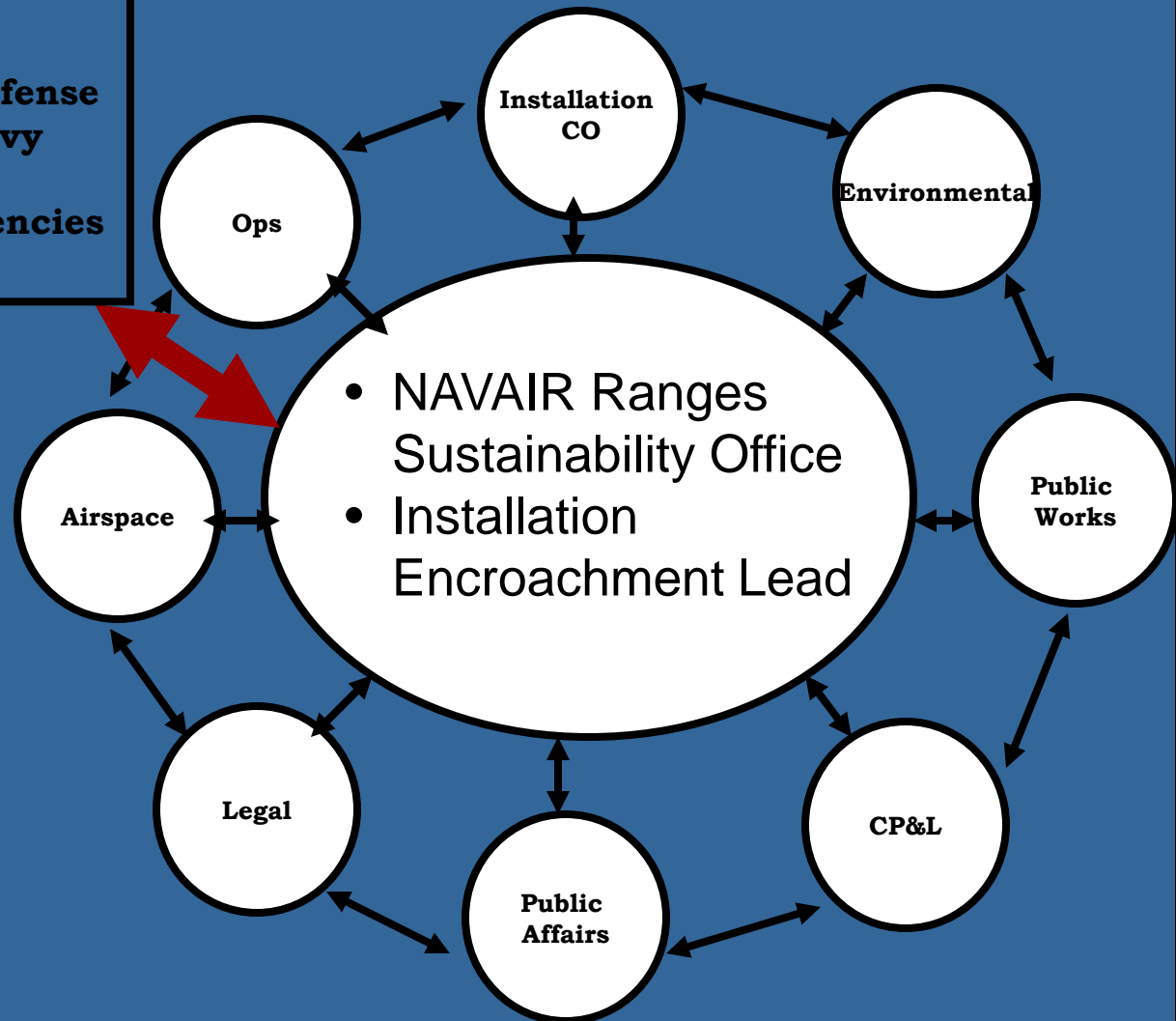
# Navy Enhanced Readiness Teams (ERT)



- Fleet Forces Command ERT
  - FFC, PACFLT, NAVSEA, NAVAIR, Regions
  - Operators, environmental, legal, public affairs, RECs
  - National issues
- Regional ERTs
  - Marine Corps participation depending on region
  - Operators, environmental, legal, public affairs, REC
  - Regional staff, installations, mission commands
  - Regional issues & coordination
- Local ERTs/Encroachment Management Teams
  - NAVAIR sites – China Lake, Patuxent River, Point Mugu
  - Operators, environmental, legal, public affairs, REC
  - Local/Regional issues

# NAVAIR Enhanced Readiness Teams

- **Surrounding Cities**
- **Surrounding Counties**
- **Developers**
- **Real Estate Assoc**
- **Department of Defense**
- **Department of Navy**
- **State Agencies**
- **Other Federal Agencies**
- **Legislators**



- **Discuss Common Concerns**
- **Report Progress**
- **Identify Emergent Issues**

**MCAS Yuma  
Community Planning  
& Liaison Office  
(Encroachment  
Control)**



- Installation Commander
- Yuma County, AZ
- Imperial County, CA
- Riverside County, CA
- Surrounding Cities
- Developers
- Real Estate Agents
- Marine Corps Installation West
- Headquarters Marine Corps
- Department of Defense
- State Agencies
- State Legislature
- Other Federal Agencies

**Range  
Operations**

**Operators**

**Operations**

**Installations &  
Logistics**

**Environmental**

**Staff Judge  
Advocate**

**Public Affairs  
Officer**

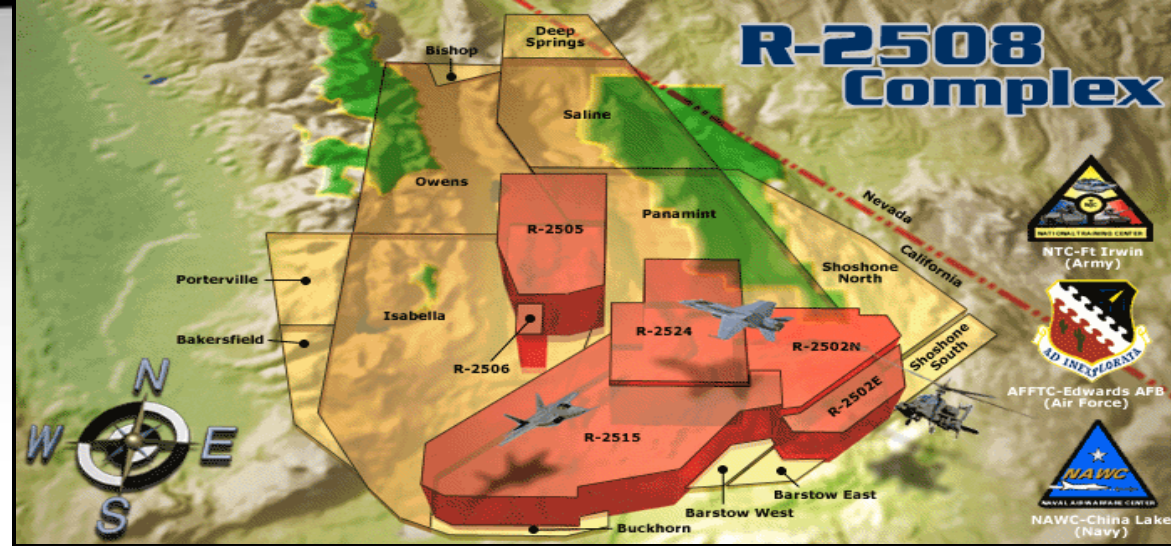
**Communications  
Data Electronics  
Officer**



**Other Departments  
provide input on an  
as needed basis,  
dependent on  
nature of  
encroachment issue**



# R-2508 Complex



- Joint Flag Management
  - NAVAIR, Air Force Flight Test Center, National Training Center
- Complex Sustainability Office
  - Virtual Office
  - Sustainability leads from all three organizations
  - Single complex response, not individual organizations

# DoD Southwest Renewable Energy Work Group

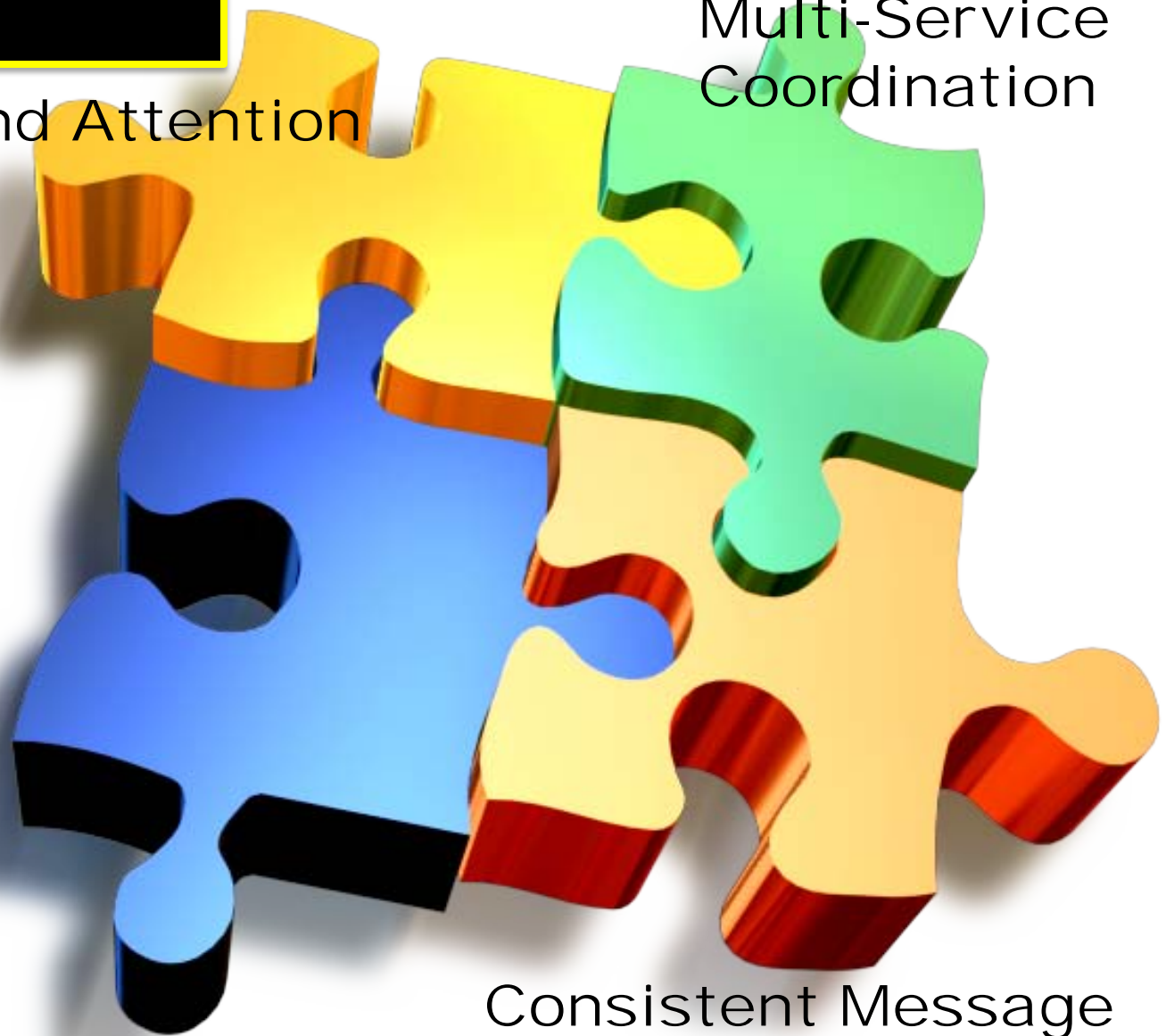


- Significant wind resources in the Southwest
- Created in 2003 to better respond to industry requests within the region and to ensure a consistent and complete military response
- Membership includes operators, airspace managers, military representatives to the Federal Aviation Administration (FAA) and Regional Environmental Coordinator (REC) officers
- Meets regularly with land owners and managers, including the Bureau of Land Management (BLM); Energy Commission; Forest Service; and State Parks and wind proponents
- Strives to support renewable energy development while sustaining the military mission
- Provides single DoD response & assists with proactive communication

# TAKEAWAYS

Command Attention

Regional and  
Multi-Service  
Coordination



Sustainability/  
Encroachment  
Office & Team

Consistent Message





**Questions?**

