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DC I&L (LF)
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MARINE CORPS ORDER 11011.23A

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS ENCROACHMENT MANAGEMENT PROGRAM

Ref: See enclosure (1)

Encl: (1) References
(2) Marine Corps Encroachment Management Program Policies and Procedures

1. Situation. Marine Corps Installations (MCIs) and ranges are key national defense assets that offer a unique combination of ocean, coastal, riverine, inland, and airspace training areas. This makes them essential components of our national defense foundation, as they directly support combat readiness of Marine Corps Operating Forces. To achieve the highest levels of readiness and to provide the warfighter realistic training, the Marine Corps must provide, sustain, and protect mission-capable installations, range and training areas (RTAs), and areas within the military mission footprint (MMF). Encroachment refers to the factors that degrade or have the potential to degrade the Marine Corps' capability to conduct current and future military testing, training, and general mission activities. The Marine Corps Encroachment Management Program is both an adaptive management and risk management program designed to prevent, mitigate, and repair factors that degrade or have the potential to degrade the Marine Corps' mission capabilities.

2. Cancellation. MCO 11011.23, and MCICOM Policy, "Roles and Responsibilities for Department of Defense Regional Environmental Coordinator (DoD REC) Program," May 23, 2014.

3. Mission. This Order provides policy and guidance for the Marine Corps Encroachment Management Program in order to support and enhance the readiness of Operating Forces and tenant commands on MCIs.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The Marine Corps Encroachment Management Program helps prevent, mitigate, and repair mission constraints caused by encroachment and enhances Installation support of the Marine Corps' warfighting mission by integrating communications, outreach, and engagement to advance mission

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sustainment, legislative engagement, mission compatibility, and liaison with installation communities, elected officials, and mission partners.

(b) Encroachment management is a Commander's program. Effective encroachment management requires an outward-directed, forward-looking, cross-functional, and coordinated effort by the entire Marine Corps' chain of command. This Order establishes the Deputy Commandant, Installations and Logistics (DC I&L) as the principle Headquarters Marine Corps' (HQMC) resource sponsor and the Marine Corps' lead for all encroachment management matters.

(c) Supporting the Marine Corps Operating Forces' ability to meet their training requirements and maintain readiness requires holistic planning, monitoring, and engagement beyond Marine Corps range and training area (RTA) and installation boundaries. Implementing encroachment management activities and engagement with external partners and stakeholders to protect and ensure mission compatibility within RTAs and white space areas not under Marine Corps control within the MMF are critical to the Program's success.

(2) Concept of Operations

(a) The Marine Corps Encroachment Management Program is under the direction of DC I&L.

(b) The Assistant Deputy Commandant for Installations and Logistics (Facilities Service Division) (ADC I&L (LF))/Commander, Marine Corps Installations Command (COMMCICOM) serves as the proponent of the Marine Corps' encroachment management policies, programs, coordination, and actions.

(c) MCICOM Assistant Chief of Staff, Modernization and Development (G-7), serves as the MCICOM section-level point of contact (POC) for the Marine Corps Encroachment Management Program. MCICOM G-7 develops, coordinates, maintains, and updates Marine Corps encroachment management policies and procedures in order to provide enterprise-wide direction for planning, preparation, and execution.

(d) Encroachment factors shall be addressed through the five-phase Encroachment Management Cycle, an analytical framework that allows the Marine Corps to effectively prevent, mitigate, and repair encroachment factors.

b. Subordinate Element Missions

(1) Region/Installation Commanders shall implement and maintain their Encroachment Management Programs to prevent, mitigate, and repair encroachment within the command's respective area of responsibility.

(2) Region G-7 and Installation Community Plans and Liaison Officers (CPLOs) shall serve as the command's primary POCs for encroachment management.

c. Coordinating Instructions

(1) Comply with the intent of this Order. The terms "shall," "will," and "must" as used in this Order are directive and require compliance.

(2) Submit all recommendations concerning this Order to MCICOM G-7 via the appropriate chain of command.

5. Administration and Logistics

a. The DC I&L will administer the requirements and ensure the accuracy, modification, and distribution of this Order.

b. Requests for deviations from any of the provisions of this Order must be submitted to COMMCICOM.

c. This Order will be implemented in foreign countries only to the extent that the requirements of this Order do not contravene existing Status of Forces Agreements (SOFAs) and other treaties/executive agreements with host nations, or otherwise contravene mandatory policy guidance issued by a joint command or sub-unified command.

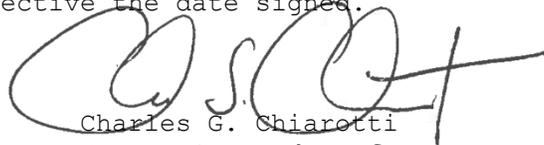
d. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per reference (c) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at: <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to reference (x) for Marine Corps records management policy and procedures.

e. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (a)) and implemented per reference (b).

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



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References

- (a) 5 U.S.C. § 552a
- (b) SECNAVINST 5211.5F
- (c) SECNAV M-5210.1 CH-1
- (d) DoD Directive 3200.15, 'Sustaining Access to the Live Training and Test Domain,' December 18, 2013
- (e) DoD Instruction 4180.02, 'Implementation and Management of the DoD Mission Compatibility Evaluation Process,' March 31, 2016
- (f) 10 U.S.C. § 183a
- (g) MCO 3550.10
- (h) OPNAVINST 3770.2L
- (i) 32 CFR Part 211
- (j) MCO 11010.16
- (k) MCO 3550.11
- (l) 10 U.S.C. § 2684a
- (m) SECNAVINST 11011.47D
- (n) 16 U.S.C. § 670a-670o
- (o) DoD Instruction 4715.24, 'The Readiness and Environmental Protection Integration (REPI) Program and Encroachment Management,' November 9, 2016
- (p) DoD Instruction 4715.02, 'Regional Environmental Coordination,' August 28 2009
- (q) DoD Instruction 2000.25, 'DoD Procedures for Reviewing and Monitoring Transactions Filed with the Committee on Foreign Investment in the United States (CFIUS),' August 5, 2010
- (r) Assistant Secretary of the Navy (Installations and Environment) Memorandum of June 21, 2012
- (s) DoD Instruction 3030.3, 'Joint Land Use Study (JLUS) Program,' July 13, 2004
- (t) DoD Instruction 4715.03, 'Natural Resources Conservation Program,' March 18, 2011
- (u) DoD Instruction 4715.16, 'Cultural Resources Management,' September 8, 2008
- (v) MCO 5090.2
- (w) MCO 3000.13A
- (x) MCO 5210.11F

Marine Corps Encroachment Management Program Policies and Procedures

Chapter 1

Introduction

1. General. The Marine Corps Encroachment Management Program requires proactive management actions and stakeholder engagement at all echelons to avoid, mitigate, or repair the mission constraints resulting from environmental laws and regulations, population growth, and accompanying incompatible uses around installations and RTAs. The Encroachment Management Program supports the warfighter's ability to train, test, and operate now and in the future, but also seeks to protect the health, safety, and welfare of the public and Sailors, Marines, and their families. Over time, the Marine Corps has incorporated various plans, programs, tools, best practices, and metrics as described in this Order to advance the effectiveness of its Encroachment Management Program. The Marine Corps also recognizes that noise, dust and smoke, and vibrations from military activities affect our neighbors. As such, Marine Corps Encroachment Management Program actions should be described as mission sustainment activities to reflect program objectives.

2. Significant Program Changes. The significant changes in the Encroachment Management Program are:

a. Creation of a standalone MCICOM G-7 directorate.

b. Additional guidance on the Marine Corps mission compatibility evaluation (MCE) process to provide thorough and timely evaluations and assessments of development proposals or resource use planning efforts that have the potential to encroach upon and adversely impact Marine Corps training, operations, and readiness.

3. Encroachment Management Cycle. The Marine Corps will address encroachment factors through the Encroachment Management Cycle, a five-phase analytical framework that allows the Marine Corps to effectively prevent, mitigate, and repair encroachment. The five phases are:

- (1) Identify.
- (2) Plan.
- (3) Execute & Monitor.
- (4) Measure & Reassess.
- (5) Report & Share.

4. Encroachment Categories. The current Marine Corps Encroachment Management Program establishes encroachment categories and corresponding definitions to provide consistent syntax and relevant scope when identifying and managing mission constraints or elevating similar encroachment issues to allow the Marine Corps to systemically manage encroachment. The twelve encroachment categories, as further detailed in Chapter 2, are:

- (1) Air quality

- (2) Airspace use
- (3) Cultural resources
- (4) Electromagnetic spectrum
- (5) Land use
- (6) Marine use
- (7) Natural factors and climate effects
- (8) Noise
- (9) Protected natural resources
- (10) Security and safety
- (11) Unexploded ordnance (UXO) and munitions
- (12) Water supply and quality.

5. Metrics & Reporting. The Encroachment Management Program uses the Encroachment Management tracker to report on encroachment factors, evaluate installation encroachment programs, and share results across and up the chain of command. The Program also utilizes existing metrics and reporting mechanisms from the Defense Readiness Reporting System (DRRS), Marine Corps Common Output Levels of Service (COLS), and Department of Defense (DoD) encroachment program specific reporting requirements to validate and support Marine Corps encroachment management metrics reporting and program requirements.

Chapter 2

Encroachment Management Program Overview

1. Purpose. This Chapter provides a comprehensive overview of encroachment and the Encroachment Management Cycle.

2. Encroachment

a. Definition. Encroachment, as discussed in this Order and as originally defined by reference (d), refers to factors that constrain or have the potential to inhibit the Marine Corps' capability to conduct current and future military testing, training, and general mission activities. Encroachment factors refer to the internal or external activities (e.g., wind energy infrastructure, endangered species, airfield safety and airspace clearances, and on-base facilities siting) that result in present or potential constraints to Marine Corps mission capabilities. The Marine Corps classifies encroachment factors into twelve categories. Overlap exists between categories due to the interdependence and complexities of the factors.

b. Encroachment Categories

(1) Air Quality: Refers to the degree to which the ambient air is pollution free. Laws and regulations govern many emissions and/or sources to prevent hazardous air quality and opacity levels.

(2) Airspace Use: Refers to activities that occur above the ground and sea. Some airspace use (e.g., unmanned aircraft systems or commercial and private users operating under the jurisdiction of the Federal Aviation Administration (FAA) in the same airspace as the military) may be incompatible with mission activities. Some activities that impact or obstruct airspace use result from land use or development (e.g., renewable energy projects, towers).

(3) Cultural Resources: Refers to buildings, structures, districts, sites, landscapes, cemeteries, and objects of significance in history, architecture, archaeology, engineering, or culture, as well as resources of traditional, religious, or cultural significance to host nations, regional tribes, and native populations. The term also includes associated documents and records. Definitions for "cultural resources" in overseas locations should follow those provided in host nation laws and statutes, or environmental governing standards negotiated under status of forces agreements. Protection and management of cultural resources are legally required.

(4) Electromagnetic Spectrum: Refers to activities that occur in the electromagnetic spectrum. Incompatible land use, airspace use, commercial competition, host nation restrictions, and other federal agencies may interfere with spectrum bandwidth availability or degrade radar performance.

(5) Land Use: Refers to the activities that occur on the ground. Some land uses (e.g., urban growth, tall structures, renewable energy development, and smoke, dust, or other obscurant-generating activities) may be incompatible with Marine Corps mission activities.

(6) Marine Use: Refers to activities that occur in the sea and along the coast. Some Marine activities (e.g., shipping, transportation, recreation, renewable energy development, and scientific technology) may be incompatible with mission activities.

(7) Natural Factors & Climate Effects: Refers to weather or disaster conditions that persist over multiple decades or longer that encompass increases and decrease in temperature, shifts in precipitation, and changing risk of certain types of severe weather events, and related resilience/management (both short and long-term) efforts. Examples include severe weather, natural disasters, coastal erosion, insect population changes, invasive species propagation, sea level rise, wildfires, increased extreme heat days, changes in drinking water supply, and changes in stream flow and timing. Natural factors and climate effects can compound existing encroachment factors and mission constraints.

(8) Noise: Refers to unwanted sound generated by mission activities. Noise affects sensitive receptors (human, wildlife, and infrastructure) on and off the installation.

(9) Protected Natural Resources: Refers to animals, plants, and ecosystems (e.g., endangered, threatened, and candidate species, critical habitat, migratory birds, wetlands, and coastal resources) whose protection and management is legally required.

(10) Security & Safety: Refers to unauthorized persons (i.e., recreational users and range transients), persistent foreign government presence near installations or RTAs, animals, or objects that permeate the installation perimeter.

(11) Unexploded Ordnance (UXO) & Munitions: Refers to UXO and munitions deposited by essential military live-fire training, testing, and general mission activities.

(12) Water Supply & Quality: Refers to the degree to which water is available and potable for mission and community use and consumption. It also refers to the laws and regulations that govern drinking water quality and pollution discharges into water sources, as well as the legal rights that provide access to water sources.

c. Mission Constraints. The term "mission constraints" refers to any direct or indirect degradation to the Marine Corps' capability to conduct current and future military testing, training, and general mission activities as the result of encroachment factors. Mission constraints can reduce the realism and value of training, create work-arounds, impose additional costs, and/or increase safety risks. The Marine Corps classifies mission constraints into three categories: Space, Operations, and Time. The complex nature of mission activities and the interdependence of encroachment factors often results in linkage between mission constraints.

(1) Space (Airspace, Sea Space, Land Space, or Electromagnetic Spectrum): Encroachment can cause areas to become unavailable for mission activities, inhibit certain electromagnetic spectrum use, reduce range access (e.g., limits target approach corridors), and restrict flight altitudes or paths.

(2) Operations: Encroachment can result in certain operations (e.g., training events) being restricted or prohibited, which can, among other things: Segment training and reduce realism; limit application of new technologies; inhibit new tactical development; reduce live-fire proficiency; increase costs; restrict ability to move personnel, supplies, etc.; reduce personnel safety; and minimize proficiency training.

(3) Time: Encroachment can reduce the period of time (hours/days/weeks) that testing, training, and general mission activities may occur as a result of the space and operation mission constraints. This may constrain when an activity may occur and/or the duration of the activity. The reduced period of time may result in increased personnel tempo.

d. Encroachment Management Cycle. The Encroachment Management Cycle demonstrates a five-phase analytical framework that allows the Marine Corps to successfully and proactively prevent, mitigate, and repair encroachment. Figure 2-1 illustrates the Encroachment Management Cycle. Depending on the situation at hand, commands may exit or enter the Encroachment Management Cycle at any point.

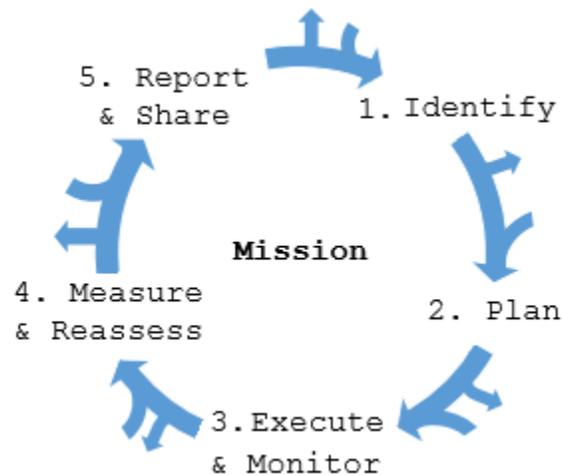


Figure 2-1.--Encroachment Management Cycle.

(1) Phase 1 - Identify

(a) Identifying actual or potential encroachment requires a clear understanding of mission requirements; the development of a current MMF; preparation of encroachment studies; continuous monitoring of local, state, and federal information sources for proposed actions (e.g., laws, regulations, Executive Orders, permit applications, land use plans, and zoning ordinances); and continuous engagement and outreach with internal and external stakeholders (i.e., persons or organizations that have a vested interest in an issue or a decision).

(b) The Office of Government and External Affairs (GEA) or CPLO (or functional equivalent) has primary responsibility in identifying and assessing current or potential encroachment factors. However, successful encroachment management requires all echelons of the Marine Corps to be vigilant and to engage, build relationships, and work collaboratively with tenant commands, surrounding communities, regions, states, host nations, non-governmental organizations (NGOs), federal agencies, other military components within the state/region, and individual land owners.

Communication between Region and Installation staffs, the Operating Forces, and other tenant commands is critical to the success of the program. The Encroachment Management Action Team (EMAT) is the foundational, cross-functional forum for internal Marine Corps coordination, planning, and input on mission sustainment and encroachment issues. Proactive outreach and engagement with stakeholders is required to maintain situational awareness within the MMF. Engagement with stakeholders, both internal and external, is the foundation upon which the Encroachment Management Cycle functions.

(c) Military Mission Footprint (MMF)

1. The MMF refers to the combination of air, land, and sea space, as well as electromagnetic spectrum, required to support the military training and operations of the Operating Forces and Service-level training within a Region or an Installation. This includes areas used intermittently as well as regularly, and both small-unit and large-force exercise operating areas. The MMF clearly defines the mission impact boundaries wherein the military and communities must work together to ensure compatible air, land, sea, and electromagnetic spectrum uses for military operations and public safety. Furthermore, the MMF serves as the foundation and driver for the identification of Areas of Interest and priority areas for encroachment management. The MMF is tied directly to the Commander's area of responsibility but should also include other military installations and ranges (both Marine Corps and non-Marine Corps), federal lands, state and private lands, host nation military and leased lands, and associated areas that support the successful execution of the installation mission and tenant commands training, test and evaluation, and operating requirements.

2. The MMF is illustrated in a two- and three-dimensional geographic information system (GIS) format and reflects the mission-essential area required to conduct military training and operations as well as any projected noise exposure and safety risks to operations and/or the public. The MMF articulates the military mission requirements of tenant commands and Operating Forces and requirements. The MMF illustration is set against a mapped data layer that depicts the military installation, its associated airspace, the geographical boundaries associated with multiple local and state governments, and, as appropriate, federal data for public lands and the outer continental shelf. The MMF must include, as applicable, but is not limited to:

a. Special Use Airspace (SUA), Military Training Routes (MTRs), Terrain Flight Routes, Landing Zones (on and off-installation), and Outlying Landing Fields, including SUA and MTRs not controlled by the Marine Corps but used by the Installation's tenant commands.

b. Air Installation Compatible Use Zones (AICUZ).

c. Range Compatible Use Zones (RCUZ)/Range Air Installation Compatible Use Zones (RAICUZ).

d. Explosive Safety Quantity Distance Arcs.

e. Electromagnetic arcs.

f. Natural or cultural resources that impact current or future military operations, such as designated critical habitat, and their off-base ecologically-related habitat.

g. Essential infrastructure that supports military operations, such as munitions and fuel delivery points (e.g., railroads, highways, airfields, and piers) and off-installation transit or maneuver corridors.

h. The installation and RTA boundaries.

i. Offshore operating areas.

j. Special use permit areas and private lands used by agreement with landowners or host nations.

k. UXO disposal safety zones.

(2) Phase 2 - Plan

(a) Active encroachment management requires a plan with strategies and management actions to prioritize the use of resources and initiatives that provide the best opportunities for success. The Encroachment Control Plan (ECP) is the primary planning document used to analyze mission constraints and identify solutions and strategies to prevent, mitigate, and repair encroachment. Supporting documents, such as local land use plans - AICUZ, RCUZ, Regional Airspace Plan (RAP), Range Complex Management Plan (RCMP), and compatible use studies (e.g., Joint Land Use Study (JLUS)), and a well thought-out Outreach and Engagement Strategy are critical to the success of the Encroachment Management Program. All of these technical studies and plans are discussed in greater detail in Chapter 4.

(b) Encroachment factors can arise at any time. For this reason some existing plans may not address emergent factors. Therefore, encroachment planning is an ongoing process.

(c) Since solution sets to many encroachment factors and mission constraints lie in the hands of external stakeholders, the Marine Corps must design management actions with external stakeholders in mind. This includes tailoring efforts to the local cultural and political environments (including host-nations). Installations should be sensitive to potential negative connotations that external stakeholders may associate with the term "encroachment". The term may suggest that the Marine Corps believes that the communities' actions, the existence of protected species, private land rights, and other encroachment factors are negative forces. Recognizing this, the Marine Corps acknowledges that encroachment occurs both ways; the Marine Corps' mission activities may impact surrounding communities. Identified encroachment management authorities should be cognizant of these tensions while engaging with communities.

(3) Phase 3 - Execute & Monitor

(a) This is the most crucial phase of encroachment management, and it occurs throughout all programs and at all echelons of the Marine Corps. An encroachment plan, study, or tool cannot prevent, mitigate, or repair encroachment if it has not been executed. This phase includes implementing ECP management actions, building resource requirements, identifying and engaging with current and new stakeholders and partners, developing new tools, obtaining necessary training and education, and utilizing available encroachment tools.

(b) Commands shall identify projects and resource requirements in their organizational funding process. Chapter 4 contains further information about resourcing the command's Encroachment Management Program.

(4) Phase 4 - Measure & Reassess. The success of the Encroachment Management Program or any particular management action requires commands to measure both performance and effectiveness. Such metrics will allow commands to evaluate success, reassess and readjust actions, and support resource requests through the Planning, Programming, Budgeting, and Execution (PPB&E) process.

(5) Phase 5 - Report & Share. Reporting metrics and sharing lessons learned allows all levels of command to make informed decisions regarding program resourcing and strategies. Commands will provide encroachment management reports up the chain of command and share lessons learned horizontally across the Marine Corps.

Chapter 3

Responsibilities

1. Purpose. This Chapter describes responsibilities and authorities pertaining to the Encroachment Management Program.
2. Commander's Program. Encroachment management is a Commander's program with primary responsibility for the program's execution delegated to the command's GEA/CPLO. COMMCICOM, the Commanding Generals (CGs), Marine Corps Installations East (MCIEAST), Marine Corps Installations West (MCIWEST), Marine Corps Installations Pacific (MCIPAC), and the Commander, Marine Corps Installations National Capital Region (MCINCR), will be responsible for encroachment-related mission constraints of subordinate and supported Installations and the Operating Forces and tenant commands on MCIs. Nevertheless, effective encroachment management requires an outward-directed, forward-looking, coordinated effort by the entire Marine Corps chain of command. The billet/command responsibilities listed below are in addition to those delegated in other applicable authorities.
3. Headquarters Marine Corps (HQMC)
 - a. Deputy Commandant, Installations and Logistics (DC I&L)
 - (1) Serve as principal HQMC resource sponsor and Marine Corps proponent for all encroachment management matters.
 - (2) Administer the requirements of and ensure the accuracy, modification, and distribution of this Order.
 - (3) Serve as the principal proponent for all matters pertaining to: the oversight and coordination of encroachment management, including policy and guidance; education; tasking of responsibilities; monitoring accomplishment; and resolution of conflicts that may exist with the administration of encroachment management policy and programs.
 - (4) Coordinate with other DCs and Commandant Special Staff in the implementation of this Order, as necessary.
 - b. Assistant Deputy Commandant, Installations and Logistics (ADC I&L) (LF)/Commander, Marine Corps Installations Command (COMMCICOM)
 - (1) Serve as proponent for the Marine Corps Encroachment Management Program and policies. Coordinate uniform implementation of Encroachment Management Program and policies.
 - (2) Provide policy, guidance, and oversight for encroachment management.
 - (3) Inform DC I&L as the lead for encroachment policy development and oversight. Provide courses of action and recommendations to DC I&L when regional-level resolution of encroachment management cannot be attained.
 - (4) Chair the HQMC Encroachment Management Action Team (EMAT).
 - (5) Serve as the HQMC-level advocate for all MCE activities and issues, including support to the DoD Siting Clearinghouse process in

accordance with reference (e) and identifying Service priorities and Geographic Areas of Interest pursuant to reference (f).

(6) In coordination with CG, Marine Corps Combat Development Command (CG, MCCDC) and DC, Programs and Resources (DC P&R), develop, maintain, and update, as required, an encroachment management programmatic strategy to support the MCI's vision and the Mission-Capable Ranges Program tenets of reference (g).

(7) In coordination with DC, Aviation (DC A) and CG, MCCDC, monitor and respond to all encroachment matters that impact the Marine Corps' use of RTAs and airspace for training, testing, and operations, including factors that convert or restrict training and operational use of RTAs, proposed RTA projects that require changes to existing ranges, airspace, or air traffic control procedures, and weapons and ammunition procurement as they pertain to RTA requirements.

(8) In coordination with DC A and CG, MCCDC, ensure the preservation, enhancement, and expansion of airspace for military operations in order to support near term and future operational and service unique training airspace requirements.

c. Deputy Commandant, Aviation (DC A)

(1) In addition to the responsibilities outlined in references (g) and (h) and in coordination with COMMCICOM and CG, MCCDC, monitor encroachment factors related to the Marine Corps' use of airspace, proposed RTA projects that require changes to existing airspace or air traffic control procedures to ensure compatibility with other aviation requirements, and aviation weapons and ammunition procurement as they pertain to RTA requirements.

(2) Provide representation to the USMC Airspace Management Operational Review Board (ORB), USMC Airspace Working Integrated Process Team (WIPT), the HQMC EMAT, and other appropriate HQMC Working Groups in support of Mission-Capable Ranges.

(3) In coordination with COMMCICOM and CG, MCCDC, ensure Marine Corps' use and management of airspace and the Marine Corps Airspace Management ORB and WIPT efforts are consistent with this Order.

(4) Serve as the lead agency for aviation and airspace issues during the MCE process and ensure MCE analyses consider existing and future airspace, air traffic control procedures, and aviation weapons and ammunition requirements as it pertains to risk to safety and compatibility of development projects or resource use plans.

d. Deputy Commandant, Programs and Resources (DC P&R)

(1) Support COMMCICOM in the development of an enterprise-wide encroachment management PPB&E strategy to support the MCI's vision and the Mission-Capable Ranges Program tenets of reference (g).

(2) Provide representation to HQMC Working Groups in support of Mission-Capable Ranges.

e. Deputy Commandant, Plans, Policies, and Operations (DC PP&O)

(1) In coordination with CG, MCCDC and COMMCICOM, participate in the staff coordination of operational matters, Marine Air-Ground Task Force (MAGTF) matters, combat readiness, mission assurance and security matters, and amphibious and pre-positioning matters related to planning, prevention, and management of encroachment.

(2) Provide representation to the HQMC EMAT and HQMC Working Groups in support of Mission-Capable Ranges.

(3) Ensure MCEs consider the potential adverse impacts from resource use plans or development proposals on operational matters, Marine Air-Ground Task Force matters, combat readiness, security and mission assurance matters, and amphibious and pre-positioning matters.

(4) DC PP&O is the Marine Corps lead for involvement in the Committee on Foreign Investment in the United States (CFIUS) process and will coordinate with DC I&L on all CFIUS and Foreign Investment Risk Review Modernization Act (FIRRMA) cases that involve proximity to Marine Corps installations.

f. Deputy Commandant, Combat Development & Integration (DC CD&I)/CG, MCCDC

(1) DC CD&I. Determine and publish RTA standards, requirements, and objectives to be supported by the Marine Corps RTA Management Program and coordinate with COMMCICOM to advocate, prioritize, resource, and provide oversight of installation range management. Ensure that policy and guidance pertaining to the oversight and coordination of operational RTAs incorporates the requirements of this Order.

(2) In addition to the responsibilities outlined in reference (g), coordinate with COMMCICOM and DC P&R in the development, maintenance, and updating as required, of COMMCICOM's encroachment management programmatic strategy to support the tenets of the Mission-Capable Ranges Program.

(3) Maintain awareness of encroachment-related issues impacting or with the potential to adversely impact Marine Corps RTAs.

(4) In accordance with reference (g), coordinate with DC A and COMMCICOM to monitor encroachment factors related to the Marine Corps' use and management of airspace and ensure the Marine Corps Airspace Management ORB and WIPT efforts are consistent with this Order.

(5) Provide representation to the HQMC EMAT.

(6) Ensure MCE analyses consider current and future operational and training requirements.

g. Deputy Commandant, Manpower and Reserve Affairs (DC MRA). In coordination with CG, MCCDC and COMMCICOM, participate in the staff coordination of personnel matters related to the planning, prevention, and management of encroachment.

h. Deputy Commandant, Information (DC I)

(1) In coordination with COMMCICOM, monitor encroachment factors related to the Marine Corps' use of the electromagnetic spectrum and proposed projects that require changes to the existing use of the electromagnetic spectrum to mitigate degradation of the Marine Corps' capability to conduct current and future military testing, training, and general mission activities.

(2) Provided representation to the HQMC EMAT as needed.

i. Special Staff

(1) Counsel for the Commandant (CL)

(a) Provide legal support to DC I&L and MCICOM on issues under CL's primary cognizance, including land use, real property, environmental, procurement law, and other advice on encroachment factors affecting the Marine Corps.

(b) Provide, through the Field Area Counsel Offices, legal support in matters under the CL's primary cognizance, including land use, environmental, procurement, law, and other advice to the Region and Installation commands.

(c) Provide representation to the HQMC EMAT and HQMC Working Groups in support of Mission-Capable Ranges and Mission Sustainment.

(2) Director of Communication (DIRCOMM)

(a) As appropriate, support MCICOM G-7 with the development and maintenance of Marine Corps communication objectives, messages, and questions and answers pertinent to the policies and procedures in this Order for public affairs purposes (e.g., installation programs, community relations, media relations, and internal relations).

(b) As appropriate, support MCICOM Communication Strategy and Operations Officer (COMMSTRAT) with national media engagements to inform the public of Marine Corps installation requirements and encroachment concerns.

(3) Director, Office of Legislative Affairs (OLA)

(a) In coordination with MCICOM G-7, establish and maintain a federal legislative monitoring process pertinent to the policies and procedures in this Order.

(b) In coordination with MCICOM G-7 and CL, propose and support legislative initiatives and congressional engagement pertinent to the policies and procedures in this Order.

(4) Staff Judge Advocate to the Commandant (SJA to CMC)

(a) Provide support to Installation SJA's and, when relevant, Fleet Marine Force SJA's on issues under SJA to CMC's primary cognizance, including operational and training implications resulting from encroachment factors.

(b) Supervise judge advocate training in areas relevant to this Order.

4. Marine Corps Installations Command (MCICOM)

a. AC/S, Modernization and Development (MCICOM G-7)

(1) Develop, coordinate, maintain, and update Marine Corps encroachment management policies and procedures to provide enterprise-wide direction for program planning, preparation, and execution.

(2) Ensure every Region and Installation maintains and updates ECPs, Outreach and Engagement Strategies, MMFs, Encroachment Partnering (EP) Strategies and agreements, and AICUZ, RAICUZ, and RCUZ studies as applicable; and coordinates their HQMC review.

(3) Develop, coordinate, maintain, and update enterprise-wide encroachment training and education initiatives.

(4) Participate in all HQMC and/or MCICOM staff-level meetings involving encroachment matters.

(5) In coordination with appropriate Marine Corps stakeholders, participate in partnerships with national-level conservation, development, and public management organizations to promote compatible resource use planning.

(6) Coordinate with the MCICOM G-3/5 Marine Corps Planning Code (MCPC) Budget Advocate to validate encroachment-related PPB&E information and requests to include any encroachment-related studies, such as ECPs, compatible use zone studies, etc. Prepare an annual GEA enterprise-level budget.

(7) Chair the MCICOM EMAT.

(8) Chair the GEA/G-7 Installations Advisory Group.

(9) Manage and execute the Marine Corps EP Program.

(a) Develop, coordinate, maintain, and update Marine Corps EP procedures and guidance.

(b) Evaluate, submit, and sponsor proposed Marine Corps EP projects and funding requests funded by MCICOM Centrally Managed Programs, and requests to the Assistant Secretary of the Navy (ASN) for Energy, Installations & Environment (EI&E) and to the Office of the Secretary of Defense (OSD) as part of the OSD Readiness and Environmental Protection Integration (REPI) program.

(10) Participate in HQMC Working Groups in support of Mission-Capable Ranges.

(11) Advocate for and assist Region and Installation commands in planning and executing their Encroachment Management Programs, to include adding additional partners, exploring new tools and processes, and resolving policy challenges.

(12) Serve as the HQMC subject matter expert, coordinator, and manager on Marine Corps MCEs and facilitate the completion of MCEs in accordance with references (e) and (i), including all issues related to encroachment from energy development and transmission, Outer Continental Shelf encroachment issues, and national security/mission assurance encroachment issues subject to CFIUS review.

(13) Serve as the HQMC subject matter expert, coordinator, and manager on noise and the POC for the centrally-managed AICUZ, RAICUZ, and RCUZ studies in accordance with references (j) and (k).

(14) Serve as the HQMC POC for the DoD Compatible Use Program. Coordinate annual installation/community nominations with the OSD Office of Economic Adjustment (OEA) submitted via the Principal Deputy Assistant Secretary of the Navy (EI&E).

(15) Provide HQMC representative on various Inter-Service Working Groups (ISWG) related to encroachment management and range sustainment, to include the Defense Noise Working Group (DNWG), REPI ISWG, Planning ISWG, DoD Siting Clearinghouse Mitigation Response Team (MRT) WG, and Ranges ISWG.

(16) Fulfill the responsibilities for the DoD Regional Environmental Coordinators (REC) program as set forth in Appendix C.

(17) Provide legislative affairs support and advice to COMMCICOM and coordinate with OLA on all congressional matters related to MCICOM.

(18) Develop and maintain Marine Corps mission sustainment/encroachment management communication objectives, messages, and questions and answers pertinent to the policies and procedures in this Order for COMMSTRAT/public affairs purposes (e.g., installation programs, community relations, media relations, and internal relations).

(19) Engage national, regional, and local media outlets and liaise with DoD Public Affairs to inform the public of encroachment factors and the installation's missions and capacity to support the training and sustainment of a combat-ready Marine Corps.

b. Marine Corps Installations Command (MCICOM) G-F

(1) Provide representation to the HQMC EMAT and HQMC Working Groups in support of Mission-Capable Ranges and Mission Sustainment, to include MCE coordination, and the review of EP acquisition requests.

(2) Fulfill the responsibilities for the DoD REC program as set forth in Appendix C.

(3) In coordination with MCICOM G-7, incorporate NAVFAC EP/REPI project execution funding into the Marine Corps Planning Code (MCPC) Budget Advocate planning.

(4) Provide enterprise-wide GIS support for developing and maintaining GEA, encroachment management, and EP data and mapping products, including those areas within the MMF.

(5) Ensure Region and Installation planning documents, such as the Installation Master Plans and Area Development Plans, Integrated Natural

Resources Management Plans (INRMP), and Integrated Cultural Resources Management Plans (ICRMP), are fully consistent with this Order and that appropriate coordination and due consideration is given to potential encroachment concerns throughout the planning process.

c. Marine Corps Installations Command (MCICOM) G-3/5

(1) Serve as the MCPC Budget Advocate for encroachment management. Coordinate with MCICOM G-7 to validate, and add the annual GEA enterprise-level encroachment-related PPB&E information and requests.

(2) Provide representation to the HQMC EMAT and HQMC Working Groups in support of Mission-Capable Ranges and Mission Sustainment, to include MCE coordination, and the review and approval of EP acquisition requests.

d. Marine Corps Installations Command (MCICOM) G-6/LS6. In coordination with MCICOM G-7 and DC I, Command, Control, Communications and Computer Department (C4), monitor encroachment factors related to the Marine Corps' use of the electromagnetic spectrum and proposed projects that require changes to the existing use of the electromagnetic spectrum to mitigate degradation of the Marine Corps' capability to conduct current and future military testing, training, and general mission activities.

e. Commanding Generals (CGs)/Officers, Marine Corps Installation Regions (MCIEAST, MCIWEST, MCIPAC, MCINCR)

(1) Establish a Region GEA/CPLO to serve as the primary POC to coordinate Region-wide implementation of encroachment management plans and programs referenced in this Order.

(2) Establish, maintain, and update a Regional ECP as the operational-level plan to support the Marine Corps' overall encroachment management strategy for the Region's MMF.

(3) Establish, maintain, and update a Region-level MMF that overlays Installation and Operating Forces MMFs and links training areas and non-USMC resources that are critical to mission training capabilities.

(4) Establish and maintain a Region-wide encroachment management programmatic strategy to support all tenant commands and their missions and requirements. Initiatives that support mission activities off-installation should be vetted through the Mission Capable Ranges Working Group via MCICOM to determine appropriate HQMC support and advocacy.

(5) In coordination with MCICOM G-7, coordinate multi-state, state, and regional-level encroachment management and compatible resource use initiatives; guidance; tools; processes; and other assistance to installations within the respective Region.

(6) Analyze, review, and prioritize EP project proposals submitted by Installations within the respective Region and forward Region consolidated recommendations to MCICOM G-7, in accordance with EP acquisition requests as set forth in the EP Process guidance provided by MCICOM G-7.

(7) Establish and maintain a Region-level EMAT.

(8) Monitor political, environmental, social, economic, governmental/legislative, and administrative matters in developing encroachment management strategies.

(9) In coordination with MCICOM G-7, advocate for tenant commands on encroachment-related issues and facilitate the completion of MCEs for land, air, sea, and electromagnetic spectrum use.

(10) Maintain contact with other military Services' equivalent commands and other military land-holding activities within the respective mission area or Region, and with host nation government officials and appropriate U.S. Command as applicable, to exchange information on encroachment and compatible resource use planning practices.

(11) Engage and participate in state and regional partnerships, such as the Southeast Regional Partnership for Planning and Sustainability (SERPPAS), the Western Regional Partnership (WRP), and South Atlantic Alliance to advance the Marine Corps' encroachment management efforts.

(12) Establish and maintain an engagement process with regional and state or host nation elected officials and staffs to achieve situational awareness of proposed resource (land, air, water, and electromagnetic spectrum) use changes and initiatives that have the potential to encroach upon military activities within the Region's MMF, communicate the Marine Corps' need for training ranges, and coordinate alternative solutions for encroachment mitigation activities.

(13) In concert with other military Services, state military affairs representatives, governors, etc., participate in a Military Commanders Council (or a functional equivalent, such as the Joint Committee for overseas installations) for each state within the Region.

(14) Fulfill the responsibilities for the DoD REC program as set forth in the Process for the DoD REC Program found in Appendix C.

(15) Ensure the command's Region GEA and installation CPLOs receive training and education to accomplish the core duties set forth in Appendix A. Support career advancement through training and certifications.

(16) Serve as the command's primary POCs for the MCE process, including coordinating reviews and responses to FAA Obstruction Evaluation/Airport Airspace Analysis (OE/AAA) cases.

(17) Serve as the POC and advocate for Marine Corps Forces Reserve (MARFORRES) personnel operating at MCIs.

(18) Develop and maintain GIS data to support execution of the encroachment management program, including for development of the Region MMF and EP projects and for identification and tracking of encroachment risks within the MMF.

f. Commanding Generals (CGs) and Commanders (COs), Marine Corps Installations (MCIs)

(1) Exercise overall responsibility for implementation of respective elements of the Marine Corps Installation Encroachment Management Program.

(2) Establish an Installation CPLO to serve the Commander as the POC to coordinate and manage Installation-wide implementation of encroachment management plans and programs referenced in this Order. The CPLO is most effective if there is a direct chain of command relationship between the Commander and the CPLO. If reporting layers exist between the Commander and the CPLO, Commanders will ensure that CPLOs have the ability to communicate regularly and candidly with the Commander. Commanders are encouraged to delegate a wide range of authority to the CPLO when representing the command in public forums and managing the encroachment program.

(3) Establish and maintain an EMAT.

(4) Develop, maintain, update, and implement an Installation ECP and other Installation- and range-level encroachment management-related studies (i.e., AICUZ, RAICUZ, and RCUZ) and plans as detailed in Chapter 4 and as appropriate to the installation function and mission of tenant commands. Coordinate implementation of encroachment management plans with the respective MCI Region, and negotiating encroachment prevention and reduction into all applicable Installation Commander-level agreements with host nation representative.

(5) Develop and update an Installation-level MMF in coordination with Marine Corps Operating Forces and tenant commands.

(6) Establish and maintain an Installation encroachment management programmatic strategy to support the mission requirements of all tenant commands and their missions and requirements. Specifically, review management actions generated from the Installation ECP process to make program decisions on functional Program Objective Memorandum (POM) submissions.

(7) Monitor political, environmental, social, economic, governmental/legislative, and administrative matters at the state and local level in developing encroachment management strategies.

(8) Coordinate Installation-level encroachment management initiatives that involve public officials and NGOs within local areas of interest with the CG of the respective MCI Region.

(9) Establish and maintain an outreach and engagement strategy with local elected officials, staffs, community stakeholders, and appropriate host nation governmental officials to:

(a) Achieve situational awareness of proposed resource (land, air, water, and electromagnetic spectrum) use changes and initiatives that have the potential to encroach upon military activities within the MMF.

(b) Promote and sustain long-term collaborative planning and problem solving with stakeholders to ensure compatible resource use within their respective areas of responsibility.

(c) Develop long-term professional relationships, two-way communications, cooperation, understanding, and education between local stakeholders and the Marine Corps.

(d) Promote understanding of Marine Corps operations, the role of the installation in supporting the warfighter, and the fact that

installations are a major land use in the local community meriting special consideration and protection.

(10) In coordination with Region GEAs, establish and maintain an engagement process with regional and state agencies and elected officials and staffs, and appropriate host nation governmental officials to achieve situational awareness of proposed resource (land, air, water, and electromagnetic spectrum) use changes and initiatives that have the potential to encroach upon military activities within the Installation's MMF.

(11) Ensure the command's CPLO receives training and education to accomplish the core duties set forth in Appendix A.

(12) Support CPLO career advancement through training and certifications. Develop a CPLO structure that encourages succession planning to ensure continuous relations are maintained with community leaders and the command.

(13) MCIs shall coordinate implementation of their encroachment management plans with their respective Regions.

g. Government and External Affairs (GEA)/Community Plans and Liaison Office (CPLO)

(1) Execute the command's Encroachment Management Program, serving as the Commander's staff representative and chair of the EMAT.

(2) Be responsible for the core duties set forth in Appendix A and receive training and education sufficient to accomplish these duties.

5. Commander, Marine Corps Systems Command (COMMCSC)

a. As related to encroachment, coordinate with CG, MCCDC and COMMCICOM to identify, validate, and coordinate the submission of RTAM POM initiatives and procurement costs associated with RTAM military construction (MILCON) projects, fielding or range training equipment, and for the requirements and policies per reference (g).

b. Develop systems profiles that can be used for assessment of future mission impacts, preparation of pollution prevention plans, and preparation of National Environmental Policy Act (NEPA) documents.

c. Provide representation to HQMC Working Groups in support of Mission Capable Ranges.

6. Commanders, Marine Corps Forces Pacific (MARFORPAC) and Marine Corps Forces Command (MARFORCOM)

a. In coordination with host and subordinate commands, support strategies, studies, and plans that respond to current and future encroachment factors from both inside the Installation and between the Installation and the community that adversely affect or have the potential to adversely affect the MCIs or RTAs. MARFORs should also participate on Region and installation-level EMATs, as applicable.

b. Provide representation to HQMC Working Groups in support of Mission-Capable Ranges and Mission Sustainment.

c. Participate in the HQMC EMAT as appropriate.

d. Support the MCE process in accordance with the needs of the Marine Corps Total Force, in coordination with installation tenant commands; to include participation of Operating Forces in Region and Installation EMATs, as appropriate, to provide subject matter expert input on training requirements and priorities, impact analysis, and mission compatibility assessments.

7. Commander, Marine Corps Forces Reserve (COMMARFORRES)

a. Coordinate with COMMCICOM to ensure that MARFORRES encroachment concerns are reflected, as appropriate, in the MCE process in accordance with the needs of the Marine Corps Total Force on MCIs and non-Marine Corps military installations.

b. Direct MARFORRES subordinate commands to collaborate directly with host MCIs, or with MCICOM for those units stationed at non-Marine Corps military installations, to provide input on encroachment threats and MCEs, including designating representatives to participate and review project filings in the FAA OE/AAA and DoD Siting Clearinghouse processes.

8. Commanders, Tenant Commands

a. Review current and future resource use (land, air, water, sea and electromagnetic spectrum), mission activities (basing and employment of new weapons systems and associated tactics, techniques, and procedures), and training requirements with the appropriate Installation- and Region-level Commanders and staffs on a recurrent basis to identify the MMF and associated encroachment issues that have the potential to encroach upon military activities internal to the MCI and throughout the MMF. Where the command's MMF extends to non-Marine Corps installations, ranges, or other lands or facilities, work with the appropriate Installation or Region CPLO/GEA to establish representation or liaison with the non-Marine Corps organization to advocate for the command's impacted mission.

b. Provide and assign a senior level officer at the Region- or Installation-level to participate in the EMAT to coordinate, communicate, and exchange pertinent knowledge and information between Tenant Commanders and Installation Commanders concerning encroachment management. Support the Installation Commander's encroachment program with the needed information to protect and sustain the Tenant Commander's operational mission, including operational mission knowledge for the MCE analyses and assessments.

c. Implement specific guidance for the MCE Process received from HQMC DC-level POCs for each respective subordinate element.

d. Review training and guidance provided by MCICOM G-7 on the MCE process.

e. Serve as the command representative on MRTs and support engagement with the community and developers, as needed, during MRT negotiations.

Chapter 4

Programs, Studies, and Resources

1. Purpose. This Chapter provides information and guidance on the various programs, tools, and studies available to assist Commanders in preventing, repairing, and mitigating encroachment. Additionally, this Chapter provides information and guidance on resourcing encroachment management programs.

2. Programs

a. Encroachment Management Action Team (EMAT)

(1) At every level - MCICOM Headquarters, MCI Regions, and Installations - Commanders will establish and maintain an EMAT (or functional equivalent). The EMAT is an inter-disciplinary group of personnel filled from existing billets and tenant commands that assists the Commander in carrying out the Encroachment Management Program.

(2) The EMAT shall be chaired by the command GEA/CPLO and appointed by the Region/Installation Commander. Commanders may designate a co-chair as appropriate. Members of the EMAT should include representatives from: GEA; CPLO; operations & training; facilities planner; other facilities and real estate; environmental, natural, and cultural resources program managers; Business Performance Office; airspace coordinators and airfield operations manager; range operations manager; legal counsel; COMMSTRAT; major tenant commands; Operational Forces representatives; and others as required.

(3) EMAT responsibilities include:

(a) Assisting the Commander in the discharge of encroachment management responsibilities.

(b) Determining team members' roles and responsibilities and maintaining staff to implement and manage Encroachment Management Program activities, in accordance with this Order.

(c) Coordinating review of and developing recommended positions for the Commander to take on proposed federal, state, local agency, or host nation legislation, regulations, guidelines, programs, plans, or other documents relevant to mission sustainment and encroachment, as well as inter-service support agreements and bi-lateral agreements. Pertinent subject matter includes environmental documentation, resource use planning documents, AICUZ, RCUZ, JLUS, and/or other studies and analyses.

(d) Reviewing and evaluating proposals from any DoD or non-DoD entity, including host nations, seeking use of Installation real property and/or activities within the MMF in order to prevent, mitigate, or repair constraints to testing, training, and general mission activities, including conducting MCEs and mission compatibility assessments.

(e) Proposing, developing, preparing, and reviewing EP proposals.

(f) Proposing, developing, preparing, and reviewing real property acquisition projects that relate to mission compatible land use.

(4) MRTs for FAA OE/AAA filings or otherwise formed at the direction of the DoD Siting Clearinghouse in accordance with reference (e) shall operate as extensions of the Region or Installation-level EMAT.

b. Community Outreach and Engagement Program

(1) Strategy. Each Region and Installation shall have an Outreach and Engagement Strategy to address its encroachment factors, mission sustainment, and the mutual ability of the Installation and local communities to support combat readiness, mission requirements, and economic, social, and cultural development. The Outreach and Engagement Program may address these issues comprehensively in a single strategy or with individual strategies and plans, as appropriate. The Outreach and Engagement Strategy provides the Commander with a strategic process and roadmap for engaging external stakeholders. It helps guide the implementation of the ECP, formulation of conservation and other potential forums, and development of stakeholder relationships. Additionally, an Outreach and Engagement Strategy informs how to communicate the importance of the Region/Installation's military mission, military readiness, national defense and security, encroachment factors, and mission constraints to stakeholders.

(2) Core Program Duties. In order to maintain an effective Community Outreach and Engagement Strategy, Regions/Installations should consider:

(a) Establishing and maintaining Marine Corps communication objectives, messages, and questions and answers, as related to encroachment management, for COMMSTRAT purposes.

(b) Engaging regional and local media outlets to inform the public of encroachment factors and the Installation's mission and capacity to support the training and sustainment of a combat-ready Marine Corps.

(c) Providing information about current and future military testing, training, and general mission activities within the MMF to elected and appointed officials at federal, state, regional, and local levels, or with host nation government officials as applicable.

(d) Building lasting relationships and conducting open, ongoing, two-way dialogue between the DoD chain of command and public stakeholders. The dialogue should proactively seek and consider stakeholder input; address issues that may affect the public; develop sound and reasonable proposals; and disseminate informational and educational materials to inform the public about current and future military testing, training, and general mission requirements and activities within the MMF. This may include establishing publically accessible electronic mediums, such as websites and social media.

(e) Conducting outreach to educate the public about the value and importance of the Installation and its capability and capacity requirements to sustain a combat-ready Marine Corps.

(f) Participating in community events to raise public awareness of the Installations' environmental management role, the mutual benefits of long-term collaborative planning to ensure compatible resource use, and the economic contributions that the Installation provides to the community.

(g) Developing and maintaining working relationships with state, regional, and local conservation agencies and private conservation organizations by participating in state and local conservation forums.

(h) Actively participating in local, regional, and/or state planning boards, transportation advisory boards, government affairs, general aviation airport associations, and other community planning groups to evaluate and address encroachment factors. This includes participating in the review process and providing public comment on community development plans and comprehensive plans to promote compatible resource use planning goals.

(i) Actively participating in local, regional, and/or state military-only or military-civilian organizations, such as Military Affairs Councils, Commanders' Councils, SERPPAS, WRP, and local military-community cooperative planning groups.

(j) Developing and maintaining working relationships with energy working groups, agencies, and private organizations. Participate in state, local, and DoD energy resource planning initiatives that could impact SUA, MTRs, and use of RTAs.

(k) Including an overarching military service message, command-specific messages, and corresponding actions for COMMSTRAT, OLA, and GEA/Legislative Affairs personnel.

(l) Suggesting specific actions for building and maintaining collaborative relationships with key stakeholders and for creating a comprehensive approach for addressing the encroachment factors identified in the ECP.

(m) Setting forth a list of all external stakeholders and identifying the personnel/command with responsibility for engagement with the particular stakeholder.

c. Encroachment Partnering (EP)

(1) EP is a key component of the Marine Corps' encroachment management strategy. Reference (l) grants authority to military Services to enter into an agreement with an eligible entity to acquire interests in land for the purpose of preventing incompatible development or preserving habitat for sensitive species. EP projects may also be executed pursuant to reference (m), which allows the military Services to enter into cooperative agreements with partners to provide for off-installation natural resources management activities without the need for land acquisition.

(2) Per reference (m), ASN EI&E provides overall policy for EP for the Department of the Navy (DON), and provides prior approval of the eligibility of proposed partners, agreements, future revisions, and initial transactions under newly established agreements pursuant to this authority. Commander, Naval Facilities Engineering Command (COMNAVFACENGCOM) has the delegated authority to execute agreements and real estate transactions, including ensuring performance of all legal or administrative procedures (e.g., appraisals).

(3) MCICOM G-7 provides EP program oversight, coordinates policy with ASN EI&E and COMNAVFACENGCOM, develops EP project submittal and review

criteria, pursues funding for EP projects, coordinates the MCICOM EMAT review of EP projects, and provides support to Region and Installation EP program planning, development, and execution. EP requires close coordination between all echelons in the chain of command, various staff sections, and departments at HQMC, MCICOM, TECOM, ASN EI&E, OSD, and NAVFACENGCOM. MCICOM G-7 issues EP guidance, which sets forth the tasks to be accomplished and the command or staff section responsible for taking the lead for each step.

(7) Readiness and Environmental Protection Integration (REPI) Program. The REPI Program provides competitive OSD funding for acquisitions of interests in land, natural resource management projects, and other encroachment management efforts pursuant to references (l) and (n) across the military Services. OSD provides program guidance, interpretation of the law, funding through the REPI proposal process, internal and external coordination, and reports accomplishments to Congress. Reference (o) details DoD policy and guidance for the REPI Program. MCICOM G-7 issues amplifying guidance that denotes tasks associated with the development, submission, review, and approval of annual REPI funding for proposed EP projects.

(8) Conservation and/or Natural Resource Use Forums. To promote and implement EP programs, the Marine Corps participates in Conservation and Natural Resource Use Forums led by states or NGOs. These forums are typically open to all interested federal, state, and local agencies, military Services, NGOs, and individuals. Their purposes are to assist with identification of mutually agreeable criteria for land acquisition; assist with identification of land available for acquisition; assist with the development of a real estate process that meets all participants' legal requirements for property acquisition, cooperative agreements, licenses, easements, or other appropriate natural resource use mutual agreements; and bring together interested members of the forum to conduct real estate transactions that assist with encroachment management.

d. Other Encroachment Management Program Actions. Reference (l) may not satisfy all encroachment-related real estate requirements, especially those involving high-cost property, properties involving a reluctant seller, or properties for which a funding partner cannot be found. In some cases, MILCON or minor land acquisition authorities may be a more appropriate means of acquisition. Acquisition may not be possible in all cases. Other encroachment management measures (as coordinated with and approved by COMMCICOM) should be pursued concurrently in an overarching encroachment management strategy, such as working with state and local officials to implement land use controls, such as zoning regulations, military overlay districts, and master plans; dark skies lighting ordinances; noise disclosure requirements for real estate; habitat preservation initiatives that take military requirements into consideration; market-based incentive programs for working lands; leveraging other federal and state land and resource conservation programs; or cooperative agreements under reference (n).

e. Mission Compatibility Evaluation (MCE) Process

(1) The MCE process allows the Marine Corps to voice its concerns with development proposals and resource plans that may present encroachment challenges and supplement proactive engagement efforts. MCEs also offer opportunities to increase action proponent understanding of encroachment threats faced by the MMF and its impacts on Operating Forces, and to explore alternative mitigation and protection solutions via state and local approval

processes, bilateral processes in a host nation, EP, and other planning and engagement initiatives.

(2) Resource use or development plans or proposals subject to an MCE shall be reviewed and coordinated through the EMATs at all echelons of the Marine Corps chain-of-command. Figure 4-1 depicts the Marine Corps MCE process as described below. This process can be used to develop a Service-level position and promote advocacy for any encroachment issue requiring elevation to senior Marine Corps leadership.

(a) MCI Region and Installation EMATs develop MCE analyses and risk assessments with input from the Operational Forces and tenant commands by identifying current and future operations and requirements in the proposal development area, and assessing the level of risk of adverse impact on military operations and readiness. Due consideration of the MAGTF perspective by having Marine Corps Operating Forces tenant commands participation in the EMAT is central to developing a supportable and documented recommended position to inform decision making and appropriate response to the MCE.

(b) The MCICOM EMAT develops the Marine Corps Service-level position, using the analysis and recommendations from the appropriate Region EMAT (with participation by the Marine Corps Operating Forces). The Service-level position is coordinated and endorsed by the HQMC EMAT.

(c) MCEs that address host nation encroachment issues will include appropriate coordination by the Region with the Host Nation-U.S. Joint Committee process in the development of official positions.

(d) The MCE process may be initiated top-down or bottom-up depending on the origin of the development proposal or resource plan. The FAA OE/AAA process, as further detailed in this section, is automatically assigned to the appropriate Installation or Region and flows bottom-up. Most other MCEs and Requests for Information are first tasked down the chain-of-command after being submitted for review by a developer or agency to a DoD headquarters entity (i.e., the DoD Siting Clearinghouse).

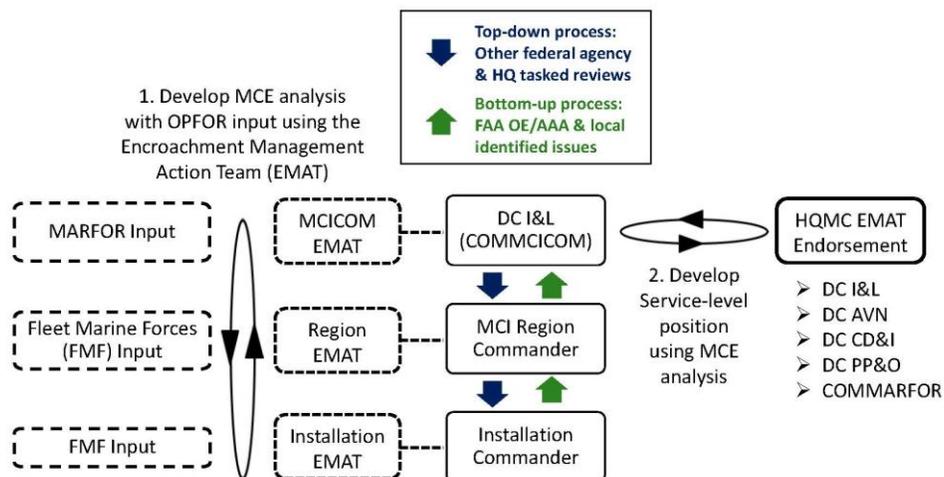


Figure 4-1.--USMC MCE Process.

(3) FAA OE/AAA Process

(a) Requests from the DoD Siting Clearinghouse and FAA OE/AAA cases must be reviewed and recommendations submitted to ASN EI&E not later than 60 days after receiving the request, or sooner as dictated by another requesting agency with permitting or approval jurisdiction over the proposal. MCI Region assessments and recommendations for FAA OE/AAA filings must be forwarded and assigned to MCICOM for review no later than 45 days after receipt of the task in the Mission Compatibility Assessment Tool (MCAT). All assigned OE/AAA filings must go through full chain-of-command review in MCAT before submitting a Marine Corps response. The DoD Siting Clearinghouse submits a final DoD response to all assigned OE/AAA energy project filings based on the Service responses.

(b) Region CGs and Installation COs will designate, at minimum, a primary and secondary POC to coordinate the OE/AAA formal review process within MCAT, including or in addition to the Regional Airspace Coordinator, in accordance with reference (h). MCAT POCs should represent aviation operations and GEA/CPLO.

(c) In the event that an OE/AAA review indicates the proposal could have an adverse impact on Marine Corps training, testing, or operations, the MCI or Region GEA/CPLO will forward a request to establish an MRT for the Deputy Assistant Secretary of the Navy (Installations and Facilities) (DASN (I&F)) and DoD Siting Clearinghouse approval.

1. MRTs should notify MCICOM G-7 of the negotiating position and provide an opportunity for MRT members from other Military Services and the OSD Functional Office to provide feedback prior to initial engagement with the developer or project proponent. Thereafter, MRTs operate at the MCICOM or Region level, providing regular status updates to MCICOM G-7, and including the OSD Functional Office in updates or negotiations on a by exception basis, until such time that a mitigation agreement is negotiated.

2. If a mitigation agreement with the developer is necessary, the MRT will coordinate with MCICOM G-7 to engage the OSD Functional Office on the drafting and coordination of the agreement. All agreements must be endorsed by COMMCICOM and approved by the DASN (I&F) and Assistant Secretary of Defense for Sustainment (ASD (S)) in accordance with reference (e).

(4) In the case of MCEs of proposals submitted to the DoD Siting Clearinghouse outside of OE/AAA process for informal review, the establishment of an MRT is not necessary, but an MCI or Region GEA/CPLO may request an "informal MRT" to document negotiations and development of a mitigation agreement, particularly if multiple Service interests are involved. Any agreements negotiated via engagements with an energy developer, regardless of whether there is an MRT or OE/AAA filing, must be reviewed and approved up the MCICOM chain-of-command.

f. DoD Regional Environmental Coordinators (REC) Program. Established by reference (p), the DoD REC Program provides regional environmental coordination for regulatory and legislative issues and assists with developing a uniformed DoD response. Appendix C details the Marine Corps' participation in the DoD REC Program.

g. Committee on Foreign Investment in the United States (CFIUS)/ Foreign Investment Risk Review Modernization Act (FIRRMA). CFIUS is an interagency body appointed by the President to review the national security aspects of foreign direct investment in the U.S. economy. FIRRMA expanded CFIUS' jurisdiction over certain real estate transactions and provides authority to address encroachment from greenfield investments; i.e., start-up investments, on public or private real estate by foreign persons in close proximity to military installations or RTAs. The CFIUS/FIRRMA process allows the Marine Corps to evaluate the security risks of foreign investment acquisitions in proximity to DoD equities and assess and mitigate potential impacts for covered transactions. The risk to training and operations from a covered transaction will be developed through the MCE process and in accordance with reference (q).

3. Studies

a. Installation Encroachment Control Plan (ECP)

(1) Installation Commanders shall prepare an ECP for his or her Installation. An Installation ECP:

(a) Serves as the Installation's tactical-level plan to support the Marine Corps' overall encroachment management strategy.

(b) Is designed to reduce the effects of encroachment on current and future military testing, training, and general mission activities. Mission impacts are identified through a review of existing studies and plans and by interviewing Installation training providers, service support providers, and anti-terrorism and force protection staffs. The set of Installation-specific encroachment factors identified in the mission analysis are evaluated against practices and tools that are available to the Installation to aid in preventing, repairing, and mitigating the impacts.

(c) Identifies the economic, social, governance, and planning frameworks in which the Installation operates at local, regional, and state levels and with host nation entities as appropriate.

(d) Benchmarks the Installation's and Operating Forces' missions in the MMF against encroachment factors and mission constraints.

(e) Proposes management actions for each identified mission constraint (actual or potential) resulting from an encroachment factor. The suite of potential options for addressing encroachment factors is then evaluated by Region, Installation, and COMMCICOM staffs, on the basis of effectiveness, cost, appropriateness, and other parameters to identify the best-fitting encroachment management options for implementation. Appendix B provides an example methodology for rating and prioritizing proposed management actions.

(f) Establishes the Installation's Compatible Land Use Strategy (CLUS) as related to encroachment management.

1. The CLUS evaluates land areas associated with mission requirements, which if developed incompatibly could result in negative mission impacts, and identifies potential strategies to support mission sustainment. Supporting analyses in the CLUS use geospatial iterative modeling to identify and prioritize locations throughout the MMF based on

potential value for military mission testing, training, and operations; and level of threat due to encroachment factors. Within the MMF, the CLUS considers the land use interests of communities, local, state, and federal agencies, private conservation organizations, and other stakeholders that may engage in non-real estate land use controls, real estate fee simple or easement acquisition, natural resource restoration and management, or other land use efforts that may form a nexus with military mission sustainment goals.

2. The CLUS geographically identifies land areas and/or parcels where compatible land use efforts may alleviate mission constraints caused by encroachment factors. Delineation of CLUS priority areas should fundamentally reflect the geography and prioritization of military mission requirements with additional information in those areas for compatible land use threats and partner interests. The CLUS iterative analysis helps inform land use encroachment mitigation strategies that may include non-real estate efforts and land use controls, EP/REPI, and permanent or term-based real estate acquisition. CLUS recommendations should consider natural resource restoration and management opportunities in addition to or as an alternative to EP acquisition, especially when outcomes may better support species crediting or other habitat solutions that relate to military mission requirements.

3. If applicable, the CLUS should directly inform the installation EP Strategy and provide support for REPI five-year plan requirements by delineating the installation's holistic encroachment mitigation strategy to achieve the desired end state, which identifies geographic priority areas and associated compatible land use goals for each area. Each installation's CLUS shall be marked and protected as "For Official Use Only."

(g) Creates a proactive action plan with specific implementation strategies for each of the selected best-fitting encroachment management actions. Individual actions are sequenced, time-phased, and delegated to appropriate authorities. The action plan provides the Commander with metrics to monitor progress in achieving the Installation's encroachment management objectives.

(h) Aids in developing outreach and engagement plans to help build and sustain community and stakeholder planning relationships.

(2) ECPs will be comprised of three related, but separate, volumes:

(a) Volume I: Commander's Action Plan. This document is the encroachment "road map" for the Installation Commander and the EMAT. It describes and analyzes the encroachment issues and provides a summary of proposed management actions. Volume I shall be marked and protected as "For Official Use Only."

(b) Volume II: Reference Book. This document contains the comprehensive research and analysis; MMF; CLUS; Strengths, Weaknesses, Opportunities, and Threats analysis; and recommended management actions. Volume II shall be marked and protected as "For Official Use Only" document.

(c) Volume III: Community Guide to Compatible Use. This document profiles the many shared interests of the Installation and its community stakeholders. It highlights opportunities for collaboration and

partnering to help ensure mission sustainment. It also provides a visual depiction of the Installation's activities and operating areas based on the MMF, stressing the importance of protecting these assets as vital parts of the Installation's missions. Volume III is a publicly released document. Commanders of overseas Installations shall comply with applicable policy regarding the public release of information.

(3) The ECP mission risks and proposed management actions should be reviewed annually by the EMAT to reflect changing encroachment concerns and/or mission requirements. The ECP acts as a baseline for metrics reporting on the encroachment factors, mission constraints, and encroachment management strategies and activities identified in ECP. Annual ECP assessments help provide a picture of the evolution of hazards, associated risks, and status of management actions from the ECP. Trend analysis is an important tool to identify patterns in mission sustainment and prioritize resource allocation at the installation, Region, and across the Marine Corps enterprise.

(4) Comprehensive ECP updates, which build off of and replace the current ECP should occur as necessary and should be updated in whole at least every 10 years. Updates to ECPs shall focus on the MMF, encroachment factors, mission constraints, CLUS, management actions, changes in community development or state and local laws and regulations, changes to bilateral agreements, and any other relevant encroachment related information. Consider reviewing and updating the ECP within the same timing cycle, as applicable, as the reviews and updates of other key installation plans and relevant source documents, such the Installation Master Plans and Area Development Plan.

b. Regional Encroachment Control Plan (ECP)

(1) Region Commanders shall prepare a Regional ECP as the operational-level plan to support the Marine Corps' overall encroachment management strategy in the Region MMF.

(2) The composition of a Regional ECP typically includes elements common to Installation ECPs, but primarily addresses encroachment factors and associated training impact factors of concern in the Region MMF.

c. Range Complex Management Plan (RCMP). Per reference (g), CG, MCCDC sponsors and provides oversight for RCMPs. The RCMP analyzes and documents current and future range operations, range requirements, and sustainment and investment needs of the range complex. It develops the operational baseline, capabilities assessment, encroachment and environmental cover analysis, and strategic vision needed to perform subsequent environmental planning.

d. Regional Airspace Plan (RAP). The RAP, developed by the Regional Airspace Coordinator in accordance with reference (h), identifies airspace requirements and encroachment issues that impact SUA and MTRs, such as radar, FAA flight plans, and MTR encroachment from wind farm proposals, etc. RAP findings and recommendations help inform current and projected SUA requirements for the Naval Airspace Plan.

e. Air Installation Compatible Use Zones (AICUZ) Study. Reference (j) provides recommendations for local communities to identify land uses compatible with noise levels, accident potential zones, and obstruction clearance criteria associated with military airfield operations.

f. Range Compatible Use Zones (RCUZ) Study. A RCUZ identifies land uses compatible with noise levels and range compatibility zones associated with military aviation and ground operations in Marine Corps RTAs. RCUZ incorporates and replaces the RAICUZ Program as described in reference (k).

g. Mission Compatibility Assessment Tool (MCAT). Per reference (r), the Marine Corps will use MCAT for the documentation and chain of command endorsement of the formal review and assessment of FAA OE/AAA filings. MCAT is a web-based system for facilitating review and evaluation of projects that may potentially encroach on the military mission. MCIs and Regions may also use MCAT where practicable for other MCEs, to include conducting offshore mission compatibility assessments and informal DoD Siting Clearinghouse reviews, or to track ECP management actions or coordinate with mission sustainment functional counterparts using MCAT across the other Military Services.

h. Joint Land Use Study (JLUS). A JLUS (reference (s)) is a cooperative land use planning effort between an affected local government and a military Installation that guides compatible civilian development within military areas of influence (e.g., Installation, ranges, MTRs, flight corridors, etc.). The recommendations present a rationale and justification for adopting and implementing compatible development measures designed to prevent urban encroachment; safeguard the military mission; and protect the public health, safety, and welfare.

(1) The JLUS is sponsored by the DoD OEA through its Compatible Use Program to promote planned development compatible with the training and operational mission of the military Installation or range. The JLUS program is the only federal program that provides direct assistance to state and local governments to help them work with the military to prevent, reduce, and mitigate encroachment.

(2) Request for a JLUS must be approved by MCICOM and ASN EI&E prior to being forwarded to OSD.

(3) Examples of implementation actions include establishing military overlay districts with specific land use and zoning requirements; unified development ordinances; amending capital improvement plans; transfer of development rights; building codes; sound attenuation measures; and local development review procedures to ensure input from the military.

(4) OEA also provides other compatibility planning grants and technical assistance to states and communities to supplement JLUS efforts, including grants for JLUS implementation and statewide energy compatibility planning.

i. Integrated Natural Resources Management Plan (INRMP). A planning document required by references (t), (u), and (v) and developed by the Installation Natural Resources Department, in cooperation with the state fish and game office, and United States Fish and Wildlife Service (and other stakeholders as appropriate) that guides the management and conservation of natural resources under the Installation's control. The integration of natural resources management with training and mission support requirements and responsibilities helps provide sustained support for the military mission and fulfill stewardship and regulatory requirements.

j. Integrated Cultural Resources Management Plan (ICRMP). An internal compliance and management plan required under references (u) and (v) that integrates cultural resources program requirements with ongoing mission activities and other planning documents and metrics. Implementation helps the Installation meet its legal compliance and stewardship responsibilities toward cultural resources in a manner that supports the military mission and minimizes conflicts with resource protection.

k. Geographic Areas of Concerns. Pursuant to reference (f), the DoD may publish Geographic Areas of Concern maps identifying specific mission areas where wind development would present a high risk of impact to military operations. The hazard impact maps, also previously known as Risk of Adverse Impact on Military Operations and Readiness Areas (RAIMORA), inform the public, developers, and the FAA of military concerns and must go through a formal DoD approval process via the DoD Siting Clearinghouse Mitigation Oversight Council.

4. Training and Education. To be completely effective, the Marine Corps Encroachment Management Program requires training and education for personnel involved in encroachment management. Commanders at all levels shall ensure that these personnel, including Commanders, receive sufficient training and education (basic, advanced, and refresher) to perform their duties as prescribed in this Order. Training workshops are one means of a continuing education program to encourage personnel participation and engagement in the Encroachment Management Program.

5. Resource Programming

a. All commands and directorates shall request and receive encroachment management program funding via the HQMC PPB&E process. HQMC/MCICOM shall publish guidance related to the proper MCPC for funding requirements (ECPs, compatible use zone studies, EP, CLUS, etc.). MCICOM G-7 is responsible for funding ECPs, CLUSs, MMFs, AICUZ, RCUZ, and other encroachment-related studies and strategies through MCICOM centrally-managed program funds, including administrative funds for EP execution.

b. Project types addressed in this Chapter include Operations & Maintenance Marine Corps appropriations, including minor land acquisitions, cooperative agreements, contracts, and EP projects. As used in this Order, the term "minor land acquisition" means the acquisition of interests in land that can be acquired within the authority of HQMC and EP project acquisitions pursuant to reference (l) and is not subject to acquisition under the authority of annual MILCON program. Commands and directorates are responsible for ensuring that all environmental planning and regulatory compliance requirements are met for minor land acquisition and EP projects. For the purpose of NEPA reviews, the Region GEA/G-7 serves as the action proponent or action sponsor for land acquisitions or other related encroachment management actions that may trigger the NEPA review process.

c. Project types excluded from provisions of this Chapter are those funded from Procurement, Marine Corps appropriation, Research, Development, Test, and Evaluation appropriation, and regular MILCON.

Chapter 5

Metrics and Reporting

1. Purpose. This Chapter provides means to evaluate the Encroachment Management Program and related initiatives through existing metrics and reporting mechanisms.

2. Metrics. The Encroachment Management Program relies on metrics and reporting mechanisms from the sources in Chapter 5, paragraph 3, to determine program effectiveness and success. Additional sources may be utilized and incorporated at the discretion and approval of MCICOM G-7, who will continue to develop and refine program metrics. These metrics allow commands to evaluate success, reassess and readjust actions, and support resource requests through the PPB&E process. Commands will provide encroachment management reports up the chain of command, as required by the sources below, and share lessons learned horizontally across the Marine Corps. Metrics reporting described in this Chapter should be synchronized and complimentary.

3. Sources

a. Marine Corps Installations Command (MCICOM) Encroachment Metrics Reporting

(1) MCIs and Regions will measure the performance and effectiveness of their Encroachment Management Programs through annual encroachment management reports validated by their respective EMATs, endorsed by the Installation Commander and Region CG, and provided to COMMCICOM. Sharing these reports, as well as lessons learned, up the chain of command and across the Marine Corps enterprise allows all levels of command to make informed decisions regarding program resourcing and strategies.

(2) The encroachment management reports assess mission sustainment threats and rank an installation's top three encroachment challenges using the Encroachment Management Dashboard, as developed by MCICOM G-7. The report provides feedback in three main areas:

(a) Encroachment Category Condition Ratings. This section provides the status of the Installation's or Region's encroachment situation, including an Installation Cumulative Encroachment Risk Rating and individual encroachment category risk ratings for the 12 encroachment categories described in Chapter 2 of this Enclosure. The section may also be used to link the current condition rating to the baseline rating or description of the encroachment factor in the ECP, as well progress or success of management actions outlined in the ECP in addressing the encroachment factors.

(b) Program Management Objectives. This section serves as a management tool to set and prioritize program objectives, identify necessary resources required to meet the objectives, track and measure actions, and report the outcomes.

(c) Encroachment Planning Document Condition Ratings. This section serves as a monitoring tool to help identify when encroachment planning documents were last updated and which are most in need of updating.

b. Readiness and Environmental Protection Integration (REPI) Annual Report to Congress

(1) The REPI Annual Report to Congress details the annual DoD activities and accomplishments using the authority granted by reference (1). OSD prepares the report using data submitted in the REPI database and with input from the Marine Corps and other Services. The REPI Annual Report to Congress is submitted to Congress by the Undersecretary of Defense (Acquisition and Sustainment) on behalf of the Secretary of Defense.

(2) MCICOM G-7 prepares the Marine Corps input into the annual report. Regions and applicable Installations will provide input relevant to encroachment management as requested.

c. Defense Readiness Reporting System (DRRS)

(1) Commanders report Operating Force and Installation readiness through the DRRS. The DRRS provides current and historical readiness information based on these reports. This information allows encroachment management personnel to understand the quantitative and qualitative impacts of encroachment on mission readiness and may be used to identify encroachment issues.

(2) Per reference (m), DC PP&O Readiness Branch (POR) designates those organizations required to submit readiness reports. Reporting occasions are set forth in the reference.

d. Marine Corps Common Output Levels of Service (COLS). The Marine Corps COLS establishes performance standards for Installation management functions using a common framework of operational definitions. This framework establishes the taxonomy to integrate and align major installation management systems, including: readiness (DRRS) (reference (w)), Standard Accounting, Budgeting and Reporting System (SABRS), Marine Corps Capability Areas (MCCAs), and Strategic Workforce Planning (SWP). The COLS Performance Management System tracks measures of performance and measures of effectiveness. COLS measures include data measuring the effectiveness of the Encroachment Management Program. Where the installation management systems incorporate performance reporting, the data should be considered for inclusion as COLS metrics.

Chapter 6

Government and External Affairs (GEA)/
Community Plans & Liaison Office (CPLO) Core Duties

1. Overall

a. Provides technical expertise to the command on the Region/area-wide management, coordination, and oversight of relationships and programs to prevent internal and external encroachment on mission sustainability, and advises the command on strategically engaging with key stakeholders in the Region/state/county/community/host nation on encroachment matters.

b. Reviews Region/area-wide objectives, policies, standards, guides, and practices for the implementation of a comprehensive community land use management program that supports the mission, goals, and objectives of the Commander and/or major tenant commands.

c. Develops and leads the Encroachment Management Program, to include:

(1) Coordination through the appropriate level EMAT to develop, analyze, and use encroachment management tools and programs, such as the ECP, Outreach and Engagement Strategy, EP Program, and AICUZ and RCUZ studies.

(2) Developing and maintaining encroachment partners; conducting state, regional, and local (including host nation) legislative, regulatory, policy, and program monitoring; and providing impacts of local legislative and regulatory activities on mission sustainability, as required.

(3) Recommending and implementing solutions to reduce encroachment and regain training space.

(4) Developing the Command's strategic plans in the areas of encroachment management, compatible land use, outreach and engagement, and real estate acquisition for encroachment management purposes.

(5) Developing position papers, memorandums, briefs, and other policy and procedural guidance for internal and external stakeholders regarding encroachment factors affecting operations aboard the Installation or within the region's MMF and general area of interest.

(6) Implementing the MCE process, serving as the Commander's staff representative, including coordinating EMAT reviews and responses to FAA OE/AAA cases.

(7) Provide input during the development of Region and Installation MCE analyses and assessments and coordinate SME input through the appropriate EMAT.

(8) At overseas installations, monitoring compliance with bilateral agreements and making recommended changes via the appropriate bilateral process.

d. Brief the installation commander, tenant commanders, and other internal stakeholders, at least annually, on encroachment, emerging threats, the status of progress on prioritized action items, and recommended encroachment management focus areas for the coming fiscal year.

e. Originates and implements the annual, short-range, and long-range strategic planning goals and objectives, staffing needs and requirements for all critical GEA/CPLO Programs delegated and managed, to include compatible land use, encroachment management, and community relations requirements.

f. Reviews proposed on-base land use activities by DoD and non-DoD agencies/organizations in order to avoid adverse impacts upon mission-related operations and training, and identifies operating procedures that improve the military image without impairing the Marine Corps or DON mission requirements.

g. Provide subject matter expert input during the development of Region and Installation planning documents that inform the encroachment management program, such as the Installation Master Plan and Area Development Plans, INRMP, ICRMP, and the RCMP.

2. Internal Stakeholder Engagement

a. On behalf of the Region or Installation Commander, the GEA/CPLO establishes and chairs the command EMAT, and serves as the liaison to the states, regions, host nations, surrounding communities, and off-base organizations.

b. Educates Installation staffs on critical GEA/CPLO program requirements and budgetary matters, and coordinates with the OLA, COMMSTRAT, School Liaison Office, and tenant commands.

c. Participates in the command Environment Impact Review Board, master planning, site approval process, staff meetings, and other work groups and committees, as needed.

d. Coordinates with environmental protection specialists, real estate specialists, master planners, NEPA specialists, programs and resourcing experts, and program managers in mitigating program risks and reaching consensus on GEA/CPLO requirements and strategies of the Marine Corps and DON.

3. External Stakeholder Engagement

a. Engages in External Outreach and Engagement by:

(1) Communicating the Commander's intent on mission sustainability and impacts of Installation activities to multi-state, state, regional, and, local stakeholders, as well as sub-unified commands for overseas MCIs;

(2) Serving as the single source liaison to the communities for encroachment factors and all agencies concerned with urban development;

(3) Maintaining a liaison with local and regional elected officials, regulatory and planning agencies, land owners and developers, civic organizations, community leaders, and special interest groups;

(4) Participating in military-civilian collaborative forums, whether established by the Installation, MCICOM Region, or by an off-base entity; and

(5) Monitoring and distributing data for the Installation's economic impact to the communities.

(6) Coordinating with COMMSTRAT on publications, responses to media inquiries, and other public affairs matters related to mission sustainment and other areas of CPLO responsibility.

b. Coordinates with elected and appointed officials, explores opportunities for cooperative agreements and/or real property interests, and educates governing bodies throughout their decision making processes for land use planning purposes. These may include, but are not limited to, density restrictions within safety impact areas, sound attenuation, and full disclosure of noise impacts from flight operations within administrative flight corridors for all area facilities. MCIPAC overseas installation GEA/CPLOs should coordinate with the appropriate sub-unified commands and host nation defense, elected, and appointed officials.

c. Manages programs required to respond to requests on noise concerns and issues from organized groups and the local constituency, to include the concerns and issues related to ground operations and complex flight operations of both rotary and fixed wing airframes of area Installations.

d. Routinely speaks as the authority for and regularly represents the command in discussions with local citizenry, professional engineers, architects, developers, and local, regional, multi-state, state, and federal officials directly concerned with community/regional planning and growth management strategies and their impacts to military mission.

e. Fulfills the responsibilities for the DoD REC program as set forth in the Process for DoD REC Program found in Appendix C.

f. Serves as the liaison and POC for developers and project proponents during MRTs and otherwise as appropriate during the MCE process and engagements with developers and external stakeholders.

g. Serves as the installation point of contact for exploring partnerships with state and local governments for the provision, receipt or sharing of installation-support services. Acts as the Command's 10 U.S.C. §2679 Intergovernmental Support Agreement (IGSA) process coordinator, IGSA Project Manager and Work Group Leader/Organizer. Maintains a potential local government partner's matrix and a records database on all completed and/or pending IGSA's.

4. Budgeting

a. Performs tasks associated with PPB&E and POM data related to GEA/CPLO duties, including the Encroachment Management Program and strategic engagement.

b. Assists in securing funding for requirements and managing the vehicle for encroachment related issues.

Appendix A

Management Action Evaluation Rating System

1. Purpose. This rating system serves as one method to evaluate and prioritize encroachment management actions identified in the ECP for execution.
2. Effectiveness. Effectiveness is analyzed by the following ratings:
 - a. High (H) = Completely addresses the objective.
 - b. Medium (M) = Provides partial coverage of the objective.
 - c. Low (L) = Provides very little coverage of the objective.
3. Acceptability. Acceptability is analyzed by the following ratings:
 - a. High (H) = Likely to meet with wide approval by local communities.
 - b. Medium (M) = Likely to meet with some approval by most within communities.
 - c. Low (L) = Likely to generate significant opposition from many within communities.
4. Cost. Cost is analyzed by the following ratings:
 - a. Low (L) = Easily programmed for in the POM; quickly funded.
 - b. Medium (M) = Some difficulty in budgeting; mid- to long-term funding.
 - c. High (H) = Difficult to budget and fund; funding unlikely.
5. Difficulty. Difficulty is analyzed by the following ratings:
 - a. Low (L) = Action can be implemented solely by parties under immediate control of the Installation Commanders.
 - b. Medium (M) = Action may require the involvement or approval of parties not under the immediate control of Installation Commanders.
 - c. High (H) = Action requires high level of involvement and/or approvals by outside parties, including higher headquarters or community stakeholders. The action is likely to be controversial among military or civilian stakeholders.
6. Ranking. Priorities for action are assigned on the basis of the combination of four factors - effectiveness, acceptability, cost, and difficulty. The composite ranking results in a final priority for action:
 - a. High (H) = Highest priority for implementation; undertake immediately.
 - b. Medium (M) = Mid-term; implement as resources permit.

c. Low (L) = Long-term, but not an immediate priority; implement as resources permit.

7. Responsible Party. Identified the individuals or offices responsible for the management action.

Appendix B

Process for the Department of Defense (DoD) Regional Environmental
Coordinator (REC) Program

1. Introduction

a. The purpose of the DoD REC, as outlined in reference (p), is to educate and engage state and federal agency officials on the military's operational and environmental needs, priorities and concerns; build and communicate coordinated DoD positions on environmental issues important to military mission sustainment; monitor and engage in state legislation and rulemaking; develop, maintain, and coordinate partnerships to promote long-term sustainability of the military mission; and provide strategic regional intelligence and perspectives to Service RECs.

b. In accordance with reference (p), the ASD (S) oversees the DoD REC program implementation, develops policy and guidance, and resolves conflicts elevated by the Military Departments. Each Military Department designates, as appropriate, a Component REC for each of the ten DoD REC Regions.

c. The DoD REC Program scope includes facilities issues (i.e., installation energy, installation potable water aquifers and water rights, utility purchase agreements or privatization efforts, and other utilities management and capacity functions) and encroachment issues (i.e., electromagnetic spectrum protection, energy development, SUA, noise abatement, and urban growth). Many of these issues require close coordination between staff offices because they cross functional lines, involve multi-Service designated leads, and involve more than one staff section at more than one command level.

2. Department of Defense (DoD) Regional Environmental Coordinator (REC) Regions. There are ten DoD REC Regions across the country that correspond with the Environmental Protection Agency's (EPA) Regions.

a. MCINCR is in Region III. The Secretary of the Navy is the DoD REC lead for Region III.

b. MCIEAST is in Region IV. The Secretary of the Army is the DoD REC lead for Region IV.

c. MCIWEST and MCIPAC (Marine Corps Base Hawaii and Guam) are in Region IX. The Secretary of the Navy is the DoD REC lead for Region IX.

3. Marine Corps Regional Environmental Coordinator (REC) Program

a. The Marine Corps REC program requires the full and proper coordination of all issues that arise in connection with the DoD REC program so the Marine Corps may maintain consistency in policy, goals, objectives, and strategies. Staff sections shall exercise care to avoid redundancy and inefficiency.

b. Each Component REC has a staff officer who serves as the Marine Corps Component REC Representative. The GEA/CPLO serves as the Marine Corps REC.

c. The EMAT shall serve as the forum for disseminating information relative to DoD REC issues and assigning technical leads for issue resolution.

4. Marine Corps Regional Environmental Coordinator (REC) Roles and Responsibilities

a. Region Government and External Affairs (GEA)/Community Plans and Liaison Office (CPLO)

- (1) Serve as the lead Marine Corps Component REC representative.
- (2) Serve as the liaison between the DoD REC's representative and the MCI Region staff and installations.
- (3) Maintain regular and open communication with the MCICOM, MCI Region staff, and installation staffs regarding DoD REC matters.
- (4) Participate in all DoD REC meetings and phone conferences between Military Services and external entities or between the military Services where the MCI Region participation is necessary or optional.
- (5) Monitor federal, state, and local legislative and regulatory reports, media information sources, and DoD information sources for issues that have the potential to affect Marine Corps interests. Disseminate this information to the Region EMAT for information or determination of staff lead and action, as appropriate.
- (6) Serve as the MCI Region reception point for all information from the DoD REC. Disseminate this to the MCI Region EMAT for information or determination of staff lead and required action, as appropriate.
- (7) For items from the DoD REC seeking or requiring a Marine Corps position, disseminate this information to the Region EMAT for determination of staff lead and action. After the staff lead develops, coordinates, and obtains the Region position on the issue, forward the proposed Region position to MCICOM G-7 for HQMC staffing. Once the Marine Corps position is received from the MCICOM G-7, communicate the Marine Corps position back to the DoD REC.
- (8) Serve as staff lead for all encroachment and off-base renewable energy issues arising in connection with the DoD REC. Be responsible for the development, coordination, and implementation of encroachment and off-base energy regional policy, goals, objectives, and strategies.
- (9) Develop and coordinate Region initiatives and partnerships, as appropriate, on encroachment and off-base energy site development issues raised by the DoD REC that have the potential of affecting mission sustainment. Incorporate input provided by MCI Region and installation subject matter experts into these regional initiatives/partnerships. The EMAT shall be used as the forum to coordinate and vet such initiatives and partnerships.
- (10) Provide staff comments on any environmental or facilities issue that arises in connection with the DoD REC program that is being routed for a Marine Corps position by the staff section with technical cognizance.

(11) When requested by staff with technical cognizance over a particular issue, facilitate or assist in negotiating inter-Service positions on issues requiring such a position. Leverage the contacts and relationships with external entities to influence outcomes identified as necessary by Region and installation staff with technical cognizance.

(12) Coordinate and prepare a Marine Corps REC annual Priorities and Outreach Plan via the EMAT with the input of MCICOM, MCI Region, and installation staff.

(13) Collect input, coordinated via the EMAT, from MCICOM, the MCI Region, and installations on the annual DoD REC Priorities and Outreach Plan and deliver this input to the DoD REC.

(14) Coordinate with G-3 and GF (environmental and facilities staff) to provide quarterly reports on REC activities to MCICOM, the MCI Region, and installations.

(15) Identify funding requirements that support the DoD REC program for input to the MCI Region budget.

b. Region GF (Environmental and Facilities Staff)

(1) Serve as the Marine Corps Component REC Representative Alternate Lead. Serve as Lead as requested by the GEA/CPLO or when directed by higher authority or when the GEA/CPLO is unable to fulfill responsibilities of the Lead Component REC Representative.

(2) Maintain technical cognizance of environmental and facilities issues that arise in connection with the DoD REC and seek the expertise of the environmental impact working group/review board as appropriate.

(3) Serve as the staff lead on all environmental and facilities issues that arise in connection with the DoD REC and in coordination with the EMAT. Be responsible for the development, coordination, and implementation of environmental and facilities Region policy, goals, objectives, and strategies.

(4) Monitor federal, state, and local legislative and regulatory reports, media information sources, and DoD information sources for environmental or facility issues. In coordination with GEA/CPLO, disseminate such information to the EMAT for information and/or a determination of staff lead or action, as appropriate.

(5) Participate in all DoD REC meetings and phone conferences between military Services and external entities or between military Services where the MCI Region participation is necessary or optional.

(6) Serve as the staff lead where a Marine Corps position is required on an environmental-or-facilities-related issue originating from the DoD REC. Once the decision is made, the GEA/CPLO shall transmit it to the DoD REC or other appropriate external entity.

(7) In coordination with the EMAT, serve as the staff lead on interactions with federal environmental regulators to ensure that communications are being conducted by staff with appropriate technical expertise and do not inadvertently undermine ongoing regulatory consultations

in support of compliance actions. Seek input from the G-3 and GEA/CPLO regarding on and off-base issues that could potentially impact military readiness.

(8) Provide input on any GEA/CPLO lead initiatives and partnerships related to environmental issues and, in cases where the initiative or partnership focuses entirely on environmental issues as established by the EMAT, the Regional MCI Environmental Director shall assume the lead with support from GEA/CPLO.

(9) Provide environmental and facilities input into a Marine Corps REC annual Priorities and Outreach Plan.

(10) Provide environmental and facilities input to the GEA/CPLO on the DoD REC's annual Priorities and Outreach Plan.

(11) Alert the GEA/CPLO through the EMAT of issues (e.g., major spills, significant enforcement actions, etc.) that may impact ongoing relationships with government agencies and other stakeholders.

c. Marine Corps Installations Command (MCICOM) G-7

(1) Monitor the DoD REC reports provided by the MCI Region GEA/CPLO. Provide input and feedback, as appropriate.

(2) Participate in DoD REC meetings and phone conferences as appropriate.

(3) Maintain technical cognizance at MCICOM over encroachment issues. Responsible for the development, coordination, and implementation of Service-level encroachment policy, goals, objectives, and strategies.

(4) Provide support and assistance to the MCI Region GEA/CPLO staffs, as needed.

(5) Monitor MCI Region GEA/CPLO staffs to ensure compliance with roles and responsibilities.

(6) Staff items, which are forwarded by the MCI Region GEA/CPLO seeking a Marine Corps position, to the HQMC staff. Once the Marine Corps position is reached, relay it to the MCI Region GEA/CPLO for distribution to the DoD REC.

(7) Serve as the MCICOM/HQMC liaison to ASN EI&E and ASD (S) for DoD REC matters related to encroachment and energy siting issues.

d. Marine Corps Installations Command (MCICOM) GF

(1) Monitor the DoD REC reports provided by the MCI Region GEA/CPLO. Provide input and feedback as appropriate.

(2) Participate in DoD REC meetings and phone conferences as appropriate or desired.

(3) Maintain technical cognizance at MCICOM over environmental and facilities issues. Be responsible for the development, coordination, and

implementation of Service-level environmental and facilities policy, goals, objectives, and strategies.

(4) Monitor MCI Region GF staffs to ensure compliance with roles and responsibilities.

(5) Provide support and assistance to the MCI Region GF staffs, as needed.

(6) Provide MCICOM/HQMC liaison to ASN EI&E and ASD (S) for DoD REC matters related to environmental and facilities issues.

Appendix C

Glossary of Acronyms

ADC I&L (LF)	Assistant Deputy Commandant for Installations and Logistics (Facilities Service Division)
AICUZ	Air Installation Compatible Use Zones
ASD (S)	Assistant Secretary of Defense (Sustainment)
ASN	Assistant Secretary of the Navy
C4	Command, Control, Communications and Computer Department
CFIUS	Committee on Foreign Investment in the United States
CG	Commanding General
CL	Counsel for the Commandant
CLUS	Compatible Land Use Strategy
CMC	Commandant of the Marine Corps
COLS	Common Output Levels of Service
COMMCICOM	Commander, Marine Corps Installations Command
COMMSTRAT	Communication Strategy and Operations
COMNAVFACENGCOM	Commander, Naval Facilities Engineering Command
CPLO	Community Plans and Liaison Officer
DASN	Deputy Assistant Secretary of the Navy
DC A	Deputy Commandant for Aviation
DC CD&I	Deputy Commandant for Combat Development and Integration
DC I	Deputy Commandant for Information
DC I&L	Deputy Commandant for Installations and Logistics
DC MRA	Deputy Commandant for Manpower and Reserve Affairs
DC PP&O	Deputy Commandant for Plans, Policies and Operations
DC PP&O (POR)	Deputy Commandant for Plans, Policies and Operations (Readiness Branch)
DC P&R	Deputy Commandant for Programs and Resources
DIRCOMM	Director of Communication
DNWG	Defense Noise Working Group
DoD	Department of Defense
DON	Department of Navy
DRRS	Defense Readiness Reporting System
ECP	Encroachment Control Plan
EI&E	Energy, Installations & Environment
EMAT	Encroachment Management Action Team
EP	Encroachment Partnering
FAA	Federal Aviation Administration
FIRRMA	Foreign Investment Risk Review Modernization Act
GEA	Government and External Affairs
HQMC	Headquarters Marine Corps
ICRMP	Integrated Cultural Resources Management Plan
IGIS	Installation Geospatial Information Services
IGMC	Inspector General of the Marine Corps
INRMP	Integrated Natural Resources Management Plan
ISWG	Inter-Service Working Groups
JLUS	Joint Land Use Study
MARFOR	Marine Corps Forces
MARFORCOM	Marine Corps Forces Command
MARFORPAC	Marine Corps Forces Pacific Command
MARFORRES	Marine Corps Forces Reserve
MCAT	Mission Compatibility Assessment Tool
MCCA	Marine Corps Capability Area

MCCDC	Marine Corps Combat Development Command
MCE	Mission Compatibility Evaluation
MCI	Marine Corps Installations
MCICOM	Marine Corps Installations Command
MCICOM G-3	Director, Operations/Plans Division (Operations Section)
MCICOM G-3/5	Assistant Chief of Staff, Operations/Plans Division
MCICOM G-6/LS6	Director, Information Systems Division
MCICOM G-7	Assistant Chief of Staff, Modernization and Development Division
MCICOM G-F	Director, Facilities Division
MCIEAST	Marine Corps Installation East
MCINCR	Marine Corps Installation National Capital Region
MCIPAC	Marine Corps Installation Pacific
MCIWEST	Marine Corps Installation West
MCPC	Marine Corps Planning Code
MCSC	Marine Corps Systems Command
MILCON	Military Construction
MMF	Military Mission Footprint
MRT	Mitigation Response Team
MTR	Military Training Routes
NAVFACECOM	Naval Facilities Engineering Command
NEPA	National Environmental Policy Act
NGO	Non-Governmental Organization
OEA	Office of Economic Adjustment
OE/AAA	Obstruction Evaluation/Airport Airspace Analysis
OLA	Office of Legislative Affairs
ORB	Operational Review Board
OSD	Office of the Secretary of Defense
PII	Personally Identifiable Information
POC	Point of Contact
POM	Program Objective Memorandum
PPB&E	Planning, Programming, Budgeting & Execution
RAICUZ	Range Air Installation Compatible Use Zone
RAIMORA	Risk of Adverse Impaction to Military Operations and Readiness Area
RAP	Regional Airspace Plan
RCMP	Range Complex Management Plan
RCUZ	Range Compatible Use Zones
REC	Regional Environmental Coordinator
REPI	Readiness and Environmental Protection Integration
RTA	Range and Training Area
RTAM	Range and Training Area Management
SABRS	Standard Accounting, Budgeting and Reporting System
SECDEF	Secretary of Defense
SERPPAS	Southeast Regional Partnership for Planning and Sustainability
SOFA	Status of Forces Agreement
SUA	Special Use Airspace
SWP	Strategic Workforce Planning
TECOM	Training and Education Command
UXO	Unexploded Ordnance
WIPT	Working Integrated Process Team
WRP	Western Regional Partnership