Military Installation Resilience Review: Planning Process

A Military Installation Resilience Review (MIRR) represents a community-led assessment of shared vulnerabilities and risks associated with critical resources beyond military installation boundaries that are necessary to support and maintain installation assurance and mission-essential functions. A MIRR includes a Resilience Implementation Plan with recommended actions and prioritized projects that further both installation and community resilience.

INITIATE	ORGANIZE	PLAN	IMPLEMENT

Continuous dialogue and information sharing
among installation, community, and other stakeholders.

INITIATE

- Communities are encouraged to engage the Department of Defense Office of Local Defense Community Cooperation (OLDCC) for technical and/or financial assistance to undertake the Military Installation Resilience Review and work with the assigned OLDCC Project Manager to submit a federal grant application.
- For a community to receive financial assistance from OLDCC for a Military Installation Resilience Review, the following conditions apply:
  - o Community leadership or installation commander initiates the project.
  - o Community leadership and the installation commander must both support the initiative.
  - o Installation command provides the community an understanding of primary concerns and issues that currently, or may in the future with no action, adversely impact installation resilience.
  - o The community identifies an appropriate study sponsor to lead the MIRR. State or local government, or a regional organization that is an entity of state or local government, is an appropriate study sponsor and eligible to receive OLDCC technical and/or federal funding assistance.
  - o The study sponsor identifies the resilience study area to define the geographic area and intended scale of the MIRR.
  - o Consideration is given to geographies and systems that have a direct impact on military operations, including where installation personnel live, commute modes and routes, sources of utility services, infrastructure networks, and other key assets supporting both the community and military installation.

ORGANIZE

- Stakeholders are organized around identified resiliency issues identified in the pre-application process.
- Formalize partnerships via a charter or Memorandum of Agreement.
- The study sponsor identifies a multi-functional resilience network of stakeholders to organize a Policy Committee to oversee the Military Installation Resilience Review. The Policy Committee includes the Installation Commander as an Ex-Officio member.
- The study sponsor also forms a Technical Working Group comprised of staff and subject matter experts, including appropriate installation staff.
- Consider forming a working group subcommittee(s), as necessary, to support targeted focus on very specific resilience issue(s).

PLAN

- Conduct public meetings to help committees understand the extent of the resiliency issues and use advisory committee structure to deliberate and reconcile issues and develop an action plan.
- Develop a work plan to address identified resiliency issues, and that includes public participation, data collection and analysis, and conflict resolution plan.
- Identify communities' strengths, weaknesses, opportunities and threats (SWOT) in order to identify and prioritize goals, objectives and actions to be taken.
- Assemble resources and technical advisors to begin study activities
  - The study sponsor may conduct a MIRR with existing staff, engage consultant support or a combination of both.
- The MIRR should include the following activities:
  - Conduct a shared vulnerability and risk assessment to identify key assets, services, and mission-critical components of the community with potential exposure to various natural and man-made hazards.
    - Identify assets and services
    - Determine hazards or climate events
    - Assess exposure of identifies assets and services
    - Determine hazard probability or likelihood
    - Assess consequence of hazard occurrence on assets and services
    - Calculate a risk rating for each asset or service combining the probability of hazard occurrence and possible consequence
  - Conceptualize impactful resilience projects and actions:
    - Programmatic Actions
    - Structural Actions
  - Prioritize Potential Resilience Projects:
    - Phase I – Qualitative Prioritization Approach
    - Phase II – Quantitative Prioritization Approach
  - Identify funding sources for resilience projects and actions.
  - Complete a Resilience Implementation Plan that includes prioritized projects and actions, responsible parties, implementation timeline, and possible funding sources.

IMPLEMENT

- Identify and establish a community organizational structure, such as an implementation committee, to oversee and monitor implementation actions.
- Inform stakeholders of the outcomes of the MIRR and include stakeholder outreach as a key component throughout the implementation process.
- Identify which recommendations to carry out and adopt or implement suggested recommendations, which could include:
  - o Consider a Memorandum of Understanding or Memorandum of Agreement among participants, including the installation, to formalize the organizational structure and ensure continued communication and coordination among participants to carry out implementation actions.
  - o Incorporate study recommendations into the local government's comprehensive plan.
  - o Adopt and implement suggested regulations including zoning code updates, updates to the zoning map, etc.
  - o Seek out federal, state, or other funding assistance to support implementation activities.
  - o Constructing new infrastructure.
  - o Joint land conservation and protection.
- Contact OLDCC Project Manager to discuss opportunities for continued technical and/or financial support for implementation actions, as required.
- Evaluate implementation status on an annual basis to assess progress.

MIRR PLANNING TEAM STAKEHOLDERS

Conducting a MIRR involves a complex resilience network composed of the right people, organizations, and resources that will produce effective strategies to enhance community and military resiliency. The planning team must work together to gather resources and data, share expertise, and help develop a path forward that considers a wide array of interests. Similar to the Compatible Use Study process, a MIRR starts with a study sponsor to lead the establishment of a technical committee and working groups for support.

The illustration on the following page highlights the various organizations and stakeholder groups that communities may consider engaging throughout the MIRR process. Refer to 3.1 Resilience Planning Team in the Advancing Resilience for Defense Communities: A Planning Framework for detailed information on forming a resilience planning team.

Example Planning Team Stakeholders for a Military Installation Resilience Review

Study Sponsor
- State or local government, or instrumentality of state or local government, i.e., regional planning organization

Key Military Installation Staff (Ex-Officio Members)
- Public Works
- Asset/Facility Management
- Installation Planner
- Aviation Operations
- Range Operations
- Emergency Operations
- Environmental Resource Manager
- Public Affairs Officer
- Community Plans Liaison Officer

Local Departments or Agencies
- Emergency Management
- Floodplain Management
- Geographic Information Systems
- Public Works/Transportation
- Elected Officials
- Planning
- Code Enforcement
- Water and Wastewater Services
- Economic Development

Local Community Organizations or Entities
- Local Emergency Responders (e.g., Fire & Rescue, EMS)
- Private Business Representatives (e.g., developers, major employers, insurance, and banking industry)
- Private Essential Services (e.g., solid waste, snow removal)
- Hospital Representatives
- Local Schools District Representatives
- Community Non-Profit Leaders
- Special Interest Groups (e.g., environmental / historical preservation)
- Neighborhood Leaders
- University or College Representatives
- Key Landowners, Private Citizens

Regional Organizations

- Regional Planning Agencies (e.g. Council of Governments)
- Watershed Associations
- Soil and Water Conservation Districts
- Regional Transit Authority (e.g., Metropolitan Planning Organizations

State Agency Representatives

- Natural Resources / Water Resources
- Environmental Quality
- Dam Safety
- Emergency Management
- Homeland Security / State Police
- State Elected Officials
- State Hazard Mitigation Officer
- State Floodplain Manager
- Transportation
- Land Use
- State Resilience Officer
- Utility Councils or Boards

Federal Agency Representatives

- Federal Emergency Management Agency Region Office
- Army Corps of Engineers
- Housing and Urban Development Region Office
- Environmental Protection Agency Region Office
- U.S. Department of Agriculture
- U.S. Department of Energy
- DoD Office of Local Defense Community Cooperation
- Local Congressional Representative