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MCICOM G-7
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MARINE CORPS ORDER 11011.23

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS ENCROACHMENT MANAGEMENT PROGRAM

Ref: (a) DoD Directive 3200.15, "Sustaining Access to the Live Training and Test Domain," December 18, 2013
(b) MCRP 3-0C
(c) MCO P3550.10 W/CH 1
(d) OPNAVINST 3770.2K
(e) MCO 5400.54
(f) 32 CFR Part 211
(g) 10 U.S.C. §2684a
(h) SECNAVINST 11011.47C
(i) 16 U.S.C. § 670a-670o
(j) DoD Instruction 4715.02, "Regional Environmental Coordination," August 28, 2009
(k) MCO 11010.16
(l) MCO 3550.11
(m) DoD Instruction 3030.3, "Joint Land Use Study (JLUS) Program," July 13, 2004
(n) DoD Instruction 4715.03, "Natural Resources Conservation Program," March 18, 2011
(o) DoD Instruction 4715.16, "Cultural Resources Management," September 18, 2008
(p) MCO 3000.13
(q) 5 U.S.C §552a
(r) SECNAVINST 5211.5E
(s) SECNAV M-5210.1

Encl: (1) 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 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.

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2. Cancellation. MCO 11011.22B.

3. Mission. This Order establishes 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) This Order establishes the Marine Corps Encroachment Management Program to prevent, mitigate, and repair mission constraints caused by encroachment in order to enhance Installation support of the Marine Corps' warfighting mission.

(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' advocate for all encroachment management matters.

(2) Concept of Operations

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

(b) The Deputy Commandant for Installations and Logistics (Director, Facilities and Services Division) (DC 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 Director, Operations/Plans/Assessments Division (G-3-5-7) and more specifically, External Government Affairs (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) Director, Facilities Division (MCICOM G-F) serves as the MCICOM section-level POC for policy and programs related to real property acquisition, management, and disposal; environmental planning and compliance; cultural resources management; natural resources use and planning; and facilities planning, as related to the Marine Corps Encroachment Management Program and the MCI Geospatial Information and Services Program.

(e) 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 maintain and improve 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 Offices (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-3-5-7 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 MCICOM G-7.

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.

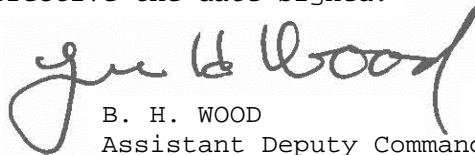
d. The generation, collection or distribution of personally identifiable information (PII) and management of privacy sensitive information shall be in accordance with the Privacy Act of 1974, as amended, per references (q) and (r). Any unauthorized review, use, disclosure or distribution is prohibited.

e. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (s) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force with the exception of Marine Forces Reserve.

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



B. H. WOOD
Assistant Deputy Commandant for
Installations and Logistics

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LOCATOR SHEET

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Chapter 1

Introduction

1. Program Evolution. The Marine Corps began its formal effort to prevent, mitigate, and repair mission constraints caused by encroachment with the publication of MCO 11011.22A, "*Encroachment Control*," in 1987. The Marine Corps updated the program in 2010 with the publication of MCO 11011.22B, "*Policies and Procedures for Encroachment Control Management*." This Order updates and cancels MCO 11011.22B based on cross-service comparisons, risk management, adaptive management, and extensive personnel and subject matter expert feedback, refines the Marine Corps Encroachment Management Program to enhance installation support of the Marine Corps' warfighting mission.

2. Significant Program Changes. The significant changes in the Encroachment Management Program, formerly referred to as the Encroachment Control Management Program, are:

a. 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 phases of the Encroachment Management Cycle are:

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

b. Encroachment Categories. The current Marine Corps encroachment management program establishes encroachment categories and corresponding definitions have been revised to provide consistent syntax and relevant scope in order to identify and manage mission constraints. To manage encroachment, four of the eleven previous encroachment categories (Air and Land Space Restrictions, Urban Growth, Endangered Species & Critical Habitat, and Wetlands) were reclassified into three of the twelve revised encroachment categories (Airspace Use, Land Use, and Protected Natural Resources). Moreover, this Order institutionalizes two encroachment categories (Natural Factors & Climate Effects, and Security & Safety) that did not appear in the previous Order. These twelve revised encroachment categories aim to elevate similar encroachment factors to allow the Marine Corps to systemically manage encroachment.

c. Metrics & Reporting. The Encroachment Management Program utilizes existing metrics and reporting mechanisms from the Sustainable Ranges Report (SRR), Defense Readiness Reporting System-Marine Corps (DRRS-MC), Marine Corps Common Output Levels of Service (COLS), and Marine Corps Strategic Health Assessment (MCSHA) to evaluate the program and share results across and up the chain of command.

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 (a), refers to 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. 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., commercial and private users operating under the jurisdiction of the Federal Aviation Administration in the same airspace as the military) or solar renewable energy development may be incompatible with mission activities.

(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 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, and other federal agencies may interfere with spectrum bandwidth availability.

(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 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 events and related resiliency/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, temperature changes, changes in drinking water supply, and changes in stream flow and timing. Natural factors and climate effects can compound existing factors and mission constraints.

(8) Noise: Refers to noise generated by 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 and threatened 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, 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/potable for mission and community use/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. Encroachment management seeks to prevent, repair, and mitigate these mission constraints to enhance the overall mission readiness of the Marine Corps. The Marine Corps classifies mission constraints into three categories - Space, Operations, and Time.

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

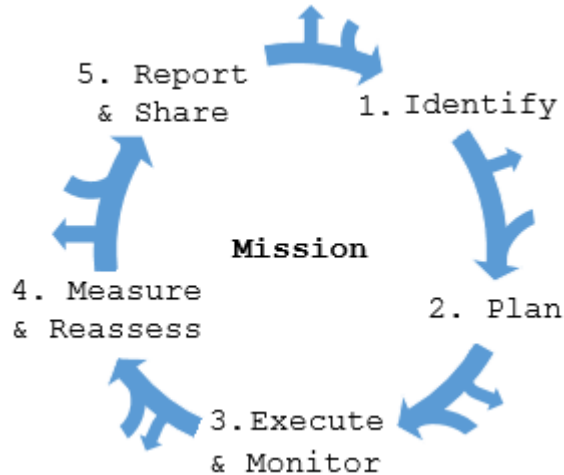


Figure 2-1.--Encroachment Management Cycle.

(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), CPLO (or functional equivalent) have 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, non-governmental organizations (NGOs), Federal agencies, other military components within the state/Region, and individual land owners. Communication between the Installation staff, the Operating Forces, and other tenant commands is critical to the success of the program. Proactive outreach and engagement with stakeholders are 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 a Region or an Installation. The MMF clearly defines the mission impact boundaries wherein the military and community(ies) 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. Commanders are encouraged to consider other military installations, federal lands, state and private lands, and associated areas for possible outcomes that impede the successful execution of the installation mission.

2. The projected footprint is illustrated in a two- and three- dimensional geographic information system (GIS) format that reflects the mission essential area required to conduct military training and operations that may include noise exposure and safety risks to operations and/or the public. The MMF illustration is set against a mapped data layer that depicts the military installation, its associated airspace, and the geographical boundaries associated with multiple local and state governments. The MMF may include, but is not limited to:

- a. Air Installation Compatible Use Zones (AICUZ).
- b. Range Air Installation Compatible Use Zones (RAICUZ).
- c. Explosive Safety Quantity Distance Arcs.
- d. Electromagnetic arcs.
- e. Natural or cultural resources that impact military operations, such as designated critical habitat.
- f. Essential infrastructure that supports military operations, such as munitions and fuel delivery points (e.g., railroads, highways, airfields, and piers).
- g. Special Use Airspace (SUA), Military Training Routes (MTR), Terrain Flight Routes, and Outlying Landing Fields that are critical to the military mission of the Installation.

(2) Phase 2 - Plan

(a) Active encroachment management requires an Action 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 prevent, mitigate, and repair encroachment. Supporting documents, such as local land use plans - AICUZ, RAICUZ, and the Joint Land Use Study (JLUS)- and a well thought out Outreach and Engagement Strategy are critical to the success of the Encroachment Management Programs. (All of these documents 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. 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 activities, such as implementing encroachment management plan 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 any particular management action or the entire Encroachment Management Program 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 and Marine Corps Installations East (MCIEAST), Commanding Generals (CGs), Marine Corps Installations West (MCIWEST), Marine Corps Installations Pacific (MCIPAC), and Commander, Marine Corps Installations National Capital Region (MCINCR), will be responsible for encroachment-related mission constraints of subordinate and supported Installations. 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 principle HQMC resource sponsor and Marine Corps advocate for all encroachment management matters.
 - (2) Administer the requirements of and ensure the accuracy, modification, and distribution of this Order.
 - (3) Serve as the principle 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. Director, Facilities and Services Division (DC 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 advocate 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) In coordination with CG, Marine Corps Combat Development Command (CG MCCDC) and DC, Programs and Resources (DC 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 (b).

(5) In coordination with Deputy Commandant for Aviation (DC A) and CG MCCDC, monitor encroachment factors related to the Marine Corps' use of airspace, proposed range training area 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 range and training area requirements.

(6) 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 for Aviation (DC A)

(1) In addition to the responsibilities outlined in references (c) and (d) and in coordination with DC I&L, and CG, MCCDC, serve as principle Marine Corps proponent for planning, prevention, and management of encroachment in the Marine Corps' use of airspace.

(2) In coordination with CG, MCCDC and MCICOM G-3-5-7, monitor encroachment factors related to the Marine Corps' use of airspace, proposed range training area 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 range and training area requirements.

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

(4) In coordination with COMMCICOM 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.

d. Deputy Commandant for Programs and Resources (DC R)

(1) Support MCICOM G-3-5-7, 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 (b).

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

e. Deputy Commandant for Plans, Policies, and Operations (DC PPO)

(1) In coordination with CG, MCCDC and MCICOM G-3-5-7, participate in the staff coordination of operational matters, Marine Air-Ground Task Force (MAGTF) matters, combat readiness, security matters, and amphibious and pre-positioning matters related to planning, prevention, and management of encroachment.

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

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

(1) DC CD&I. In addition to the responsibilities outlined in reference (e), serve as the proponent for all matters pertaining to the oversight and coordination of operational ranges and training areas, including issuing policy and guidance to execute the requirements of this Order, as the advocate for ranges and training area issues within the Marine Corps.

(2) CG, Training and Education Command (CG TECOM)

(a) In coordination with MCICOM G-3-5-7, serve as the Service POC for all Range and Training Area Management (RTAM) issues and represent the Marine Corps at DoD, Joint, and Inter-Service-level meetings pertaining to range and training areas.

(b) Support MCICOM G-3-5-7 and DC 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 (b).

(c) Maintain awareness of encroachment-related issues involving SLTIIs along with COMMCICOM and the appropriate MCI Region.

(3) In coordination with DC A and COMMCICOM, 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.

g. Deputy Commandant for Manpower and Reserve Affairs (DC MRA). In coordination with CG, MCCDC and MCICOM G-3-5-7, participate in the staff coordination of personnel matters related to the planning, prevention, and management of encroachment.

h. Director, Command, Control, Communications and Computers Department (C4). In coordination with MCICOM G-3-5-7 and Director, Information System Division (MCICOM G-6/LS6), 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

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 Working Groups in support of Mission-Capable Ranges.

(2) Director, Office of U.S. Marine Corps Communication (OUSMCC)

(a) As appropriate, support MCICOM Public Affairs Office (PAO) 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 PAO with national media engagements to inform the public of Marine Corps installation requirements and encroachment factors.

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

(a) In coordination with MCICOM G-3-5-7, establish and maintain a federal legislative monitoring process pertinent to the policies and procedures in this Order.

(b) In coordination with MCICOM G-3-5-7 and CL, propose and support legislative initiatives pertinent to the policies and procedures in this Order.

(4) Inspector General of the Marine Corps (IGMC). The IGMC shall support the MCICOM G-3-5-7 as they establish and maintain an Encroachment Management Program assessment process. The IGMC will host any Encroachment Management Functional Area Checklist on its website. While the assessment process shall promote combat readiness, integrity, efficiency, effective, and credibility for sustainment of MCI's missions the functional area checklist is only required to assure day-to-day operational and administrative success of the program. Individual MCI Commanders and CGs may augment the functional area checklist to better reflect their locations and installations.

4. Marine Corps Installations Command (MCICOM)

a. Director, Operations/Plans/Assessments Division (MCICOM G-3-5-7)

(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 ECPs; Outreach and Engagement Strategies; MMFs; and AICUZ and RAICUZ as applicable; and updates them as circumstances require.

(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 MCICOM G-F, participate in partnerships with national-level conservation, development, and public management organizations to promote compatible resource use planning.

(6) Coordinate with the MCICOM G-3-5-7 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 Encroachment Management Action Team (EMAT).

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

(9) In coordination with MCICOM G-F, evaluate, submit, and sponsor proposed Marine Corps EP projects and funding 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, as set forth in the Encroachment Partnering (EP) Process found on the MCICOM G-3-5-7 website.

(10) In coordination with MCICOM G-F, evaluate, submit, and sponsor proposed Marine Corps EP projects and funding requests funded by HQMC Centrally Managed Programs, as set forth in the EP Process found on the MCICOM G-3-5-7 website.

(11) Serve as a co-chair with MCICOM G-3-5-7 Operations Section (MCICOM G-3) RTAM and TECOM on the HQMC Working Groups in support of Mission-Capable Ranges.

(12) 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.

(13) Serve as the HQMC POC in matters related to encroachment from alternative energy, as it may fall within the scope of the DoD Energy Siting Clearinghouse.

(14) Facilitate the completion of mission compatibility evaluations. In accordance with reference (f), coordinate with the OSD Siting Clearinghouse for aviation encroachment issues, the Bureau of Ocean Energy Management for Outer Continental Shelf encroachment issues, and the Committee on Foreign Investment in the United States for national security encroachment issues.

(15) Serve as the HQMC subject matter expert, coordinator, and manager on noise, and the POC for the centrally-managed DoD AICUZ and RAICUZ studies.

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

(17) Serve as the HQMC representative on various Inter-Service Working Groups (ISWG) to include the Noise ISWG, REPI ISWG, Planning ISWG, and Ranges ISWG.

(18) In conjunction with MCICOM G-F, serve as the HQMC representatives on the REPI ISWG.

(19) Fulfill the responsibilities for the DoD Regional Environmental Coordinators (REC) program in coordination with MCICOM G-F as set forth in the Process for Department of Defense (DoD) REC Program found on the MCICOM G-3-5-7 website.

(20) In coordination with C4 and MCICOM G-6/LS6, 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.

b. MCICOM G-F

(1) Serve as the MCICOM section-level POC for policy and programs related to real property acquisition, management, and disposal; environmental planning and compliance; cultural resources management; natural resources use and planning; facilities planning; master planning; GIS; and military construction (MILCON) as part of the Marine Corps Encroachment Management Program.

(2) In coordination with MCICOM G-3-5-7 and MCICOM G-7, participate in partnerships with national-level conservation, development, and public management organizations to promote compatible resource use planning.

(3) Coordinate with CG, MCCDC for prioritization of MILCON and requirements for operational ranges and training areas enhancement and projects.

(4) In coordination with MCICOM G-3-5-7 and MCICOM G-7, fulfill the responsibilities for the DoD REC program as set forth in the Process for DoD REC Program found on the MCICOM G-3-5-7 website.

(5) In coordination with MCICOM G-3-5-7 and MCICOM G-7, fulfill the responsibilities for the Review and approval of installation and region EP acquisition requests as set forth in the EP Process found on the MCICOM G-3-5-7 website.

c. MCICOM G-6/LS6. In coordination with MCICOM G-3-5-7 and 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.

d. MCICOM Public Affairs Office (MCICOM PAO)

(1) Develop and maintain 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).

(2) Engage national, regional and local media outlets 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.

(3) Liaise with DoD Public Affairs.

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

e. 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 Installations' MMFs and links training areas 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.

(5) In coordination with MCICOM G-3-5-7, 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-3-5-7, in accordance with EP acquisition requests as set forth in the EP Process found on the MCICOM G-3-5-7 website.

(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-3-5-7, advocate for tenant commands on encroachment-related issues and facilitate the completion of mission compatibility evaluations 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 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 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.

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

(14) Fulfill the responsibilities for the DoD REC program as set forth in the Process for DoD REC Program found on the MCICOM G-3-5-7 website.

(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.

f. Commanders, Marine Corps Installations (MCIs) and CGs, Service Level Training Installations (SLTIIs)

(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.

(3) Establish and maintain an EMAT (or functional equivalent).

(4) Develop and update Installation- and range-level compatible use studies (AICUZ, and RAICUZ), as appropriate to the mission function of the facility.

(5) Develop and update an Installation ECP to support the Marine Corps' overall encroachment management strategy both internal to the Installation and the surrounding area inclusive of Installation range compatibility zones (or study planning areas).

(6) Develop and update an Installation-level MMF that articulates the military mission impacts, such as noise and safety, that may affect adjacent communities and that provides a foundation for land use and airspace planning for compatible development, EP, and mission sustainment purposes.

(7) 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.

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

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

(10) Establish and maintain an outreach and engagement strategy with local elected officials, staffs, and community stakeholders 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 internal to the Installation and within the MMF.

(11) In coordination with Region GEAs, establish and maintain an engagement process with regional and state agencies and 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 Installation's MMF.

(12) Promote and sustain the concepts of outreach and engagement to include long-term collaborative planning and problem solving with stakeholders to ensure compatible resource use within their respective areas of responsibility.

(13) Promote and sustain the concepts of outreach and engagement to include long-term professional relationship building, two-way communications, cooperation, understanding, and education between local stakeholders and the command.

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

(15) 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.

(16) MCIs and SLTIs shall coordinate implementation of their encroachment management plans with their respective Regions.

g. Community Plans and Liaison Office (CPLO)

(1) Develop and implement an Outreach and Engagement Strategy to coordinate stakeholder engagement.

(2) Execute the command's Encroachment Management Program, serving as the Commander's staff representative. 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) Be responsible for the core duties set forth in Appendix A and have and receive training and education sufficient to accomplish these duties.

(4) Provide 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, Integrated Natural Resources Management Plan (INRMP), the Integrated Cultural Resources Management Plan (ICRMP), and the Range Complex Management Plan (RCMP).

5. Commander, Marine Corps Systems Command (CG MCSC)

a. As related to encroachment, coordinate with CG, MCCDC and MCICOM G-3-5-7 to identify, validate, and coordinate the submission of RTAM POM initiatives and procurement costs associated with RTAM MILCON projects, fielding or range training equipment, and for the requirements and policies per reference (e).

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 documents.

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

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

a. In coordination with installation tenant commands will 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 training areas. MARFORs may also participate on EMATS, as applicable, to support installation tenant commands.

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

7. Commanders, Tenant Commands

a. Review resource (land, air, water, sea and electromagnetic spectrum) requirements with the appropriate Installation- and Region-level Commanders and staffs on a recurrent basis to identify associated encroachment issues that have the potential to encroach upon military activities internal to the Installation and within the MMF.

b. Provide and assign a senior level officer at the Regions- or Installation-level to participate in the EMAT to coordinate, communicate, and exchange pertinent knowledge and information to Tenant Commanders concerning the actions of the Installation encroachment mission. Support the Installation Commander's encroachment program with the needed information to protect and sustain the Tenant Commander's operational mission.

c. Consider the impact of future military activities (basing and employment of new weapons systems and associated tactics, techniques, and procedures), resource use (land, air, water, and electromagnetic spectrum), and training requirements with appropriate Region and Installation-level Commanders and staffs on a recurrent basis in order to identify associated encroachment factors that have the potential to impact military activities internal to the Installation and within the MMF.

Chapter 4

Programs, Studies, and Resources

1. Purpose. This chapter provides information and guidance on the various programs 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; public affairs; major tenant commands; Operational Forces representatives; and others as required.

(3) The 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.

(c) Coordinating review of and developing recommended positions for the Commander to take on proposed federal, state, or local agency legislation, regulations, guidelines, programs, plans, or other documents relevant to encroachment. Pertinent subject matter includes environmental documentation, resource use planning documents, AICUZ, RAICUZ, JLUS, and/or other studies and analyses.

(d) Reviewing and evaluating proposals from any DoD or non-DoD entity 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.

(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.

b. Community Outreach and Engagement Program

(1) Strategy. Each Region/Installation shall have an Outreach and Engagement Strategy to address its encroachment factors, comprehensively or singularly, 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 communicates 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, commands should consider:

(a) Establishing and maintaining Marine Corps communication objectives, messages and questions and answers, as related to encroachment management, for public affairs purposes in coordination with MCICOM PAO and Command PAO.

(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.

(d) 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 activities within the MMF.

(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) Participating, communicating, building relationships, and sharing information with stakeholders to ensure current and future military testing, training, and general mission activities' needs are articulated. This may include establishing publically accessible electronic mediums, such as websites.

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

(i) Actively participating in the public comment and review process for community development plans and comprehensive plans to promote compatible resource use planning goals.

(j) Actively participating in local, regional, and/or state military-only or military-civilian organizations, such as the Military Affairs Council, Commanders' Councils, SERPPAS, and WRP.

(k) 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 range and training areas.

(l) Including an overarching military service message, command-specific messages, and corresponding actions for PA and Legislative Affairs personnel.

(m) 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.

(n) Setting forth a list of all external stakeholders and the personnel/command, who has responsibility for engagement with the particular stakeholder.

c. Encroachment Partnering (EP) Under 10 U.S.C. 2684a

(1) Reference (g) grants authority to military Services to enter into an agreement with an eligible entity,

"to address the use or development of real property in the vicinity of, or ecologically related to, a military Installation or military airspace for the purposes of- (1) limiting any development or use of the property that would be incompatible with the mission of the Installation; (2) preserving habitat on the property in a manner that- (A) is compatible with environmental requirements; and (B) may eliminate or relieve current or anticipated environmental restrictions that would or might otherwise restrict, impede, or otherwise interfere, whether directly or indirectly, with current or anticipated military training, testing, or operations on the Installation; or (3) protecting Clear Zone Areas from use or encroachment that is incompatible with the mission of the Installation."

(2) EP is a key component of the Marine Corps' encroachment management strategy. The Marine Corps follows several guiding principles when exercising this authority.

(a) EP leverages the shared interest and financial ability of the Marine Corps and partner organizations. The Marine Corps will pursue partnerships where each party provides an equitable contribution and receives valuable consideration for their participation. The cost share may be:

1. State and local grants or cost share programs, other federal grants, or private capital from conservation organizations;

2. Exchange or donation of real property or a real property interest (may be from partner, other stakeholder, or willing seller); or

3. In-kind services (goods and services inherent to the acquisition of real property interests [i.e., appraisals, legal services, GIS, natural resource-related services])

(b) Marine Corps EP relies on the mutual efforts of many parties. The Marine Corps will seek the best project proposals from all eligible sources and will avoid the appearance of favoring any potential partner.

(c) Per reference (h), this authority may not be used to acquire land for Marine Corps occupancy, military training, or operations. Indirect use (e.g., overflight and noise) is not prohibited.

(3) 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 under this authority.

(4) Per reference (h), with prior approval of CMC, Commander, Naval Facilities Engineering Command (COMNAVFACENGCOM) has the delegated authority to execute agreements and real estate transactions, including ensuring that all legal or administrative procedures (e.g., appraisals) are performed.

(5) In coordination with MCICOM G-F, 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, and provides support to Region and Installation EP program planning, development, and execution.

(6) The CPLO recommends and implements strategies to prevent, repair, and mitigate constraints from encroachment on the Installation's mission. The CPLO also establishes and maintains a liaison with relevant local land owners, developers and communities to elicit early information concerning future development plans that might have significant impacts on Marine Corps operations. When necessary, the CPLO works with major landowners, developers and communities to assure compatible community development of land areas surrounding the Installation in effort to prevent, mitigate, or repair encroachment.

(7) Within the DoD, 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 has developed a Ten-Step EP process chart, which sets forth the tasks to be accomplished within each step and the command or staff section responsible for taking the lead for each step. The Ten-Step process chart is attached in the EP Process found on the MCICOM G-3-5-7 website.

(8) Readiness and Environmental Protection Integration (REPI) Program. The REPI Program is a competitive OSD funding source for real estate acquisition projects for encroachment management purposes across the military Services. The REPI Program does not provide funds for Clear Zone acquisitions. OSD provides program guidance, interpretation of the law, funding through the REPI proposal process, internal and external coordination, and reports accomplishments to Congress. The Ten-Step EP process, in the EP Process found on the MCICOM G-3-5-7 website, denotes tasks

associated with the development, submission, review, and approval of REPI funding for proposed projects.

(9) 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 Partnering (EP) and Management Program Actions. Reference (g) 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 is not able to 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 undertake development controls, such as zoning regulations, military overlay districts, and master plans; 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 (i).

e. DoD Regional Environmental Coordinators (REC) Program. Established by reference (j), the DoD REC Program provides REC and oversight to the Marine Corps. The DoD REC Program found on the MCICOM G-3-5-7 website details the Marine Corps' DoD REC Program.

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.

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

(e) Proposes management actions for each identified mission constraint 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.

(f) Establishes the Installation's Real Estate Acquisition Strategy (REAS) as related to encroachment management. The REAS utilizes an iterative model to assess potential compatible land use threats and identifies parcels and land areas that provide opportunities to alleviate mission constraints caused by encroachment factors. In addition, the analysis considers the land use interests of conservation organizations that may engage in conservation projects, including real estate acquisition via fee simple purchase or other agreements such as easements. The results of the REAS analysis are used to inform management actions related to land use encroachment factors, including recommendations for non-real estate partnering (e.g., conservation partnering and compatible land use partnering), EP, and direct acquisition options. Each installation's REAS shall be marked and protected as "For Official Use Only."

(g) Creates 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) Develops a proactive action plan to implement priority encroachment management actions.

(i) Aids in developing and sustaining community and stakeholder planning relationships.

(2) New 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; REAS; 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) ECPs are a living document and shall be updated as circumstances require.

(4) Updates to ECPs shall focus on the Installation's MMF, encroachment factors, mission constraints, REAS, management actions, and any other relevant encroachment related information.

b. Regional 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 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). Developed by CG, MCCDC and MCICOM, 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. Air Installation Compatible Use Zones (AICUZ) Study. Reference (k) gives local communities tools required to identify land uses compatible with noise levels, accident potential zones, and obstruction clearance criteria associated with military airfield operations.

e. Range Air Installation Compatible Use Zones (RAICUZ) Study. Reference (l) gives local communities tools required to identify land uses that will be compatible with noise levels and range compatibility zones associated with military aviation range operations.

f. Range Compatible Use Zones (RCUZ) Study. Identifies land uses compatible with noise levels and range compatibility zones associated with military aviation range and military ground range operations.

g. Joint Land Use Study (JLUS). A JLUS (reference (m)) 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 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.

h. Integrated Natural Resources Management Plan (INRMP). A planning document required by references (d) and (n) 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.

i. Integrated Cultural Resources Management Plan (ICRMP). An internal compliance and management plan required under reference (o) 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.

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, compatibility use zone studies, EP, REAS, etc.). MCICOM G-3-5-7 is responsible for funding ECPs, REASs, MMFs, AICUZ, RAICUZ and other encroachment related studies and strategies through centrally-managed program funds.

b. Project types addressed in this chapter include Operations & Maintenance Marine Corps appropriation 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 (g) 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.

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, such as the IGMC assessment process, may be utilized and incorporated at the discretion/approval of MCICOM G-7. These metrics will 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.
3. Sources. Metrics are an essential tool for evaluating the effectiveness of any managed program. MCICOM G-3-5-7 will continue to develop metrics for the Encroachment Management Program.

- a. REPI Annual Report to Congress

- (1) The REPI Annual Report to Congress is prepared by the OSD 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 Secretary of Defense (SECDEF), Undersecretary of Defense (Personnel and Readiness). The report details the annual DoD activities and accomplishments using 10 U.S.C. 2684a authority.

- (2) MCICOM G-3-5-7 and GF prepare the Marine Corps input into the annual report. Regions and applicable Installations will provide input relevant to encroachment management as requested.

- b. Report to Congress on Sustainable Ranges

- (1) The SRR is prepared by the OSD as mandated by legislation with input from the Marine Corps and other Services. The SRR is submitted to Congress by the SECDEF, Undersecretary of Defense (Personnel and Readiness). The SRR details the military training range needs, resources, constraints, and encroachment impacts to training. MCICOM, Regions, and Installations will utilize data submitted to Congress in the SRR to analyze the effectiveness of the Encroachment Management Program.

- (2) TECOM and MCICOM G-3-5-7 prepare the Marine Corps input into the SRR in partnership with the Operating Forces, Regions and Installations. Regions and applicable Installations will provide input relevant to encroachment management as requested.

- c. Defense Readiness Reporting System-Marine Corps (DRRS-MC)

- (1) Commanders report Operating Force and Installation readiness through the DRRS-MC. The DRRS-MC 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.

(2) Per reference (h), DC PPO 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-MC) (reference (p)), Standard Accounting, Budgeting and Reporting System (SABRES), 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.

Appendix A

U.S. Marine Corps 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 on EP 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 by developing, analyzing, and using programs, such as the ECP; Outreach and Engagement Strategy; EP Program; and AICUZ and RAICUZ studies.

(2) Developing and maintaining encroachment partners; conducting state, regional, and local 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 area of interest.

d. 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.

e. 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.

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, surrounding communities, and off-base organizations.

b. Educates Installation staffs on critical GEA/CPLO program requirements and budgetary matters, and coordinates with the OLA, PAO, 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, 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;

(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.

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.

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. Fulfill the responsibilities for the DoD REC program as set forth in the Process for DoD REC Program found on the MCICOM G-3-5-7 website.

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 B

Management Action Evaluation Rating System

1. Purpose. Adapted from the Marine Corps Logistic Base Barstow ECP, this rating system serves as one method to prioritize encroachment management actions 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 in and 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.

Appendix C

Acronyms

AICUZ	Air Installation Compatible Use Zones
ASN	Assistant Secretary of the Navy
C4	Command, Control, Communications and Computer Department
CG	Commanding General
CL	Counsel for the Commandant
CMC	Commandant of the Marine Corps
COLS	Common Output Levels of Service
COMMCICOM	Commander, Marine Corps Installations Command
COMNAVFACENGCOM	Commander, Naval Facilities Engineering Command
CPLO	Community Plans and Liaison Office
DC	Deputy Commandant
DC A	Deputy Commandant for Aviation
DC CD&I	Deputy Commandant for Combat Development and Integration
DC I&L	Deputy Commandant for Installations and Logistics
DC I&L (LF)	Deputy Commandant for Installations and Logistics (Director, Facilities and Services Division)
DC MRA	Deputy Commandant for Manpower and Reserve Affairs
DC PPO	Deputy Commandant Plans, Policies and Operations
DC PPO (POR)	Deputy Commandant Plans, Policies and Operations (Readiness Branch)
DC R	Deputy Commandant for Programs and Resources
DoD	Department of Defense

DON	Department of Navy
DRRS-MC	Defense Readiness Reporting System-Marine Corps
ECP	Encroachment Control Plan
EI&E	Energy, Installations & Environment
EMAT	Encroachment Management Action Team
EP	Encroachment Partnering
GEA	Government and External Affairs
GIS	Government Information System
HQMC	Headquarters Marine Corps
ICRMP	Integrated Cultural Resources Management Plan
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
MCCA	Marine Corps Capability Area
MCCDC	Marine Corps Combat Development Command
MCI	Marine Corps Installations
MCICOM	Marine Corps Installations Command
MCICOM G-3	Director, Operations/Plans/Assessments Division (Operations Section)

MCICOM G-3-5-7	Director, Operations/Plans/Assessments Division
MCICOM G-6/LS6	Director, Information Systems Division
MCICOM G-7	Director, Operations/Plans/Assessments Division (External Government Affairs)
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
MCSHA	Marine Corps Strategic Health Assessment
MILCON	Military Construction
MMF	Military Mission Footprint
MTR	Military Training Routes
NAVFACENCOM	Naval Facilities Engineering Command
NGO	Non-Governmental Organization
OEA	Office of Economic Adjustment
OLA	Office of Legislative Affairs
ORB	Operational Review Board
OSD	Office of the Secretary of Defense
OUSMCC	Office of U.S. Marine Corps Communication

PAO	Public Affairs Office
POC	Point of Contact
POM	Program Objective Memorandum
PPB&E	Planning, Programming, Budgeting & Execution
RAICUZ	Range Air Installation Compatible Use Zones
RCMP	Range Complex Management Plan
RCUZ	Range Compatible Use Zones
REAS	Real Estates Acquisition Strategy
REPI	Readiness and Environmental Protection Integration
RTAM	Range and Training Area Management
SABRES	Standard Accounting, Budgeting and Reporting System
SECDEF	Secretary of Defense
SERPPAS	Southeast Regional Partnership for Planning and Sustainability
SLTI	Service Level Training Installation
SSR	Sustainable Ranges Report
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