



**DEPARTMENT OF THE AIR FORCE**  
HEADQUARTERS 75TH AIR BASE WING (AFMC)  
HILL AIR FORCE BASE UTAH

17 December 2012

MEMORANDUM FOR HILL AIR FORCE BASE COMMUNITY STAKEHOLDERS

FROM: Office of the Commander  
75th Air Base Wing

SUBJECT: Installation Complex Encroachment Management Action Plan Stakeholder Interviews

1. Headquarters U.S. Air Force has selected Hill Air Force Base (AFB) to take part of an enterprise-wide Air Force Encroachment Management Initiative. As part of the initiative, Hill AFB will develop an Installation Complex Encroachment Management Action Plan (ICEMAP). Marstel-Day, LLC, with offices in Fredericksburg, VA, has extensive knowledge and experience in such reports and has been contracted to conduct this study.
2. The ICEMAP will analyze crucial encroachment data as the underpinning for recommendations to sustain compatible mission and community growth through targeted action steps. The ICEMAP's goal is to arrive at solutions and create a joint partnering path beneficial to all stakeholders, both at the installation and in the neighboring communities.
3. For more information about the goals and scope of this analysis, please see the enclosed one-page summary as well as the letter from Jennifer Graham, Vice President and Senior Program Manager, Marstel-Day, LLC.
4. Hill AFB values its relationship with our surrounding communities and recognizes that the installation's activities impact the community just as the community's activities impact the installation. We believe that community input is a key aspect of this Air Force-wide initiative. **We encourage your participation in these essential community stakeholder interviews and appreciate your willingness to share issues of importance with the Marstel-Day team.** A Marstel-Day team member or a member of my staff will be contacting you in the near future to schedule an interview.
5. Thank you in advance for your participation. Together, we can ensure the future success of our community and strengthen our relationship for the years ahead.

Sincerely,

1/8/2013

A handwritten signature in black ink, appearing to read "Sarah E. Zabel", is written over a horizontal line. To the left of the signature is a large "X" mark.

SARAH E. ZABEL, Colonel, USAF  
Commander

February 7, 2013



**Please respond to:**

Ryan Stewart  
Hill AFB ICEMAP Project Lead  
rstewart@marstel-day.com  
(703) 459-3226  
2217 Princess Anne Street, Suite 101-1A  
Fredericksburg, VA 22401

Dear Sir / Madam:

On behalf of Headquarters Air Force, Marstel-Day, LLC is developing an "Installation Complex Encroachment Management Action Plan" (ICEMAP) for Hill Air Force Base (AFB) and its associated installations and facilities.

We have identified you or your organization as an ICEMAP "community stakeholder" and are interested in gaining a more in-depth understanding of the areas of shared interest between your organization and Hill AFB. **Our team will be in the region during the week of March 4 - 8, 2013 and would like to schedule a time to meet with you and in some cases additional members of your staff, at your convenience.**

The ICEMAP is part of the larger Air Force Encroachment Management Program. The Program provides policy, guidance, and tools to help Air Force installations address a wide variety of encroachment and sustainment challenges. The ICEMAP is a study undertaken to provide situational awareness of both the current and future encroachment challenges facing an Installation Complex and offer recommendations in the form of management actions.

The ICEMAP will examine the following challenge areas: airspace and land restrictions, airborne noise, urban growth, spectrum encroachment, endangered species/critical habitat, air, water, cultural resources, unexploded ordnance and munitions, marine resources, energy compatibility and availability, security, and natural factors/climate effects.

Interviews with community stakeholders are a critical element of the ICEMAP process and provide important information and context to inform the Project Team's analysis. They follow extensive background research and internal interviews with Headquarters Air Force and installation personnel.

If there is a time convenient to your schedule, please respond directly to Ryan Stewart, Hill AFB ICEMAP Project Lead, via email (rstewart@marstel-day.com) or phone (703-459-3226). Alternatively, our team will be reaching out to you in the coming weeks by phone and/or email to identify possible meeting times. We expect these visits to last from 30-60 minutes.

We look forward to speaking with you to discuss your areas of shared interest as they relate to the future of not only Hill AFB, but also your organization and other community stakeholders.

Very Respectfully,

  
Jennifer L. Graham  
Partner and Senior Program  
Manager, Air Force Program  
Marstel-Day, LLC



## WHAT IS AN ICEMAP?

Encroachment and sustainment challenges have the potential to affect both the Air Force's mission and quality of life in surrounding communities. These challenges can arise from a variety of internal and external sources, and fall into 13 identified challenge areas (see next page). Proactive engagement and communication will help protect current missions, prepare for future missions, and support the sustainability of the surrounding community.

The Installation Complex Encroachment Management Action Plan (ICEMAP) is designed to assist the Air Force and local installation commanders, decision makers, and stakeholders in identifying, preventing, and reducing encroachment and sustainment challenges facing installations and communities. Installations around the country are completing these encroachment planning analyses as part of the Air Force Encroachment Management Program. The Air Force recognizes the need for its installations to continue and expand their engagement activities with community stakeholders to work together in areas of shared interest.



# ABOUT THE ICEMAP

Installation Complex Encroachment Management Action Plan

### INSTALLATION COMPLEX

Land, facilities, airspace, and ranges that provide direct mission support to the installation host and tenant units

### ENCROACHMENT MANAGEMENT

Efforts undertaken by the Air Force alone, or in conjunction with other federal, local, state, regional, and private entities, to prevent, eliminate, or reduce impacts caused by encroachment

### ACTION PLAN

Recommended actions to address current and future encroachment challenges in a proactive, coordinated manner

## ICEMAP OBJECTIVES

- **Prevent** encroachment challenges and encumbrances that impact the installation's missions
- **Reduce** these challenges where mission impacts are occurring
- **Train** installation and community personnel on encroachment management framework
- **Engage** internal and external stakeholders to promote compatible use partnerships

## ICEMAP PROCESS AND PARTICIPATION

The ICEMAP development process includes a comprehensive literature review as well as interviews with Air Force personnel and community stakeholders. These interviews help the ICEMAP team gain a complete picture of the installation and its Region of Influence (see next page). Community stakeholders may include government agencies and regulators, elected officials, nonprofit organizations, and other influential individuals or organizations related to one or more of the 13 encroachment and sustainment challenge areas.

## REGION OF INFLUENCE

The Region of Influence is the geopolitical area in which the installation operates, including both the base and other assets such as airspace and training areas. This area usually coincides with communities where the installation has contextual interests—economic, political, cultural, social, environmental, and legal—and where it focuses outreach and engagement resources.

## ENCROACHMENT AND SUSTAINMENT CHALLENGE AREAS

Encroachment includes both the installation's impact on the community, and the community's impact on installation operations. The ICEMAP analysis also considers impacts from natural factors and climate effects as well as internal encroachment impacts from installation or Air Force activities. Examples of encroachment and sustainment challenges can include incompatible renewable energy development, noise impacts on surrounding communities, and threatened or endangered species management.

 Airspace and Land Restrictions

 Airborne Noise

 Urban Growth

 Spectrum Encroachment

 Endangered Species/  
Critical Habitat

 Air

 Water

 Cultural Resources

 Unexploded Ordnance (UXO)  
& Munitions

 Marine Resources

 Energy Compatibility  
& Availability

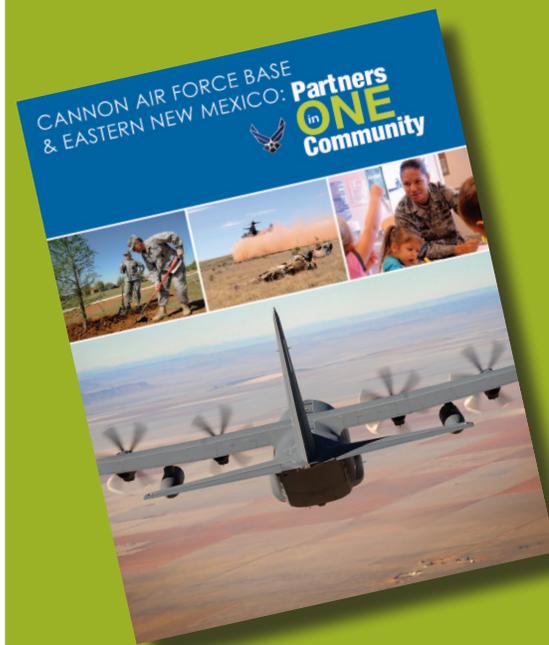
 Security

 Natural Factors/Climate Effects



## ICEMAP OUTCOMES: PARTNERS IN ONE COMMUNITY

Research and analysis conducted during the ICEMAP process is compiled and provided to the installation, along with recommended actions to address encroachment and sustainment challenges. Although these documents are internal to the installation, a corresponding deliverable is created for the community. *Partners in One Community* profiles the many shared interests of the installation and its community stakeholders. It highlights opportunities for collaboration and partnering to help ensure both mission and community sustainment. In addition, it provides a visual depiction of the installation's activities and operating areas, and stresses the importance of protecting these assets as part of the installation's missions.



**MARSTEL DAY**  
CONSERVATION & CONSULTING  
FROM SEA TO STARS

For more information, contact:  
Jeffrey Tyndall, AICP  
540-226-3246  
jtyndall@marstel-day.com