U.S. Department of Defense
Office of Local Defense
Community Cooperation

Compatible Use and Installation Resilience

Grantee Guide

February 2022

Letter from the Director

We are pleased to offer this guide to enable States and communities to work with their local military installations through assistance from the Office of Local Defense Community Cooperation. Civilian leaders and their military counterparts routinely work together as a community unto themselves, strengthening the local public infrastructure and services our military and defense communities alike depend upon, and responding to natural and man-made vulnerabilities or threats that can adversely impact the local mission and well-being of their host communities.

This assistance is highly adaptive to meet the specific local needs of any given installation and their civilian neighbors, and a designated project manager will help to optimize this support for local needs. Of course, any successful effort must first have political and financial support that leverages local public and private civilian leadership and the strengths each brings to the effort. This publication reflects best practices from these partnering experiences to date, as well as focus group feedback from our prior grantees to help understand and work through the application of our assistance. When read in tandem with our Office of Local Defense Community Cooperation Grants Portal Grantee Guide, states and communities, along with their local installations, should find a way forward to work with our program of assistance to address issues of installation sustainability.

Our appreciation to Patricia Gray, Margit Myers, Scott Spencer, and David Kennedy for working on behalf of our organization to prepare this publication. Additional information about the Office of Local Defense Community Cooperation, related links, and community contacts can be found at **oldcc.gov**.

Patrick J. O'Brien
Director

About this Guide

The goal of this Guide is to provide first-time grantees with information on the lifecycle of Compatible Use and Installation Resilience projects.

The issues that these types of projects seek to address include, but are not limited to, are:

- Land use encroachment
- Incompatible development in aircraft runway clear and accident potential zones
- Light pollution
- Energy project siting
- Installation and key infrastructure access (roadway, railway, pipeline, etc.)
- Noise
- Electromagnetic spectrum interference
- Protection from a threat of unmanned aerial and underwater vehicles
- Vertical obstructions
- Incompatible use of land, air, and water resources
- Management of endangered species
- Tidal flooding and storm surge
- Stormwater and floodwater management
- Extreme weather events including wildfire and drought
- Unanticipated changes in environmental conditions
- Energy and water security threats

The Guide serves as a process overview to improve grantees' grant execution and implementation efforts. Throughout, you will find "Pro Tips" with best practices and guidance. The last section provides a series of examples of past projects to illustrate how other communities found success.

Finally, you should review the following Office of Local Defense Community Cooperation resources as you prepare your grant application and work your project:

- EADSII Guide (Grants Portal Guide)
- Terms and Conditions

Contents

Introduction

Office of Local Defense Community Cooperation's Mission

The Office of Local Defense Community Cooperation, in coordination with the other Federal Agencies, delivers a program of technical and financial assistance to enable states and communities to:

- plan and carry out civilian responses to workforce, business, and community needs arising from Defense actions;

- cooperate with their military installations and leverage public and private capabilities to deliver public infrastructure and services to enhance the military mission, achieve facility and infrastructure savings as well as reduced operating costs; and

- increase military, civilian, and industrial readiness and resiliency, and support military families.

The Office of Local Defense Community Cooperation leverages capabilities of state and local partners through grants and technical assistance to enhance readiness of installations and ranges, and to deliver safe places for our military members and their families where capabilities do not otherwise exist.

At the same time, the Office of Local Defense Community Cooperation works with states and communities to help them respond to changes driven by Department of Defense.

By leveraging the full capabilities of the Federal government, the Office of Local Defense Community Cooperation helps towns, cities, and states plan and carry out a future that is both sustainable and in alignment with the military mission. We enable community action by funding plans and studies and by connecting communities to other resources and programs.

Overview of Compatibility and Resilience Program Activities

The program activities are designed to provide technical and financial assistance to states and local governments to analyze and implement actions necessary to foster, protect, and enhance military installation sustainability. These program activities encompass the previous Compatible Use/ Joint Land Use Study projects as well as the recently authorized Installation Resilience projects.

These program activities alleviate and prevent incompatible development and/ or other man-made or natural installation resiliency activities likely to impair the continued operational utility of a Department of Defense installation, range, special use air space, military operations area, or military training route. The program activities enable states and local governments to work with

installations to address some community needs as well. For example, mission operations may impact local development but managing requirements in a mutually beneficial way may help optimize and sustain the mission long term while supporting the economic health of the outside community. This activity also serves to build a relationship bridge between the installation and community to foster ongoing communication and understanding between stakeholders. In addition, compatibility and resilience program activities are designed to help communities make informed decisions by enabling them to partner with local commands to respond to, address, and mitigate activities that are either impairing or likely to impair the use of the installation and protect public safety. A benefit of the program activities is to establish or reinforce an ecosystem of self-sufficient, cooperative civilian and military relationships that thrives beyond the completion of grant projects.

This Guide encompasses the grant application and execution process for projects under the two program activities: Compatible Use Studies and Installation Resilience Reviews. Each type has a separate authority, but can be combined in execution. You should work with your Office of Local Defense Community Cooperation Project Manager to discuss the goals and objectives for your community. This will help guide what Assistance Listing number (formerly referred to as the Catalogue of Federal Domestic Assistance, or CFDA) you apply under.

COMPATIBLE USE

Historically, military installations have been located in remote areas, due largely to the availability of land and for security purposes. Over time, installations drew both people and businesses closer to the fence line to take advantage of civilian job opportunities the installation offered and provide the goods and services to support the installation's operations. In addition, development and changes in regional land use have created pressure on natural resources. In some cases, these shifts have affected the military's ability to effectively train and accomplish the mission.

The relevant Assistance Listing number is 12.610 Community Economic Adjustment Assistance for Compatible Use and Joint Land Use Studies.

INSTALLATION RESILIENCE

Installation Resilience refers to the capability of a military installation to avoid, prepare for, minimize the effect of, adapt to, and recover from extreme weather events or from anticipated or unanticipated impacts due to natural or man-made resiliency threats that do, or have potential to, adversely affect the military installation—inclusive of functions or operations outside of the military installation that are necessary in order to maintain, improve, or rapidly reestablish installation mission assurance and mission-essential functions.

The relevant Assistance Listing number is 12.003 Community Economic Adjustment Assistance for Responding to Threats to the Resilience of a Military Installation.

Program Products

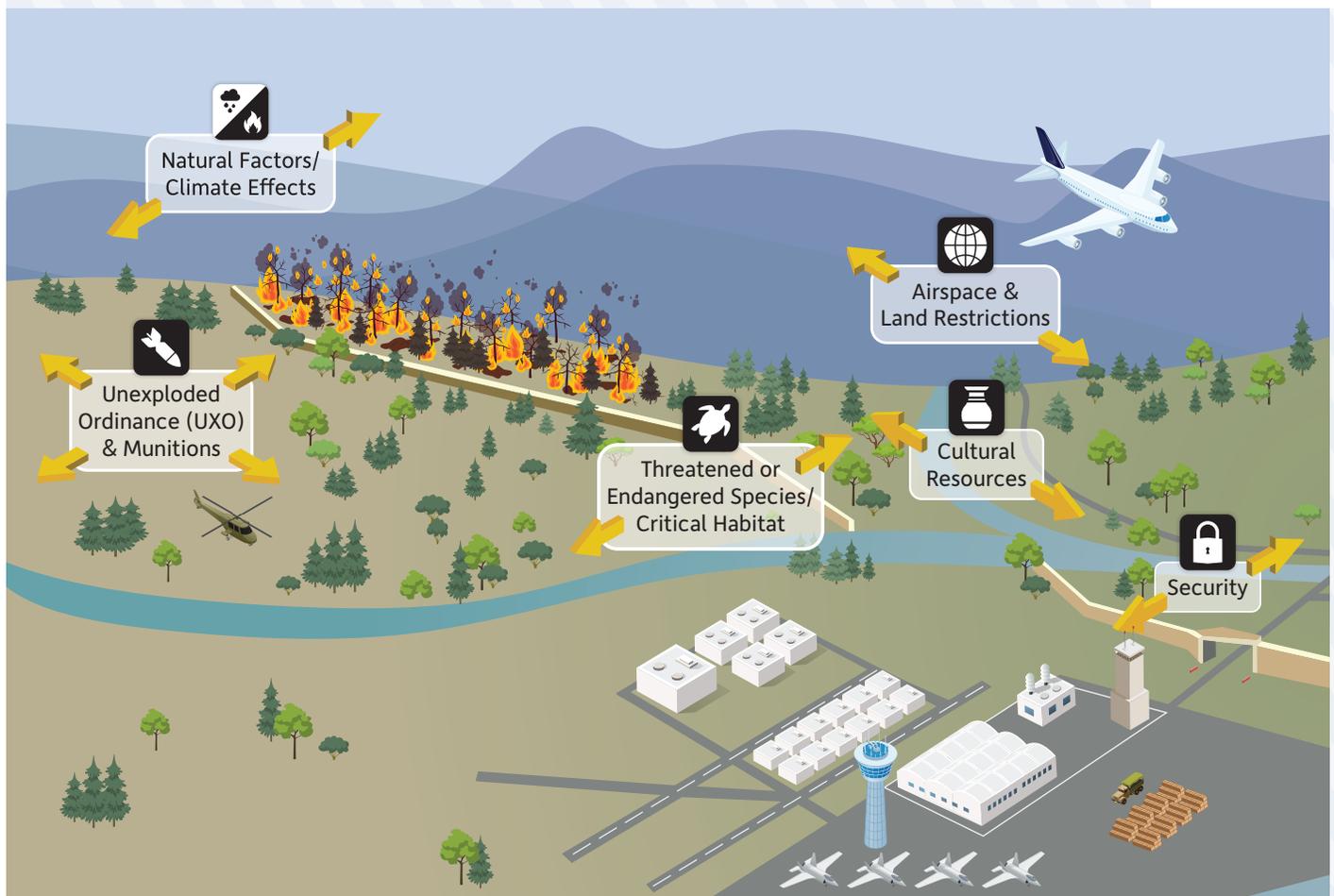Within the two project types detailed above, the following products are available:

Compatible Use Study: The Study is a vehicle for communities to comprehensively understand concerns of the military installation, opportunities for civilian growth, and to develop responsive strategy and implementation actions that work in concert with the installation's missions. The Compatible Use Study also provides the opportunity for a community or state to address concerns resulting from the installation's missions and mission growth.

Installation Resilience Review: The Review identifies risks to resources outside and on the installation that are necessary to conduct critical missions, allowing for the development of a responsive strategy for implementation. The Review follows the same process as a Compatible Use Study.

The two project types may be blended. Your Project Manager can assist in identifying the most appropriate Assistance Listing number to use.
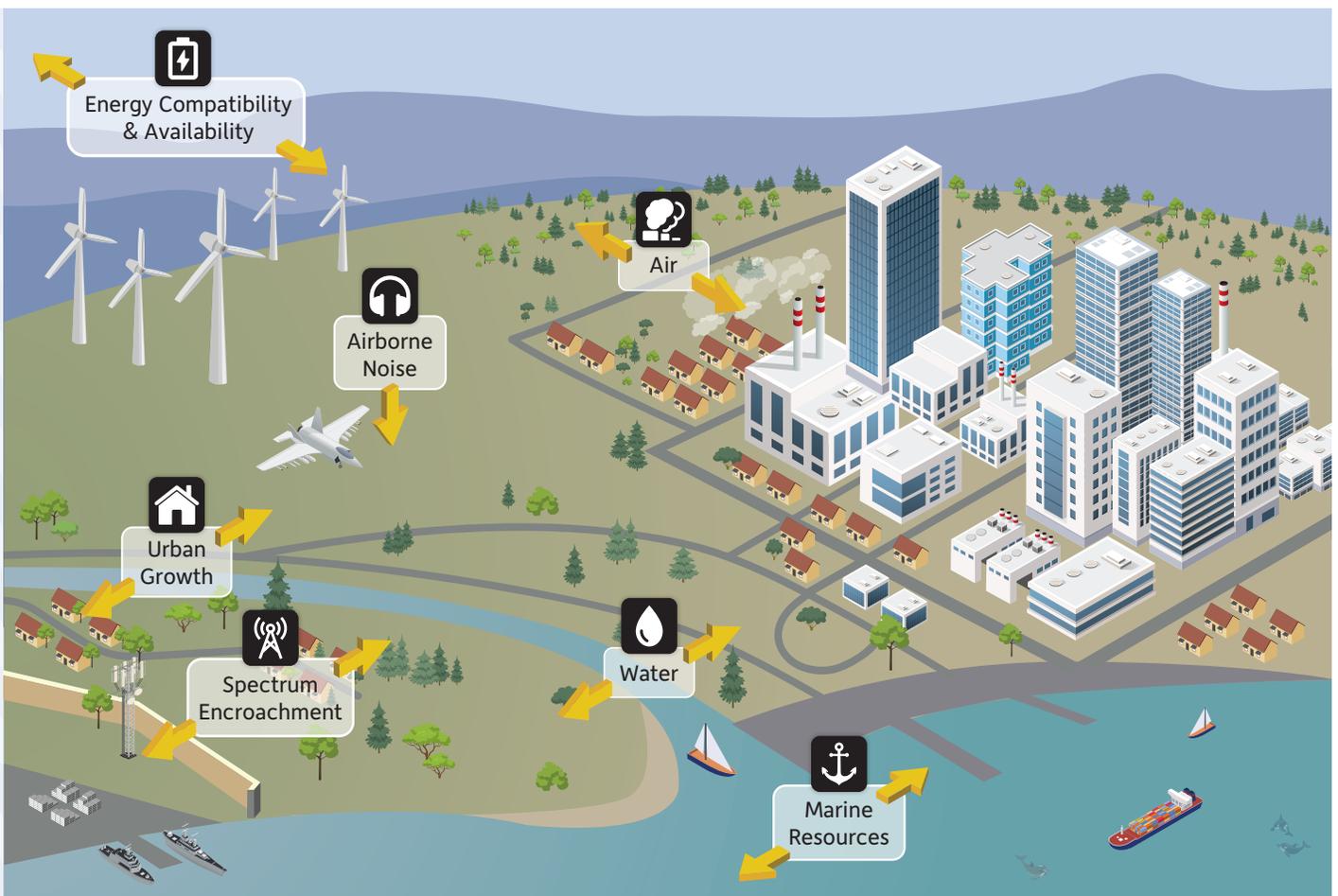
13 Encroachment Challenge Areas

Natural Factors/ Climate Effects

Unexploded Ordinance (UXO) & Munitions

Threatened or Endangered Species/ Critical Habitat

Airspace & Land Restrictions

Cultural Resources

Security

Compatible Use and Installation Resilience projects include other products for grantees to access, most typically used during the Implementation phase. Please see the **Implementation** section of this Guide or consult your Project Manager.

The Office of Local Defense Community Cooperation offers **Energy Studies** to grantees. This study typically brings together state, local and often industry experts, along with the military installations within a state or other study area, to identify approaches that allow energy development to proceed while protecting military installations and missions. Energy Studies can also support planning efforts for redundant energy sourcing and conservation. This study is typically part of either the Compatible Use Study or the Installation Resilience Review. Your Project Manager can help guide scope development for energy-related projects. **For more about Energy Projects, please see the** Appendix.

Energy Compatibility & Availability

Air

Airborne Noise

Urban Growth

Spectrum Encroachment

Water

Marine Resources

The Framework

The planning framework and overall construct for a Compatible Use Study or an Installation Resilience Review are organized around three strategies that your Project Manager can assist with:

Organize

- Stakeholders organize around the compatibility and/or resilience issues to be addressed,

- Assess the issues and identify the available resources, community stakeholders, and planning programs that can respond,

- Formalize the partnerships through development of a charter or Memorandum of Agreement,

- Appoint a joint policy advisory committee, or identify an existing committee, consisting of all stakeholders to address the issues,

- Establish a technical staff working group from local planning and administrative support staff to provide technical support to the policy committee.

Even with widespread general support for a study or review, the organizational phase of the process can take several months to complete if your locality includes many jurisdictions or if consensus is lacking. It is important that community and military officials recognize that the up-front investment of time is critical to building a support base at the beginning of the process. This includes developing a process for the community to speak with one voice: it is imperative that the community speak and act as one. This will pay extra dividends later, when study or review proponents

PRO TIP

It is at this early phase that you should begin to set expectations with all stakeholders, including the public, about the project and the process, such as how long it may take, where different stakeholder groups may need to actively participate, and what the outcomes can and cannot do. Setting and managing expectations at every phase of the project will help ensure all stakeholders understand that the Compatible Use Study or Installation Resilience Review is intended to address a specific problem(s), values input and participation, but has its limits.

seek agreement by affected communities on recommendations and implementation.

Plan

This is where grantees begin the joint compatibility and/or resilience planning and analysis processes by:

- Conducting public meetings and/or open houses to help the committees understand the nature and extent of the issues,

- Developing a work plan to address the issues,

- Assembling resources and technical advisors, and beginning the study process,

- Identifying the community's strengths, weaknesses, opportunities, and threats (SWOT analysis) as a basis for issue identification and formulation of planning goals, objectives, and probable actions,

- Applying the planning process and using the policy advisory committee structure as the forum to deliberate and reconcile issues, and to develop a plan of action,

- Readily sharing information, conducting focus groups, holding public hearings, etc., to accomplish the goal, and

- Preparing and finalizing the study, including business case analyses on recommendations, non-binding recommendations for action, and implementation by all stakeholders.

Implement

Historically, this is the most critical stage in the process. The recommendations in a project study or review need to be formalized and adopted by the affected governing bodies and by the military.

This could be done by:

- Seeking out Federal or state funding assistance, if available,

- Incorporating the study recommendations into the local government's comprehensive/general plan,

- Formalizing a Memorandum of Agreement on how the military will conduct its operations, recognizing the positives and the necessary negatives for new development,

- Adopting and implementing regulations, including updates to local zoning code, the official adopted zoning map, and other implementation strategies,

- Identifying opportunities for compatible use partnerships to secure less than fee-simple interest interests in critical areas through the acquisition of select development rights.

- Continuing a policy committee to maintain communication and coordination on any emerging issues,

- Creating metrics and tracking tools to measure progress and help stakeholders know their role in each strategy, action, and goal to maintain momentum and accountability.

Finally, for any project to succeed, continuous monitoring and collaboration between the local military installation command and the surrounding communities is important, if for no other reason than to deal with changing circumstances, issues, and objectives of stakeholder interests.

The Application Process

Applying for a grant and working with the Federal government and Military Departments can be a daunting process. This section covers how your community can apply for a grant, eligibility criteria, the paperwork required for completing an application, and some best practices and Pro Tips.

In reviewing this section, remember that Compatible Use and Installation Resilience grants are not competitive, therefore, the Office of Local Defense Community Cooperation's Project Managers can work with you during the pre-application and application processes. Project Managers provide guidance throughout, from fielding initial inquiries to helping communities identify, apply for, and manage relevant technical assistance and/or grant funding. They are your go-to resource.

Project Nomination

The Office of Local Defense Community Cooperation provides two primary ways an installation can be nominated for a project. One is through a Military Department, the other is through a community self-nomination. The Office of Local Defense Community Cooperation's Project Managers and Program Activity Leads are available to assist as you prepare the community nomination.

MILITARY INSTALLATION NOMINATION

Each year (typically in the Spring), the Office of Local Defense Community Cooperation puts out an annual call to Military Department Leadership for nominations. The Military Department may nominate installation(s) for Office of Local Defense

PRO TIP

When contemplating a potential nomination, review the status of important installation plans and studies such as Air Installation Compatible Use Zone, Environmental Impact Statement or Installation Energy and Water Plan. If these plans are out of date or under development, it might not be the right time to nominate until the study is complete. If you do nominate, consult with your Project Manager about the status of these studies and the potential impact to the proposed effort.

Community Cooperation assistance through this annual process. They may also nominate installations out of cycle.

When the installation is nominated, additional information is needed and is provided either in the Military Department nomination package or by the Project Manager in coordination with the installation:

- Description of the nature and extent of existing and potential compatibility or resilience concerns that may adversely impair the continued operational utility of the installation mission. Compatibility issues to be addressed can go beyond the traditional land use, noise, and flight safety issues. Resiliency issues may include natural drivers such as climate and weather but may also include human related activities.

- Confirmation of the installation leadership's willingness to support and participate in a project.

- Description of available technical documents describing military operations and requirements. Some examples of these technical documents are noise studies,

installation energy plans, national resource management plans, etc. For an Installation Resilience nomination, installations will need to provide a summary of their existing and planned resiliency efforts with a list of source documentation to be considered for Office of Local Defense Community Cooperation support. This information, or portions thereof, may need to be shared with the applicant. If the installation has not begun resiliency planning activities, then the Office of Local Defense Community Cooperation may defer the nomination until they are underway.

COMMUNITY SELF-NOMINATION

State and local governments can submit an inquiry to the Office of Local Defense Community Cooperation expressing a need for a Compatible Use Study or Installation Resilience Review. This process allows the community to self-nominate with the installation's support.

States and local communities are encouraged to contact the Program Activity Lead for

PRO TIP

Get support for the work, by everyone and early in the process. A past grantee sent a letter to County Commissioners asking them to publicly support the policy committee, which helped increase community buy-in.

assistance with a nomination early in the process. The Director of the Office of Local Defense Community Cooperation may assign a Project Manager to assist in developing a project proposal. Because grants through this program line are not competitive, the assigned Project Manager can provide guidance, feedback, best practices and important insights during this early step.

A state or community should submit a self-nomination to the Program Activity Lead that may include the following details:

● Point of Contact;

● Description of actual/potential compatibility or resilience issue;

● A description of the proposed project,

● A description of the anticipated role of the installation(s) in the plan and concurrence with the proposal.

If your community is interested in an Installation Resilience project, you can self-nominate by following **this process**, as outlined on the Office Local Defense Community Cooperation website.

Nomination Review and Determination

Regardless of how the nomination is made, a specific process follows:

1. When the nomination/community inquiry comes in, a Project Manager is assigned to assist you on your proposed project.

2. Using the nomination information, the Project Manager drafts a Project Directive. The Project Directive establishes the purpose and background for the project and allows the Office of Local Defense Community Cooperation to proceed to review whether the basis for a project may exist in conformity with our core program authorities under **10 U.S.C. Section 2391**.

3. After the Project Directive is approved by the Director of the Office of Local Defense Community Cooperation, the Project Manager coordinates with your community and the installation and conducts a site visit. In some instances, a site visit may be conducted virtually.

4. Once the site visit is complete, the Project Manager, in collaboration with the Program Activity Lead, makes a recommendation to either discontinue with a project at this time, or proceed with a project through preparation of an internal Determination and Findings, which establishes the project requirements and requires approval by the Director with coordination from the Office of Secretary of Defense General Counsel.

5. Once it is determined that the nomination is eligible and valid for grant consideration, you, as the applicant, and with support from the installation, are invited to "officially" apply for the grant.

If the Office of Local Defense Community Cooperation determines a project is not possible at this time, the community and/or installation will typically be provided with the reasons. Once these issues are addressed, the Office of Local Defense Community Cooperation may reconsider the nomination.

Eligibility and Selection Criteria

The organizations and entities eligible for a Compatible Use and Installation Resilience grant are:

- states,
- counties,
- municipalities,
- other political subdivisions of a state,
- special purpose units of a state or local government,
- other instrumentalities of a state or local government, and
- tribal nations.

If the organization is not readily identifiable as a state or local government, attach a concise written legal opinion (on letterhead) by an attorney licensed to practice law in the state where the applicant is from, opining that the applicant is an instrumentality of state or local government for that state or community or otherwise eligible and what inherently governmental functions they perform. Include any supporting documentation deemed necessary by the attorney, such as enabling legislation. Examples available upon request.

The above entities are eligible if:

(a) the Director of the Office of Local Defense Community Cooperation determines the encroachment of the civilian community is likely to impair the continued operational utility of the military installation,

OR

(b) the Director of the Office of Local Defense Community Cooperation determines the threats to the military installation is likely to impair the continued operational utility of the military installation.

Pre-Application Activity

This section provides a framework for you to begin thinking through your project and preparing some high-level elements for your application.

At this stage, you should consider the roles of participants. Throughout the program activity effort, the community, military installation, and the Office of Local Defense Community Cooperation all play important parts in the application process through grant execution.

Community

As a Community, you will be expected to:

- Organize participants to speak with one voice on behalf of the affected area.

- Act as the fiscal agent for the grant.

- Administer the Office of Local Defense Community Cooperation grant, and ensure that reports and updates are provided to the Office of Local Defense Community Cooperation on time and with the appropriate information.

- Fund your part of the effort (typically 10 percent non-Federal share which could be contributed in a variety of ways. Your Project Manager can guide you through the options.)

- Provide staff time and expertise, as communities are expected to staff the effort with the appropriate level of expertise.

- Ensure broad based community input and participation, including through press releases, media events, town halls, and other communications.

- Provide public information as necessary, including through press releases, media events, town halls, websites and social media, and other communications.

- Engage diverse groups of stakeholders, ensuring you have considered who all your stakeholders are and that they are represented.

- Provide public information as necessary.

- Identify issues and opportunities.

- Resolve issues.

- Implement recommendations.

- Seek and coordinate Federal, state, local, and private resources.

Military Installation

The role of the Military Installation is to:

- Recommend and support the nomination.

- Represent installation interests.

- Coordinate updates and integrate Military Department studies to define the military mission footprint.

- Provide installation leadership, guidance, and technical support to the Policy Committee and Technical Advisory Committees.

  - The Installation Commander, or designated senior leader, may participate in the Policy Committee as a Federal liaison member.

- Provide releasable data and information for the project such as Air Installation Compatible Use Zone studies or Installation Energy Plans.

- For an Installation Resilience nomination, installations will need to provide a summary of their existing and planned resiliency efforts with a list of source documentation such as Installation Energy and Water Plans, evaluations using the Department of Defense Climate Assessment Tool, Comprehensive Plans with resilience incorporated, or hazard risk modelling. This

information, or portions thereof, may need to be provided to the applicant.

- Provide comments on draft deliverables including a review for any content that the installation may determine is not publicly releasable.

Office of Local Defense Community Cooperation

The role of the Office of Local Defense Community Cooperation for your project is to:

- Provide an assigned Project Manager for support throughout the lifecycle of the project.

- Guide and assist proposal development.

- Confirm the community's need for assistance.

- Provide guidance for the community to initiate, conduct, and complete your Compatible Use or Installation Resilience project.

- Serve as the bridge between the community and the installation.

- Identify and facilitate partnerships with other Federal agencies.

- Provide technical assistance to the local jurisdiction and installation.

- Provide funding assistance to the local jurisdiction to conduct the project.

- Create a foundation for a long-lasting relationship between the community and the installation.

DEVELOPING THE CONCEPT

At this point, you should collaborate with your Project Manager and installation staff to think through Concept Development. In doing so, you should ask yourself: **What is the compatibility or resiliency issue you are trying to address, or challenge your community is attempting to overcome?** Your Project Manager will work with you to ensure the issue being addressed is within

PRO TIP

Learn from others who have gone through the Compatible Use or Installation Resilience project development process. Work with your Project Manager to contact jurisdictions with similar issues as yours, review their project outcomes and reports, and use them as a resource. In addition, report examples are available on the Office of Local Defense Community Cooperation website at: **oldcc.gov/mis-studies.**

the authority of the Office of Local Defense Community Cooperation.

The concept should include the following elements:

The purpose of the Compatible Use or Installation Resilience plan. How will the project promote compatible use or installation reslience? Here, you must emphasize efforts you will take to ensure the military mission is preserved and continues unimpeded. Identify concerns or issues that require evaluation. At this pre-application point, you may identify only a few issues, and then as the application process proceeds, more may be uncovered. This is not uncommon and should be expected.

A description of local military missions. It is important that this covers all aspects of the local military missions, including their purposes, and the installation's history.

The study area. If possible at this point, identify the study area. A best practice is to broaden the study area beyond what may be your initial inclination, to ensure the study is comprehensive and accurate. A typical range is 1 to 5 miles around the installation boundary, but it does not have to be contiguous.

The study applicant. This is the organization that will take ownership of the study, take responsibility for administration and management, and ensure the process and funds are compliant with the Office of Local Defense Community Cooperation **Terms and Conditions**, as well as **2 CFR 200**. Your Project

Manager will work with the region to determine the best candidate to be the applicant.

Identification of stakeholders. This may include potential committee members, partnering organizations, and other stakeholders who should be involved and would be useful at this point. At a minimum, stakeholders should include:

- The Installation Commander and representatives from the military installation,

- Congressional offices where the military installation/operations lie within,

- All jurisdictions where the military installation lies within,

- Other pertinent Federal, regional, and state entities or legislatures,

- Jurisdictions that are affected by high noise, spectrum, military training routes, or accident potential,

- Other relevant organizations that may be impacted by the study.

If communities or counties beyond those in the immediate vicinity of the base may be impacted by the installation and its activities, they should also be included. If civilian airports are affected by base operations, the Federal Aviation Administration and state aviation agency should be asked to participate.

As you develop the concept, it is important to engage with your Project Manager to identify how this project further supports the defense mission.

Using the Office of Local Defense Community Cooperation Grants Portal

The Office of Local Defense Community Cooperation uses the Grants Portal (often referred to as EADS II or SmartSimple), which is designed to improve management of projects and grants, from inception to closure. Once a project has been approved, an applicant will be invited to apply for a grant. Your Project Manager will send you a web link to register and submit your application and supporting documentation through the Office of Local Defense Community Cooperation Grants Portal. All aspects of the application process from this point forward are to be performed through the Grants Portal in coordination with your Project Manager.

The Office of Local Defense Community Cooperation must consider whether what is proposed in an application is reasonable, allowable, and allocable. Your narrative and supporting documentation are the sole basis for these decisions.

You will have access to an easy-to-use manual on the technical aspects of using the Grants Portal, including report submissions, etc., and your Project Manager will be able to assist you during the process. The manual is available at **OLDCC.gov** under "Manage Your Grant" and is available under the Training tab within the Office of Local Defense Community Cooperation Grants Portal.

You have already identified the project applicant and the actual **Applicant** organization. Now, you need to identify two critical roles:

- Authorizing Official (AO)
    - The Authorizing Official role is given to the community user who is ultimately responsible for the overall grant.
    - There can be only one AO for a community at any given time.
    - The AO must have the legal authority to enter into financial agreements on behalf of the organization.

PRO TIP

Before starting your application, you should review the Office of Local Defense Community Cooperation's Terms and Conditions, found at oldcc.gov/grant-terms-and-conditions.

- The AO is the only user with rights to sign the documents that will enable them to receive any agreed upon funding.
- The AO has the authority to sign and approve grant applications as well as amendments, the Final Performance Report, and the Federal Financial Report on behalf of the organization.

- Primary Delegated Authority (PDA)

  - The PDA is a specific Community Contact who is responsible for completing the application and any requested application revisions and performing the day-to-day actions (including reports) once a grant has been awarded.
  - The PDA is the counterpart to the Project Manager on the community side.
  - The term "Delegated Authority" means that they are entrusted by the AO to complete actions with respect to the Office of Local Defense Community Cooperation grants on behalf of the community.

APPLICATION FORM SF-424

The SF-424 is the base document for all Federal grant applications. It is imperative that you as the applicant work with your Project Manager systematically through development of the SF-424. In completing this part of your application in the Office of Local Defense Community Cooperation Grants Portal, you must include:

- The Assistance Listing number that this application falls under: 12.610 for Compatible Use or 12.003 for Installation Resilience.
- A proposed start and end date. Ideally, a proposed start date is within 3 months of the application. Most Compatible Use or Installation Resilience projects last 12 to 18 months.
- Areas affected by project. As mentioned in the Pre-Application section above, interpret this broadly. Making your area affected too narrow may prove to be a challenge.
- A descriptive title of the project.

PRO TIP

Start dates begin the first day of the month and end dates are the last day of the month.

- The type of applicant, e.g., state government, county government, city government, etc.

- The Congressional district of the applicant and project.

- Estimated funding.

APPLICATION NARRATIVE

This is the meat of your application and should describe in detail how you will accomplish this project. Remember as you are making your way through this part of the online application, the Grants Portal only accepts input in RTF (rich text format). However, if you have diagrams, maps, or other visuals and graphics that you think will aid the Office of Local Defense Community Cooperation staff as they review your application, you can upload these items as separate PDF files. Your Project Manager can provide guidance on required content and best practices in drafting an application.

Details to include are:

- **Key Personnel:** work with your Project Manager to identify key personnel, if needed. This is typically only one contact who is critical to the success of the project.

  - Include their name, contact information, and attach their resume.

- **Contractor Services:** if you plan on procuring contract services for this project, detail this.

- **Sub Recipient:** if there are sub award recipients, include a few sentences on who they are and the work they will be doing. Remember that you, as the fiscal agent, are responsible for sub award recipient compliance with Federal grant requirements.

- **Grant Deliverables:** this list should include the name of each deliverable, a brief description, and the planned deliverable date:

  - Identify tangible products and/or other projected work program accomplishments.

  - Examples include, but are not limited to: Compatible Use Studies, Installation Resilience Reviews, Infrastructure Analysis and Recommended Improvements, Energy Studies, Housing and Transportation Studies, etc.

- **Geospatial Data is a required deliverable for the Office of Local Defense Community Cooperation:** your Project Manager will provide you with standard language to include, as well as ensuring the data will be in the required format.

- **Work Plan:** this is a living guide to assist in managing your study. It is described in detail later in this Guide.

- **Executive Summary Brochures:** these can be useful tools to educate the public about the military mission and the recommendations within the study.

- **Goals related to the Office of Local Defense Community Cooperation mission:**

  - You will select one or more Office of Local Defense Community Cooperation goals, sorted by program area, that are listed in the Grants Portal and that most closely relate to your proposed project.

  - Describe the project goal(s) that are aligned with the selected Office of Local Defense Community Cooperation goal(s).

  - Identify objectives to meet the specified project goal(s). Objectives should build on the identified goals, and be specific, measurable, assignable, relevant and time bound.

- **CAGE Code:** your CAGE Code can be found in your SAM registration.

- **Grant Introduction/Background:** describe the community, military installation, and associated community needs requiring assistance. Introduce the Department of Defense action to which the proposed project responds and demonstrate that you meet any eligibility criteria in the relevant Assistance Listing by describing the military operations, proposed study area, and encroachment or resiliency issues being addressed.

- **Need for Assistance:**

  - Identify the problem(s) to be addressed related to encroachment or resiliency issues.

  - Further describe the Department of Defense mission to which the proposed project responds and demonstrate the need for Federal assistance.

  - Demonstrate eligibility for the Office of Local Defense Community Cooperation assistance:

    Name and describe the applicant, including status as an eligible applicant. The applicant name should be consistent with the SAM registration associated with the Data Universal Numbering System (DUNS) number provided in the SF-424.

PRO TIP

Consider planning the timing for your grant and grant execution activities to align with budget cycles, to sync up with other efforts that may relate to the work, or to avoid major conflicts for participants.

- **Grant Abstract:**

  - Provide a brief abstract/overview of the activity to be undertaken with the grant funds.

  - The abstract will be publicly available online, therefore, do not include proprietary or confidential information.

  - When writing, use active voice.

  - Results or Benefits Expected: explain how the requested funding will benefit the community, meet project goals and objectives, and serve the Department of Defense and community interests.

- **Approach and Timeline:**

  - Describe your approach to meeting the identified goals and objectives.

  - Provide a timeline with milestones for the grant period.

    - Outline the actions to be taken to address the identified problem(s).

    - Provide specific milestones and target dates for each major task listed.

- **Scope of Work/Work Program:**

  - Provide a scope of work with sufficient detail to support a reasonable cost estimate.

  - Break down the scope of work by tasks, and activities within those tasks, and identify deliverables for each task, each with costs broken down as well.

  - The scope of work should clearly identify tasks and activities required to complete the effort identified in the narrative.

  - If legal expenses are requested, demonstrate the need for legal assistance, describe the legal activities to be performed, and the benefits expected.

  - Attachments: present relevant background and socioeconomic data, and attach maps or other graphic aids, as needed.

BUDGET

The budget is the financial plan for the project and includes both Federal and non-Federal costs. Work with your Project Manager to enter the financial information for the grant application into the Budget tab in the Grants Portal. The Budget Worksheet requires the majority of the information, which can be found by clicking the Open Budget button. Remember, all proposed costs must be allocated across the project components. Note that the system does not verify if the Budget totals match.

- Indirect Costs

  - If you are requesting indirect costs, you must provide supporting documentation. This supporting document must be a Negotiated Indirect Cost Rate Agreement (NICRA) or a self-prepared indirect cost rate agreement.

- Key items to note for the NICRA:
  - Negotiated with your cognizant Federal agency.
  - The Office of Local Defense Community Cooperation funding is applicable to Other Sponsored Activities only.
  - Indirect costs requested should be equal to or less than the negotiated indirect cost rate.
- Key items to note for a self-prepared indirect cost rate:
  - Only applicable if your entity receives less than $35 million in direct Federal funding.
  - Rate agreement must be on Applicant's letterhead and must include the self-certification statement located at **2 CFR 200.415**, and the signature with date of the Chief Financial Officer or equivalent.

- Budget Worksheet
  - Salary and Fringe
    - List all positions by title (do not provide individual names) that are being funded by the grant.
  - Travel
    - Consult your Project Manager on conference attendance and other travel requirements.
    - Break out local travel from event or meeting attendance in other locations.
  - Equipment
    - Equipment includes items over $5,000; anything under that amount shall be placed under Supplies.
  - Supplies
    - List out supplies by category such as printing, general office supplies, etc.
  - Other Costs
    - Other costs can contain items like sub award recipient costs or facility rental costs for meetings.

PRO TIP

Make sure the dollar amounts in your Budget Worksheet match your attached Budget Justification.

- Contractual
  - Contractual costs can be a single line item if only one contract is intended.
  - Competitive procurement is required in accordance with **2 CFR 200**.
- Budget Justification
  - The Budget Justification is an attachment within the Budget Worksheet and is used to further describe the grant application budget. It should include a statement up front detailing the basis of your cost estimate, for example past experience with similar studies or previous Office of Local Defense Community Cooperation experience. Your Project Manager will assist you with the required information and format.
  - The attachment should provide detail on items such as Salary and Fringe:
    - List out the specific activities that each personnel position on the grant application is responsible for.
    - Provide a table with the following suggested columns:
      - Title
      - Hourly Wage
      - Total Labor Hours
      - Total Personnel Costs
      - Total Fringe Costs
      - Total Costs

- Identify your fringe benefits rate and describe what is the basis for the rate (example, a cost allocation plan).

ASSURANCES AND CERTIFICATIONS

The Authorizing Official will need to complete this section in the Grants Portal. This includes the Disclosure of Lobbying Activities required by the Office of Management and Budget (OMB), authorized by title **31 U.S.C. §1352**. This information will be reported to Congress semi-annually and will be available for public inspection. It is only required when lobbying has occurred.

Post Award Information and Expectations

The Grant Agreement is the binding document between the Office of Local Defense Community Cooperation and your organization. Until there is a signed Grant Agreement from both parties, your community is considered an applicant and not a grantee, and only after you counter-sign the grant agreement are the funds then awarded.

Once you are a grantee with the Office of Local Defense Community Cooperation, there are several formal and informal requirements. Formal requirements include performance and financial reporting on a fixed schedule. Informal requirements largely relate to strategic communications tasks needed to provide information on your grant to those who may inquire about the program or your project. This may include a short, two paragraph overview of your project; a longer project profile outlining the challenge and how it is being addressed; and measures of progress such as:

- the outcomes arising from your engagement with the military installation and the number of interactions that occurred,

- any deliverables from the project and their benefits for reducing impairments to the local mission or improvements to the resilience of the installation,

- actions from the project that will be or have been carried out regardless of whether Federal funds are supporting it.

Throughout the life cycle of your grant, the Office of Local Defense Community Cooperation requires two types of reports: quarterly/semiannual Performance Reports and annual Federal Financial Reports. Your grant agreement and the Grant Portal will list the schedule and frequency for these reports.

It is important that you submit all necessary reports on time. You will use the Office of Local Defense Community Cooperation Grants Portal to submit all required paperwork and to access all the information you need: the due dates, list of deliverables, and more. For more information on using the Grants Portal, including the payment process, please see the Grants Portal Grantee Guide.

You should review the grant condition for payments in the Terms and Conditions in addition to the Payment Management System Guide to familiarize yourself with payment processing. The timing of requests for reimbursement may affect the financial components of your reports.

In addition to formal reports, communications are also required post-award. You are required to summarize the program activity effort undertaken and provide details on the military mission, findings, and recommendations, as well as report any grant-related audit findings to the Office of Local Defense Community Cooperation.

Remember to record your non-Federal share of expenditures as you draw down your Federal funds to insure you meet the required non-Federal amount.

Conducting the Study or Review

This section provides specifics for developing a Compatible Use Study (Study) or an Installation Resilience Review (Review), collectively referred to in this Guide as studies. Both Compatible Use Studies and Installation Resilience Reviews follow the same process, except for a few areas, which we highlight below.

A study - whether it is a Compatible Use Study or an Installation Resilience Review - is produced by and for the local jurisdiction and is conducted in a collaborative manner with all stakeholders, including the local elected officials, planning commissioners, local military base command staff, community business leaders, chambers of commerce, homebuilders, real estate interests, and affected residents. Studies are intended to benefit both the local community and the military installation.

There are several ways to accomplish the work necessary in performing a study: in-house, sub-award, contractual, and intergovernmental agreements. Regardless of how you decide to conduct it, the study follows a basic planning process, designed to identify compatibility/resiliency issues confronting both the civilian community and military installation, and to recommend strategies to address the issues. The process is designed to encourage communities and the military installation to study the issues in an open forum, to the extent the information is publicly releasable, taking into consideration both community and military viewpoints.

Typically, a Compatible Use Study examines the following:

- The local economic profile of the region;

- The impact of the military's presence on the surrounding local economy;

- The existing and proposed land/air/water use patterns and activities surrounding the military installation;

- The most current technical reports from the Army Operational Noise Management Program (ONMP), Air Installation Compatible Use Zones (AICUZ), and Range Air Installations Compatible Use Zones (RAICUZ) Program prepared by the military, including operational mission profiles and types of military aircraft, and tracked or wheeled equipment (e.g., heavy or light tanks, artillery, personnel carriers, and helicopters) employed in testing and training operations;

- Environmental factors such as natural cultural resources, wildlife habitat, on- and off-base air quality attainment, urban lighting (both direct and indirect), dust and smoke emissions, and electromagnetic interference;

- The extent of civilian compatibility issues and how it is likely to impair the continued operational utility of the military installation; and

- The current adopted and approved comprehensive/general plan, development policies of the local government, and existing land use regulations and codes.

An Installation Review may include:

- Identifying and assessing natural (climate, storm damage) and man-made (energy, water, transportation) threats including:

  - Flooding & Tidal Surge
  - Wind

  - Drought
  - Wildfire
  - Earthquake

- A review of impacts and consequences of identified vulnerabilities;

- A map of existing responsibilities and capabilities of installation and surrounding communities.

Although the recommendations that result from the study are non-binding, grantees should make every effort to implement and carry out those recommendations that are high impact for both the installation and the community (please see next section **Implementation**).

PRO TIP

State and local government, and any other recipient or sub-recipient of economic adjustment assistance responding to installation resilience needs, will defer to the installation command for the security classification of any information or analyses including whether it may be publicly disclosed and under what circumstances. Grantees will be asked to comply with these classifications and avoid tying specific vulnerabilities to specific missions. Grantees are encouraged to include public participation as part of their projects, but tailoring them to address any security concerns by the local command. Additionally, grantees should ensure deliverables arising from assistance reflect their views within the security requirements of the local command, noting their conclusions reflect their views and not those of the Office of Local Defense Community Cooperation or the Department of Defense. To this end, it is recommended all written products produced using this assistance be labeled as "Internal Draft Deliberative Process" to comport with the Freedom of Information Act.

Scope of Work

The **Scope of Work** is the foundation of your study. If you put in place the appropriate elements, engage all stakeholders, and apply the Office of Local Defense Community Cooperation framework, you increase the likelihood of better outcomes for your community. Your Project Manager is a good resource for recommendations, connecting with other grantees working on similar issues, and guidance on structuring a Scope of Work for effective grant management.

The Scope of Work, or study design, specifies what is to be done, how, and on what schedule. It is important to develop a comprehensive workplan early in the organizational phase of the process. Besides specifying the Scope of Work, it can be used to clarify roles, responsibilities, and expectations for all major study participants, and it can serve to explain and "sell" the project to local governments. It should also function as an internal management tool to keep the project on track and on schedule.

During the study process, there are a number of factors that may be examined. For compatible use, these include, but are not limited to:

- Air Space and Land Restrictions
- Airborne Noise
- Urban Growth
- Spectrum Encroachment
- Endangered Species/Critical Habitat

- Energy Compatibility and Availability
- Air Quality
- Water Quality and Quantity
- Cultural Resources
- Marine Resources
- Security
- Climate Resilience

Resilience factors include but are not limited to:

- Water Availability
- Stormwater
- Wastewater
- Installation Energy
- Operational Energy (logistics infrastructure)
- Transportation (Logistics)
- Installation Access
- Communications

As you embark on this process, the first thing you have to answer is, **"what is the purpose of the study?"** This should be in the Scope of Work from your grant application to the Office of Local Defense Community Cooperation and should offer specifics about the study. It is critical that in establishing the purpose, you include information on how this study provides value to the Department of Defense, as well as to your community.

As you are considering your Scope of Work, you may find that there are issues that are beyond the scope but are still important issues to your community. Including a notation in

your study that these issues are beyond the scope (even noting who owns it - i.e. the state, an agency, or municipality etc.) will help make clear that that these issues were not ignored, but that this study is not the appropriate venue for them.

CONTRACTORS

Once you answer the question about why you are doing this, you need to consider how you are going to conduct the study. As indicated above, there are several ways to do this: in-house, sub-recipient, contractual, and intergovernmental agreements. These methods are not mutually exclusive and can be used in combination. When assessing how to conduct the study, you should consider staff workload, staff subject matter expertise, and costs associated with the various options. The Office of Local Defense Community Cooperation recommends consulting your Project Manager when making a decision on the method of execution.

If you are using a contractor, a best practice is to develop a procurement strategy. This will define your process for seeking qualified firms for purchased services and help you assess the best method of bundling project components and assuring a pool of qualified proposals.

The Office of Local Defense Community Cooperation is impartial as to who is selected and for what reasons, but we do require the process to be competitive. Grantees need to follow the procurement regulations and requirements under **2 CFR 200**. Your Project Manager can assist you in determining which procurement options may apply.

The Office of Local Defense Community Cooperation encourages grantees to share Requests for Proposals (RFPs) through both local and national outlets to ensure you receive a diverse group of proposals. Your Project Manager can help you identify specific channels, as well as connect you with other communities that have gone through the process.

Regardless of the contractor you select, you are responsible for the time management and the process. As the grantee, you drive this entire process.

COMMITTEES

At this point, you need to put together **the committees and their structures**. The study needs a Policy Committee and a Technical Committee. Often, an existing local group or organization can be repurposed to serve as a Policy or Technical Committee.

The Policy Committee should represent elected officials from participating jurisdictions, the military installation leadership, and senior representatives from other interested and affected agencies (like an airport authority) and the state. The policy committee is responsible for:

- the overall direction of the study,
- preparation and approval of the study design,

- approval of draft and final written reports,

- approval of policy recommendations, and

- monitoring implementation of the adopted policies.

The policy committee will meet initially to understand the purpose and expectations of the study process, decide on what will be studied and what resource commitment each participant should make, and determine the membership of a subsidiary working group that will be charged with study preparation. The installation commander serves in an ex-officio (non-voting) role.

It is important that the policy committee has proper representation from state and Federal legislative interests for their awareness and support.

Technical Committee(s) may have varying degrees of control over the activities. Ideally a technical Point of Contact from both the grantee organization and military installation is on both committees, for coordination and accountability, and to provide continuity, coordination, and consistent flow of information to both groups. Certain situations might require some creativity in the arrangement of the committees and groups depending on the existing community and military installation dynamics.

Membership of the technical advisory committee might include area planners, city and county managers and their professional staff, military base planners, local airport manager(s), transportation planners, economic developers, representatives from the business and development community, Federal Aviation Administration officials, natural resource protection organizations, and other subject matter experts as needed. Membership on the technical committee may be expanded at any time during the study process, if new technical issues emerge.

PRO TIP

The first committee meeting might also include presentations from officials of other communities that have completed a Compatible Use Study or Installation Resilience Review. This can be helpful in gaining the support of local leaders and should be considered as a useful start-up tool.

The graphic below details a typical organizational structure of a Compatible Use or Installation Resilience Committee, illustrating the role of stakeholders and how each fit into the overall process.
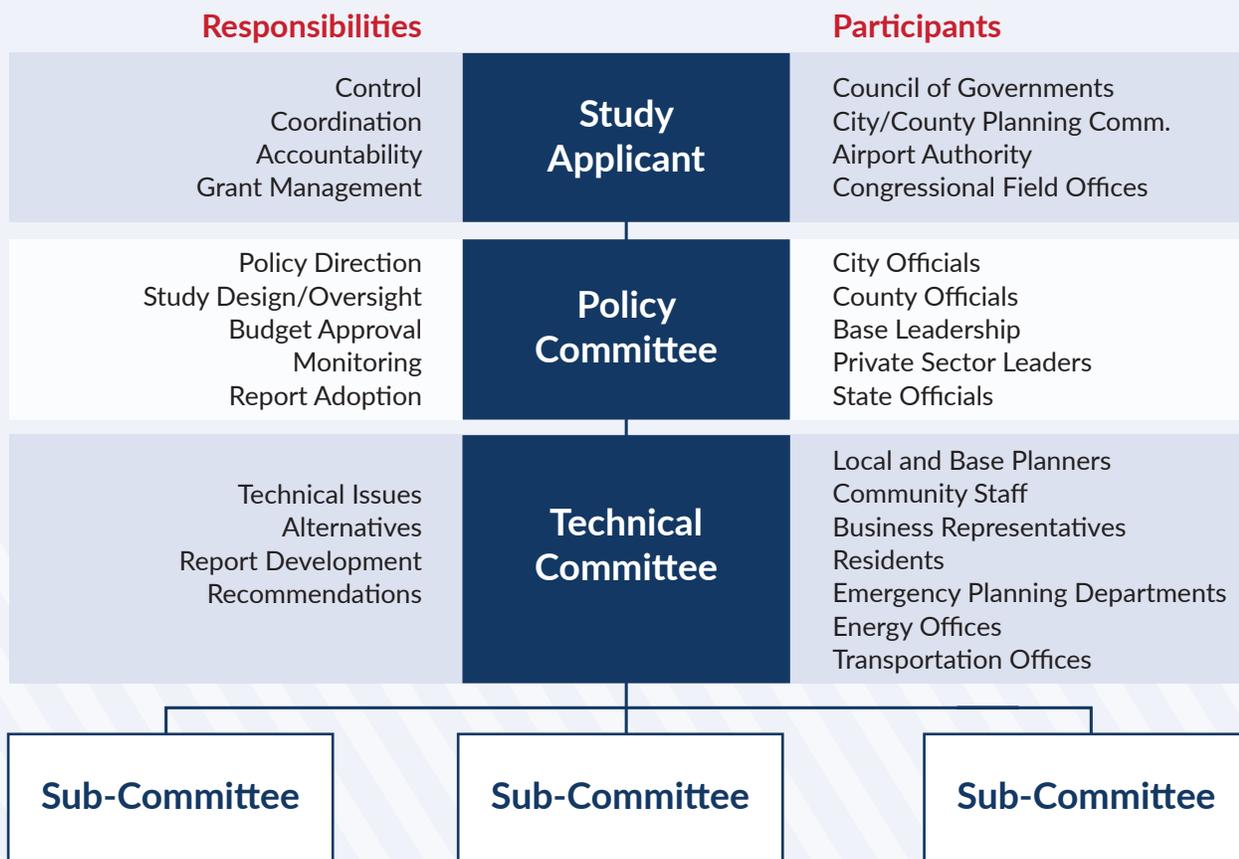
Sub-committees are created based on the above committees and participants.

Both committees should tour the military installation. This helps ensure an understanding of the installation's mission, can offer a view of the compatibility issues, allows members to meet leadership, if possible, and more.

Finally, as you think through your committee members, plan for changes and transitions in personnel that will impact either the Policy or Technical committees. Your Project Manager can help recommend other members who can act as "back-ups" or alternates.

Typical Committee Structure

Responsibilities		Participants
Control Coordination Accountability Grant Management	**Study Applicant**	Council of Governments City/County Planning Comm. Airport Authority Congressional Field Offices
Policy Direction Study Design/Oversight Budget Approval Monitoring Report Adoption	**Policy Committee**	City Officials County Officials Base Leadership Private Sector Leaders State Officials
Technical Issues Alternatives Report Development Recommendations	**Technical Committee**	Local and Base Planners Community Staff Business Representatives Residents Emergency Planning Departments Energy Offices Transportation Offices

Sub-Committee   **Sub-Committee**   **Sub-Committee**

PUBLIC PARTICIPATION

An often overlooked, but critical, part of the Work Plan is **public participation**. The types of public information and participation activities, and the number, will vary depending on your community - the size, the density - as well as the Scope of Work of the study and all the affected jurisdictions. However, this part of the process is necessary for successful outcomes.

A best practice for public outreach and participation is a combination of activities to ensure the public is fully informed about the study and has an opportunity to voice an opinion and share ideas. Public meetings are typically held at the beginning of the process to inform the public of the goals and steps and again when there are draft recommendations, to solicit public comment.

Some items to consider when planning for public participation are:

- a brochure or other printed material providing an overview of the need and the study process,

- holding public forums or meetings (these have to be publicized appropriately), more than one, at different times of the day,

- newsletters,

- media announcements, press packets,

- website.

Another best practice is to continue your public information campaign through the life of the study and implementation. As mentioned earlier, ensuring that all stakeholders are aware of the Scope of Work, what the process for the study and implementation is, and what it can and cannot address will help manage expectations.

PRO TIP

To perform outreach and encourage public participation - especially during a time when group meetings are not being held in person - consider running a virtual webinar or forum, that allows for online comments. You can hold this live two or three times, at different times of day to ensure those who want to participate live can, and then make a recording available on the website for others to access.

DATA COLLECTION AND ANALYSIS

An important part of the work plan is **data collection and analysis**, including inventory and mapping, to inform and guide the study. This should include the collection of all relevant studies, plans and data from the military installation and participating jurisdictions, as well as other entities, in order to conduct the appropriate analysis during the study process. Data and mapping should fully encompass the relevant study area.

Some Examples of Activities to Consider:

1 REVIEW

- Existing County GIS layers of preserved farms and recreational lands;
- Existing state GIS landscape project layers for sensitive habitat information;
- Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM);
- Transportation Planning Authority population forecasts;
- Review economic drivers and municipal zoning/development review procedures to identify gaps and opportunities related to the compatibility of future development and redevelopment with the military mission.

2 UPDATE

- County's GIS layer depicting composite zoning designations;

3 CREATE

- GIS layer showing existing non-compatible uses;
- GIS layers of agriculture suitability factors from data available from the county and state Agriculture Development Committee;
- GIS layers of commercial airport flight paths in study area;
- GIS layers of shipping lanes if applicable;
- GIS layers of commercial port access and shipping if applicable;

4 COMPILE

- County, state and local data and create GIS layers of proposed capital improvement plan/projects;
- County and military data and create GIS layers depicting both land and sea based mobility corridors (if applicable) and the regional transportation system. County data includes: roads, ferry dock locations; train stations and limited rail data;

You should plan to organize and format your data so that it will be manageable to transmit to the Office of Local Defense Community Cooperation at the end of the grant, and possibly to partnering stakeholders and even the military installation, especially if the project includes the creation of geospatial data or mapping tools. Your Project Manager can provide the standards for the file format.

CONFLICT RESOLUTION

Having a **conflict resolution plan** in place is necessary for a project of this size and type. This plan will include identifying the

Some Examples of Activities to Consider:

4 COMPILE (cont.)

- County and local data and create GIS layers of proposed development. County has data on projects that require County approval;
- Data and create GIS layers depicting projected growth trends related to population forecasts;
- Department of Environmental Protection data and, where necessary, create GIS layers of special resources areas, i.e. aquifer recharge zones, wetlands, wellhead protection zones, etc.;
- Local, state, Federal data and, where necessary, create GIS layers depicting cultural resource areas;
- Military documents to map footprint for military training, operations, and testing to include airspace, sea space, and land, as well as electromagnetic spectrum, any other pertinent documents;

5 IDENTIFY

- Policies and regulations that govern off-shore development if applicable, such as energy production, natural gas storage, oil drilling, or commercial fishing ventures;
- Policies and regulations that govern siting of alternative energy projects, transmission lines, natural gas storage and pipelines, and drilling;

6 DEVELOP

- SWOT (Strengths, Weaknesses, Opportunities, Threats) by surveying key stakeholders

factors and issues, and how you will address them. This plan will be rolled into the Recommendation and Action Plan.

The conflict resolution plan could include the following activities:

- Identify areas of current compatible use conflict, the type of conflict and impact;

- Identify areas of future potential conflict, the type of conflict and impact;

- For areas where land use is identified as compatible, review sustainability and assess risks;

- Identify both land and sea mobility corridor conflicts, the type of conflict and impact;

- Conduct risk appraisal of vulnerable assets;

- Identify areas where potential disruption to or failure of systems or facilities could result from significant storm events, or more gradual climate/sea level rise-related changes, including but not limited to utility systems,

evacuation routes, and the critical flow of people, goods, and services that support the installation and future recovery efforts;

- Identify what is environmentally and economically feasible to execute by presenting a business case review to yield what would be viewed as recommendations that represent the comparative advantage for the local jurisdictions to implement;

- Identify gaps in resiliency planning among the installation and surrounding communities, considering the needs associated with climate adaptations, infrastructure improvements, and rapid response to significant storm events.

Create recommendations for what will be needed in a toolbox based on what was uncovered in your Scope of Work process. Recommendations could include policies, regulations, ordinances, agreements, etc., to address existing incompatibility issues and guide future compatible development (or

PRO TIP

Develop policies and procedures for communications between partners and stakeholders, including military leadership. There is a natural transition over time of people on both the community and installation side, so a formal communications structure should be developed that is position-based.

resilience), to protect and preserve military readiness and defense capabilities while supporting continued community economic development and climate adaptation. The toolbox might also include modified design standards, operating strategies, maintenance strategies, and/or construction practices. Once you get to the Implementation part of the project, the tools and who is responsible for creating or owning them will be identified.

An **action plan** should be developed that details what your community will actually do to prioritize implementation. Typically, this would include short term (1-2 years), medium term (3-5 years), and long term (6-10 years) tasks, assignments of responsibilities, and where the funding will come from.

Compiling the Study

Putting together all the information for the final Study or Review so that it is readable is almost the final step. The following outline provides one example of a format for a Compatible Use Study and an Installation Review.

COMPATIBLE USE STUDY AND INSTALLATION RESILIENCE REVIEW OUTLINE

I. Executive Summary

II. Study Purpose

III. Organization

IV. Background Information

V. Technical Information

VI. Recommendations

VII. Implementation Strategies

VIII. Monitoring Plan

IX. Study Phasing (chart or graph)

X. Project Cost & Fund Sources

Implementation

The Compatible Use Study, Installation Resilience Review, Compatible Energy Siting Study, and the other products are planning tools. They help communities, states, and regions identify issues and define strategies for addressing the issues.

If selected to do a study, implementation actions should be taken to support the installation. The Office of Local Defense Community Cooperation assistance is available to help carry out recommendations. In the absence of the Office of Local Defense Community Cooperation assistance, grantees should work through Federal and state offices for assistance to support implementation. As a matter of course, the Office of Local Defense Community Cooperation expects that grantees will make every attempt to implement the recommendations resulting from the studies.

This section addresses the importance of implementing recommendations from the studies addressed in earlier sections, and what tools and strategies are available to jurisdictions in doing so.

The Office of Local Defense Community Cooperation may fund implementation activities. A new grant application may be required. A good time to discuss this with your Project Manager is before the study portion is complete.

Why Implementation is Important

Compatible Use and Installation Resilience are community-driven program activities in which all parties conduct cooperative strategic planning to solve issues to preserve the installation mission. The Compatible Use Study and the Installation Resilience Review both represent a truly collaborative planning process among the installation, local jurisdictions, stakeholders, elected officials, and the community. The recommendations are the product of a consensus among the participants, and provide a practical, coordinated approach to ensure military readiness.

If the recommendations are just left as good ideas in a report, the intent of the study is not yet accomplished. Through actual implementation, the community and

the military are able to fulfill the goal of the study and work together to create a thriving community, while maintaining support for the mission of the installation.

Each of the implementation recommendations incorporate at least one action - often times more - that can be implemented to promote compatible land use, prevent encroachments upon the military mission, mitigate existing incompatibilities, address resiliency concerns, and facilitate tools to aid the community in their goal of ensuring the continued sustainability of the military mission. Collectively, these strategies represent an assertive and coordinated approach that will demonstrate the community's commitment to that goal. The implementation process can eliminate or significantly mitigate existing and potential compatibility issues arising from the civilian/military interface. The recommended strategies function as the heart of the Compatible Use Study and the Installation Resilience Review and are the culmination of the planning process.

Establishing an Implementation Committee

Establishing an Implementation Committee is the key to implementing the strategies identified in the study. The Implementation Committee should be formed from the existing Policy Committee established during the study process.

The Implementation Committee provides policy direction, project oversight, and has ultimate decision authority over the Implementation process.

Ideally, the Implementation Committee should be comprised of:

- decision makers,
- executive directors, and
- elected officials.

In addition to the above, the garrison or installation commander serves as an ex-officio non-voting member of the Committee.

Through this committee, local jurisdictions, the military installation, developers, and other stakeholders can continue their collaboration to establish procedures, recommend or refine specific actions, and make adjustments to strategies over time to ensure the study continues to resolve key sustainability issues into the future through realistic strategies and implementation. Appropriate local jurisdictions and local stakeholder groups, especially those engaged in a sustainability issue at the local level, should be formally invited to participate as committee members to ensure local input and social inclusion.

Balancing the Needs of Stakeholders

A critical component to a successful Implementation Plan - and often one of the most challenging - is balancing the different needs of all stakeholders involved.

Local stakeholders and landowners impacted by (or creating an impact on) the local military installation need to be fully engaged in the implementation process. This will increase land use compatibility and cooperation between the community and the military installation.

Implementation participants typically include:

- Landowners and affected residents;
- Business alliances and chambers of commerce;
- Private enterprise and affected property owners;
- Local and regional government agencies;
- State and other Federal agencies;
- Conservation and environmental groups;
- Utilities and service providers;
- Transportation and infrastructure interests; and
- Schools, colleges, and other educational organizations.

The list of participants will vary depending on the proximity of the installation and its impacts to other land uses and their impacts on the installation.

Stakeholder Outreach

Stakeholder outreach should occur in the form of stakeholder interviews conducted throughout the implementation process. This is similar to the process you engaged in during the Scope of Work, as detailed earlier in this Guide. It is important to engage as many stakeholders as possible, to fully understand the opportunities available to the community and the military installation. Stakeholders can offer data, forecasts, and opinions to solidify the implementation process.

What Recommendations to Carry Out

The process for implementation can be confusing and complicated. Not only will the recommendations themselves vary, but the processes and procedures of how recommendations are implemented will vary based on the municipalities responsible. As challenging as it may be, it is through actual implementation that your community and the military are able to fulfill the goal of the Compatible Use and Installation Resilience program activities and work together to create a thriving community while continuing to support the mission of the installation.

Each recommendation from the study is designed to incorporate one or more actions that can be implemented to promote compatible land use, prevent incompatibility with the military mission, mitigate existing incompatibilities, and facilitate compatible

future development. The recommendations should be evaluated for priority, high impact, the length of time necessary to complete them, and be assigned a primary stakeholder to inform an implementation action plan. In addition, implementation actions should be economically and environmentally sustainable. The recommendations function as tools to aid your community in ensuring the continued sustainability of the military mission.

The recommended strategies are often categorized into groups that provide a general description of what the recommendation will entail, such as:

- Communication and Coordination
- Policy
- Study
- Program or Process

The purpose of each strategy is to:

- Eliminate or reduce existing compatibility issues where possible,
- Avoid future actions, operations, or development that would cause a compatibility issue; and
- Provide for enhanced and on-going communications and collaboration.

Implementation Strategies and Tools

Strategic areas of implementation can include:

- interagency and public coordination,
- compatible business and economic development,
- training mission strategies,
- joint land conservation and protection,
- local government planning, guidelines, and regulation, and
- constructing new infrastructure.

There are many implementation tools available to carry out these strategies.
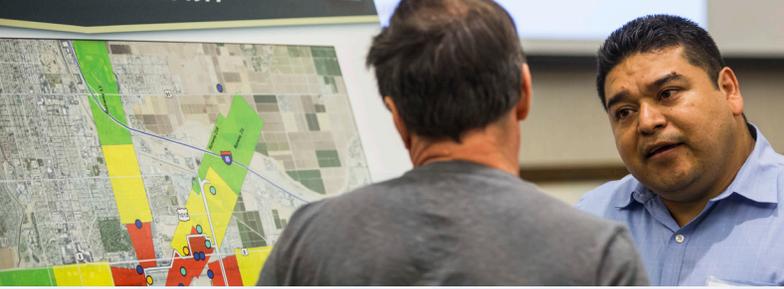
IMPLEMENTATION TOOLS

Military Influence Overlay Districts (MIOD)

A Military Influence Overlay District may be established to ensure that the continually changing mission of the installation is protected to the maximum extent possible while also fostering the vision of the community. The Military Influence Overlay District modifies the underlying zoning districts and controls in the event of any conflict with zoning district regulations.

Military Influence Areas (MIA), also known as Military Compatibility Areas (MCA)

These may be established as zones within the Military Influence Overlay District. Examples of Military Influence Areas or Military Compatible Areas may include, but are not limited to:

- Noise Zone,
- Renewable Energy Development Zone,
- Vertical Obstructions Zone,
- Safety Zone,
- Frequency Zone.

These should reflect the type and intensity of compatibility issues your community is addressing and may be tied into a GIS web portal.

The MIAs/MCAs may be used by your jurisdiction to identify areas where specific compatibility issues are more likely to occur. These areas are meant to provide insight and education for future land planning decisions based on the likely location of the military installation operational impacts and are used to identify where certain recommendations from the study will apply.

Implementation of the military installation MIAs/MCAs and associated strategies for these zones are intended to:

- Create a broader framework for making sound planning decisions around military installations;
- More accurately identify areas that can affect or be affected by military missions;
- Protect the public's health, safety, and welfare;
- Protect military missions;
- Identify a compatible mix of land uses for consideration; and
- Promote an orderly transition and rational organization of land uses around military installations.

Community/Military Compatibility Reference Guide

A guidebook can increase a state or region's capacity for stakeholder engagement and technical assistance to planning professionals and other stakeholders involved in civilian-military land use. A State Guidebook on Military and Community Compatibility can:

- Serve as a mechanism for improved lines of communication between stakeholders and commerce, and provide an aid to collaborative planning for communities across the state;

- Introduce compatibility with information that is relevant to a range of stakeholders, including but not limited to developers, military personnel, and the general public;

- Provide technical guidance for compatible planning under the state's land use framework;

- Discuss challenges, opportunities, programs, and best practices for compatibility topics common to the state; and

- Present information and resources that support local-level community and military coordination.

The State of Washington produced state-level legislative recommendations to address encroachment, such as the Defense Community Compatibility Account, which provides state-funding for local compatibility projects. The state also developed a State Guidebook on Military and Community Compatibility for planning at the state and local levels. Washington is a strategic partner committed to the long-term viability of the Department of Defense mission in the Northwest.
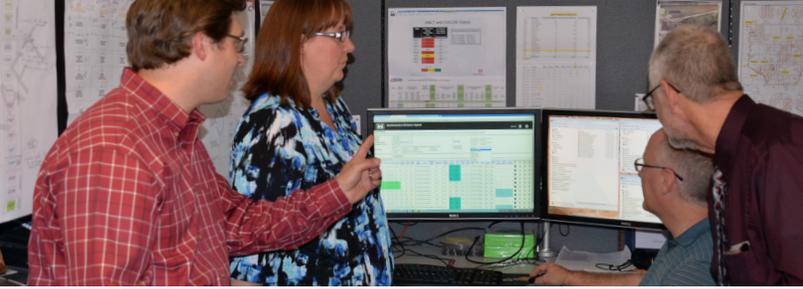
GOVERNMENT PLANNING

Comprehensive Plans

Land use planning and regulation is part of the government's role in protecting the public health, safety, and welfare. Local jurisdictions' comprehensive plans and zoning ordinances can be the most effective tools for preventing or resolving land use compatibility issues. The comprehensive plan is the local government's basic statement of land use policy, and creation of a plan is the primary function of the local planning commission. In some states, where plans have the force of law, local governments may mandate land use through the plan. In other states, the comprehensive plan is advisory only. Nonetheless, the plan does reflect the vision of the community and the direction in which the community sees itself moving.

To help implement the recommendations and strategies from the study, jurisdictions should consider amending their comprehensive plans to include a military compatibility element. This will ensure that compatibility and encroachment issues with the installation are included in the community's land use and economic priorities.

Real Estate and Noise Disclosure Statements

Many states do not require that sellers and lessors of real estate in the vicinity of military installations make known to prospective buyers and lessees the existence of known off-installation impacts. However, local jurisdictions may offer voluntary real estate disclosure statements for use in the compatible use focus area. The primary purpose of using real estate disclosure statements is to inform parties to a real estate transaction, such as the buyer, seller, and real estate agents, of any impacts that do result from the presence of the military installation and its operations. For this reason, voluntary disclosure forms can serve as a very inexpensive and practical tool that may reduce noise complaints and incompatibilities in the future.

Memorandum of Understanding

A Memorandum of Understanding (MOU) is an agreement between different organizations that sets forth the basic principles and guidelines under which the organizations will work to accomplish a common goal. Memorandums of Understanding may be binding or non-binding in nature, although, in this context, it is more typical to use agreements that are not legally binding, as in the nature of a contract or "intergovernmental agreement." Though non-binding, a Memorandum of Understanding provides explicit guidance for the military installation and its neighbors, should they wish to memorialize coordination efforts, such as proposed development review, through a written agreement.

STATE LEGISLATION

As part of a Compatible Energy Study, or other projects, the Office of Local Defense Community Cooperation can assist grantees with the drafting of state and local legislation and ordinances.

One example is the Oklahoma House Bill 2118, enacted into law in 2018. The bill provides that no individual wind turbine or any other individual structure requiring a Federal Aviation Administration obstruction evaluation shall encroach upon or otherwise have a significant adverse impact upon the mission, training, or operations of any military installation or branch of the military as determined by the Military Aviation and Installation Assurance Siting Clearinghouse and the Federal Aviation Administration.

The Clearinghouse issues Mission Compatibility Certification letters to developers once potential adverse impacts have been resolved. The Oklahoma statute has been tested and has proven effective in protecting vital airspace, missions, and installations within the state. The Department of Defense is pursuing similar approaches in other states and is currently working with six states on legislation.

FEDERAL PARTNER COORDINATION

Establishing Conservation Buffers (Readiness and Environmental Protection Integration, Sentinel Landscapes)

The Readiness and Environmental Protection Integration (REPI) Program uses voluntary agreements between military service branches and states, political subdivisions of states, and non-Federal conservation organizations to help protect training grounds from the negative impacts of encroachment. These agreements provide for the voluntary purchase of easements in the vicinity of military and national guard installations from willing sellers, which helps create a buffer area around military training, operating and testing areas. Readiness and Environmental Protection Integration proposals are submitted by installations through their respective service headquarters and should define a successful conservation "end-state" that includes an achievable conservation goal in the event Readiness and Environmental Protection Integration funding is awarded. Application criteria and procedures are accessible at **www.repi.mil**.

The Army's easement program, the Army Compatible Use Buffer (ACUB) Program, allows installations to contribute funds to a state government or private conservation organization for the purchase of easements or properties from willing landowners. This allows the installation to have some form of a buffer without actually acquiring the land used to create it. The original property owner, the state, or the private conservation organization holds the interest in the property, in each case, not the Army. Typically, the original property owner continues to hold title to the property but receives monetary compensation and tax advantages in exchange for limiting its use in a way that preserves habitat and avoids interference with the nearby military training and testing functions. Additional information on the Army Compatible Use Buffer Program is provided at **aec.army.mil/index.php/conserve/ACUB**.

The Sentinel Landscapes Partnership is a broad coalition of Federal agencies, state and local governments, and nongovernmental organizations that works with private landowners to advance sustainable land management practices around military installations and ranges. The Departments of Agriculture, Defense and Interior established the Sentinel Landscapes Partnership in 2013 to strengthen military readiness, bolster agricultural productivity, preserve natural resources, and increase access to recreation. The Natural Resources Conservation Service runs this program, which helps farmers and ranchers improve their land in a way that benefits their operation, enhances wildlife habitat, and enables the Department of Defense training missions to continue. Other Department of Agriculture easement programs of interest include The Farm and Ranch Lands Protection Program, the Wetlands Reserve Program, and the Grasslands Reserve Program.

Alternative Energy Planning — Coordinating with the Department of Defense Siting Clearinghouse

The Department of Defense Military Aviation and Installation Assurance Siting Clearinghouse is a critical resource advancing state legislation to prevent incompatible energy development, especially wind turbine that impacts military missions.

In working with the Office of Local Defense Community Cooperation, energy developers, state energy officials, or Military Departments, the Clearinghouse serves as a one-stop shop for ensuring that all of the Department of Defense's concerns are highlighted and that missions and installations are protected. The Office of Local Defense Community Cooperation requests a review from the Clearinghouse and participation in state-wide energy studies to make sure that the Office of Local Defense Community Cooperation and Department of Defense Military Aviation and Installation Assurance Siting Clearinghouse projects support the goals of all Department of Defense and the National Defense Strategy. The Clearinghouse should be involved on all energy siting or energy legislation related projects.

STUDIES

Transportation and Housing Studies

The implementation of the Compatible Use Study or Installation Resilience Review can often lead to additional studies or projects that need to take place before the next steps of implementation can be carried out. A transportation study may be necessary to analyze the use of a specific road or region. The study can determine potential funding sources for improvements that could include measures for safe and efficient traffic flow. A housing study may be necessary to ensure the resiliency of the compatible use priorities within the project. A housing study can determine if there is an adequate supply of housing and if the price of the housing market is in line with the community's needs. The housing study can include an analysis within the study area to determine the current market threshold for housing and price points.

Other studies that may be conducted as part of implementation activities include **Feasibility Studies, Technical Analyses for Small Area Studies, Resiliency Infrastructure Design and Business Operations Plans**.

PROJECT EXAMPLE:
Energy and Water Resilience Study

Magnitude 6.4 and 7.1 earthquakes affected Naval Air Weapons Station China Lake and the surrounding communities in July 2019. The earthquake epicenters and associated thousands of aftershocks were located in and around China Lake, but in remote areas about 10 miles from main infrastructure. This event highlighted several vulnerabilities to the resilience of the aged and aging energy and water infrastructure distribution systems for the installation, City of Ridgecrest, and the surrounding communities. The City of Ridgecrest has engaged a consultant to conduct an **Energy and Water Resilience Study** that will identify and analyze vulnerabilities to be addressed by the region. This study is meant to be comprehensive in identifying critical and aging infrastructure, points of failure (energy and water), transportation limitations, the need for water importation, flood, wind, heat, extreme weather, drought, and chronically overdrawn water table as natural risks, and communication risks, in order to create an action plan to support the continued mission readiness of Naval Air Weapons Station China Lake.

PROJECT EXAMPLE:
Installation Resilience

The San Diego Association of Governments (SANDAG) is undertaking the San Diego Region Installation Resilience project. The project aims to: (1) add installation resilience components to work underway on the Central Mobility Hub in the San Diego region and (2) establish a process for providing a replicable framework with dependable and consistent data to incorporate into the regional plan and military installation planning efforts. The focus of this effort will be the Central Mobility Hub and regional data sharing framework, focusing on collaboration between local jurisdictions and Naval Bases San Diego, Coronado, and Point Loma.

TECHNICAL TOOLS

Vertical Constraints Map — 3D Imaginary Surface Modeling

The purpose of the Vertical Constraints Map is to monitor and recommend the height of all structures and buildings within the area defined by the Federal Aviation Administration guidance and Department of Defense instructions known as imaginary surfaces. The imaginary surfaces are 3-D geospatial areas that include approach and departure airspace corridors and safety buffers. The height of buildings and structures is a major concern for flight operations and training due to the potential for a structure to extend into navigable airspace and impede safe flight operations, which can put both pilots and citizens on the ground at risk from an aircraft mishap. Vertical obstructions that can affect flight safety include, but are not limited to, cell towers, power lines, wind turbines, buildings, and trees, depending on their distance from the runway or location within flight paths. The Vertical Constraints Map is broken into sub areas that relate to each of the different imaginary surfaces to monitor and recommend heights of structures based on which imaginary surface the underlying land falls in.

PROJECT EXAMPLE:
Redstone Arsenal

Redstone Arsenal is developing a Three-Dimensional Imaginary Surfaces GIS Model and Interface of Areas Surrounding the installation. The three-dimensional model will depict allowable heights for the Federal Aviation Administration and Existing Military Operation Surfaces (EMOS) requirements of Redstone Arsenal. This model will assist in efforts to eliminate vertical obstructions (trees, buildings, towers, structures) within the imaginary surface areas surrounding Redstone Arsenal.

Establishing a GIS Web-Based Portal

Local jurisdictions can work together collaboratively to develop a publicly accessible and interactive GIS web-based portal to share GIS data (military footprints, existing land use, zoning, and other relevant GIS data) to promote enhanced, long-range, and coordinated compatibility planning. In addition, a protocol for accessing and updating the information should be developed to ensure accuracy and appropriate security measures are established to continuously enhance the portal and ensure the data is kept up to date.

PROJECT EXAMPLE:
Texas Early Notification Tool

The Texas A&M AgriLife Extension Service has developed a web tool created for planners and developers to utilize prior to development in areas which may impact military training and operations (Texas Early Notification Tool (TENT); http://tent.nri.tamu.edu/). This tool currently provides users access to geospatial and point of contact information that helps facilitate early communication between industry developers and military planners.

Dark Sky Lighting Requirements

Light and glare can impact military night vision operations and certain flight operations. Local jurisdictions can adopt "dark skies" ordinances that minimize urban sky glow and the potential for light trespass onto adjacent properties. Dark skies requirements initiatives may be pursued as part of legislation. Specific zoning can be addressed for light encroachment issues adjacent to the installation boundary. The lighting ordinance should also include regulation of lighting such as LED billboards in important flight paths and the approach and departure corridors and provide standards for steel light poles to reduce lighting trespass and utilize more energy efficient lighting methods. Partnering communities can educate their constituents and explore implementation of "dark skies" lighting standards for all fixtures and adopt lighting regulations in their zoning laws.

PROJECT EXAMPLE:
Non-Compliant Lighting Database

Coconino County, AZ, is creating lighting database in support of Naval Observatory Flagstaff Station. They are cataloging all existing lighting that does not meet Code to ensure future compliance. They are also developing an outreach campaign targeting individual residences, with a focus on higher impact, non-compliant neighborhoods that would be otherwise inefficient to address on an individual basis. This campaign is using graphically designed material to be utilized towards educating on the importance of maintaining dark skies and advertising the mission of the local observatories.

Wildlife Aircraft Strike Hazards

The primary recommendation made by the Federal Aviation Administration is a minimum separation distance between an airfield and wildlife attractants. Wildlife strikes with aircraft can pose serious safety threats, including the potential destruction of aircraft and loss of life. Even minor wildlife strikes can result in costly repairs to aircraft and impact training missions.

The minimum separation distance extends five miles out from the entire perimeter of the airfield operations area, including paved and unpaved areas associated with aircraft movement such as runways, taxiways, and aprons. The five-mile distance associated with Wildlife Aircraft Strike Hazards is based on Federal Aviation Administration recommendations for managing wildlife attractants around runways. Recommendations may include managing wildlife species, coordination on land use outside of the installation to minimize wildlife concentrations, and developing educational materials for communities and residents on the types of uses that attract wildlife that could pose hazards to aircraft.

PROJECT EXAMPLE:
Bird/Wildlife Aircraft Strike Hazard

As a result of an Office of Local Defense Community Cooperation investment, the State of Mississippi, in conjunction with local communities, gifted $3M to construct a Bird/Wildlife Aircraft Strike Hazard (BASH) airfield fence totaling 15 miles. This planned fence, which is scheduled for completion by the summer of 2021, will minimize Bird/Wildlife Aircraft Strike Hazard concerns, increasing flight safety to enhance the Naval Air Station Meridian pilot training mission.

Unmanned Aerial Systems

The Federal Aviation Administration has enacted restrictions and/or bans on Unmanned Aerial Systems flying over areas such as national parks, military installations, and within a five-mile radius of medium and large airports. Unmanned Aerial System flights are banned from flying in any of the airspace over a military installation, in accordance with Federal Aviation Administration regulations. Unmanned Aerial Systems should not be operated in the area within a five-mile radius extending out from an airfield or airport, without prior coordination and approval from either the Military Installation Commander or the Airport Manager.

PROJECT EXAMPLE:
Non-Compliant Lighting Database

As a result of an Office of Local Defense Community Cooperation investment, nine local jurisdictions around Kansas are enacting land use restrictions to protect the Federal Aviation Administration-approved Grey Eagle Unmanned Aerial System 57-mile flight corridor from Fort Riley's Marshall Airfield to the Smokey Hill Air National Guard range.

Sound Attenuation and Noise Reduction Measures

It is recommended that residential developments and other noise-sensitive land uses consider sound attenuation construction measures to reduce interior noise impacts and achieve a maximum interior noise level of 45db DNL. Without proper sound attenuation to reduce interior sound levels, certain noise-sensitive developments such as homes, schools, healthcare facilities, and churches are considered incompatible where noise levels reach 65db DNL or greater. Uses that are compatible within airfield noise contours include office/retail and manufacturing/industrial when interior noise levels are less than 70db DNL. If prescribed sound attenuation ordinances are determined not to be necessary due to personal preferences of property owners, providing educational materials or real estate disclosures for existing and future property owners and residents can help to alert buyers on the potential for noise impacts in areas close to the military installation.

Construction

Constructing new infrastructure or enhancing existing infrastructure is often an essential solution for mitigating concerns. The Office of Local Defense Community Cooperation does not typically fund construction activities, but applicants are welcome to apply for competitive construction programs such as the **Defense Community Infrastructure Program**. Other Federal programs that may be of assistance for resiliency construction projects include the Federal Emergency Management Agency's Building Resilient Infrastructure and Communities Program, and the National Fish & Wildlife Foundation's National Coastal Resilience Fund.

Project Examples

In the last twelve years, the Office of Local Defense Community Cooperation has provided more than $50M in funding for 103 projects across the U.S.

It is the only direct Federal assistance to help states and communities work with the Military Departments to promote compatible civilian development in support of the long-term sustainability and operability of military installations, including ranges, special use airspace, military operations areas, and military training routes.

The projects in this Guide are presented as an illustration of some of the work that the Office of Local Defense Community Cooperation has funded under the Compatible Use and Installation Resilience program activities.

NAVY
Naval Submarine Base New London: $320K results in $2.3M State investments to support new weapon platform

As a result of a $320K Office of Local Defense Community Cooperation's investment, the State of Connecticut invested more than $2.3M in land purchases and infrastructure projects that prevent or mitigate civilian encroachment of missions at Naval Submarine Base New London. This effort included the purchase and demolition of a marina across the Thames River from the base that impaired the Navy's ability to dredge a turning basin wide enough to accommodate new Block V Virginia-class submarines as Electric Boat ramps up to build the Columbia-class Ballistic Missile Submarines and the Virginia Payload Module.

MULTI SERVICE
State of Oklahoma: $797K grant halts incompatible energy development

As a result of a $797K investment by the Office of Local Defense Community Cooperation, the Oklahoma Governor/Attorney General intervened to halt a large wind-power project that would have impacted local training missions. Two other projects were also cancelled due to incompatibility. This effort is now establishing regulatory protocols for the state to exercise in collaboration with the Department of Defense to ensure future projects are compatible with military missions.

AIR FORCE
Joint Base Langley-Eustis: $200K results in $5.2M buyout of Accident Potential and Clear Zone conflicts

As a result of a $200K investment by the Office of Local Defense Community Cooperation, the Commonwealth of Virginia provided $5.2M, which the community around Joint Base Langley-Eustis is using to acquire property located in the Clear and Accident Potential Zones at base. Study efforts are underway for the Commonwealth and the communities, working closely with the Air Force and Army, to address flood mitigation and storm water management to support the installation. This includes the rerouting of traffic and relocation of the Langley Main Gate.

ARMY
Fort Knox: $250K protects $35M upgrade to Yano Range Complex from encroachment

As a result of a $250K investment by the Office of Local Defense Community Cooperation, local jurisdictions in the Fort Knox region are working closely with the Garrison to control nearby civilian housing development that previously caused the Fort to shift an artillery firing position, as well as other civilian activities that threatened the use of a $35M upgrade to the Yano Range complex.

Conclusion

Through the Office of Local Defense Community Cooperation's Compatible Use Studies, Installation Resilience Reviews, and other projects, your community can leverage grants and assistance to conduct a number of different planning studies that allow your community, city, or state to continue to benefit economically from local military installation activities, and to continue to contribute to the defense of our nation.

As you think through your grant application and how to conduct your study, following this Guide will help you avoid many pitfalls and challenges associated with conducting a community growth study while working with the Military Departments.

Most importantly, use the expertise of your Office of Local Defense Community Cooperation Project Manager "early and often." Your Project Manager, especially early in the application process, can provide you with recommendations, best practices and even contacts of past grantees to help make the process a successful endeavor for your community and the military installation.

Appendix

Energy Projects and the Military Aviation and Installation Assurance Siting Clearinghouse

Clearinghouse Mission Summary: The mission of Military Aviation and Installation Assurance Siting Clearinghouse is to protect the Department of Defense's military readiness and operational capabilities from incompatible energy development. The Clearinghouse does this by collaborating with Department of Defense components and external stakeholders to prevent, minimize, or mitigate adverse impacts on military training, testing and operations.

Relationship of the Clearinghouse Mission to Projects within the Compatible Use and Installation Resilience Portfolio and the Case for Consultation: For Compatible Use and Installation Resilience projects involving energy development and its compatibility with Department of Defense missions, the Clearinghouse can be a valuable resource for consultation during the development of a project, as well as for assistance as a project advances. For example, the Commonwealth of Virginia coordinated with the Clearinghouse on a statewide grant to study energy compatibility for both on and off shore with military mission. Many of the issues were complex and had a significant history which must be brought into the study. The Clearinghouse provided comments on the project before it was awarded, and during the effort by providing personnel to assist the project's technical evaluation team. The Commonwealth appreciated assistance, which included all three of the primary Clearinghouse functions delineated below.

Establishment, Authority and Framework for the Clearinghouse: Congress established the Clearinghouse in section 358 of the National Defense Authorization Act (NDAA) for Fiscal Year 2011 and subsequently modified and codified these requirements in title 10 of the U.S. Code, which addresses the Armed Forces. This law gives the Department of Defense a voice within the Federal Aviation Administration Obstruction Evaluation Airport and Airspace Analysis (OE/AAA) Program and sets clear guidelines for the Department of Defense's interactions with the public on energy project proposals. Under this statute, the Department of Defense may only object to development of energy projects when unacceptable risks to national security cannot be feasibly and affordably mitigated. It is important to note that these objections are advisory

only, and are not binding on the Federal Aviation Administration, the project proponent, or permitting authorities at the state or local level.

THREE PRIMARY FUNCTIONS:

The Clearinghouse has three primary functions:

- **Mission Compatibility Assessments:** The Federal Aviation Administration and the Clearinghouse perform two different functions when reviewing proposed energy and energy-related structures. For wind turbines over 200 feet or near an airfield, the Federal Aviation Administration assesses whether a structure presents a hazard to air navigation or degrades the safe and efficient use of the navigable airspace. The Clearinghouse determines whether the structure presents an unacceptable risk to national security and reports those findings to the Federal Aviation Administration. That determination is only made after full discussions with the developer.

  A Department of Defense assessment will identify any feasible and affordable actions that can be taken by the Department of Defense, the developer of the project, or others to mitigate the adverse impact and to minimize risks to national security while allowing the project to proceed. If the parties are successful in finding a solution, a mitigation agreement is signed by the developer, the lead Military Department, and the Assistant Secretary of Defense for Sustainment.

- **External Engagement:** The Clearinghouse maintains a website accessible to the public to provide applicants, project proponents, requesters, and members of the public with available information necessary to help them participate in the military mission compatibility evaluation process. The Clearinghouse conducts and oversees outreach and strategic communication efforts in support of the military mission compatibility evaluation process, including the development of procedures for early outreach. The Clearinghouse seeks to identify proposed projects and areas of concern, communicate potential adverse impacts on military activities, and promote compatibility between all energy projects and energy-related projects and defense-related activities and national security concerns.

  One tool identified to facilitate the outreach effort is known as a Geographic Areas of Concern and is intended to improve public awareness by describing where military activities can reasonably be expected to be adversely affected by future energy project or energy-related project development.

- **Development of Technical Mitigation Strategies:** The Clearinghouse advocates for the development and deployment of mitigation technologies and modeling with respect to the impact of projects on military operations and readiness. The Clearinghouse established and maintains a standing working group to advise on the development and execution of analytical modeling and simulation tools, comprehensive studies, technology demonstrations and evaluations, necessary to identify and validate reasonable and affordable mitigation solutions. Congress has enabled the Clearinghouse to accept voluntary contribution of funds to offset the cost of measures undertaken by the Secretary of Defense of mitigate adverse impacts of identified projects on military operations and readiness.

Additional Clearinghouse Focus Areas which are of Interest to Compatible Use and Installation Resilience projects:

- **State Legislative Engagement:** Because the Federal Aviation Administration and the Department of Defense determinations are advisory and not binding on developers or permitting authorities, it is in these cases where the Department of Defense encourages, and needs, state support where the Department of Defense cannot reach agreement with an energy developer. While the Department of Defense has the ability to object to the project through the Federal Aviation Administration's Obstruction Evaluation Airport and Airspace Analysis process, this objection by a Federal agency does not prohibit construction.

- **Mapping and support to Compatible Use and Installation Resilience projects:** The Clearinghouse utilizes GIS data to develop maps depicting the geographical overlap of public development and military mission and operations areas.

U.S. Department of Defense
Office of Local Defense Community Cooperation