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SECRETARY OF THE AIR FORCE**

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This publication implements Department of Defense Instruction (DoDI) 4715.24, *The Readiness and Environmental Protection Integration (REPI) Program and Encroachment Management* and is consistent with Department of Defense Directive (DoDD) 3020.40, *Mission Assurance*, DoDD 3200.15, *Sustaining Access to the Live Training and Test Domain*, DoDI 4180.02, *Implementation and Management of the DoD Mission Compatibility Evaluation Process*, and DoDI 4165.57, *Air Installations Compatible Use Zones*. This Air Force Policy Directive (AFPD) sets mission sustainment policy and creates the necessary overarching structure that enables the Air Force to successfully execute its Mission Sustainment Program. It applies to Department of the Air Force personnel, to include civilian employees, members of the Regular Air Force, Air Force Reserve, and Air National Guard, and to contractor support personnel when mandated by the terms of a contract or other legally binding agreement. This directive may not be supplemented.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility using Air Force Form 847 *Recommendation for Change of Publication*; route Air Force Form 847 from the field through appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This publication includes substantive and administrative revisions to the original AFPD 90-20, *Encroachment Management Program*, dated 12 April 2012. It renames the Air Force Encroachment Management Program the Mission Sustainment Program and establishes cross-functional risk management procedures for sustaining missions across the enterprise. Several key terms are modified to reinforce the focus on mission impacts. For example, encroachment challenges are now mission sustainment hazards and management actions are controls. It introduces a refined internal communication framework for establishing mission sustainment teams at the installation, major command, and headquarters level. This policy aligns with the Air Force risk management policies developed in and pursuant to AFPD 90-8, *Environment, Safety & Occupational Health Management and Risk Management*.

1. Overview. The Mission Sustainment Program's objective is to preserve and protect military readiness by mitigating or preventing mission sustainment hazards. It builds on and integrates existing activities from related plans, program, and processes, including but not limited to, the Federal Aviation Administration Obstruction Evaluation/Airport Airspace Analysis process, Air Installations Compatible Use Zones (AICUZ) Program, Readiness and Environmental Protection Integration Program, Installation Complex Encroachment Management Action Plans, and the Air Force Community Partnership Program.

2. Policy. It is Air Force policy that mission resiliency be protected and sustained. Air Force headquarters offices, major commands, and installations will:

2.1. Establish mission sustainment teams at the installation, major command (MAJCOM), and headquarters level; referred to as Installation Mission Sustainment Team, MAJCOM Mission Sustainment Team, and Air Force Mission Sustainment Working Group.

2.2. Coordinate as needed with the Air Force Mission Sustainment Working Group on activities related to mission sustainment.

2.3. Assess plans and decisions associated with development on and around the installation complex and operating areas with all appropriate organizations and determine potential impacts to Air Force missions, assets, and critical infrastructure.

2.4. Engage local communities and government officials at all levels, federally-recognized Native American Tribes, non-governmental organizations, and the public, to educate them about Air Force mission requirements and how their activities may impact the Air Force's execution of those missions.

2.5. Comply with all Executive Orders, Office of the Secretary of Defense, and Air Force policies and instructions related to operational risk assessment and mission sustainment.

2.6. Consider implications for mission sustainment when drafting or revising policy, guidelines, and publications.

2.7. Provide internal training opportunities and resources that improve awareness of mission sustainment hazards and the strategies employed to manage risks to Air Force missions and nearby communities.

3. Roles and Responsibilities.

3.1. The Assistant Secretary of the Air Force for Installations, Environment and Energy (SAF/IE) shall:

- 3.1.1. Serve as the Air Force Office with Primary Responsibility for implementing the Mission Sustainment Program.
- 3.1.2. Develop and maintain overarching mission sustainment policy for Secretary of the Air Force approval.
- 3.1.3. Designate an individual within the Office of the Deputy Assistant Secretary for Installations as Chair of the Air Force Mission Sustainment Working Group.
- 3.1.4. Work with SAF/LL to engage with the United States Senate and House of Representatives regarding mission sustainment matters.
- 3.1.5. Advocate for mission sustainment support in the Air Force Corporate Structure.

3.2. Assistant Secretary of the Air Force (Acquisition, Technology & Logistics) (SAF/AQ) shall:

- 3.2.1. Manage Air Force acquisition and sustainment of systems consistent with mission sustainment policy.
- 3.2.2. Ensure SAF/AQ Program Offices work with system Lead and Using Commands to identify, document, and fund mission sustainment capability needs for new and modified systems. This should include Environmental Impact Analysis Process and science and technology needs.
- 3.2.3. Assist AF/A3 when potential risks to Air Force operations and mission sustainment result from real estate transactions involving foreign investment.

3.3. The Office of the General Counsel of the Air Force (SAF/GC) and the Judge Advocate General, the Office of The Judge Advocate General, and Air Force Legal Operations Agency (AFLOA) offices (collectively referred to as AF/JA) shall:

- 3.3.1. Provide legal counsel and oversight for mission sustainment policies and procedures consistent with the "SAF/GC and AF/JA Functions List" found at Attachment 5 to Headquarters Air Force Mission Directive 1-14, *General Counsel and The Judge Advocate General*.

3.4. The Director, Public Affairs, Office of the Secretary of the Air Force (SAF/PA) shall:

- 3.4.1. Manage Air Force public affairs requirements consistent with mission sustainment policy.
- 3.4.2. Support the Air Force Mission Sustainment Working Group as needed to communicate headquarters level guidance on external stakeholder engagement related to hazard identification and implementation of remedial control activities.

3.5. The Director, Legislative Liaison, Office of the Secretary of the Air Force (SAF/LL) shall:

- 3.5.1. Manage Air Force legislative coordination requirements consistent with mission sustainment policy.

3.5.2. Maintain primary authority and responsibility for relations with the United States Congress, the Executive Office of the President and Vice President, Office of the Secretary of Defense, and other governmental agencies for legislative matters concerning mission sustainment.

3.6. The Deputy Chief of Staff, Operations (AF/A3) shall:

3.6.1. Serve as a co-chair to the Air Force Mission Sustainment Working Group. Coordinate on appropriate mission requirements to support effective mission sustainment efforts across the Air Force enterprise.

3.6.2. Manage Air Force airfield, operational range, airspace, and weather operations consistent with mission sustainment policy.

3.6.3. Analyze potential risks to Air Force operations and integrate mission sustainment into national and regional airspace and range meetings.

3.6.4. Inform SAF/AQ when, in the course of mission sustainment analysis of a proposed action, foreign investment in subject proposed action is discovered.

3.6.5. Identify the need for information technology and other resources and tools necessary to address risk to operations caused by mission sustainment hazards.

3.7. The Deputy Chief of Staff, Logistics, Installations and Mission Support (AF/A4) shall:

3.7.1. Serve as a co-chair to the Air Force Mission Sustainment Working Group. Coordinate on appropriate mission requirements to support effective mission sustainment efforts across the Air Force enterprise.

3.7.2. Integrate mission sustainment considerations when managing Air Force Civil Engineer Programs, as appropriate.

3.7.3. Develop specific policy and guidance in Air Force publications on the management, implementation, and execution of the Air Force Compatible Use Program in support of the Air Installation Compatible Use Zone and Readiness and Environmental Protection Integration Programs.

3.7.4. Develop policy and guidance for managing Air Force community noise and identify and prioritize research needed to identify, assess and evaluate noise impacts to humans, structures and animals.

3.7.5. Support the Department of Defense Office of Economic Adjustment Compatible Use Program through nomination of installations or ranges, as appropriate, for compatible development assessments like the Joint Land Use Study.

3.7.6. Incorporate mission sustainment into civil engineer organizations' education and training curricula.

3.8. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) shall:

3.8.1. Manage Air Force manpower requirements consistent with mission sustainment policy, including identifying and distributing manpower, personnel, and services education and training requirements related to the Mission Sustainment Program.

3.9. The Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance, and Cyber Effects Operations (AF/A2/6) shall:

3.9.1. Manage Air Force electromagnetic spectrum and line-of-sight requirements consistent with mission sustainment policy.

3.9.2. Advocate for mission sustainment research and development projects related to electromagnetic spectrum activities, including research into alternative measures that can be applied to either avoid or mitigate hazards.

3.10. The Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5) shall:

3.10.1. Consider mission sustainment during strategy, integration and requirements generation activities.

3.10.2. Provide appropriate personnel to participate in mission sustainment team activities.

3.11. The Deputy Chief of Staff, Plans and Programs (AF/A8) shall:

3.11.1. Consider mission sustainment during planning and programming generation activities.

3.11.2. Provide appropriate personnel to participate in mission sustainment team activities.

3.12. The Director of Test and Evaluation (AF/TE) shall:

3.12.1. Manage Air Force test and evaluation requirements consistent with mission sustainment policy.

3.12.2. Identify potential mission sustainment impacts and provide any required mission impact assessments for test and evaluation activities.

3.12.3. Identify research and development opportunities to identify, prevent, and mitigate mission sustainment hazards related to test and evaluation operations.

3.13. The Air Force Chief of Safety (AF/SE) shall:

3.13.1. Manage Air Force safety requirements consistent with mission sustainment policy.

3.13.2. Provide oversight and alignment of existing safety programs, such as the Air Force Bird/Wildlife Aircraft Strike Hazard Program and the Mid-Air Collision Avoidance Program with the Mission Sustainment Program.

3.13.3. Coordinate with the Air Force Safety Center to identify safety-related mission sustainment hazards and conduct associated risk management activities.

3.14. Major Commands (MAJCOM) and Direct Reporting Units shall:

3.14.1. Establish a MAJCOM Mission Sustainment Team charged with sharing cross-functional knowledge about mission sustainment hazards that are elevated from the installation-level.

3.14.2. Review and ensure the adequacy of any related studies and plans for installations within their command.

- 3.14.3. Provide routine updates on the status of Mission Sustainment Program execution to the Air Force Mission Sustainment Working Group.
- 3.14.4. Monitor, review, and coordinate as appropriate within the Air Force on proposed federal, state, or local agency activities that could affect mission sustainment, including plans, programs, projects, legislation, regulations, and other guidelines.
- 3.14.5. Engage stakeholders at the local, regional, and national level, and develop partnerships to address environmental, social, and economic matters that may pose potential risks to mission sustainment.
- 3.14.6. Communicate the Air Force's mission sustainment policy and guidance to installations through proactive leadership, outreach, and engagement.
- 3.14.7. Provide MAJCOM/Direct Reporting Unit-specific mission sustainment guidance for integration into education and training curricula.
- 3.14.8. Advocate for mission sustainment resources throughout Program Objective Memorandum planning deliberations and prioritize budget year investment requirements as needed.
- 3.14.9. Identify research and development needs that address risks to mission sustainment and advocate for associated resources, including those related to systems' acquisition, through the Air Force Corporate Structure as required.
- 3.14.10. For the systems that they are either the Lead Command or a Using Command, work with the systems' SAF/AQ Acquisition and Sustainment Program Offices to identify, document, and fund mission sustainment capability needs for those systems. This should include the Environmental Impact Analysis Process and science and technology needs.

HEATHER A. WILSON
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Department of Defense Instruction 4715.24, *The Readiness and Environmental Protection Integration (REPI) Program and Encroachment Management*, November 9, 2016

Department of Defense Directive 3020.40, *Mission Assurance*, November 29, 2016

Department of Defense Directive 3200.15, *Sustaining Access to the Live Training and Test Domain*, December 18, 2013

Department of Defense Instruction 4180.02, *Implementation and Management of the DoD Mission Compatibility Evaluation Process*, November 20, 2017

Department of Defense Instruction 4165.57, *Air Installations Compatible Use Zones*, November 9, 2017 (Change 2)

Air Force Manual (AFMAN) 33-363, *Management of Records*, July 21, 2016 (Change 2)

AFPD 90-8, *Environment, Safety & Occupational Health Management and Risk Management*, 14 March 2017

Headquarters Air Force Mission Directive 1-14, *General Counsel and The Judge Advocate General*.

Prescribed Forms

None

Adopted Forms

Air Force Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AICUZ—Air Installations Compatible Use Zones

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

MAJCOM—Major Command

REPI—Readiness and Environmental Protection Integration

Terms

Control—A deliberate action taken to reduce or eliminate the risk of a hazard(s) on Air Force activities, facilities, equipment, or personnel. Controls are most commonly initiated and monitored by the Installation Mission Sustainment Team. Effective controls reduce either hazard probability, severity, or both.

Electromagnetic Spectrum (Management)—The range of frequencies of electromagnetic radiation from zero to infinity. It is divided into 26 alphabetically designated bands (JP 1-02). Management includes planning and coordinating use of the electromagnetic spectrum through operational, engineering, and administrative procedures (JP 6-01).

Hazard—Any real or potential condition that can cause mission degradation, injury, illness, death to personnel, or damage to or loss of equipment/property.

Installation Complex—The land, facilities, airspace and ranges which provide direct mission support to and/or are managed by the installation. This includes a combination of land and facilities comprised of a main installation and its noncontiguous properties (auxiliary air fields, annexes, and missile fields) that provide direct support to or are supported by that installation. Installation complexes may comprise two or more properties, such as an installation or support site, each with its associated annex(es) or support property(ies).

Mission Footprint—The installation complex plus any land, facilities, airspace, and/or ranges that are not managed by the installation but provide direct, routine mission support.

Mission Sustainment—The strategic Air Force objective to proactively manage the risk of hazards and thereby protect current missions, prepare for future missions, and ensure the sustainability of all mission activities within the installation complex and/or mission footprint.

Risk—The probability and severity of loss or adverse impact from exposure to various hazards.

Stakeholder—A person or organization, either internal or external to the installation complex/mission footprint, with personal, financial, or other manifest interest in an issue or decision. Stakeholders include, among others: Department of Defense Services; installation tenants; federal, state, regional, and local governments and agencies; Tribal Councils; individuals or groups outside Department of Defense installations; current and future land owners; local or national advocacy groups; and the media.