



Executive Director's Recommendation

Commission Meeting: January 4, 2018

PROJECT

Joint Base Andrews Draft Master Plan

Joint Base Andrews
Camp Springs, Maryland

NCPC FILE NUMBER

MP48

NCPC MAP FILE NUMBER

3207.00(05.00)44633

SUBMITTED BY

United States Department of Defense, United
States Air Force

APPLICANT'S REQUEST

Approval of comments on draft
master plan

REVIEW AUTHORITY

Approval of Master Plans for use by the
Commission
per 40 U.S.C. § 8722(a) and (b)(1)

PROPOSED ACTION

Approve comments on draft master
plan

ACTION ITEM TYPE

Staff Presentation

PROJECT SUMMARY

The United States Department of Defense, United States Air Force has submitted a draft master plan for Joint Base Andrews (JBA). The installation is located in central Prince George's County, Maryland, with a daytime worker population of approximately 17,000 and residential population of approximately 2,600. JBA is home to various commands from the Department of Defense, Maryland National Guard, Maryland State Police, and District National Guard.

The draft master plan, known as an Installation Development Plan (IDP), was developed by the Air Force as a planning framework for future short-, medium-, and long-range projects on the installation. The IDP assesses base-wide infrastructure systems and provides recommendations to help guide future planning efforts. The plan has a timeframe of 20-30 years, with no assumed population or mission growth, with an emphasis on maintaining installation operations through a number of recapitalization projects. The Air Force developed the plan to comply with the 2012 Department of Defense Unified Facilities Criteria for Installation Master Planning (UFC 2-100-01) and Air Force Instruction (AFI 32-7062) for Comprehensive Planning.

KEY INFORMATION

- The last time the Commission reviewed a master plan for Joint Base Andrews was in 1990. The Air Force developed later master plans for JBA in 2003 and 2010; however, these plans were not submitted to NCPC for review.
- In 2012, the Department of Defense developed the Unified Facilities Criteria for Installation Master Planning and in response; the Air Force developed the Air Force Instruction for Comprehensive Planning to comply with the criteria.

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- The Air Force Instruction for Comprehensive Planning recommends three types of plans for installations: Installation Development Plans, Area Development Plans, and site-specific development plans.
 - The Air Force is submitting a draft IDP for the Commission's review. IDPs serve as broader framework plans, with more detailed planning undertaken through ADPs and project-specific development plans. The Air Force plans to develop several ADPs for the installation when funding is available.
 - The IDP includes three projects that were recently reviewed by the Commission – the Consolidated Communications Center (November 2017), new hangar facility (December 2017), and building relocation (December 2017). The new hangar and building relocation are scheduled for final NCPC review in the spring, and the Consolidated Communications Center is scheduled for preliminary review in the spring.
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RECOMMENDATION

The Commission:

Notes that in accordance with the Department of Defense Unified Facilities Criteria and Air Force Instruction for Comprehensive Planning, the Air Force has developed a draft Installation Development Plan for Joint Base Andrews in lieu of a more traditional master plan.

Notes that the Installation Development Plan is a broad framework plan that includes a vision, goals, and objectives for the installation, in addition to a list of recommendations and desired capital projects. Joint Base Andrews does not anticipate a population change in the future.

Supports the stated vision, goals, and objectives from the draft Installation Development Plan to create a more sustainable, efficient operation at Joint Base Andrews, however;

Finds that additional information is necessary for NCPC's future review of individual site and building projects and their potential impacts on and off the installation prior to future project submissions.

Requests that in accordance with NCPC's master plan submission guidelines, the Air Force include the following information with its next Installation Development Plan submission to provide the Commission with a broader context of installation development:

- An installation-wide circulation plan with graphics showing existing and planned future roadway, transit, bicycle, and pedestrian networks, as well as future transportation improvement projects;
- An up-to-date Transportation Management Plan with installation parking utilization, current and planned travel demand management improvements and programs, goals, strategies, action steps and implementation schedules for reducing single occupant vehicle travel;
- Installation-wide management plans, with associated graphics, for planned:

- Stormwater infrastructure in accordance with federal, state, and installation goals/requirements;
- Wetlands mitigation addressing current and potential future deficits; and
- Renewable energy showing potential locations for on-site production to meet Joint Base Andrews goals.

Requests that the Air Force submit Area Development Plans related to each new project with the following information:

- A street and block plan with potential development sites;
- Street cross sections, bus transit stops, and bicycle and pedestrian facility improvements;
- Current and future parking facilities to help identify shared-parking opportunities; and
- A landscape plan that reflects installation stormwater management goals and NCPC policies related to trees and vegetation.

Recommends that the Air Force prioritize completion of the Area Development Plans in the Administration and Support District (Planning District 7) in light of the number of planned capital projects within the District.

PROJECT REVIEW TIMELINE

Previous actions	None.
Remaining actions (anticipated)	Spring/Summer, 2018 – Approval of final master plan

PROJECT ANALYSIS

Executive Summary

In 2012, the Department of Defense developed the Unified Facilities Criteria for Installation Master Planning and in response; the Air Force developed the Air Force Instruction for Comprehensive Planning to comply with the criteria. The Air Force Instruction for Comprehensive Planning recommends three types of plans for installations: Installation Development Plans (IDP), Area Development Plans (ADP), and site-specific development plans. IDPs serve as broader framework plans, with more detailed planning undertaken through ADPs and project-specific development plans.

The Air Force has submitted a draft IDP for NCPC's review, with future Area Development Plans anticipated for NCPC review as funding is available. In general, the Joint Base Andrews IDP provides an assessment of various infrastructure systems and planning opportunities and constraints on the installation as a foundation for future planning efforts. The plan links visions, missions, goals, and objectives from the United States Department of Defense, United States Air Force, and Joint Base Andrews. The Air Force developed the IDP as a planning framework in response to Department of Defense (2012 Unified Facilities Criteria – Installation Master

Planning) and Air Force (AFI 32-7062) planning policies, with recommendations and lists of recapitalization projects. The Installation Development Plan goals and objectives appear to be generally consistent with many policies articulated in the *Comprehensive Plan for the National Capital*. As such, staff recommends that the Commission **support the stated vision, goals, and objectives from the draft Installation Development Plan to create a more sustainable, efficient operation at Joint Base Andrews.**

However, additional information is required to enable effective NCPC review of future site and building projects, as well as their potential impacts on and off the installation. The JBA IDP is in lieu of a more traditional master plan, with references to future, more detailed planning through a series of ADPs. The Air Force Instruction for Comprehensive Planning defines an ADP as a plan that elaborates on the proposed development of a specific area. The plan illustrates the functional, physical and human aspects of areas to be developed, with information related to roadways, pedestrian paths, parking, utility alignments, landscaping, and cost and schedule information. Together, IDPs and ADPs are designed to provide the level of detail that is typically included in more traditional federal master plans. Based on the submission, staff recommends that the Commission note the following key points:

- **In accordance with the Department of Defense Unified Facilities Criteria and Air Force Instruction for Comprehensive Planning, the Air Force has developed a draft Installation Development Plan for Joint Base Andrews in lieu of a more traditional master plan.**
- **The Installation Development Plan is a broad framework plan that includes a vision, goals, and objectives for the installation, in addition to a list of recommendations and desired capital projects. Joint Base Andrews does not anticipate a population change in the future.**
- **Additional information is necessary for NCPC's future review of individual site and building projects and their potential impacts on and off the installation prior to future project submissions.**

Background

Joint Base Andrews spans 4,436 acres in central Prince George's County, bordered by Allentown Road on the west, Pennsylvania Avenue (Route 4) on the east, and Suitland Parkway to the north. The main installation has a daytime worker population of approximately 17,000, residential population of approximately 2,600, and is home to various commands from the Department of Defense, Maryland National Guard, Maryland State Police, and District National Guard. Known as America's Airfield, Joint Base Andrews serves as the secure aerial gateway for worldwide senior leadership movement and joint force mission execution.

The Joint Base has six gates: Main Gate, Virginia Gate, Pearl Harbor Gate, North Gate, Maryland Gate, and West Gate. Three of the gates (Main Gate, Virginia Gate, and Pearl Harbor Gate) provide primary vehicular access to the base, with Main Gate (close to I-495/95) and Pearl Harbor Gate providing 24-hour access. Virginia Gate is open during business hours only; North Gate has limited

hours for peak morning and evening traffic only; West Gate functions as a pedestrian-only gate; and Maryland Gate is a restricted, on-demand gate for distinguished visitors.

The IDP separates JBA into nine (9) planning districts, each with a predominant use. The Airfield, West Operations, and East Operations districts are primarily oriented toward the installation's primary function as an airfield. The Residential District consists of 933 privatized housing units, which is common on military installations throughout the country. The Industrial District consists of various maintenance, service, and light industrial uses. The Training District consists of largely undeveloped, forested land, and the Recreation District encompasses three different golf courses. There is a Historic Residential District in the northern portion of the installation with the Belle Chance housing complex, which is significant based on its history with the Air Force and Prince George's County. Lastly, the Administration and Support District includes the main JBA headquarters building as well as a majority of the installation's commercial and administrative uses.

The IDP is organized into 10 chapters pursuant to the format prescribed by the Air Force Instruction (AFI 32-7062) for Comprehensive Planning. Chapters 4-10 form the substantive portion of the planning document. Chapter 4 presents the Strategic Vision Alignment for the Plan, drawing linkages between the related missions, visions, and goals from the Department of Defense, United States Air Force, United States Air Force Civil Engineering Strategic Plan, Air Force District Washington, and Joint Base Andrews. Chapter 5 describes the installation's setting (existing conditions) and Chapter 6 describes various manmade and natural planning constraints on the base that future planning efforts need to consider. Chapter 7 describes an installation-wide assessment of various carrying capacities related to missions operations, built infrastructure, quality of life, and mission support. Chapter 8 identifies sixteen different sustainability development indicators that are used to measure progress toward future resource goals for water resources, air quality, energy, waste, off-base encroachment, climate vulnerability, community planning, and natural/cultural resources. Chapter 9 describes future land use, lists general recommendations related to each planning district, and includes high-level transportation recommendations. Lastly, Chapter 10 identifies planned projects within the next five years (Short-Range Development Plan), within 6-10 years, (Medium-Range Development Plan), and 11+ years into the future (Long-Range Development Plan).

Analysis

The Joint Base Andrews IDP will serve as a foundational framework for more detailed, smaller-scale ADPs based on strategies outlined in Department of Defense (UFC 2-100-01) and Air Force (AFI 32-7062) comprehensive planning policies. However, additional contextual information is required to enable effective NCPC review of both the IDP Plan and future JBA projects pursuant to the Commission's authorities to coordinate federal development within the region in pursuit of federal development goals. The following sections describe the requested information in more detail.

Installation Development Plan

The draft IDP includes existing condition graphics that show the current roadway network hierarchy, as well as references to an installation-wide traffic operations assessment. The plan shows a conceptual network reconfiguration to help transform JBA's internal roadway system into a more grid-like pattern, which is more compatible for pedestrian movement. Based on Department of Defense sustainable planning policies, the Air Force intends to develop a more walkable, bikable, transit-oriented installation as highlighted through the following IDP goals and objectives:

- Pursue a robust and efficient transportation network;
- Foster alternative transportation modes; and
- Engage with transportation authorities to improve access to JBA.

The IDP recognizes a significant opportunity to encourage higher-density development within the Administration and Support District (known as Planning District 7), with its location near the Main Gate, a key access point to the installation. Several County and Metro transit bus routes have stops near the Gate, providing transit access to surrounding neighborhoods, Branch Avenue Metrorail Station (Green Line), and other nearby commercial areas. In addition, there is a large planned mixed-used development approximately two miles from the JBA Main Gate, which will cluster a significant inventory of additional housing nearby.

In support of Department of Defense and Air Force travel sustainability goals, the final IDP submission should include more information on how the future installation-wide transportation system will enhance walking, biking, and transit opportunities on JBA. Additionally, NCPC policies direct federal agencies to submit up-to-date Transportation Management Plans along with master plans to communicate how sustainable commuting will be encouraged. This information is important to understanding the connection between future projects/programming and JBA goals. Therefore, staff recommends that the Commission request the following:

- **An installation-wide circulation plan with graphics showing existing and planned future roadway, transit, bicycle, and pedestrian networks, as well as future transportation improvement projects.**
- **An up-to-date Transportation Management Plan with installation parking utilization, current and planned travel demand management improvements and programs, goals, strategies, action steps and implementation schedules for reducing single occupant vehicle travel.**

The final IDP submission should demonstrate how the Air Force would apply stormwater management, renewable energy and wetland mitigation recommendations to future installation development and infrastructure. The JBA IDP references the Air Force's desire to convert the base to renewable energy to meet federal energy production goals. Specifically, the Air Force Instruction on Comprehensive Planning directs installations to "include opportunities for production of renewable energy and use of nuclear energy, improvement of energy security, energy conservation, and enhancement of energy efficiency." As such, the final submission should include

a management plan that identifies feasible areas for future potential solar, wind, and/or geothermal energy production.

Similarly, the IDP cites a goal of increasing treated impervious surface area by 20% through retrofit projects to meet Maryland Department of Environment requirements. The IDP describes a system of existing catch basins and culverts on JBA that guide water through a series of natural drainage channels, underground storm sewer pipes, and manmade ditches. The IDP outlines notable recommendations including incorporating low impact strategies into future development projects and developing a stormwater infrastructure management plan. However, the IDP does not demonstrate how these recommendations will be implemented within the context of future development patterns on the installation. The final submission should provide a management plan that identifies potential areas for pavement and other new stormwater facilities that will enable JBA to meet applicable federal, state, and installation goals.

The IDP notes a current installation-wide deficit for wetlands restoration, which will likely grow with future planned development. The plan recommends a base-wide wetlands mitigation plan to address the deficit. With the valuable function of wetlands as stormwater management and flood protection, JBA should prioritize wetlands mitigation through future planning efforts. The final submission should provide mitigation information with locations of existing and future potential wetland areas, as well as how specific mitigation strategies will be applied.

In light of the previous discussion, staff recommends that the Commission **request installation management plans for:**

- **Stormwater infrastructure in accordance with federal, state, and installation goals/requirements;**
- **Wetlands mitigation addressing current and potential future deficits; and**
- **Renewable energy showing potential locations for on-site production to meet Joint Base Andrews goals.**

Area Development Planning

Air Force Instruction (32-7062) describes ADPs as part of the regular Air Force installation planning process, bridging the gap between more general IDP framework plans and site-specific project plans. The JBA IDP shows a series of future ADPs in its “Future Development Planning” chapter. Specifically, the Air Force Instruction explains that ADPs should be integrated into IDPs with information related to roadways, pedestrian paths, parking, utility alignments, landscaping, and cost and schedule information. Without this information, it is difficult to understand how planned JBA projects will support installation planning goals and objectives.

The current IDP does not include this information in adequate detail to enable effective Commission review of JBA projects, including the Consolidated Communications Center (project # 7902) which was recently reviewed by NCPC. However, the IDP recommends a number of future ADPs throughout the installation, which the Commission can use to understand the physical linkages between projects, and how planned projects will support various military development

goals. Therefore, staff recommends that the Commission **request that the Air Force submit Area Development Plans related to each new project with the following information:**

- **A high-level street and block plan with potential development sites;**
- **Street cross sections, bus transit stops, and bicycle and pedestrian facility improvements;**
- **Current and future parking facilities to help identify shared-parking opportunities; and**
- **A landscape plan that reflects installation stormwater management goals and NCPC policies related to trees and vegetation.**

Staff notes that the IDP shows a concentration of planned future building and site development projects within Planning District 7, known as the Administrative and Support District, within the next 20-30 years. The IDP envisions the District as a denser, more walkable, mixed-use area surrounding a town center area near the existing Commissary and Base Exchange. The IDP describes future ADPs for the area around the Commissary and Base Exchange, the “core” area of the Administrative and Support District, and around the JBA “readiness” complex. With the complexity associated with successful place-making and effectively integrating mixed-use development together, the Air Force should prioritize Area Development Plans in the District. Therefore, staff recommends that the Commission **recommend that the Air Force prioritize completion of the Area Development Plans in the Administration and Support District (Planning District 7) in light of the number of planned capital projects within the District.**

TO EXISTING PLANS, POLICIES AND RELATED GUIDANCE

Comprehensive Plan for the National Capital

As noted above, the Installation Development Plan is generally consistent with the policies established in *The Comprehensive Plan for the National Capital*, with the exception of no up-to-date TMP submitted along with the Master Plan. Though slightly different, the administrative use parking standard on JBA (no more than 60% of administrative use population) is more stringent than NCPC’s goal for the overall installation of one employee space for each one and a half employees (1:1.5), which equates to 67% of the installation-wide population.

National Historic Preservation Act

In compliance with the NHPA, JBA maintains an Integrated Management Cultural Resources Management Plan (ICRMP), which is incorporated in the on-going Environmental Impact Statement (EIS) process for the Installation Development Plan. The Air Force will submit the completed EIS document and signed Record of Decision (ROD) to NCPC as part of its final IDP submission. In addition, the Installation Development Plan includes a cultural resources assessment component. For federal projects located outside of the District of Columbia, NCPC does not have a review responsibility under the National Historic Preservation Act. However, the Commission will consider comments from the Maryland Historic Trust during its review of the master plan.

National Environmental Policy Act

The Air Force is in the process of conducting an Environmental Impact Statement (EIS) study on the Installation Development Plan, and plans to provide the completed EIS document and signed Record of Decision (ROD) to NCPC as part of its final Installation Development Plan submission. For federal projects located outside of the District of Columbia, NCPC does not have a review responsibility under the National Environmental Policy Act (NEPA).

CONSULTATION

Pursuant to Air Force policies, the draft Installation Development Plan document is designated as Controlled Unclassified Information by JBA, which means that the document is allowed for direct review by only necessary planning staff from the Air Force, Navy, and NCPC. However, the Air Force has approved the information and graphics in this staff report for public use as part of the NCPC review process. The Air Force will meet with County officials to provide a briefing on the Installation Development Plan and its planned development in lieu of NCPC's traditional referral process, whereby NCPC transmits plan to local and state agencies through the Maryland Department of Planning clearinghouse for review and comment.

ONLINE REFERENCE

The following supporting documents for this project are available online:

- Project Synopsis Presentation

Prepared by Michael Weil
12/21/2017

POWERPOINT (ATTACHED)

Joint Base Andrews

Master Plan

Camp Springs, Maryland

Submitted by the United States Department of Defense, Department of the Air Force

Draft Review

Project Synopsis

Commission meeting date: January 4, 2018

NCPCC review authority: Approval of Master Plans for use by the Commission (40 U.S.C. § 8722(a) and (b)(1))

Applicant request: Draft Review

Delegated / consent / open / executive session: Open Session

NCPCC Review Officer: Michael Weil

NCPCC File number: MP048










Project Summary:

The Joint Base Andrews (JBA) Installation Development Plan (IDP) was formulated through a planning process to assess installation deficiencies; align various goals and objectives from the Department of Defense, Air Force, and JBA stakeholders; and to help guide future development through sustainable development strategies. The IDP reflects Air Force Instruction (AFI) 32-7062, Comprehensive Planning, and planning principles from the 2012 Unified Facilities Criteria (UFC) 2-100-01, Installation Master Planning. The Plan has a timeframe of 20-30 years, with no assumed population growth at this time.

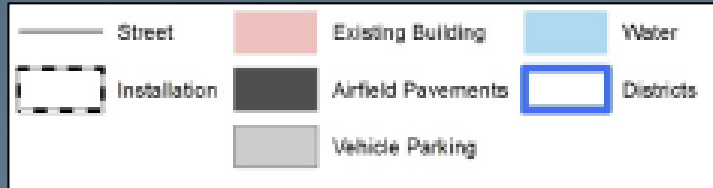
JBA has nine different planning districts, each with a predominant use. The Airfield, West Operations, and East Operations districts are primarily oriented toward installation's primary function as an airfield. The Residential District consists of 933 privatized housing units, which is now common on military installations throughout the country. The Industrial District consists of various maintenance, service, and light industrial uses. The Training District consists of largely undeveloped, forested land, and the Recreation District encompasses three different golf courses. There is a Historic Residential District situated in the northern portion of the installation with the Belle Chance housing complex, which is significant based on its history with the Air Force and Prince George's County. Lastly, the Administration and Support District includes the main JBA headquarters building as well as a majority of the installation's commercial uses.

The draft Installation Development Plan (which serves as JBA's master plan) is divided into 10 chapters, seven of which (Chapters 4-10), serve as the substantive portion of the IDP. Chapter 4 sets the Strategic Vision Alignment for the Plan, drawing linkages between the related missions, visions, and goals from the Department of Defense, United States Air Force, United States Air Force Civil Engineering Strategic Plan, Air Force District Washington, and Joint Base Andrews. Chapter 5 describes the installation's setting (existing conditions) and Chapter 6 describes various manmade and natural planning constraints on the base that future planning efforts need to consider. Chapter 7 describes an installation-wide assessment of various carrying capacities related to missions operations, built infrastructure, quality of life, and mission support. Chapter 8 identifies sixteen different Sustainability Development Indicators that are used to measure progress toward future resource goals for water resources, air quality, energy, waste, off-base encroachment, climate vulnerability, community planning, and natural/cultural resources. Chapter 9 describes existing and future land use, planning strategies, existing on-base transportation network, and future transportation plan. Lastly, Chapter 10 identifies projects for implementation within the next five years (Short-Term Development Plan), within 6-10 years, (Medium-Range Development Plan), and 11+ years into the future (Long-Range Development Plan).

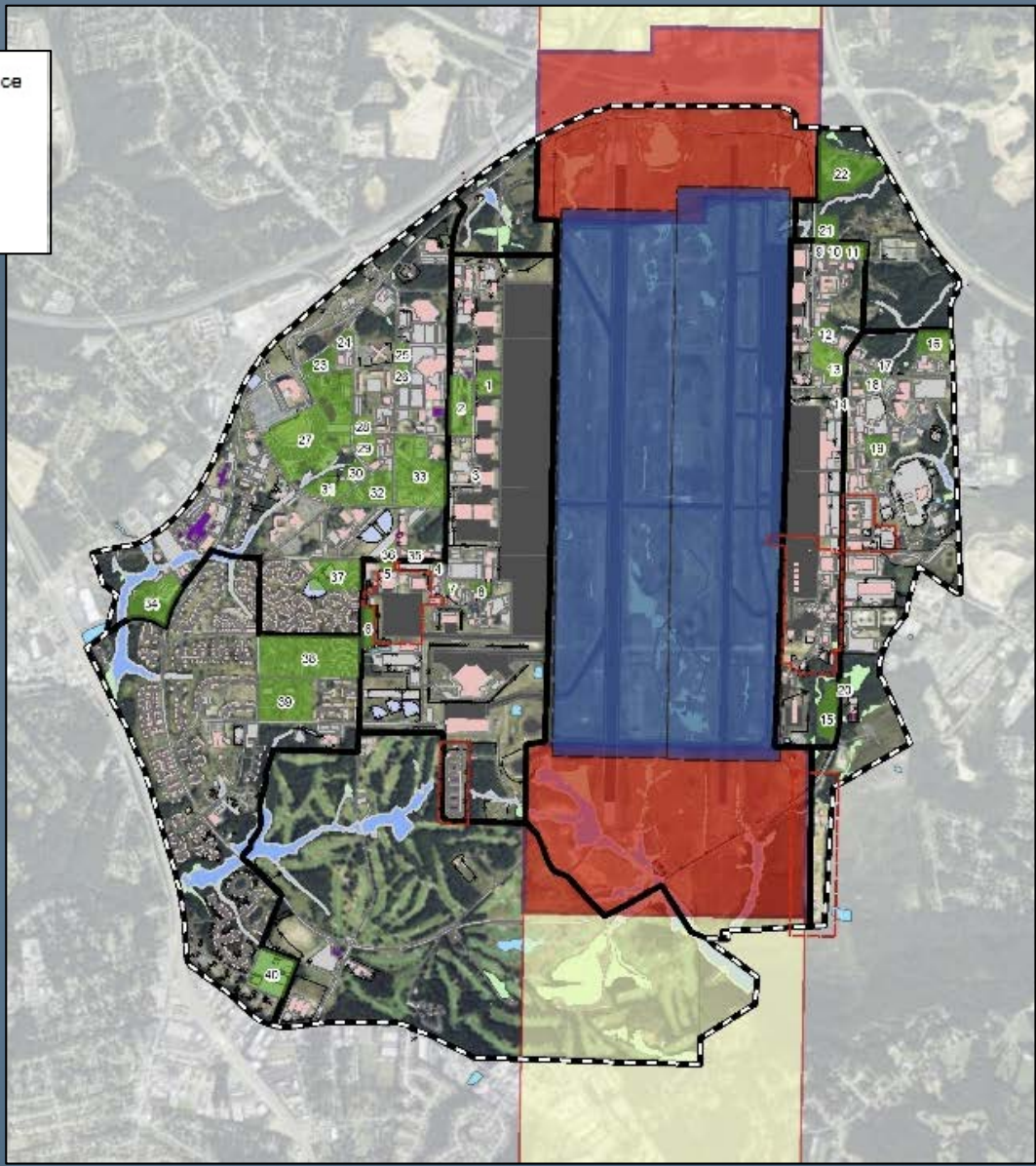


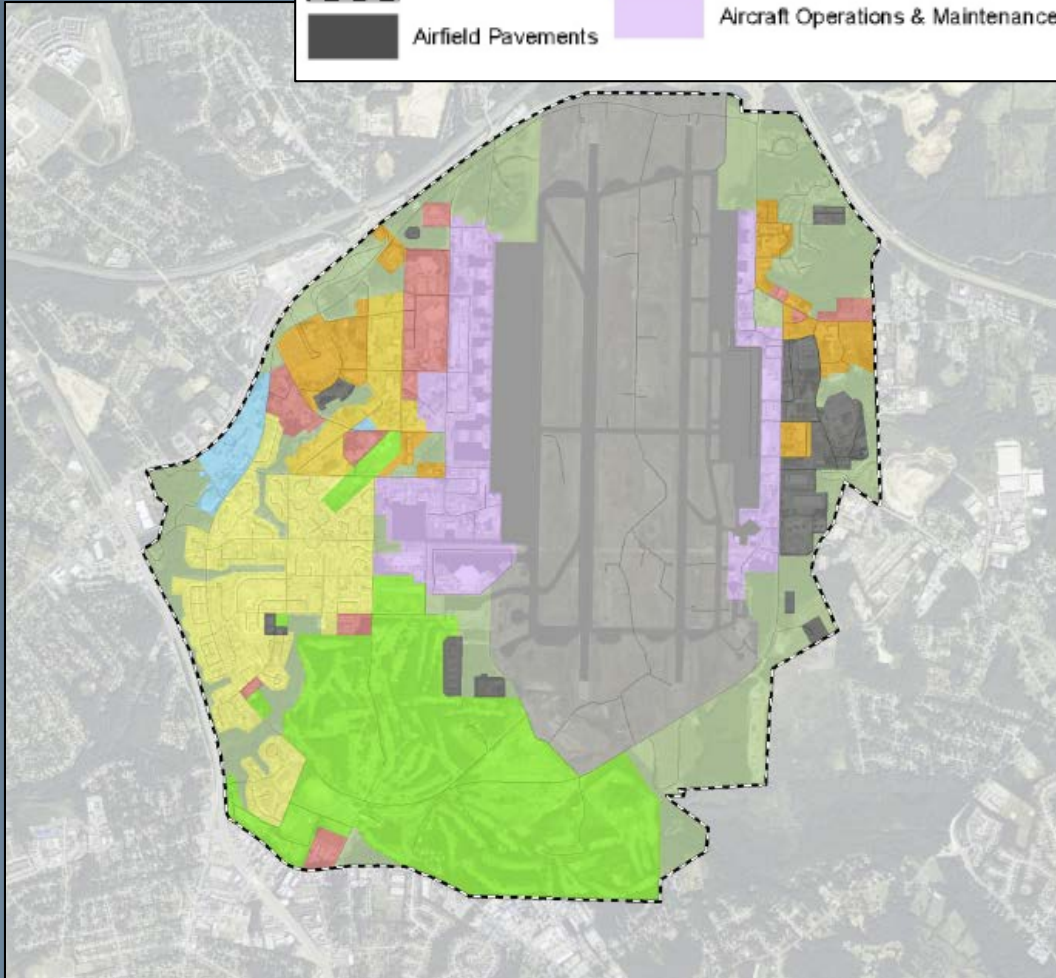
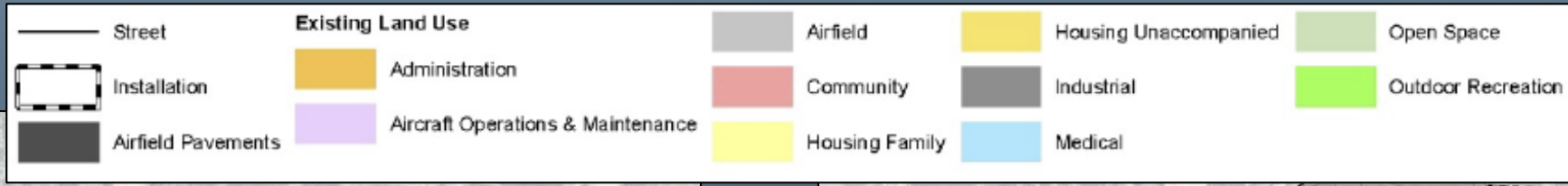
	Access Control Point		Existing Building		Water
	Street		Airfield Pavements		Recreation Area
	Installation		Vehicle Parking		Golf Course Area



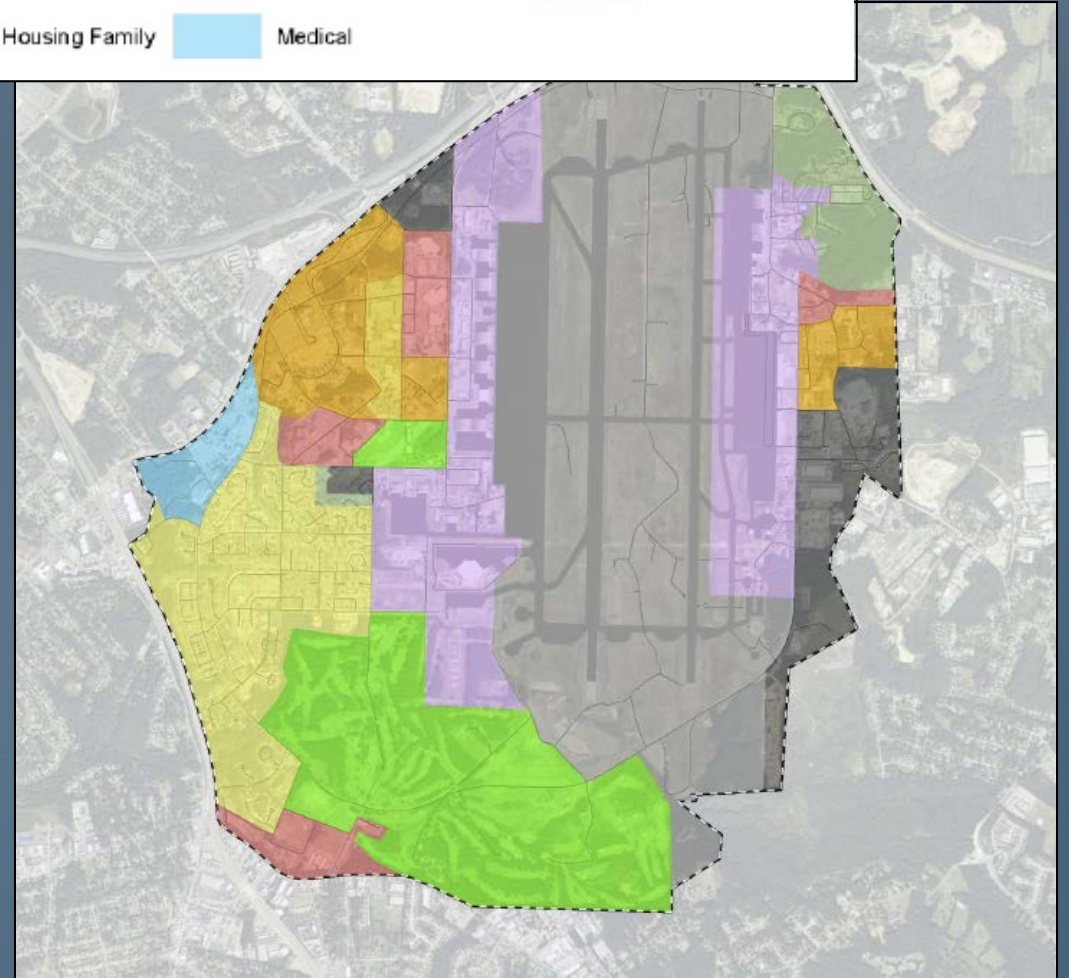


	Districts		Existing Building		Primary Surface
	Installation Boundary		Developable Parcel		Clear Zone
	DC ANG		Wetlands		APZ I
	Building Demolition		Flooding		APZ II





Existing



Future

MISSION STATEMENT

To provide the military forces needed to deter war and protect the security of our country.

VISION STATEMENT

Dedicated individuals and innovative organizations transforming the joint force for the 21st century to achieve full spectrum dominance: persuasive in peace, decisive in war; preeminent in any form of conflict.

PRIMARY MISSIONS

- Counter terrorism and irregular warfare
- Deter and defeat aggression
- Project power despite anti-access/area-denial challenges
- Counter weapons of mass destruction
- Operate effectively in cyberspace and space
- Maintain a safe, secure, and effective nuclear deterrent
- Defend the homeland and provide support to civil authorities
- Provide a stabilizing presence
- Conduct stability and counterinsurgency operations
- Conduct humanitarian, disaster relief, and other operations.

Source: Sustaining U.S. Global Leadership: Priorities for 21st Century Defense

DoD

MISSION STATEMENT

Fly, fight, and win...in air, space and cyberspace.

VISION STATEMENT

The United States Air Force will be a trusted and reliable joint partner with our sister services, known for integrity in all of our activities, including supporting the joint mission first and foremost. We will provide compelling air, space, and cyber capabilities for use by the Combatant Commanders. We will excel as stewards of all Air Force resources in service to the American people, while providing precise and reliable Global Vigilance, Reach, and Power for the Nation.

CORE MISSIONS

- Air and Space Superiority
- Intelligence, Surveillance, and Reconnaissance
- Rapid Global Mobility
- Global Strike
- Command and Control

Source: 2013 USAF Posture Statement

USAF

MISSION STATEMENT

To provide, operate, maintain, and protect sustainable installations as weapon-system platforms through engineering and emergency response services across the full spectrum.

VISION STATEMENT

To provide global combat support and efficient, sustainable installations worldwide using transformational business practices and innovative technologies supporting Combatant Commanders to enable the projection of global air, space, and cyber power.

GOALS

- Build Ready Engineers
- Build Great Leaders
- Build Sustainable Installations

Source: 2011 USAF Civil Engineering Strategic Plan

AF/A4C

MISSION STATEMENT

Contingency Response, Ceremonial Honors, and Operational Support across the Nation's Capital and Worldwide

VISION STATEMENT

Renowned for Excellence, Prepared to Respond

COMMAND GOALS

- Agile and Focused on Core Missions
- Broadly Communicated AFDW Vision & Mission
- Ready, Responsive Airmen and Organizations
- Integrated Cyberspace Capabilities
- Strong Mission Partner Relationships

Source: AFDW Strategic Plan, 2016

AFDW

11th WING MISSION STATEMENT

Respond, Honor, Defend and Support... to project airpower and diplomacy from America's Airfield.

11th WING VISION STATEMENT

The Air Force's foremost Wing led by innovative Airmen, renowned for world-class mission execution.

11th WING PRIORITIES

- Support: Joint Base Andrews, the National Capital Region, and Worldwide Missions
- Execute: National Security Special Events, Contingency Response, Secretary of the Air Force/Chief of Staff of the Air Force Requirements, and Deployment Taskings
- Care For: Airmen and Families

Source: 11th Wing Strategic Plan, 2016

JBA

LEGEND	Counter Terrorism and Irregular Warfare	Deter and Defeat Aggression	Project Power Despite Anti-Access/Area-Denial Challenges	Counter Weapons of Mass Destruction	Operate Effectively in Cyberspace and Space	Maintain a Safe, Secure, and Effective Nuclear Deterrent	Defend the Homeland – Support to Civil Authorities	Provide a Stabilizing Presence	Conduct Stability and Counterinsurgency Operations	Conduct Humanitarian, Disaster Relief, and Other Operations	Air and Space Superiority	Intelligence, Surveillance and Reconnaissance	Rapid Global Mobility	Global Strike	Command and Control	Build Ready Engineers	Build Great Leaders	Build Sustainable Installations	Execute Our Missions with Precision and Pride	Exemplify High Standards	Take Great Care of Our Airmen and Their Families	Optimize Our Resources	Mission Execution and Readiness	Taking Care of Airmen and Families	Ambassadorship On and Off-Duty	
																										Aligns with IDP objectives:
JBA IDP Goals and Objectives	DoD						USAF						AF/A4C			AFDW			II WG							
Goal 1: Invest in the modernization of flight line capabilities and optimize the joint capabilities of the airfield.																										
Objective 1.1: Develop area development plans for distinct areas of flightline																										
Objective 1.2: Plan and program for the recapitalization of the airfield																										
Objective 1.3: Increase airfield utilization by compliance with airfield criteria																										
Objective 1.4: Move LRS functional areas to west side to increase synergy with APS																										
Objective 1.5: Modernize NAVAIDS and FAA capabilities to provide CAT III capability																										
Objective 1.6: Provide joint airfield facilities for force training and preparedness																										
Goal 2: Ensure essential operational and support facilities and services are provided and maintained in order to maximize JBA's support for special air and other assigned missions.																										
Objective 2.1: Modernize and maintain critical utilities infrastructure and facilities																										
Objective 2.2: Consolidate like function to reduce facility footprint																										
Objective 2.3: Plan for effective emergency response																										
Objective 2.4: Resolve airfield grading, stormwater, and wetland encroachments																										
Goal 3: Coordinate compatible land use on and off base through effective encroachment management, and maintain a close working relationship with local governments.																										
Objective 3.1: Continue to engage with off base community to reduce encroachments																										
Objective 3.2: Engage with transportation authorities to improve access to JBA																										
Objective 3.3: Pursue a robust and efficient transportation network																										
Objective 3.4: Resolve north clear zone conflicts																										
Objective 3.5: Acquire permanent property interests off southeast corner of base																										
Objective 3.6: Monitor encroachment threats at geographically separated units																										
Objective 3.7: Continue to partner through P4 Partnership Initiative																										
Goal 4: Promote sustainable development and practices.																										
Objective 4.1: Remove JBA from USEPA CERCL list by CY20																										
Objective 4.2: Develop an aggressive environmental program																										
Objective 4.3: Encourage compact land development pattern																										
Objective 4.4: Exceed DoD energy and water reduction goals																										
Objective 4.5: Require compact, multi-story facilities and garages in new development																										
Objective 4.6: Identify 20 percent of untreated impervious surfaces to be retrofitted																										
Objective 4.7: Maintain existing tree canopy																										
Goal 5: Care for and recognize base personnel by promoting their public health, safety, and overall quality of life.																										
Objective 5.1: Modernize dormitory facilities and amenities																										
Objective 5.2: Provide quality facilities by implementing best industry practices																										
Objective 5.3: Locate support services within walking distance of housing and dorms																										
Objective 5.4: Establish consolidated center for functions with a service counter																										
Objective 5.5: Foster alternative transportation modes																										
Objective 5.6: Continue to preserve green space and recreation areas on base																										



Planning District	Planning District 1: Airfield	Planning District 2: West Operations	Planning District 3: East Operations	Planning District 4: Industrial	Planning District 5: Training	Planning District 6: Historic Residential	Planning District 7: Administrative and Support	Planning District 8: Residential	Planning District 9: Recreation
Recommended Development Guidelines									
Form and Building Scale									
Building height allowance – 3-5 stories				<input type="checkbox"/>			◆		
Building height allowance – 2-3 stories		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			◆		
Building height allowance – 1-2 stories	◆	◆	◆	◆	◆	◆	<input type="checkbox"/>	◆	◆
Height-to-street width pedestrian scale						E	E	E	E
Adherence to build-to lines		◆	◆	<input type="checkbox"/>	E	E	E	E	E
Increased security, restricted access and setback	◆	◆	◆	◆	◆				
Transparency requirements and street-level windows							E		
Enhanced architecture, building form and detail		E	E				E	E	E
Designated façade materials and façade treatment		E	E				E	E	E
Well-defined entry considerations – pedestrians							E		E
Skyline, roof and parapet design considerations							E		
Sun and shadow considerations							E		
Historic preservation considerations						◆			
Public view preservation considerations							E	E	E
Neighborhood and land use transition							E	E	E
Listing of discouraged or prohibited land uses									
Streetscape Element									
Street trees				E			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Landscaped medians (xeriscaping)							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ornamental planters (xeriscaping)							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit shelters and bus turn-outs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		
Bicycle storage racks or facilities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>
Pedestrian lighting				<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Underground utilities	◆	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of pavers and pervious pavements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E	<input type="checkbox"/>	E	<input type="checkbox"/>
Pedestrian Circulation									
Pedestrian plazas							<input type="checkbox"/>	E	
Pedestrian connectivity and connected public spaces				<input type="checkbox"/>			<input type="checkbox"/>	E	
Street cafés and outdoor dining							<input type="checkbox"/>		
Dedicated pedestrian signals, crosswalks and pavement				<input type="checkbox"/>			<input type="checkbox"/>	E	
Traffic calming				<input type="checkbox"/>			<input type="checkbox"/>	E	
Designated bike lanes		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Elements									
On-street diagonal parking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	
On-street parallel parking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	
Surface parking lots (behind buildings)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			E	
Parking structures with ground-level service space				<input type="checkbox"/>			◆		<input type="checkbox"/>
Parking structures (100 percent parking)				<input type="checkbox"/>			◆		




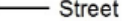



Table 3.7 Developable Parcels

District	Parcel ID	Acres	Minimum Density GSF (1-story building)	Moderate Density GSF (2-story building)	Maximum Density GSF (3-story building)
2: West Operations	1	2.97	70,392	96,657	110,387
	2	7.62	180,426	247,749	282,940
	3	0.04	983	1,350	1,542
	4	0.28	6,649	9,131	10,428
	5	0.34	8,032	11,029	12,596
	6	2.42	57,181	78,517	89,670
	7	0.66	15,702	21,561	24,624
	8	1.17	27,764	38,124	43,539
	Total	15.51	367,129	504,118	575,726
3: East Operations	9	0.45	10,597	14,551	16,618
	10	0.72	16,966	23,297	26,606
	11	2.21	52,281	71,789	81,986
	12	1.32	31,136	42,754	48,827
	13	5.64	133,504	183,319	209,358
	14	0.04	871	1,196	1,365
	15	5.04	119,288	163,799	187,065
	Total	15.40	364,642	500,703	571,826
4: Industrial	16	4.08	96,530	132,549	151,377
	17	0.63	14,832	20,366	23,259
	18	1.47	34,749	47,716	54,493
	19	2.36	55,860	76,704	87,599
	20	0.55	13,070	17,947	20,496
	Total	9.08	215,042	295,282	337,226
5: Training	21	3.05	72,192	99,130	113,211
	22	14.24	337,051	462,816	528,557
	Total	17.29	409,243	561,946	641,767
8: Residential	38	26.10	617,928	848,498	969,023
	39	14.33	339,164	465,718	531,871
	40	9.19	217,596	298,789	341,230
	Total	49.62	1,174,688	1,613,005	1,842,125

	Short-Range Project		Existing Building		Districts
	Street		Airfield Pavements		Vehicle Parking
	Installation				



-  planned building projects
-  previous/current NCPC review

 Medium-Range Project	 Existing Building	 Districts
 Street	 Airfield Pavements	
 Installation	 Vehicle Parking	



 Long-Range Project	 Existing Building	 Water
 Street	 Airfield Pavements	 Districts
 Installation	 Vehicle Parking	





— Street	■ Airfield Pavements	□ Districts
▭ Installation	■ Vehicle Parking	■ Developable Parcel
■ Existing Building	■ Water	

- ◆ Developable parcels: **15**
- ◆ Total developable acres: **101.87**

0 500 1,000 2,000 Feet

- ◆ Minimum density (1-story building): **2,411,701 GSF**
- ◆ Medium density (3-story building): **3,742,343 GSF**
- ◆ Maximum density (5-story building): **4,225,992 GSF**