



# Guide to Working with the U.S. Department of Defense



*Drafted by the WRP Military Readiness, Homeland Security, Disaster Preparedness and Aviation (MRHSDP&A) Committee with contract support.*

## **Western Regional Partnership (WRP)**

The mission of the WRP is to provide *a proactive and collaborative framework for senior-policy level Federal, State and Tribal leadership to identify common goals and emerging issues in the states of Arizona, California, Nevada, New Mexico and Utah and to develop solutions that support WRP Partners and protect natural resources, while promoting sustainability, homeland security and military readiness.*

### **The Value of WRP**

WRP develops solutions that support Partners and protect natural resources, while promoting sustainability, homeland security and military readiness. In the West, there are significant military assets, infrastructure systems such as energy, transportation and wildlife ecosystems. Leveraging of resources and linking of efforts help to avoid duplication of efforts and encourages sharing of best practices. WRP Partners benefit from interagency and cross-state collaboration and use of WRP tools such as the Web Mapping Application.

### **The Purpose of this Document**

This document provides an overview of the Department of Defense (DoD) mission with particular emphasis on the western region; encroachment issues for DoD; and helpful resources when working with the military.

### **For More Information-**

For more information on WRP please see [www.wrpinfo.org](http://www.wrpinfo.org). To participate in a WRP Committee or to receive updates, please complete the information under "mailing list" on the website.

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## **Introduction**

Initiating a working relationship or finding out Department of Defense (DoD) input on a development project may seem daunting, but it should not be. There are many reasons an entity might want to work with the military including:

- Supporting National Defense
- Recognition of DoD's economic impact
- Addressing development and planning issues in a proactive manner
- Interest in learning more about the local mission

To sustain DoD's ability to carry out its mission, the Department must effectively communicate with those affected by DoD activities. By doing this, these stakeholders can become DoD's partners, who can greatly amplify efforts promoting compatible development. In turn, the Department can provide resources that assist the stakeholder's missions. This document will provide:

- A basic overview of the DoD mission with particular emphasis on the western region
- Information on encroachment issues for DoD
- Helpful resources when working with the military

Coordinating planning efforts with the military can mitigate the following impacts to DoD:

- Light from nearby commercial areas may interfere with a Service member's night vision, compromising night training.
- Housing developments built near drop zones can halt airborne training, (e.g., parachute training).
- Development that forces endangered species to migrate within the military installation fence lines may segment and diminish the utility of testing and training areas.
- Noise, dust, and smoke generated by weapons testing may generate complaints from residents near installations and ranges, leading to reduction or limitation of these important tests.
- Energy projects, such as wind turbine and transmission line development, if not sited collaboratively with the military, may interfere with military operations.

To date, various groups have taken action in response to the growing issue of encroachment. For example:

- State and local governments have formed military advisory boards to facilitate discussion and develop compatible land use policy for areas around military installations.
- States have enacted legislation to minimize incompatible development and promote compatible resource use around military installations.
- States have purchased property or development rights near military installations.
- Specific installations have engaged conservation non-governmental organizations (NGO) such as land trusts, as well as state and local governments, to establish conservation areas surrounding military lands and along training routes.

- Local jurisdictions (city, town, county) have adopted zoning restrictions to ensure compatible land uses near military facilities.

For more information on efforts that WRP States have taken to support the DoD mission please see WRP document titled, "[WRP State Support for Military Testing and Training.](#)"

## **Department of Defense Mission**

The mission of the Department of Defense (DoD) is to “provide the military forces needed to deter war and to protect the security of our country.” The WRP region is very important to the military; it has extensive training ranges, premier testing facilities and unmatched military air space. For the services, it includes:

- About 40% of the Army’s landholdings.
- Over 33% of the Navy’s landholdings.
- 85% of the Marine Corps’ airspace; 67% of the Marine Corps’ Live Fire Ranges
- Four of the largest Air Force range complexes: Edwards Air Force Base (AFB); Nellis AFB/Creech/Nellis Test and Training Range (NTTR); Luke AFB/Barry M. Goldwater Range East; and Utah Test and Training Range (UTTR).
- 75% of DoD Special Use Airspace is located within the WRP Region.

For information regarding specific military installations and ranges in the WRP area please see military summaries available through the WRP website: <https://wrpinfo.org/Pages/MAL/MilitaryAssets.aspx>

## **Military Assets in the WRP Region**

To assist with coordination efforts, WRP has posted Military Asset Listing (MAL) summaries for the approximately 71 military assets (installations, ranges, etc.) in the WRP region. Of these:

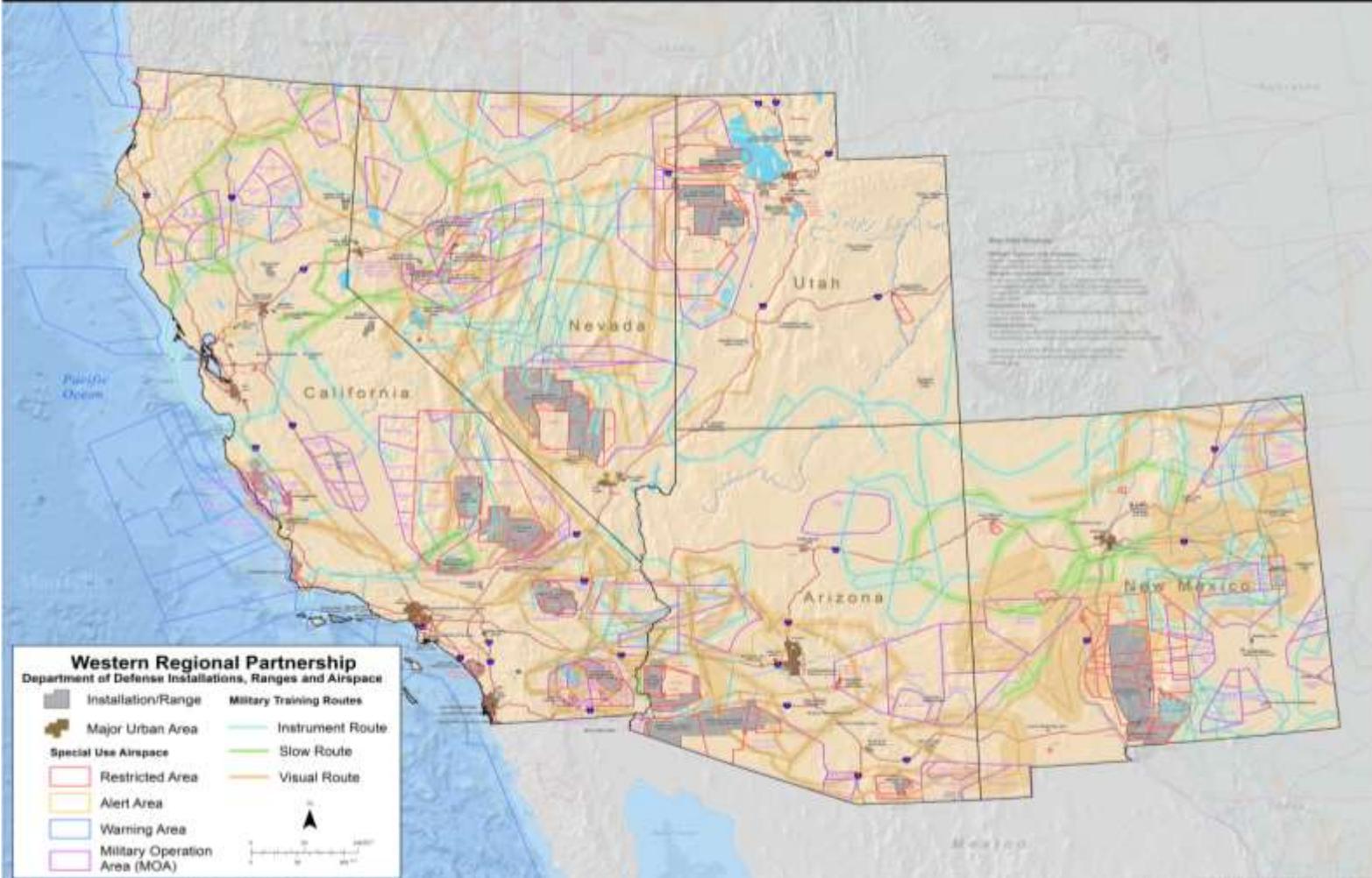
- 19 are US Air Force
- 15 US Army
- 9 US Marine Corps
- 11 US Navy
- 17 National Guard

These assets are located in the following WRP States:

- Arizona: 17
- California: 29
- New Mexico: 10
- Nevada: 8
- Utah: 7

There are two audiences for MALs: the policy maker new to military issues and the military-savvy person who wants to have specific military information in a compiled, easily-referenced format. For information regarding specific military installations and ranges in the WRP area please see military summaries available through the WRP website: <https://wrpinfo.org/Pages/MAL/MilitaryAssets.aspx>

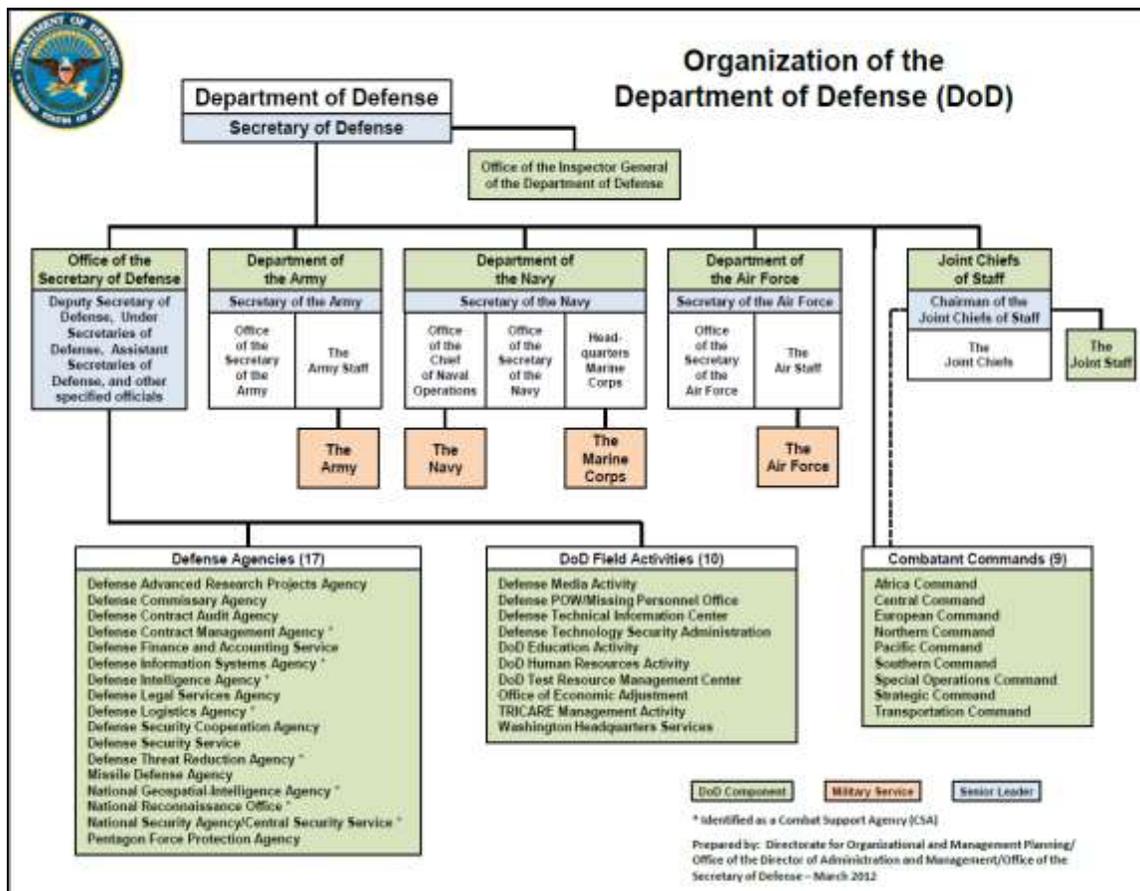
# Department of Defense Installations, Ranges and Airspace



## Organization of Department of Defense Office of the Secretary of Defense (OSD)

OSD is the principal staff element to the Secretary of Defense. OSD helps plan, advise, and carry out the Nation's security policies as directed by both the Secretary of Defense and the President. Specifically, OSD provides expertise and oversight on:

- Policy development
- Planning
- Resource management
- Fiscal and program evaluation and oversight
- Interface exchange with other U.S. Government departments and agencies, foreign governments, and international organizations
- Defense Agencies and DoD Field Activities management



For more information on OSD organization please see: <http://www.defense.gov/osd/>

## ***Military Departments***

DoD's three military departments, the Army, Navy and Air Force, (the Marine Corps is part of the Department of the Navy) each regularly conduct testing and training, covering the land, sea and air. Each military department must equip and train their members in warfighting, peacekeeping and humanitarian/disaster assistance tasks.



### **Army**

The Army is the major ground component of DoD, defending the lands of the United States, its territories, commonwealths, and possessions. Additionally, it operates in more than 50 countries. For information on Army organization please see: <http://www.army.mil/info/organization/>



### **Navy**

The Navy is the country's maritime force. Its mission is not only warfighting, but, as a forward deployed force, deters aggression, and maintains freedom of the seas. Its aircraft carriers and the ships that accompany them, stationed as needed in various places from time to time, allow for quick responses to crises worldwide. For information on Navy organization please see: <http://www.navy.mil/navydata/organization/org-top.asp>



### **Air Force**

The Air Force provides fast and flexible air, space and cyberspace resources for peacekeeping, humanitarian, and evacuation missions. Air Force crews fly into all but five nations of the world. For information on Air Force organization please see: <http://www.af.mil/AboutUs/TheBook.aspx>



### **Marine Corps**

The U.S. Marine Corps, part of the Department of Navy, maintains specialized, ready expeditionary forces, including units for contingency and combat operations, and address international disturbances. For information about USMC organization, please see: <http://www.hqmc.marines.mil/hrom/NewEmployees/AbouttheMarineCorps/Organization.aspx>

### **Guard & Reserve**

The National Guard and Reserve forces are designed to provide military support in wartime, humanitarian and peacekeeping operations, and Homeland Security.



## **Coast Guard**

Because it was formerly part of the DoD, many people believe that the U.S. Coast Guard is part of the DoD. However, several years ago it was reassigned from the DoD to become part of the Department of Homeland Security. The Coast Guard provides law and maritime safety enforcement, marine and environmental protection, and military naval support.

For more information on DoD, please see: <http://www.defense.gov/about/dod101.aspx>

## **Military Chain of Command**

The military generally operates on a traditional, formal, top-down hierarchy, or chain of



command. It is helpful to recognize the importance of chain of command to the military, as it preserves hierarchy and discipline, keys to the military's function. For many stakeholders, this chain of command and the corresponding military ranks can be confusing both because the chain of command structure is foreign to many stakeholders and because of variance among the services. As an example, the U.S. Marines and U.S. Navy have regional commands. Because of this,

issues coordinated with the military may be handled differently by each service.

Generally, leadership tends to be directive when making decisions and instructing subordinates. Important decisions require several layers of review or approval before reaching the ultimate decision maker. For less important decisions, senior decision makers commonly delegate authority to the appropriate level officer or noncommissioned officer.

Military ranks are split between (commissioned and warrant) officers and enlisted personnel.

Commissioned officer ranks begin with O-1 (most junior) and go up to O-10 (most senior). Similarly, enlisted personnel ranks begin with E-1 (most junior) and go up to E-9 (most senior). From a legal perspective, the most junior officer is senior to all enlisted personnel, even though senior enlisted personnel (E-7s and above) normally have more experience than junior officers. However, the most junior officer is senior to even more experienced enlisted personnel. Typically, you will work

### Commissioned Officer Ranks

- ↑• O-10 (Most Senior)
- O-1 (Most Junior)

### Warrant Officer Ranks

- ↑• W-5 (Most Senior)
- W-1 (Most Junior)

### Enlisted Personnel Ranks

- ↑• E-9 (Most Senior)
- E-1 (Most Junior)

with military commissioned officers and senior enlisted personnel. Warrant Officers are technical and tactical leaders who specialize in a specific technical area.

Insignia	Rank (Air Force)
	0-10: General (Gen)
	0-9: Lieutenant General (Lt Gen)
	0-8: Major General (Maj Gen)
	0-7: Brigadier General (Brig Gen)
	0-6: Colonel (Col)
	0-5: Lieutenant Colonel (Lt Col)
	0-4: Major (Maj)
	0-3: Captain (Capt)
	0-2: First Lieutenant (1stLt)
	0-1: Second Lieutenant (2dLt)

To the left is an example of the Air Force insignias and ranks of Commissioned Officers. For additional information on military service rank, please see page 15.

Successful mission accomplishment requires both officers and enlisted personnel to work together as a team. Officers provide strategic leadership and vision, while enlisted personnel provide technical expertise and troop leadership. There are variations between Military Services in the common names for enlisted and officer ranks.

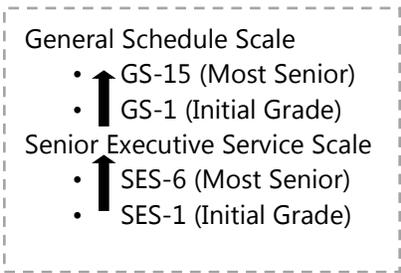
In addition to military officers and enlisted personnel, there are many civilians who work for the military. Military personnel are subject to terms of tour of duty and may move frequently throughout their career (approximately every two to three years). Civilians however, tend to stay in their positions for a longer duration, which helps provide continuity.

Civilians Working for DoD

DoD employs many civilians who perform important work alongside active duty and reserve component military members worldwide. DoD's civilian employees develop and maintain sophisticated systems; manage complex programs; handle the enormous and daily business of feeding, housing, and paying military personnel; and sometimes go into harm's way to support our military forces.

DoD civilians are like other civil servants in that they fall under the same statutory authority, but they are also like the military in that they are dedicated to support the defense mission.

Most DoD civilian employees are classified by their General Schedule (GS) scale. The GS scale starts at GS-1 (initial grade) and ends at GS-15 (most senior). Some very senior DoD civilians are classified using the Senior Executive Service (SES) scale, which goes from SES-1 (initial/beginning grade) to SES-6 (most senior). DoD civilians in the SES scale are equivalent to military General Officers or Flag Officers (Admirals), and political appointees



outrank GS civilians. Generally, SES personal are stationed in the Pentagon and regional headquarters.

As you work with the DoD you will discover that not all positions are graded the same. This is not based on the position having less authority, but on the structure of the installation and Region. The higher in the chain of command, the higher the rank. This is similar to the non-DoD environment where a director of a section at a local office has the authority to manage their section but may not get the same pay as the director of the same section at headquarters. The GS ranks you will most likely work with will be within the GS 11-13 range and will mainly be at the base/installation level with the GS 14-15 being at the regional or headquarters level.

#### Contractors Working for DoD

DoD relies on contractors to support a wide variety of functions such as on-site support, research and development, medical care, equipment maintenance, supporting military operations (construction, transportation, etc.) and other specialized technical support. Contractors can serve in a full-time position alongside DoD civilians or serve in a temporary or part-time status. Contractors can free up officers and DoD civilians to focus on their duties and are hired when a particular need arise and released when services are no longer needed. Contractors are an integral part of government activities. However, contractors are not government employees and may not speak for the government.

## Encroachment Issues for the Department of Defense

Military installations and ranges provide the platform for testing and training so that military members are best prepared for times of war.

Encroachment can impact DoD's use of land, sea, airspace, frequency spectrum and other resources; it is the cumulative impact of development that hampers DoD's ability to carry out its testing and training mission. Examples of such challenges in broad categories are listed below:

### Land

- **Urban Development.** If not planned appropriately, housing and other sensitive development near a military installation's runway may necessitate a change in mission in order to not overfly concentrations of people.
- **Development of renewable energy and energy infrastructure.** Without collaborative planning, certain projects could impact military operations in a number of ways, including: causing radar interference to ground and airborne systems and creating thermal sources that may be detrimental to sensitive testing of weapons systems.
- **Vertical structures located in or beneath low altitude military airspace.** Development under a low-level flight path can impact the military's ability to train pilots or may restrict certain types of testing and training, such as terrain following.
- **Security Issues.** A tall building constructed close to a military installation could create a line of sight into an installation that infringes the installation's security. DoD continues to be concerned about foreign investment in proximity to military testing and training areas, potentially allowing for surveillance and collection and presenting national security and encroachment challenges. For more information please see GAO report 15-149: <http://gao.gov/products/GAO-15-149>
- **Range Transients.** Unannounced or unauthorized presence of individuals, livestock, aircraft, or watercraft transiting ranges.

### ENCROACHMENT

Factors and influences, whether external or internal to DoD that constrain or have the potential to inhibit the full access or operational use of the live training and test domain. Examples include, but are not limited to, endangered species and critical habitat, unexploded ordnance and munitions, radio frequency spectrum, maritime or airspace restrictions, air quality, airborne noise, urban growth, physical obstructions, and renewable energy projects

### Frequency Spectrum

- **Demand for frequency spectrum.** The testing and training mission depends heavily on access to portions of the electromagnetic spectrum for telemetering functions such as: navigation and voice communications (aircraft, convoy, etc.); testing and training support (discharging flares, aircraft weapons radar, aircraft and weapons-sensors, threat

simulators) and GPS. At the same time, there is an increase in both DoD's need and public demand for wireless technology and services.

### Airspace

- **Airspace.** Airspace is a finite resource; increases in aviation operations and types of users along with changes in land use patterns can impact aviation missions. For more information please see WRP Airspace Sustainability Overview Report.

### Regulatory/Legal

- **Threatened & Endangered Species/Critical Habitat.** It is estimated that nationally over 300 federally listed species are on lands managed by DoD exceeding the number on BLM-managed land. This can impact all phases of testing and training through constraints from regulatory requirements and/or Military Service guidance to manage at risk, threatened, or endangered species or associated habitat.
- **Munitions Restrictions.** Regulatory requirements and/or Military Service guidance on munitions use, munitions constituents, or residue to include range clearance. *(Note: Some constraints on munitions use may be attributable to other encroachment factors such as Noise, Air Quality, Water Quality, and Transients.)*
- **Maritime Sustainability.** Regulatory requirements and/or Military Service guidance to protect and sustain the maritime environment. This includes marine mammals and sonar issues.
- **Air Quality.** Regulatory requirements and/or Military Service guidance to maintain air quality. This includes any restrictions placed on prescribed burning.
- **Noise Restrictions.** Mitigation measures for unwanted sound generated from the operation of military weapons or weapon systems. These restrictions affect people, animals (domestic or wild), and structures on or in proximity to military test and training areas. Noise restrictions do not include occupational noise exposure or underwater sound.
- **Cultural Resources.** Legal or regulatory requirements or Military Service guidance to manage and maintain cultural resources.
- **Water Quality/Supply.** Legal or regulatory requirements or Military Service guidance to manage water quality and supply.
- **Wetlands.** Legal or regulatory requirements or Military Service guidance to manage wetlands.

**Examples of Encroachment**

			
<p><b>Land</b></p> <ul style="list-style-type: none"> <li>• Population Growth</li> <li>• Development (Residential, Industrial and Commercial Development)</li> <li>• Urban Sprawl</li> <li>• Transportation, Energy and Transmission Infrastructure</li> </ul>	<p><b>Sea</b></p> <ul style="list-style-type: none"> <li>• Commercial Fishing Grounds, Offshore mineral exploration and extraction in designated DoD maritime operations</li> <li>• Merchant Shipping Lanes and navigation systems transect and expand DoD maritime operations areas</li> <li>• Off-shore energy development</li> </ul>	<p><b>Airspace</b></p> <ul style="list-style-type: none"> <li>• Redesign of airspace</li> <li>• Obstructions</li> <li>• Light Emissions</li> <li>• Government Regulations</li> <li>• Commercial flight corridors and navigation systems transect and expand into DoD SUA</li> </ul>	<p><b>Frequency Spectrum</b></p> <ul style="list-style-type: none"> <li>• Increased Commercial Bandwidth and Satellite Communications Access</li> <li>• Increased DoD data requirements</li> <li>• Spectrum Reallocation</li> </ul>

- Encroachment may impact the military mission by causing:
- Inability to realistically test and train
  - Increased Costs
  - Delay, rescheduling or cancellation of a particular mission
  - Workarounds
  - Self-imposed restrictions

Like any landholder or political jurisdiction, the DoD influences areas that may be well beyond military installation boundaries. Many of the DoD areas of influence overlap with local communities. Over the years, DoD has realized the importance of working proactively and in partnership with local neighbors and stakeholders.

The following graph shows the breakout of land ownership in the WRP region and helps to illustrate why WRP Partners have a need to work together. Typically, lands managed by DoD are included with Federal land ownership. Four Federal agencies (Bureau of Land Management, U.S. Forest Service, U.S Fish and Wildlife Service and the National Park Service) manage the majority of this land. For purposes of highlighting how much land DoD manages in the WRP region, this has been separated out. The extent of land DoD manages in the WRP states ranges from 3.4% to 6.6%.

### Land Ownership in WRP Region

State	% of Federal Land (not including DoD managed lands)	% of DoD Managed Land	% of Indian Trust Land	Private Land	State Trust Land	Size of State in square miles and ranking by area
Arizona	35.5%	6.6%	27.6%	17.5%	12.7%	114,000; 6 <sup>th</sup> largest state
California	40.2%	4.0%	.5%	50.3%	2.5%	160,000; 3 <sup>rd</sup> largest state
Nevada	78.8%	6.1%	1.42%	13.03%	.15%	110,561; 7 <sup>th</sup> largest state
New Mexico	29.7%	4.4%	10.2%	43.9%	11.6%	121, 593; 5 <sup>th</sup> largest state
Utah	63.6%	3.4%	4.5%	21%	7.5%	84,904; 13 <sup>th</sup> largest state

### Working with the Military

A military installation operates much like a small city, and key functions are handled by a variety of departments. Personnel working at entities such as cities, towns, and counties are encouraged to identify their counterpart working at a nearby installation. Such professional networks assist to address issues in a proactive manner.

It is recommended that your first contact with the military should be the local installation. When contacting the installation, you may be working with military personnel or civilian employees. The earlier you contact DoD on any potential issue the easier it is to resolve.

Ensuring proper contact with a military installation is important, however, do not be hesitant to follow up or even ask for a date when a response is expected. Staffing internally can be slow and if the wrong department is contacted, the response may be severely delayed or no answer/response received.

The military is known for using military verbiage and acronyms that are frequently foreign to people outside the military. For example, they may say a CPLO is TDY at a JLUS meeting, which means the Community Planning and Liaison Officer is on temporary duty assignment at a Joint Land Use Study meeting. Do not be afraid to ask questions. Military members generally enjoy sharing information about the military mission and answering questions.

Punctuality is very important to the military and they will often arrive very early to meeting to avoid being late by unforeseen events (accident on freeway, or need to change the tire).

Oftentimes there are military support groups or civic organizations that work with the military. Such groups provide good opportunities to get to know the local military mission

and those who work there. DoD installations may offer tours or “air shows” that help illustrate the mission.

If you are interested in working with the military or have a question regarding their operations, listed below are recommended offices to be contacted (please note that this is not a complete list):

Issues	Marine Corps	Air Force	Navy	Army
Planning and Zoning (e.g. utilities, transportation, renewable energy/energy infrastructure, community master plans)	CPLO	Base civil engineer and/or public affairs	CPLO	Department of Public Works
Airspace (e.g. airport master plans, renewable energy development )	Regional Airspace Coordinator (RAC)	Airspace Management Office	Regional Airspace Coordinator (RAC)	Airspace Management Office
Environmental issues (e.g. natural and cultural resources, air quality)	Installation and Environmental office and/or Community Plans and Liaison Officer (CPLO)	Base civil engineer and/or public affairs	Environmental Office and/or CPLO	Installation Environmental Office
Noise	Public Affairs and/or CPLO	Public Affairs	Public Affairs and/or CPLO	Public Affairs
Intergovernmental support (e.g. legislation, ordinances, disaster preparedness issues)	CPLO	Public Affairs/community initiative team	CPLO	Plans and Operations
Community events (e.g. overflights, static displays, parades, speaking requests, tours)	Public Affairs and/or CPLO	Public Affairs	Public Affairs	Public Affairs
Real estate issues (e.g. easements, rights of entry, leases, purchase)	CPLO	Base Civil Engineer	CPLO	Department of Public Works

If your item is not addressed a good contact is the installation’s public affairs office. For contact information for installation public affairs offices please see <https://wrpinfo.org/Pages/MAL/MilitaryAssets.aspx>

**Frequently Asked Questions when working with the Military are Listed Below in the following Groupings:**

- General
- Compatible Land Use Planning/Development
- Military Roles and Responsibilities

**General Questions**

***Q. The military uses many acronyms; how can I find information on what they stand for?***

- A. There are many good websites with information on military acronyms such as the following:
- DOD Dictionary of Military Terms: [http://www.dtic.mil/doctrine/dod\\_dictionary/](http://www.dtic.mil/doctrine/dod_dictionary/)
  - Military Acronyms and Abbreviations: <http://www.militaryacronyms.net/>
  - Military Glossary of Acronyms: <http://www.militaryfactory.com/glossary.asp>
  - Military Words: <http://www.militarywords.com/>
  - Acronym Finder: <http://www.acronymfinder.com/Military-and-Government/DOD.html>

***Q. Where can I find more information on DoD and Military Services?***

- A. The following are helpful military websites:
- DoD: <http://www.defense.gov/>
  - Army: <http://www.army.mil/>
  - Navy: <http://www.navy.mil/>
  - Marine Corps: <http://www.marines.mil/>
  - Air Force: <http://www.af.mil/>
  - National Guard: <http://www.nationalguard.mil/>

***Q. How do I tell if a person is an officer or enlisted?***

- A. The majority of officers wear their rank on their lapel. Enlisted personnel wear their rank on their sleeves. If in doubt, do not be afraid to ask. Military members understand that in today's culture the vast majority have not served in the military, so they may not understand rank structure. When you are dealing with the military, never be afraid to ask questions, whether it relates to structure, rank, title, or job functions. For more information on Military Service Ranks please see next question.

***Q. Where can I find more information on Military Service Ranks?***

- A. The following websites provide information on military officers (commissioned and warrant) and enlisted members.
- The United State Military Rank Insignia: <http://www.defense.gov/about/insignias/>
  - Army Ranks and rank description (officers, warrant officer and enlisted): <http://www.army.mil/symbols/armyranks.html>
  - Marine Corps Ranks (officers, warrant officers and enlisted): <http://www.marines.mil/Marines/Ranks.aspx>
  - Navy (commissioned and warrant officers):

[http://www.navy.mil/navydata/nav\\_legacy.asp?id=266](http://www.navy.mil/navydata/nav_legacy.asp?id=266)

- Navy (enlisted): <http://www.navy.mil/navydata/ranks/rates/rates.html>
- All Services enlisted info: [http://www.airforce.com/pdf/insignia\\_enlisted\\_ranks.pdf](http://www.airforce.com/pdf/insignia_enlisted_ranks.pdf)
- Rank/Insignia reference in the All Hands Owners & Operators Manual (2012):  
[http://www.navy.mil/media/multimedia/OnO/OO\\_2012/index.html](http://www.navy.mil/media/multimedia/OnO/OO_2012/index.html)

For more information on the origins military ranks please see: "Story Behind Names of Different Rank" at <http://www.history.navy.mil/browse-by-topic/organization-and-administration/ranks/naval-traditions-names-of-rank/the-story-behind-names-of-different-ranks.html>

**Q. What is the difference between the National Guard and Reserve and active duty?**

A. National Guard reports directly to the Governor. The reserve units are part of the military service. They have limited commitment on a regular basis but are readily available to be called up in support of their service based on needs. Active duty are full-time military that serve for typical four-year commitment with the ability to continue serving for a life-time career.

**Q. What is the etiquette and protocol for a civilian addressing military personnel, in person and via email or written letter?**

A. Basically you can never go wrong by addressing the individual by his or her rank, such as "Admiral", "Captain" or "Colonel". If several officers of the same rank are together, it is proper to use both title and name such as "Admiral Taylor" or "Colonel Smith" to avoid confusion. If not knowledgeable of the rank, you would address them as you would any new acquaintance.

**Q. What is the Defense Almanac?**

A. The Defense Almanac website "provides a variety of information and statistical material about the Department of Defense - its people, organization, equipment, and funding." For information please see: <http://www.defense.gov/pubs/almanac/>

Q. Are there other resources to assist in building working relationships with DoD?

A. A helpful source of information is the Readiness Environmental Protection Integration (REPI) Program primers series which is "designed to facilitate a better understanding among all stakeholders, including military installation leadership, state, regional and local government officials, land trusts, and communities. These primers provide tools and suggestions for establishing and maintaining effective relationships and partnerships to address the challenges of encroachment. By working together, these stakeholders can find mutually beneficial solutions to encroachment and other sustainability issues." For more information and a list of available primer please see: <http://www.repi.mil/Resources/Primers.aspx>

## Compatible Land Use Planning/Development Related Questions

### **Q. I have a project that I would like to develop that is near a military installation. Who do I contact?**

A. As with any local initiative, the first engagement should be at the local installation level. For the U.S. Marine Corps and Navy installations, a good contact is the particular installation's Community Planning and Liaison Officer (CPLO); for the Air Force, contact the base civil engineer and/or public affairs Department of Public Works; and for the Army contact the Department of Public Works. Some projects, such as tall structures, will need to be coordinated with the Federal Aviation Administration (FAA) Obstruction Evaluation/Airport Airspace Analysis (OE/AAA). Please see: <https://oeaaa.faa.gov/oeaaa/external/portal.jsp> for information on height and location requirements. Other projects such as transmission lines that may have an impact on a multitude of military installations will be also coordinated with the DoD Siting Clearinghouse.

### **Q. What is the DoD Siting Clearinghouse and what is its purpose?**

A. The DoD Siting Clearinghouse is an organization within the Department of Defense (DoD) that was established in the Summer of 2010 and formally authorized by Congress through section 358 of Public Law 111-383 in January 2011. The Clearinghouse coordinates the efforts of all DoD Components (including the Joint Staff, Army, Navy, Air Force, Marines, and other critical offices) in the assessment of project proposals (i.e. renewable energy projects and high voltage transmission lines) and the development of official DoD positions on the impacts of those projects on military missions. To assist in siting renewable energy projects near critical DoD activities, the Clearinghouse has published a siting primer (available through this link: [http://www.acq.osd.mil/dodsc/library/Siting\\_Renewable\\_Energy\\_Primer\\_5SEP13\\_FINAL\\_WEB.pdf](http://www.acq.osd.mil/dodsc/library/Siting_Renewable_Energy_Primer_5SEP13_FINAL_WEB.pdf)) that may be helpful to states and local communities as they plan for renewable energy development projects. For more information please see: <http://www.acq.osd.mil/ie/siting.shtml>

### **Q. What is REPI?**

A. The Readiness Environmental Protection Integration (REPI) Program supports cost-sharing partnerships authorized by Congress ([10 U.S.C. § 2684a](#)), between the military Services, private conservation groups, and state and local governments to protect military test and training capabilities and conserve land. These win-win partnerships acquire easements or other interests in land from willing sellers to preserve compatible land uses and sustain wildlife habitat near installations and ranges where the military operates, tests, and trains. For more information please see: <http://www.repi.mil/>

### **Q. What is JLUS?**

A. Joint Land Use Study (JLUS) is a collaborative land use planning effort among military installations, affected land use planning authorities and regional governments. The JLUS Program is administered by the Department of Defense (DoD) Office of Economic

Adjustment (OEA). For more information please see: <http://www.oea.gov/>

## **Military Roles and Responsibilities' Questions**

### **Q. What is a CPLO and what do they do?**

A. Community Plans and Liaison Officers (CPLO) are predominately located at Navy and Marine Corps installations and higher headquarters. Army and Air Force have positions that handle the responsibilities of CPLO but are within other offices (community initiatives/relations offices, public affairs, etc.) CPLOs primary job is to protect the mission of the commands they support and are responsible for:

- Assisting in identifying and resolving emerging encroachment challenges.
- Implementing management strategies to avoid, minimize or mitigate potential impacts.
- Monitoring local, State, and Federal actions pertaining to encroachment.
- Representing Installation Commanding Officers regarding compatible community development.
- Working with all individuals, agencies and governments influenced by military operations.
- Coordinating with all installation commands on prospective civilian projects to determine possible interference with military operations.
- Working with project developers to mitigate incompatibilities of projects on the military mission.

### **Q. What is a REC?**

A. Regional Environmental Coordinator (REC) established to advocate military positions on environmental and environmentally related (encroachment) issues by engaging with State agencies and legislatures, regional Federal agencies and local authorities. For more information please see: <http://www.denix.osd.mil/rec/>

### **Q. What is the role of a DCO and how are disaster responses coordinated?**

A. A Defense Coordinating Officer (DCO) is located within each FEMA region in order to plan, coordinate, and integrate federal Defense Support of Civil Authorities (DSCA) response efforts with local, state, and federal agencies. Within the WRP region, FEMA Region IX works with Arizona, California, and Nevada; New Mexico is assigned to FEMA Region VI and Utah is part of FEMA Region VIII. The DCO has a Defense Coordinating Element (DCE) consisting of a staff and military liaison officers to facilitate coordination and support to activated Emergency Support Functions (ESFs). For more information please see:

<http://www.fema.gov/site-page/region-iii-news/defense-coordinating-officer>

**Acronyms used in this document:**

<b>Acronym</b>	<b>Description</b>
<b>ACUB</b>	Army Compatible Use Buffer Program
<b>AFB</b>	Air Force Base
<b>AICUZ</b>	Air Installations Compatible Use Zones
<b>BLM</b>	Bureau of Land Management
<b>CPLO</b>	Community Plans and Liaison Officer
<b>DoD</b>	Department of Defense
<b>DCO</b>	Defense Coordinating Officer
<b>FAA</b>	Federal Aviation Administration
<b>GPS</b>	Global Positioning System
<b>GS</b>	General Schedule
<b>ICEMAP</b>	Installation Complex Encroachment Management Action Plan
<b>INRMP</b>	Integrated Natural Resources Management Plan
<b>JLUS</b>	Joint Land Use Study
<b>NGO</b>	Non-governmental organizations
<b>OEA</b>	Office of Economic Adjustment
<b>OE/AAA</b>	Obstruction Evaluation/Airport Airspace Analysis
<b>OSD</b>	Office of the Secretary of Defense
<b>PA</b>	Public Affairs
<b>NTTR</b>	Nellis Test and Training Range
<b>RAC</b>	Regional Airspace Coordinator
<b>RAICUZ</b>	Range Air Installation Compatible Use Zone
<b>REC</b>	Regional Environmental Coordinator
<b>REPI</b>	Readiness and Environmental Protection Integration
<b>SES</b>	Senior Executive Service
<b>SUA</b>	Special Use Airspace
<b>UTTR</b>	Utah Test and Training Range
<b>WRP</b>	Western Regional Partnership

## **Maps of Military Installations and Ranges in WRP Region**