



Just Something to Think About...

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Sustainability & Stewardship

Deputy Asst Secretary of Army for

Environment, Safety, & Occupational Health

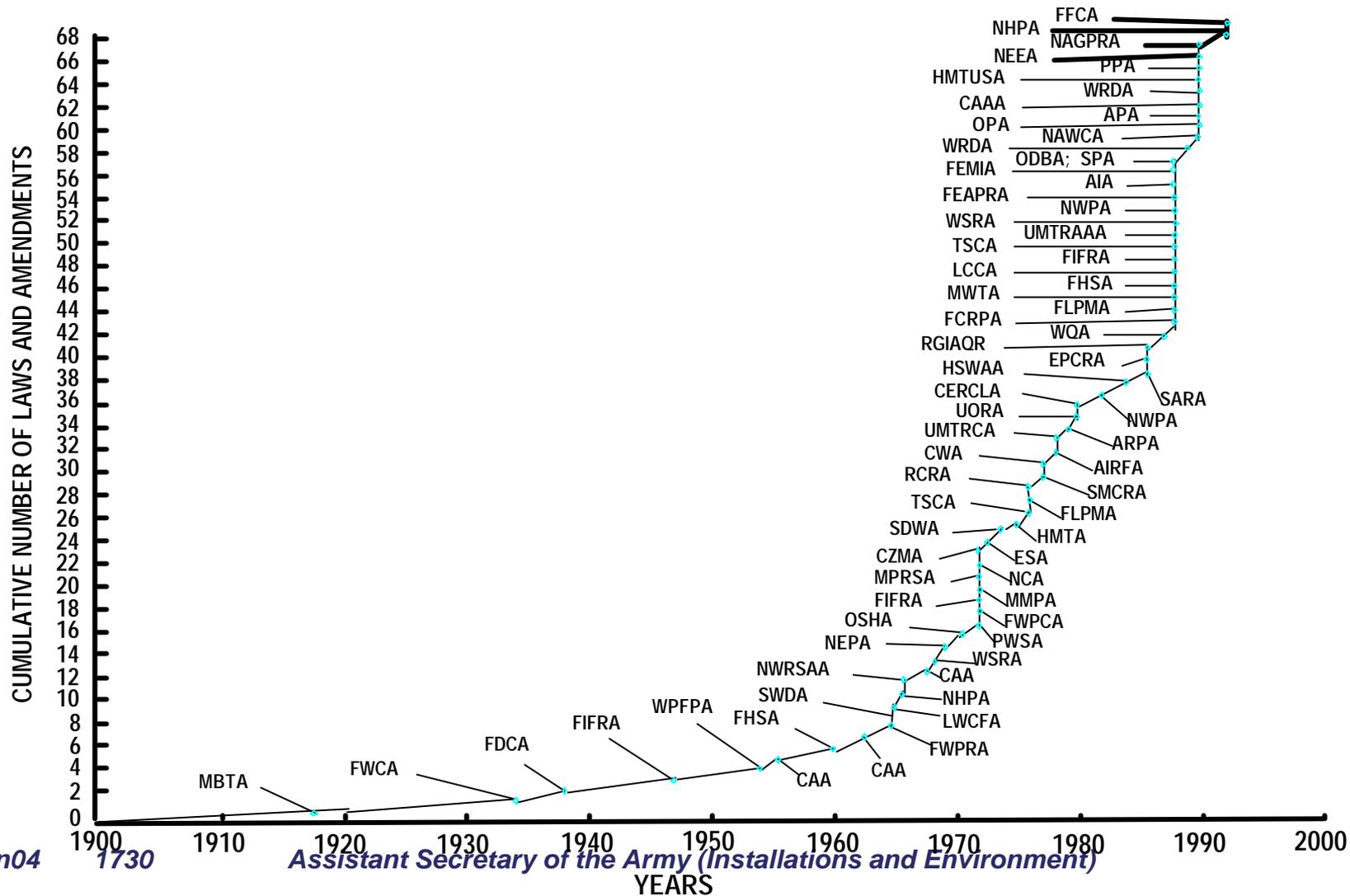


GHOSTS OF ENVIRONMENTAL...

- **PAST**
- **PRESENT**
- **FUTURE**



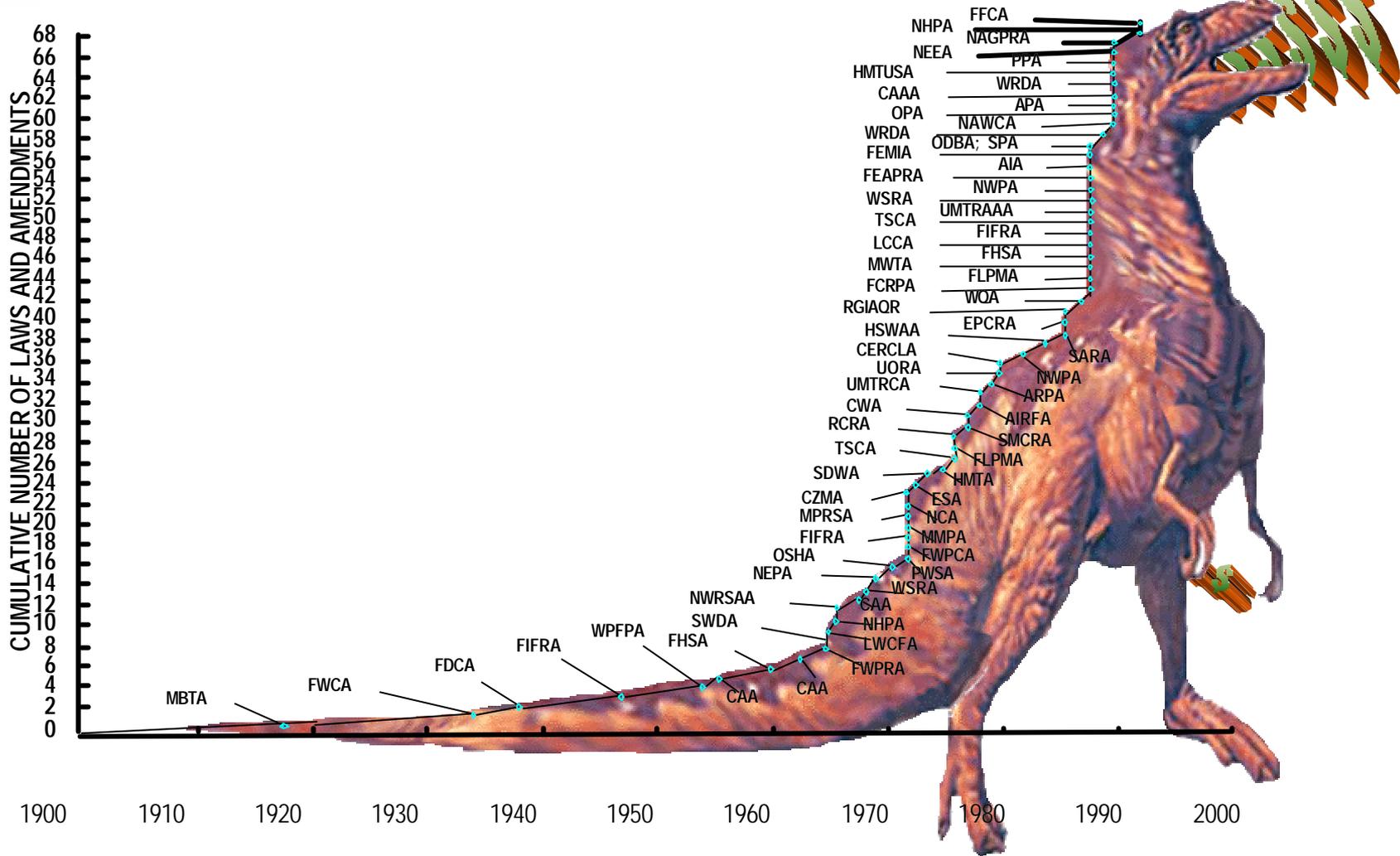
70s: ENVIRONMENTAL LEGISLATION



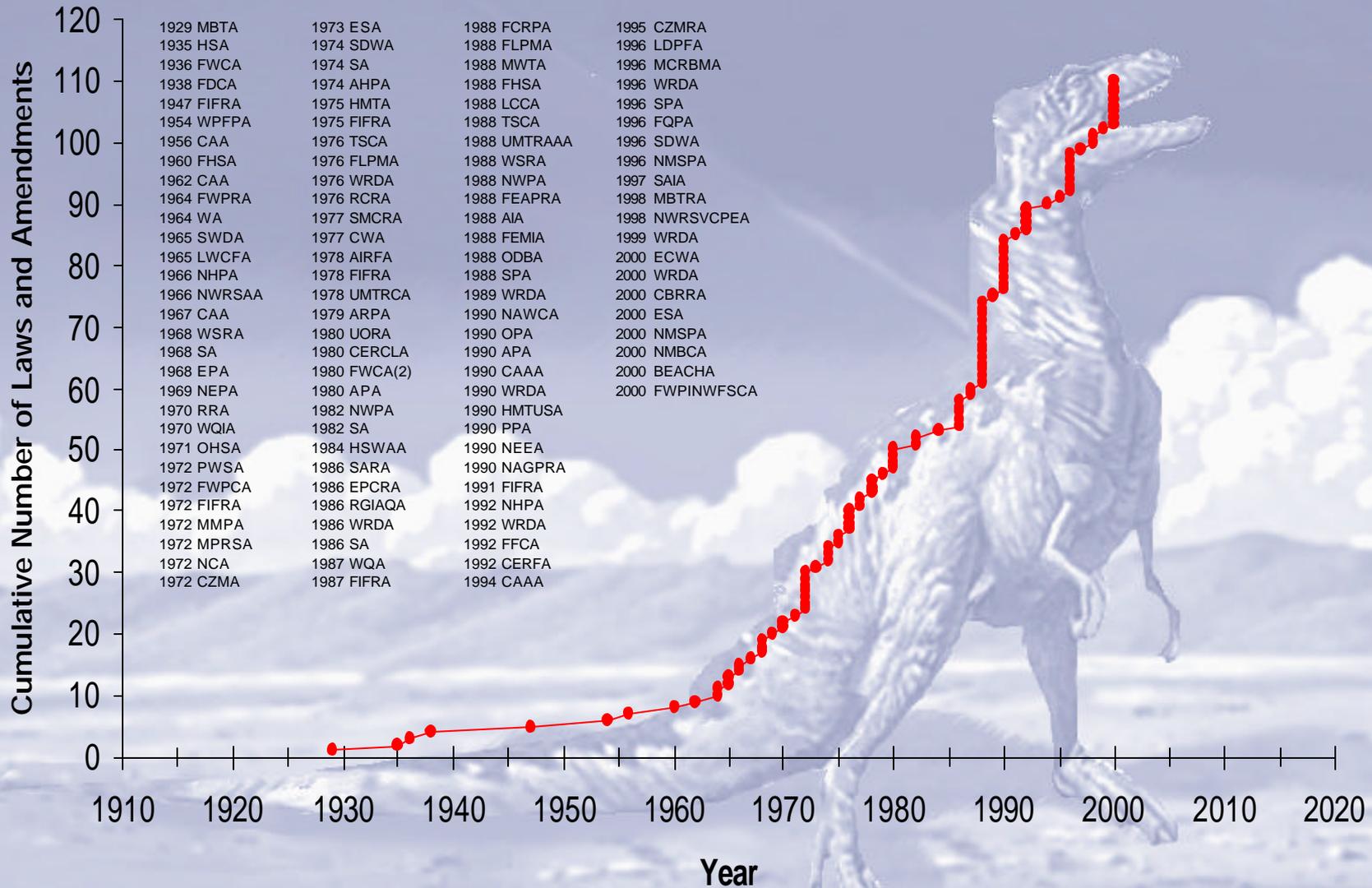


70s:

ENVIRONMENTAL LEGISLATION



Federal Environmental Legislation





Early 80's

1958: 42% SAID GOV'T WAS INEFFICIENT

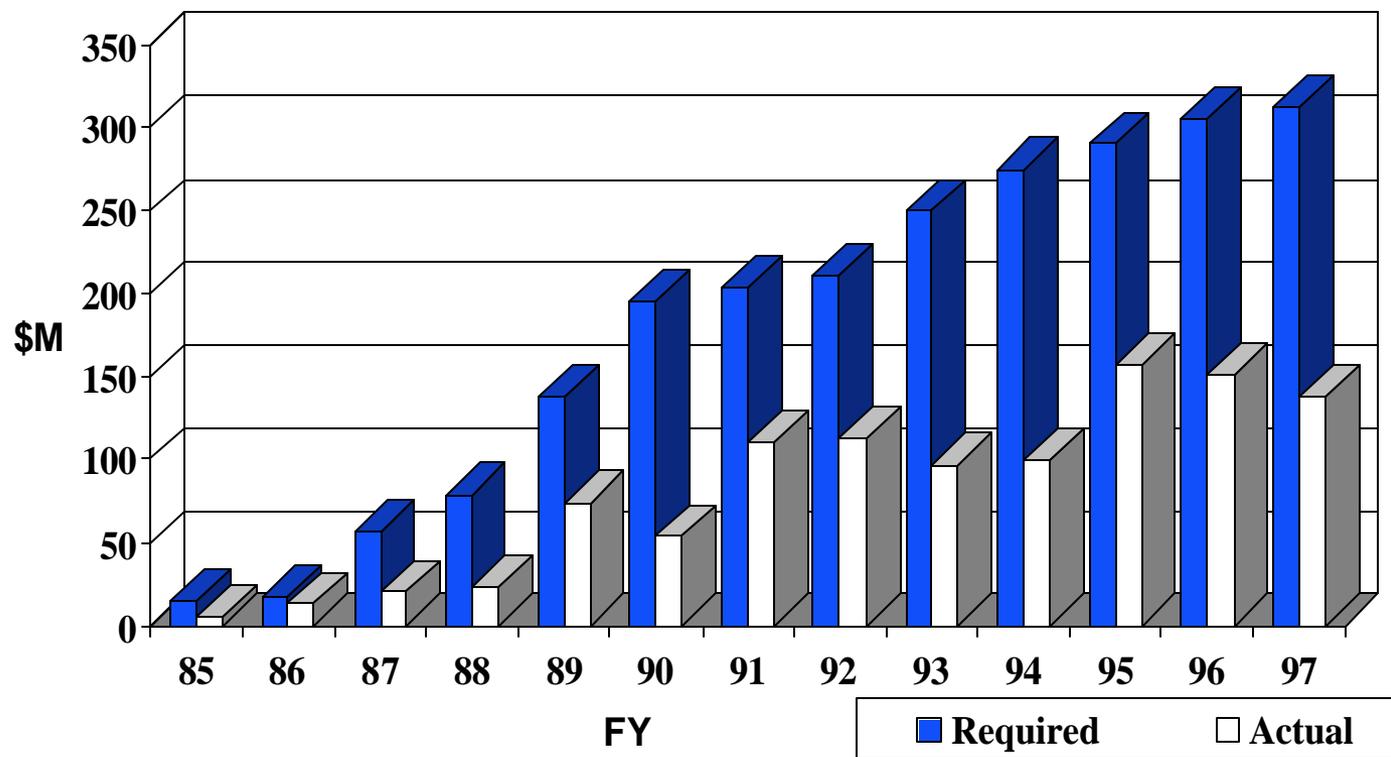
1968: 60% SAID GOV'T WAS INEFFICIENT

1978: 78% SAID GOV'T WAS INEFFICIENT

1981: 81% SAID GOV'T WAS INEFFICIENT



Mid 80's



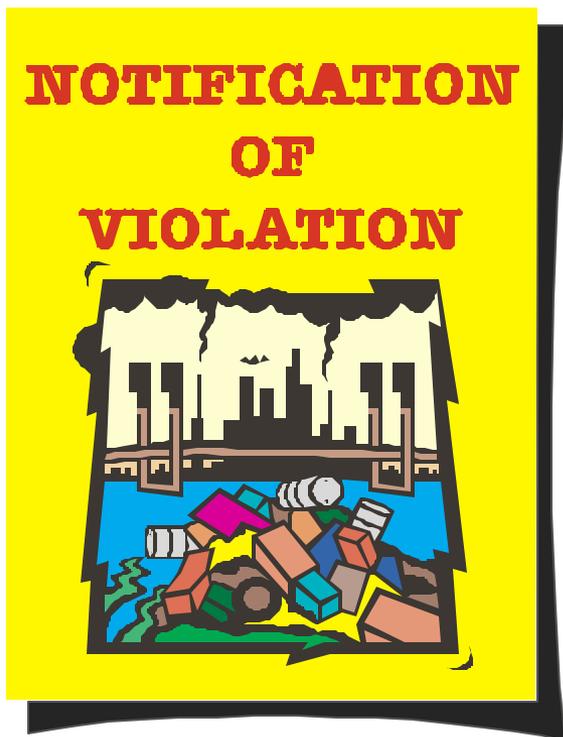


Late 80's

- **“Stars Behind Bars”**
- **The Aberdeen 3**
- **RCW Halts Military Training in the SE**
- **Fines being levied by EPA & States**



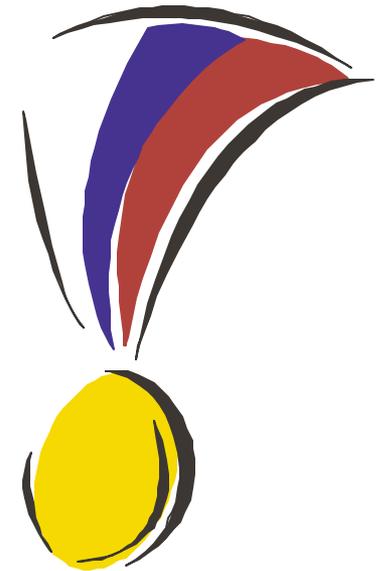
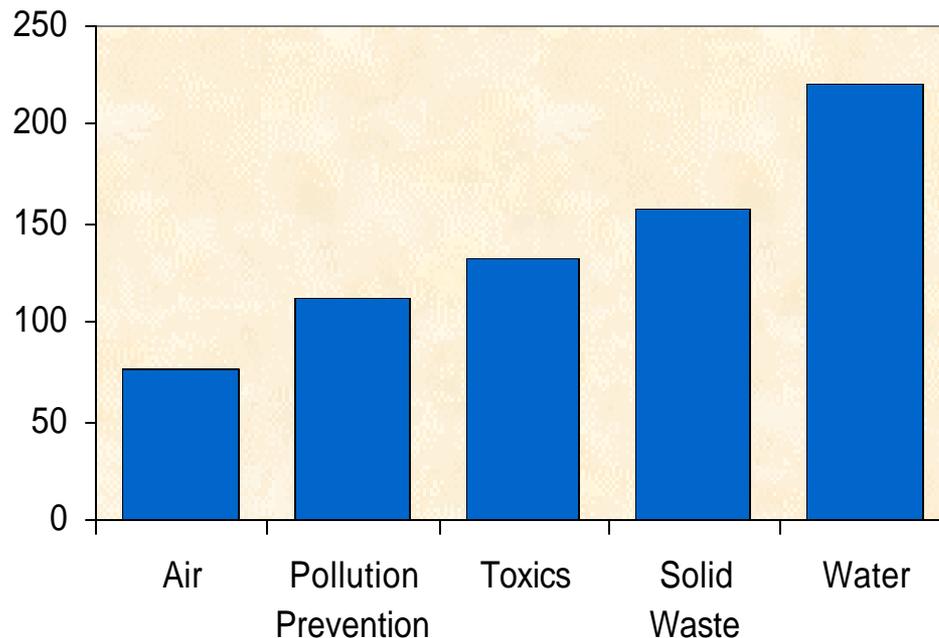
States take the bulk of enforcement actions against polluters.



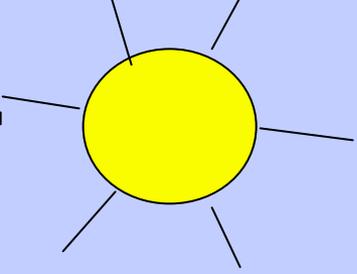
- About 80% of enforcement actions taken are by State environmental officials.
- 97% of inspections are by States



In 1997 alone, State legislatures passed 700 bills concerning environmental issues.



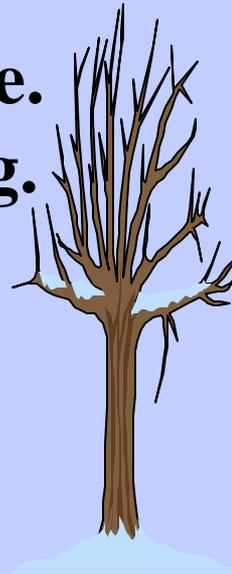
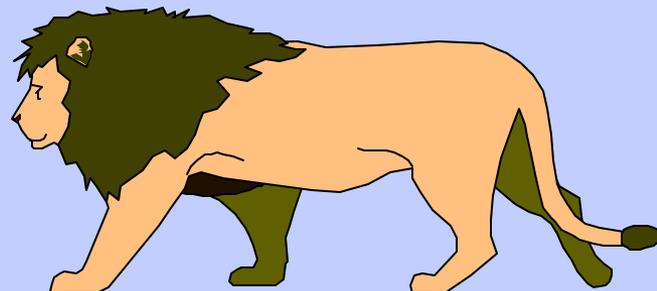
Many State initiatives are recognized for being innovative.



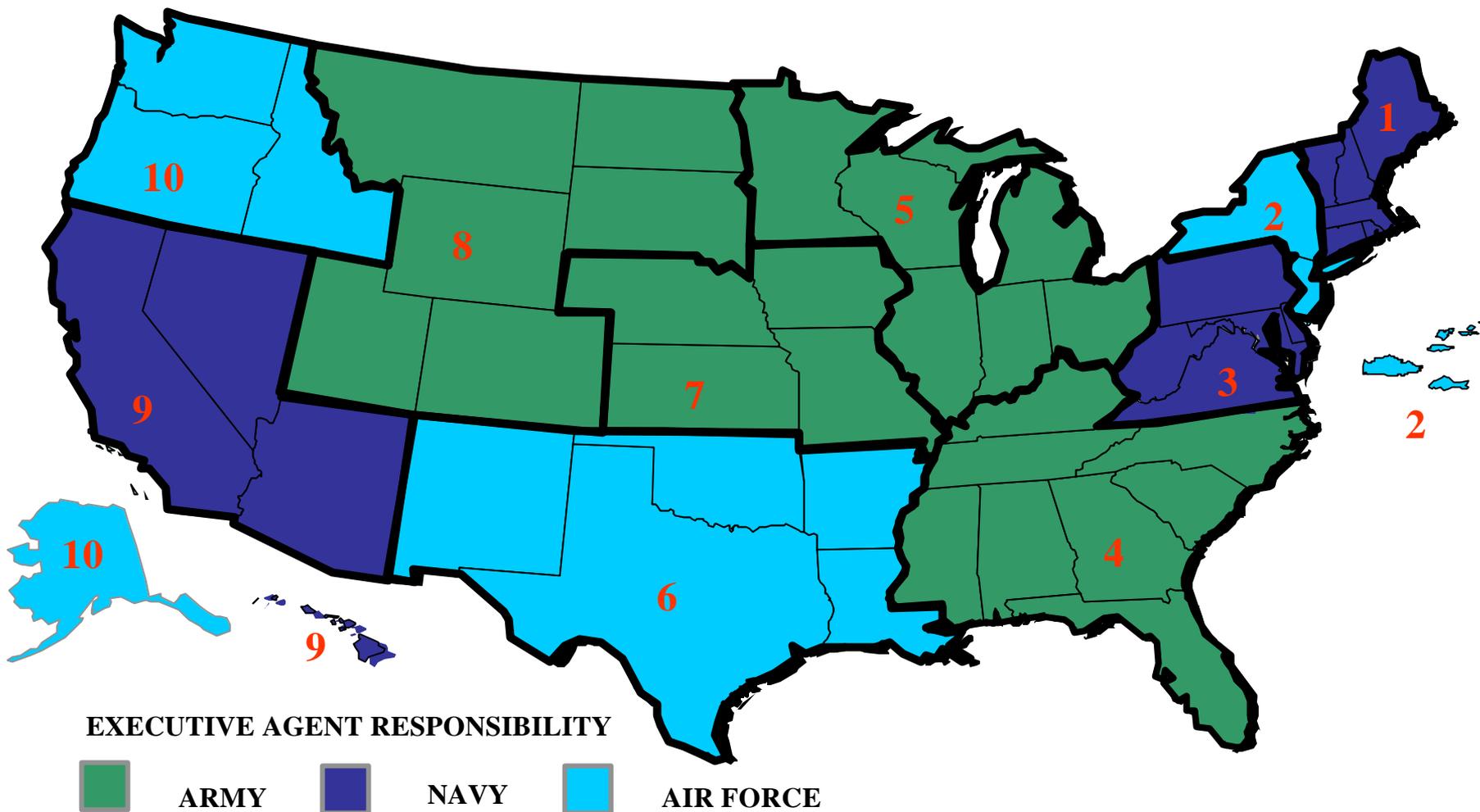
**Every morning in Africa, a gazelle wakes up...
It knows it must out run the fastest lion, or
it will be killed.**

**Every morning in Africa, a lion wakes up...
It knows it must run faster than the slowest gazelle or
it will starve.**

**It doesn't matter whether you're a lion or a gazelle.
When the sun comes up, you'd better be running.**



DoD Regional Environmental Offices 1995



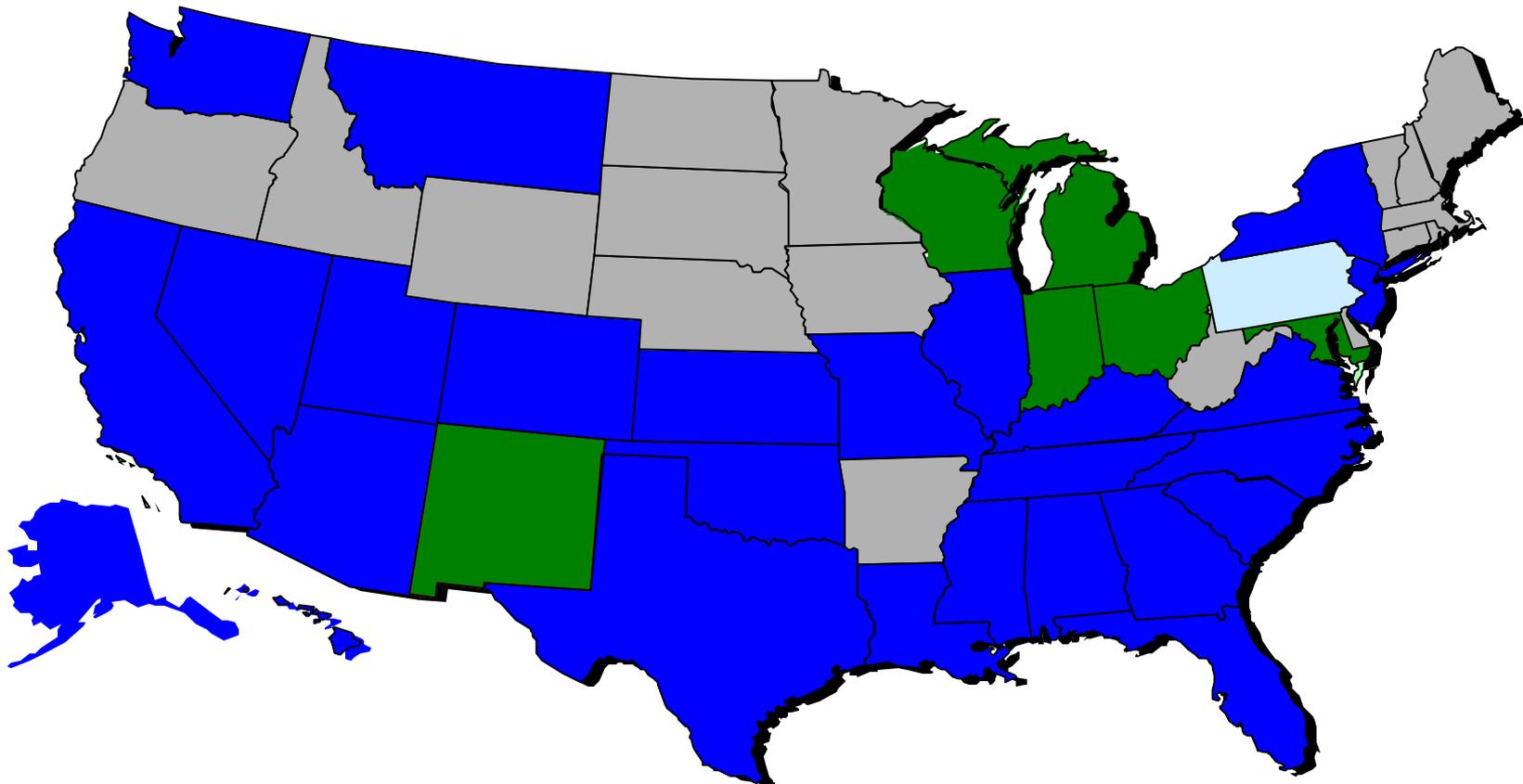


National Regulatory Trends

	NREO	SREO	CREO	WREO
EPA Role (except for FUDS)	↑	↑	↓	↓
Air Management Issues	↑	↓	↑	↑
Water Management Issues	↑	↑	↑	↑
Master Planning Law	Û	↑	↑	↑
State Enforcement Rule	Û	↓	↑	↑
State money for oversight	Û	Û	↓	Û
State Fees	Û	Û	↑	Û
State Communication	↑	↑	↑	↑
Reliance on military payroll	Û	Û	Û	↓



DOD-State-EPA P2/Sustainability Partnerships



 P2 Partnerships (6)

 Sustainability Partnerships /
Military Environmental
Groups (26)

 Under Development (1)



How much is the word “commercial” worth to the military



Today

we.....they

Regional/State P2 Partnerships

Regional/State Clean-up Forums

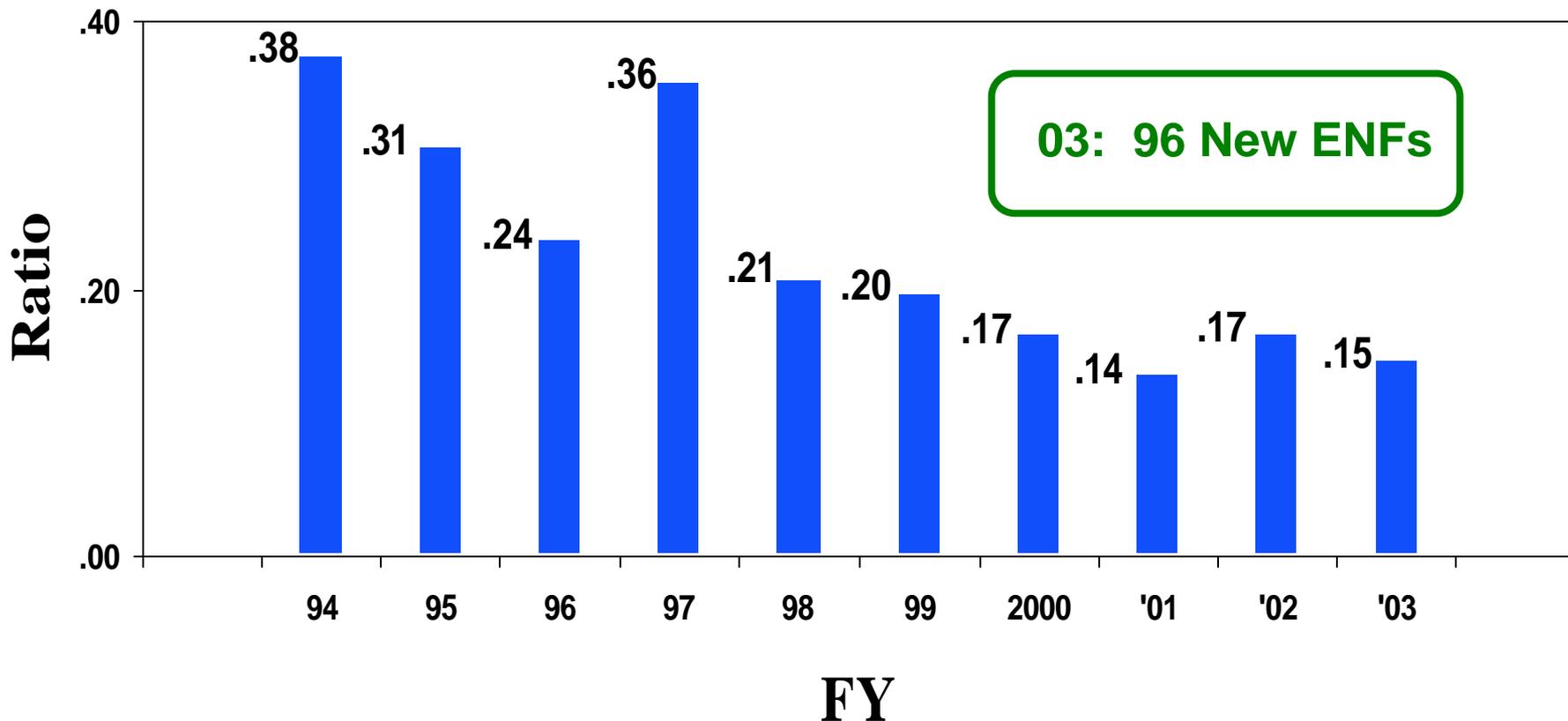
State Military Review Forums

BRAC

US

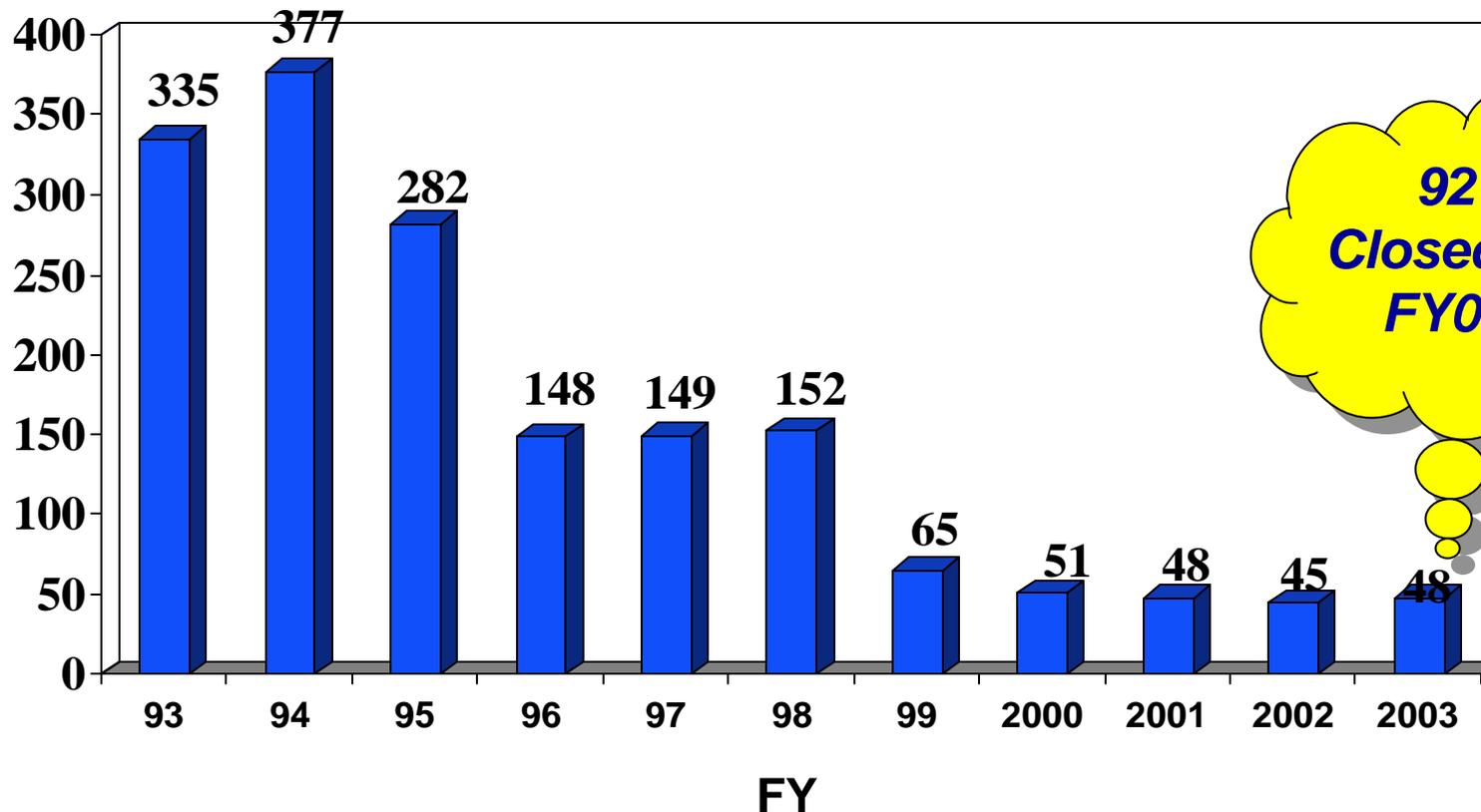


Enforcement Action Violation Rate (Number of Actions Received per Inspection)





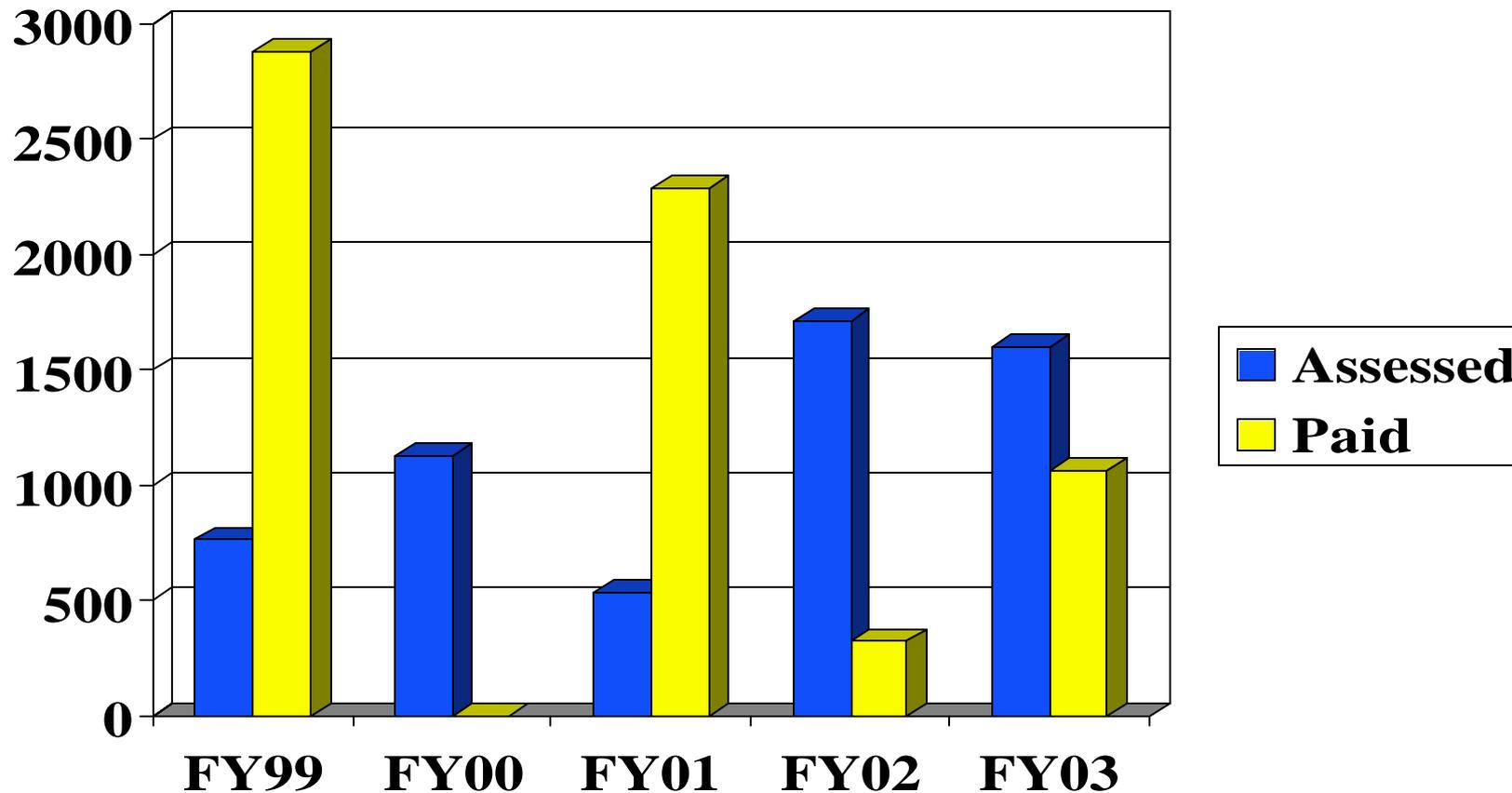
Open Enforcement Actions FY93 - FY03



Average Reduction Rate Per Year From FY93 to FY03 is 9.6%

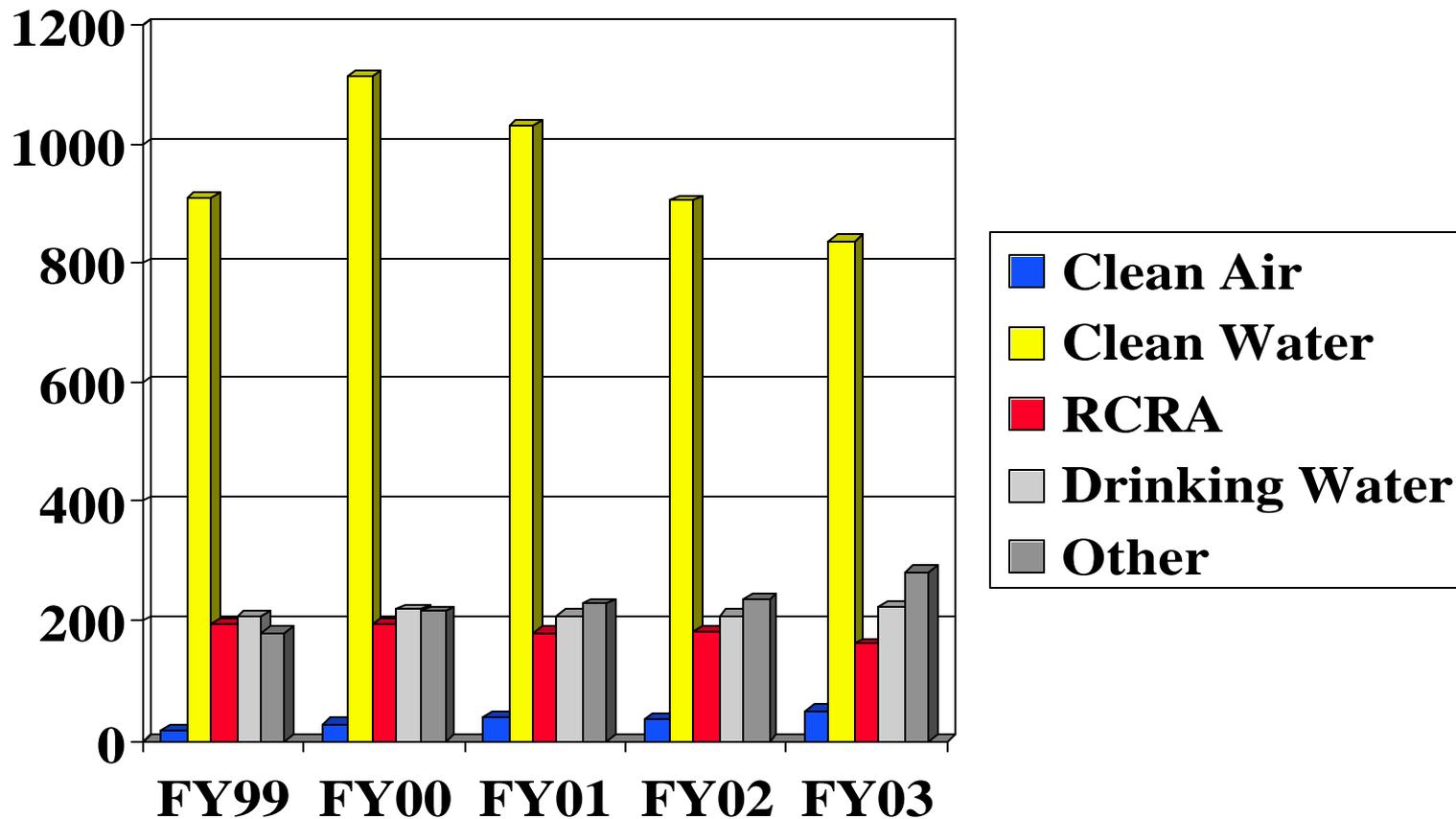


FY03 Fines and Penalties



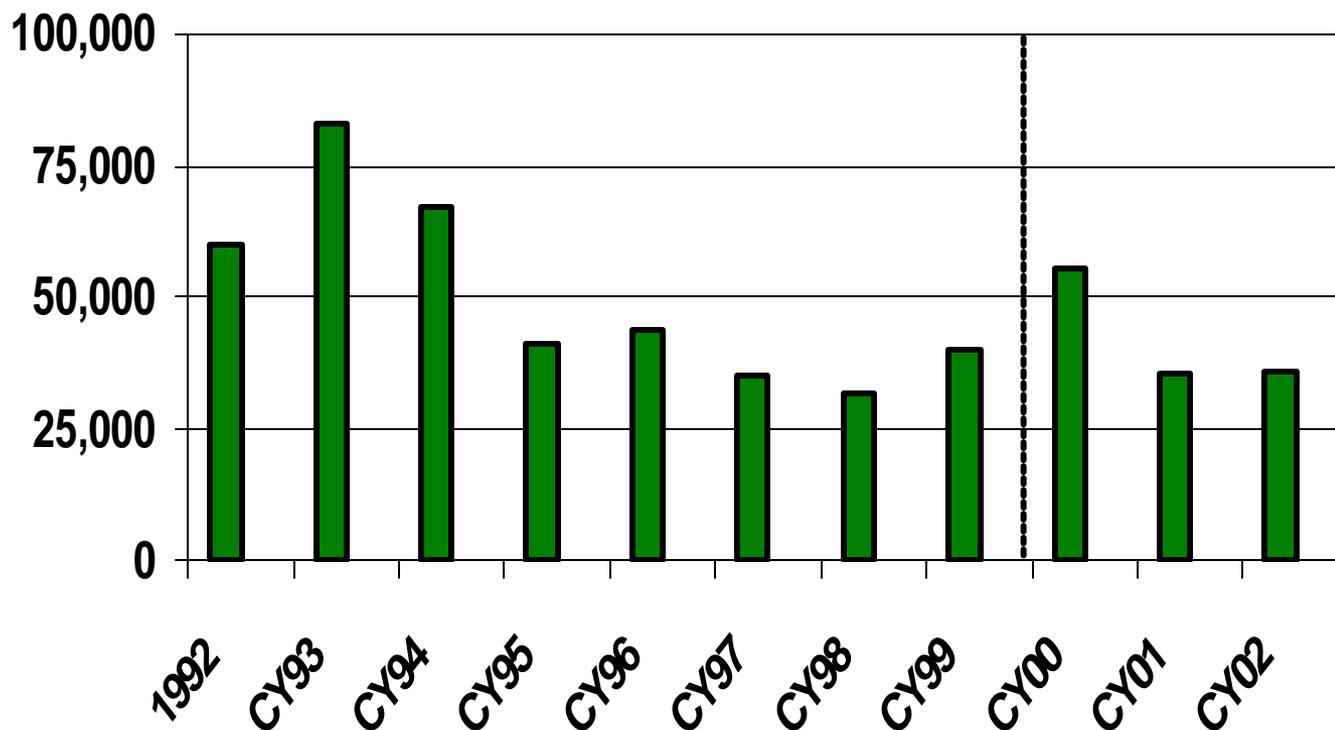


Permits





Hazardous Waste



1st Goal: Reduce HW by 50% (1992 to 1999)

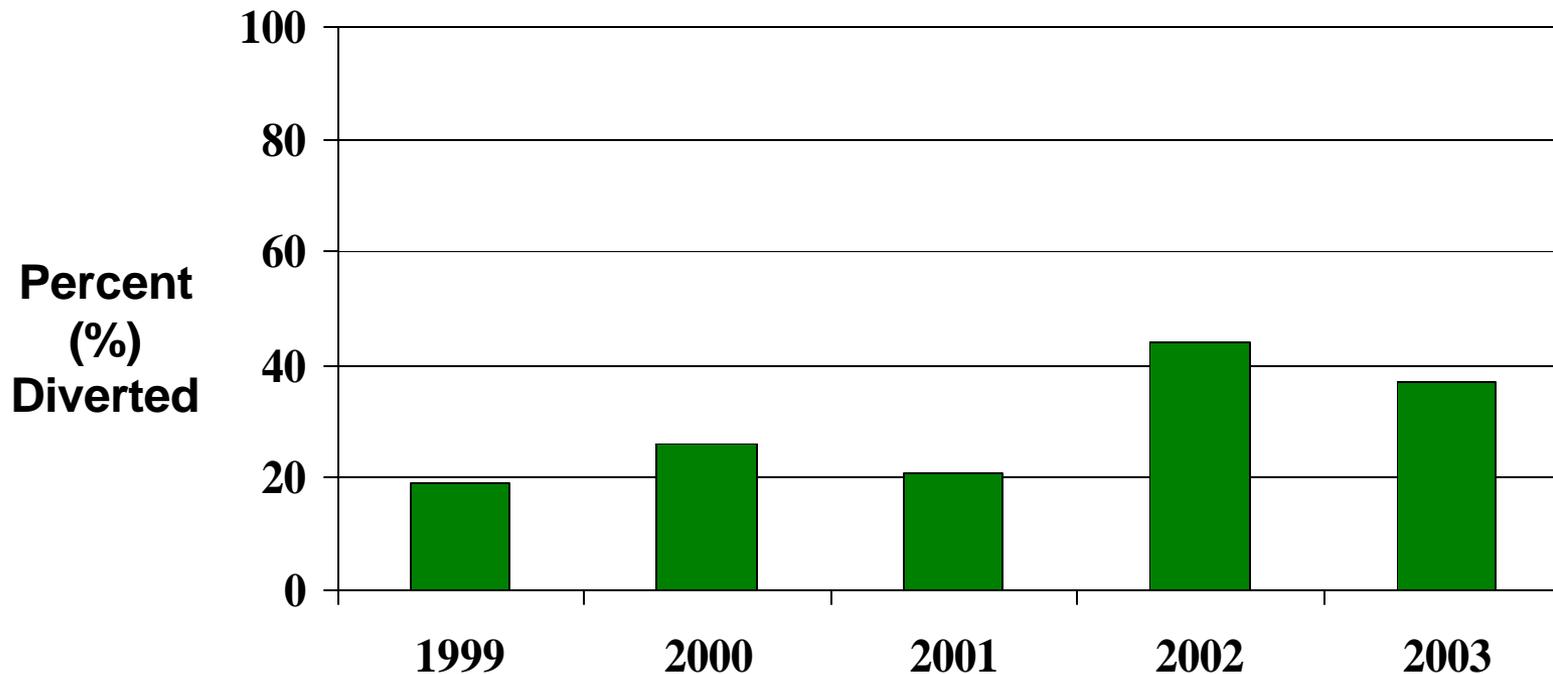
62% ↓

2nd Goal: Reduce HW by 25% (2000 – 2005)

35% ↓



Solid Waste Diversion Rate

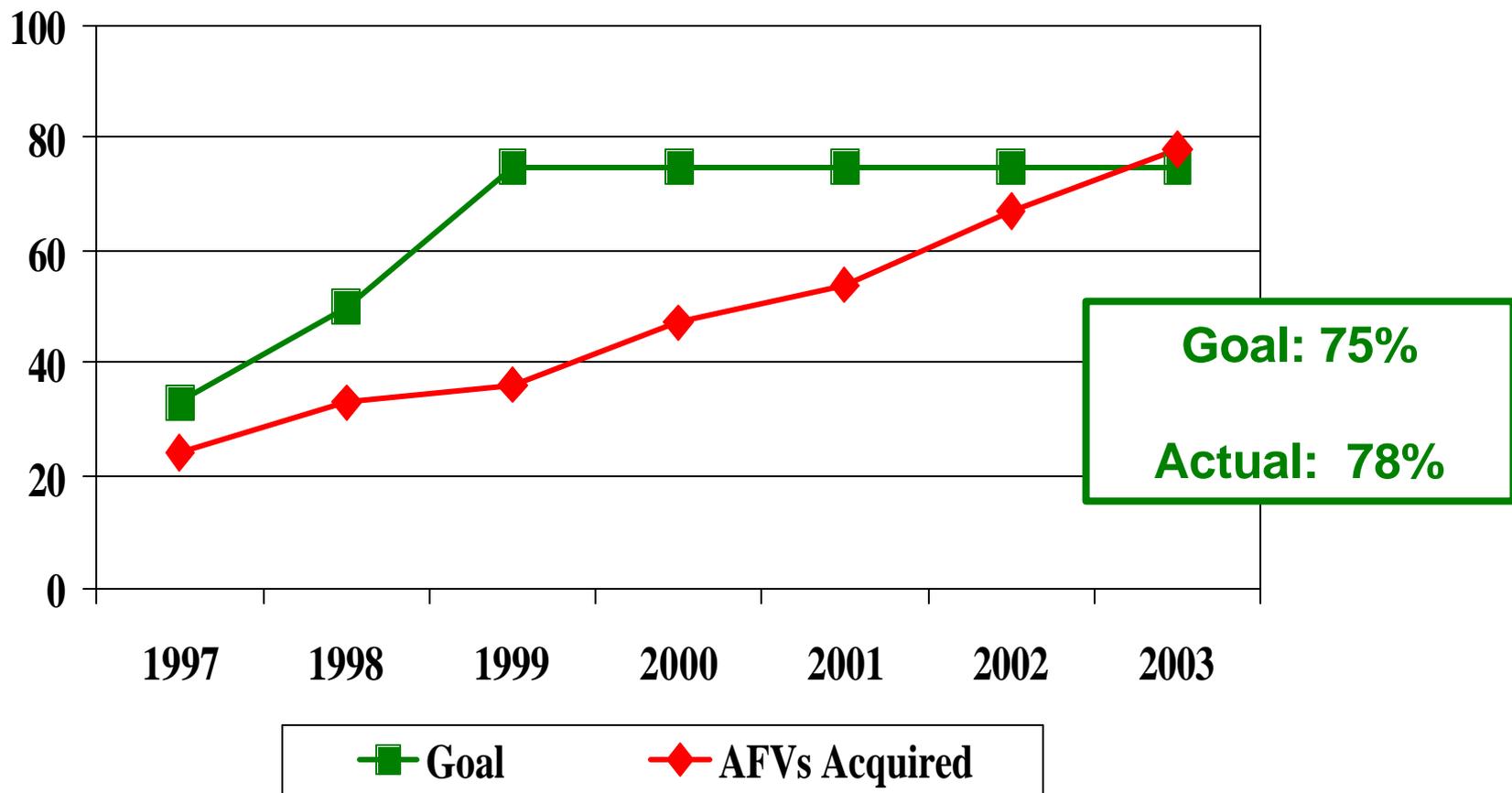


Goal: Divert 40% during 1998 to 2005
Actual: Diverted 37% in 2003



Alternative Fueled Vehicles

% of Acquisitions





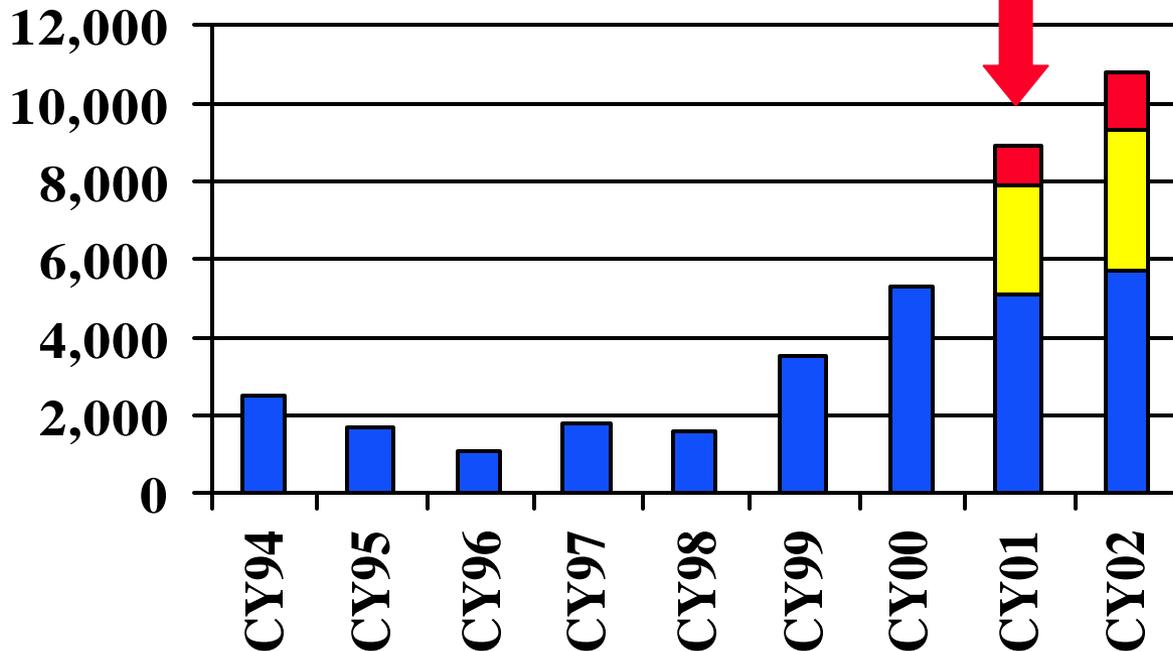
...and then

- **The Lord's Prayer.....65 Words**
- **Ten Commandants.....96 Words**
- **Gettysburg Address.....266 Words**
- **Declaration of Independence.....3,000 Words**
- **Policy on the Price of Cabbage.....26,911 Words**



Toxic Release Inventory

In Thousands of Pounds



Executive Order

40% Reduction
2001 → 2006

ARMY

6 of Top 10
for DOD

All Others **Ranges** **Demil**



RADFORD AAP TRI

- **ARMY: 3.8 M Pounds of Nitrate**
- **RADFORD: 2.8 M Pounds of Nitrate**

AIR FORCE: 0.3M

NAVY: 0.5 M

MARINES: 0.7M



An Environmental Evolution

😊 Sustainable Operations

😊 Functional Integration/EMS

😊 P2: Pursuit of Excellence

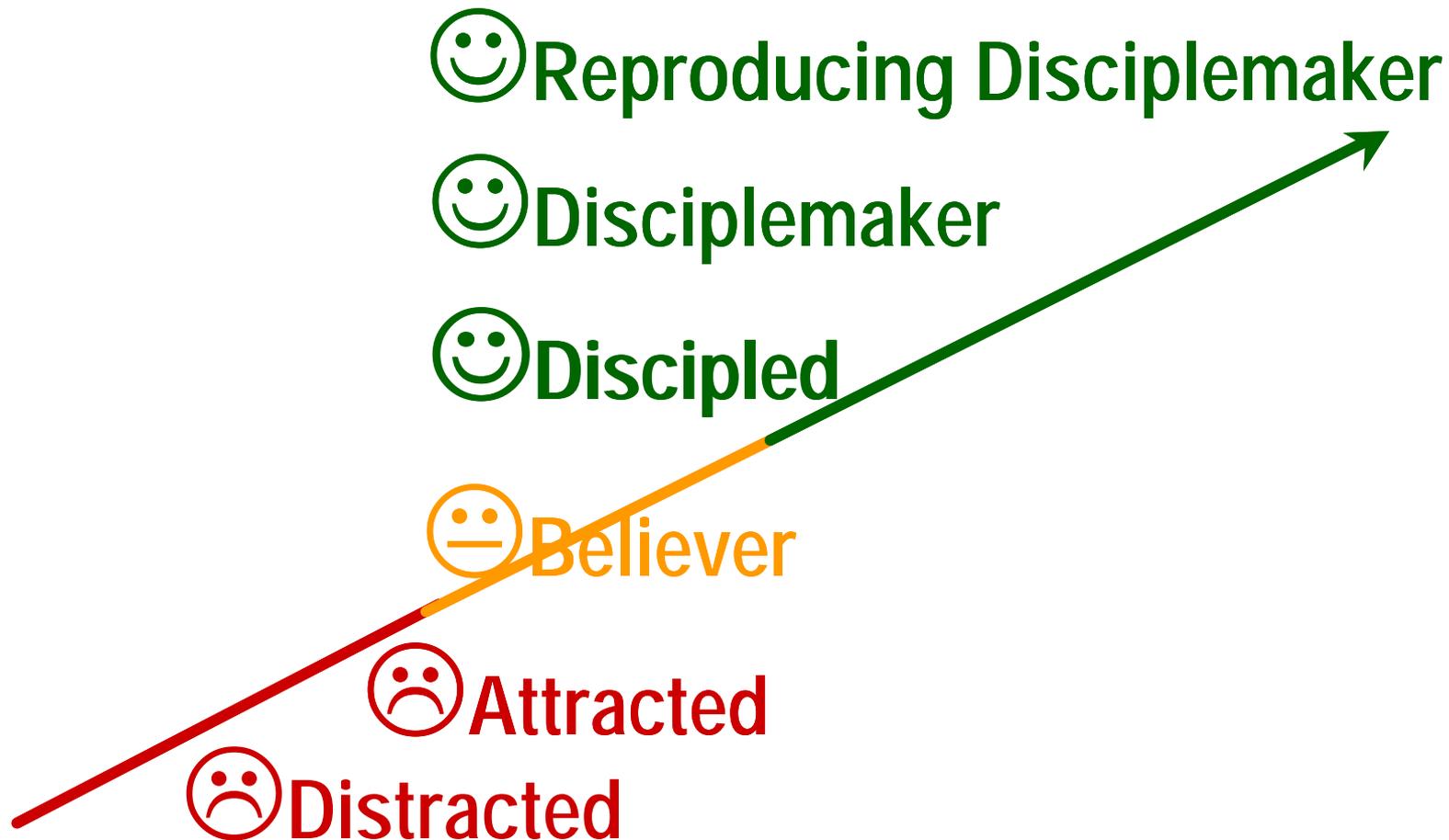
😐 Acceptance = Compliance

😞 Tolerance

😞 Denial



An Evolution of Faith





Concidence?

😊 Sustainable Operations

😊 Reproducing Disciplemaker

😊 Functional Integration/EMS

😊 Disciplemaker

😊 P2: Pursuit of Excellence

😊 Disciplined

😐 Acceptance = Compliance

😐 Believer

😞 Tolerance

😞 Attracted

😞 Denial

😞 Distracted



What is the Ideal Age?

18-24 27

25-29 31

30-39 37

40-49 40

50-64 44

65 & Older 59

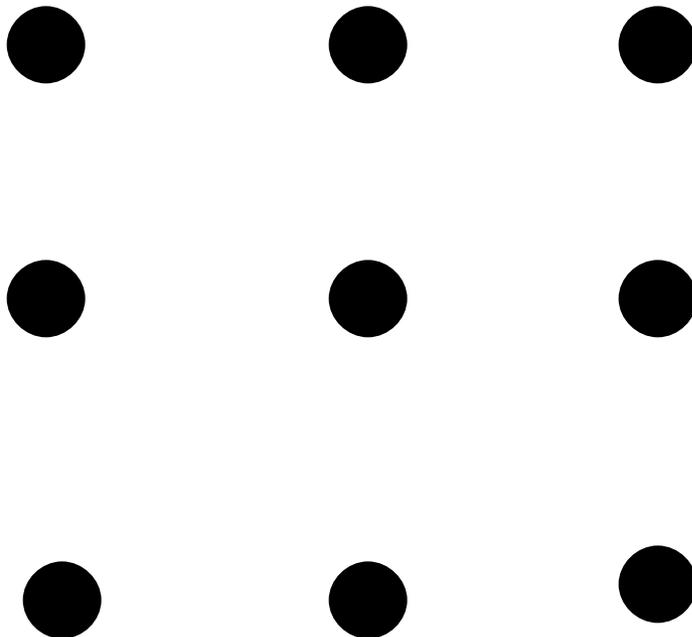
Interesting Perspective from the Private Sector



- **Make compliance valuable to managers.**
- **Get the CEO to brag on them.**
- **Get outside folks to brag on us.**
- **Focus on how this effort contributes to the mission of the organization.**
- **We are competing for management time.**

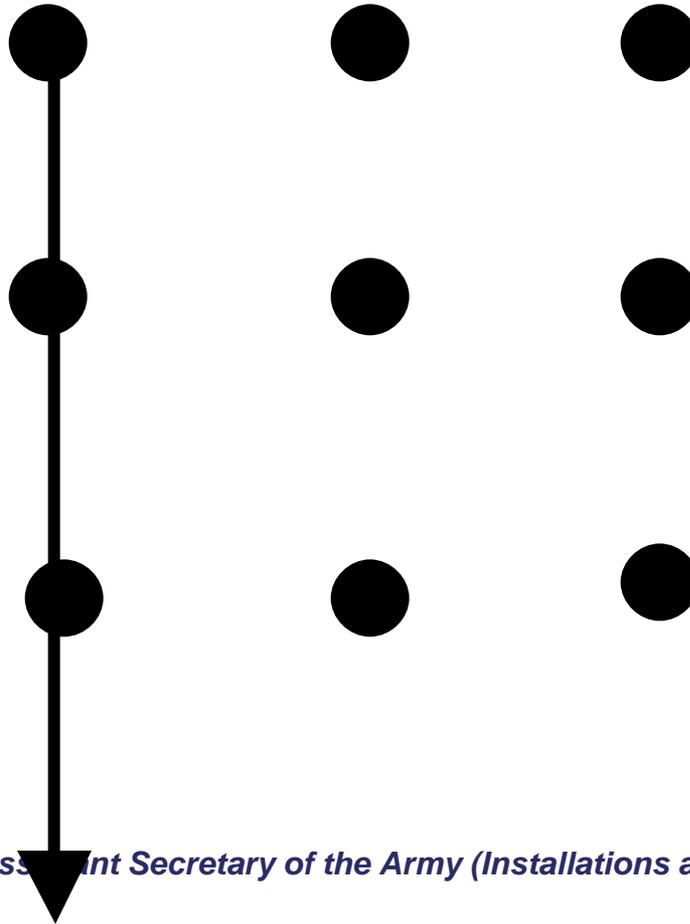


9 DOT SYNDROME



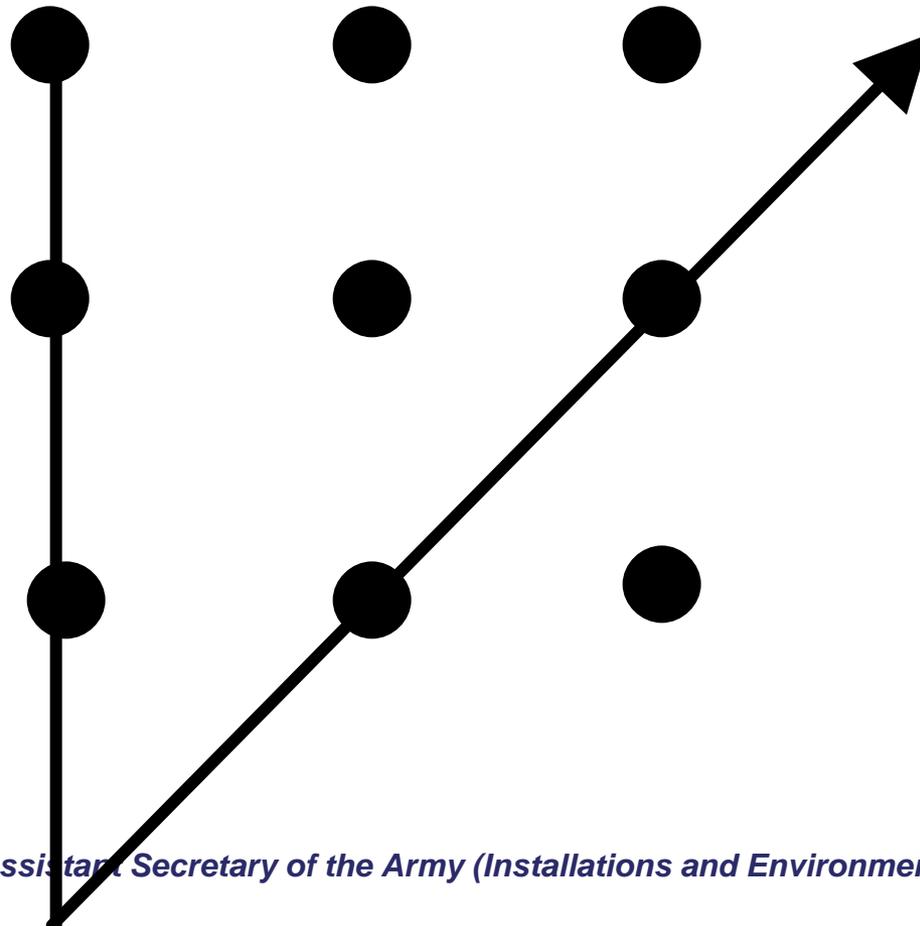


9 DOT SYNDROME



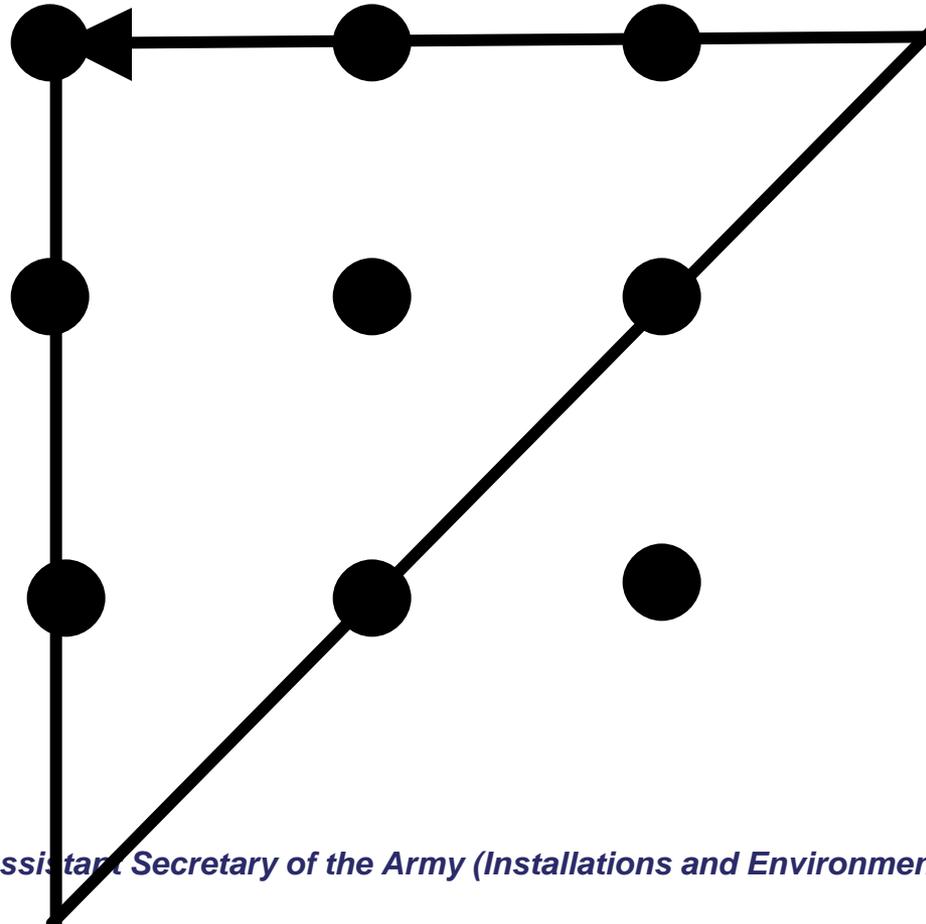


9 DOT SYNDROME



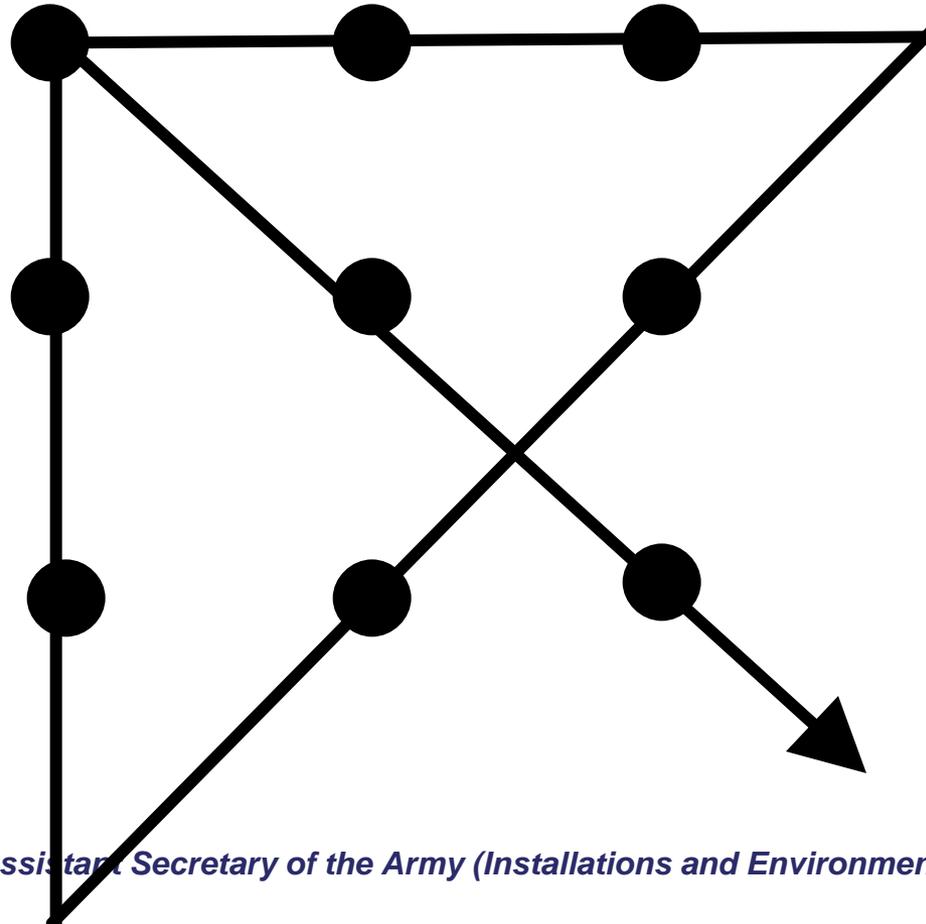


9 DOT SYNDROME





9 DOT SYNDROME





THE TIPPING POINT

How **"Little"** Things Can Make a
"Big" Difference

Malcolm Gladwell



Agents of Change

- **Law of the Few**
- **Stickiness**
- **Power of Context**



What Did These Events Have In Common?

- **Contagious Behavior**
- **Little things had big effects**
- **Changes happened in a hurry – not gradually but at one dramatic moment...the Tipping Point**

Ideas, products, messages, & behaviors spread like viruses

Southeast Natural Resource Leaders Group (SENRLG)



Connecting Existing Federal Lands for Co-benefits





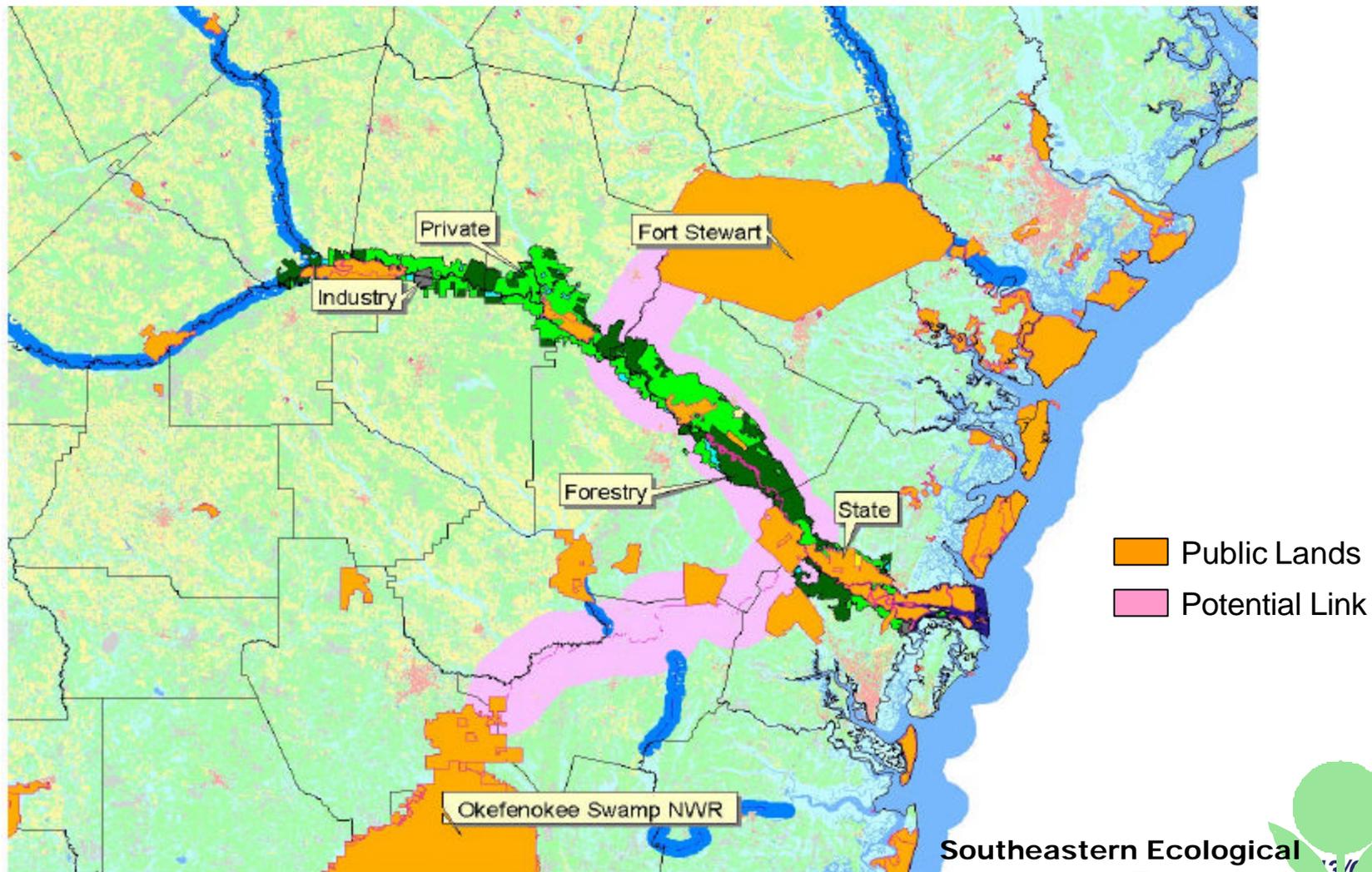
Encroachment – Land Use



urbanization pressures at Camp Pendleton, CA



MORE ENDURING INSTALLATIONS





Successful Initiatives to Build On

- **Establishment of Army Environmental Legislative Committee**
- **Effecting the Weapons & Other Acquisition Processes**
- **Compatible Land Use Buffering Initiated**
- **Policy for SPiRiT Gold Standard in Residential Community Initiative**
- **Installation Sustainability Principles Strengthened at Power Projection Platforms**



Successes of ESOH Interaction with the Army's System Acquisition Process

- **Reviewing all Acquisition Systems Requirements for ESOH Aspects:**
 - **Environmental: Excellent**
 - **Safety: Very Good**
 - **Occupational Health: Improving**
- **DASA (ESOH) Votes during various Phases of Acquisition Process**
- **Evaluating Environmental Life-cycle Cost Data during the entire process**
- **Over \$2B in Acquisition Costs Added to Systems for Environmental Requirements_Comanche**
 - ✓ **Future Combat System (FCS)**
 - ✓ **Tactical Unmanned Aerial Vehicle (TUAV)**
 - ✓ **Guided Multiple Launch Rocket System (GMLRS)**
 - ✓ **High Mobility Artillery Rocket System (HIMARS)**
 - ✓ **Warfighter Information Network-Tactical (WIN-T)**



Successful Initiatives – Army Compatible Use Buffers (ACUBs)

Fort Bragg



- Early CY 03 – “Agreements to Limit Encroachment” passed Congress (National Defense Authorization Act)
- May 03 – Army guidance issued
- Sep 03 – First Army ACUB under new guidance
- FY 04 – Planning budget (need approximately \$30M per year over the POM and out); identified 12 Army target installations; Fort Carson, CO project in progress
- Biggest issue – FY04-05 Unfunded



SPIRIT STANDARDS FOR HOUSING PRIVATIZATION INITIATIVE

FT STEWART COMPLIANCE WITH SPIRIT : MEETS GOLD STANDARD

<u>Standard (Max Facility -- Housing Scores*)</u>	<u>Score</u>
1. Sustainable Design (Score 20 -- Housing Max 13*)	13
2. Water Efficiency (Score 5 -- Housing Max 2*)	2
3. Energy / Atmosphere (Score 28 -- Housing Max 21*)	17
4. Materials / Resources (Score 13 -- Housing Max 9*)	7
5. Indoor Environmental Quality (Score 17 -- Housing Max 10*)	7
6. Facility Deliverable Process (Score 7 -- Housing Max 7*)	7
7. Current Mission (Score 6 -- Housing Max 6*)	6
8. Future Missions (Score 4 -- Housing Max 3*)	<u>3</u>
Total (Facility Max 100 -- Housing Max 71*)	62
(Standards: Bronze 25-34; Silver 35-49; Gold 50-74; Platinum 75-100)	

*** Tentative assessment of SPiRiT applicability to RCI housing / projects**



They Get It!



“We can train, we can protect our environment and produce better quality of life 10 to 15 years down the road... [and] create a win-win proposition for land use and environmental stewardship.”

LTG Thomas F. Metz, CG, III Corps

“By making our environment, societies, cultures and economies sustainable, we also make our mission sustainable. “

LTG Edward Soriano, CG, I Corps

“We’re good at environmental compliance. But failure to do harm is only a partial answer. We have to lean forward and learn how to sustain the very land we have sworn to defend.”

MG Collins, DCG, I Corps

“I offer my congratulations to the men and women of Fort Lewis. Your sustainability program is bold, pioneering, visionary.”

HON Gary Locke, Governor, state of Washington





and Ft Bragg too...

"The region and the military must join forces to ensure a high quality of life long into the future."

COL Gregory Bean
Director, Fort Bragg PW

"Fort Bragg is in this for the long run."

COL Al Aycock
Garrison Commander, Ft. Bragg

"I can't think of anything more important going on in the state other than this group working together to make their region sustainable...*I'm trying to think of an area around the State where the dominant industry is taking the lead in sustainability - I can't think of one.*"

Secretary William D. Ross
NC Dept of Environment

"The value of this process is...the "quadruple bottom line" of economic growth, natural resource protection, social equity, and protection of the military's ability to perform its mission."

"The Sustainable Sandhills Initiative is a unique partnership between neighboring counties, the military and the State. *We are working together to write a new story for the region* - one where sound and prudent use of natural resources not only supports growth and development, but provides a high quality of life for today's families as well as the families of tomorrow."

Secretary William D. Ross
NC Dept of Environment



Some Benefits from Using Installation Sustainability Principles

- **Manages encroachment issues early and often**
- **Highlights to Commander the environmental issues most relevant to long-term mission success**
- **Provides a forum for installations and local communities to discuss issues and identify common goals**
- **Focuses strategic planning on Future Force**
- **Fully integrates requirements into core business processes**
- **Reduces the risk of future cost unpredictability**
- **Ties investment to mission priorities**



Focus on Installation Sustainability Drives Real Accomplishments

- **Hood, Bragg, and Lewis: leading regional sustainability initiatives** for integrated planning and resource use
- **Bragg: annual water use is down 30%;** landfilling, 59%
- **Bragg: grinding 100% of concrete demolition rubble to repair training lands at 40% less material cost**
- **Bragg: on-post bus system is connected to city system – providing better service to mobilized reservists and reducing air pollution**
- **Lewis: Leadership is participating on Governor's Council for Sustainable Development, influencing future development**
- **Carson: working with community planners to build a recycling center instead of homes along their fence line**
- **Campbell: testing technology to eliminate household trash, turning it into soil amendments & plastic products**



What Sustainability Is All About...

A sustainable Army wins today's battles while laying the foundation for our future success – and gives these guys their best shot at a healthy, happy, life.





Sustainability... Doing Both...

✓ Defending our Country

✓ Protecting our environment





A BIG Initiative Within the Army

- **Developing New Army Strategy for the Environment Built on Sustainability Principles**
- **Developing individual Campaign Plans (i.e., Outreach, Historical Properties, Investment Plan) tied to Strategy**
- **Outreach**



VISIONs or Sticky Messages

- **ARMY: Be All You Can**
- **PEPSI: Beat Coke**
- **DISNEY: Making Magic Moments**



Overall Format for New Strategy





Looking for a New Approach

Must Fund Approach

- Compliance
- Clean-up

Proactive

Reactive

\$

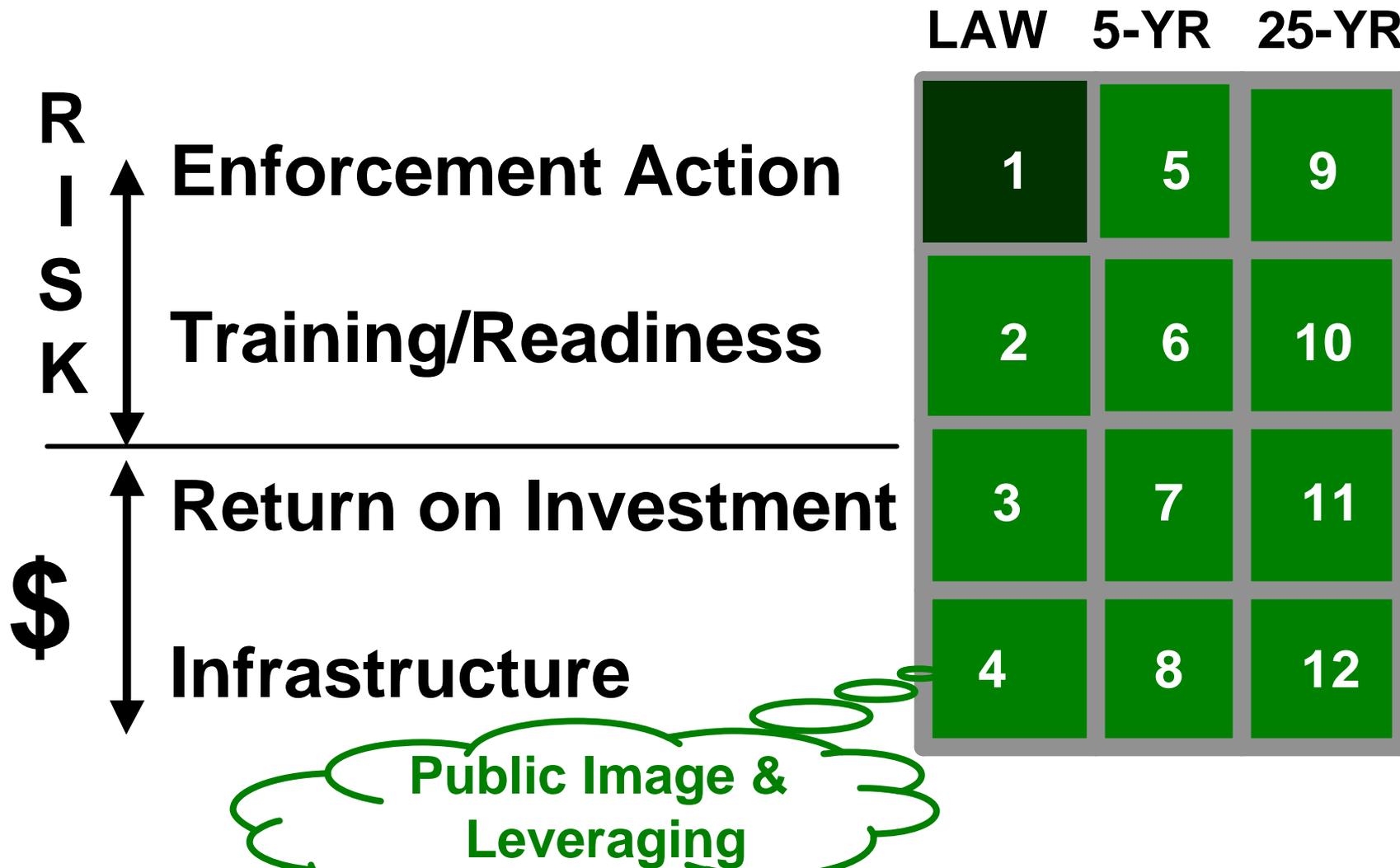
Risk/Investment Strategy

--Pollution Prevention

--Conservation/Mission Impact



Beginning to Look at a More Comprehensive Investment Strategy





An Environmental Evolution

