

ARMY
Earth
DAY
2002

PROTECTING OUR FREEDOM
PRESERVING THE ENVIRONMENT



Assistant Secretary of the Army (Installations and Environment)

Army National Guard National Environmental Workshop

Raymond J. Fatz

Deputy Assistant Secretary of the Army
(Environment, Safety and Occupational Health)

March 5, 2002



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- Organization and Role
- Environmental Program Highlights
- News from Washington
- Our Ultimate Customer



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HEADQUARTERS DEPARTMENT OF THE ARMY

Secretary of the Army

Under Secretary of the Army

**Office
of General
Counsel**

**ASA
Civil Works**

**ASA
Installations
&
Environment**

DASA(ESOH)

**ASA
Acquisition
Logistics &
Technology**

**ASA
Manpower
& Reserve
Affairs**

**ASA
Financial
Management**

Chief of Staff

Vice Chief of Staff

Director, Army Staff

**DCS
Intelligence**

**The
Surgeon
General**

**ACS
Installation
Management**

**Chief
of
Engineers**

**DCS
Operations
& Plans**

**DCS
Logistics**

**Chief,
National
Guard
Bureau**

**Chief,
Army
Reserve**

**Judge
Advocate
General**

Major Commands

Installations



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ROLE OF THE ARMY SECRETARIAT





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ODASA (ENVIRONMENT, SAFETY & OCCUPATIONAL HEALTH)

ESOH Integration
Military Operations
Acquisition

Strategic Planning
Transformation
Campaign Plans

Partnering with
Federal Agencies
States
Public

**FOCUS
AREAS**

**Improved Management
Practices**

**Environmental Quality
Technology**



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THE ARMY REAL ESTATE PORTFOLIO

ACREAGE: More than the combined acreage of the states of New Jersey, Rhode Island, Delaware, and Connecticut

14.4 Million Acres

ROADS: More than the combined totals of paved roads for the states of Delaware, Connecticut, and Rhode Island

28,743 Miles

BUILDINGS:

165,289 Buildings

SQUARE FEET: Equal to 166 Pentagons

1.1 Billion SF

ELECTRIC LINES: More than 12 times across the United States

23,754 Miles

HISTORIC PROPERTIES:

12,000 Buildings

RAILROADS: Army rails stretch nearly coast to coast

2,910 Miles

CULTURAL PROPERTIES:

35,000 Sites

WATER LINES: More than 4 times across the United States

12,955 Miles

PLANT REPLACEMENT VALUE: 14 times annual federal construction costs for buildings, facilities, streets, and highways

\$219 Billion

SEWAGE LINES: More than 2 times across the United States

7,930 Miles

MAINTENANCE COSTS: Equals the combined annual expenditures of Vermont, South Dakota, North Dakota and New Hampshire. Exceeds the total annual expenditures of 22 states

\$2.1 Billion

POLLUTION CONTROL PERMITS: Army permits equal 47% of all DOD permits.

1509

INSTALLATIONS: Six times as many installations as the Air Force, Navy and Marines

4,162 Installations

ENDANGERED SPECIES: Distinct endangered species exist on our installations.

170



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CURRENT SITUATION

- Environmental issues can impact readiness
- Environmental funding is under great scrutiny
- Environmental program can't be stove-piped
- Environmental laws probably won't be relaxed
- Involved commanders have the most successful programs
- The Army has a great environmental story, but hasn't told it well





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Army Environmental Programs Highlights



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ARMY ENVIRONMENTAL STRATEGY

Environmental Vision

The Army will integrate environmental values into its Mission, in order to sustain readiness, improve the soldier's quality of life, strengthen community relationships, and provide sound stewardship of resources.

Environmental Mission

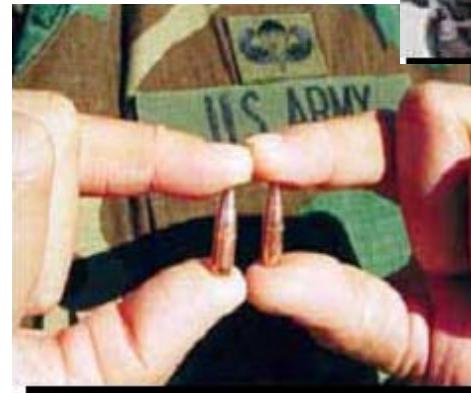
The Army will develop and implement cost-effective measures to protect and sustain the environment in support of military operations, installation management, and material development.



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Army Environmental Program Highlights

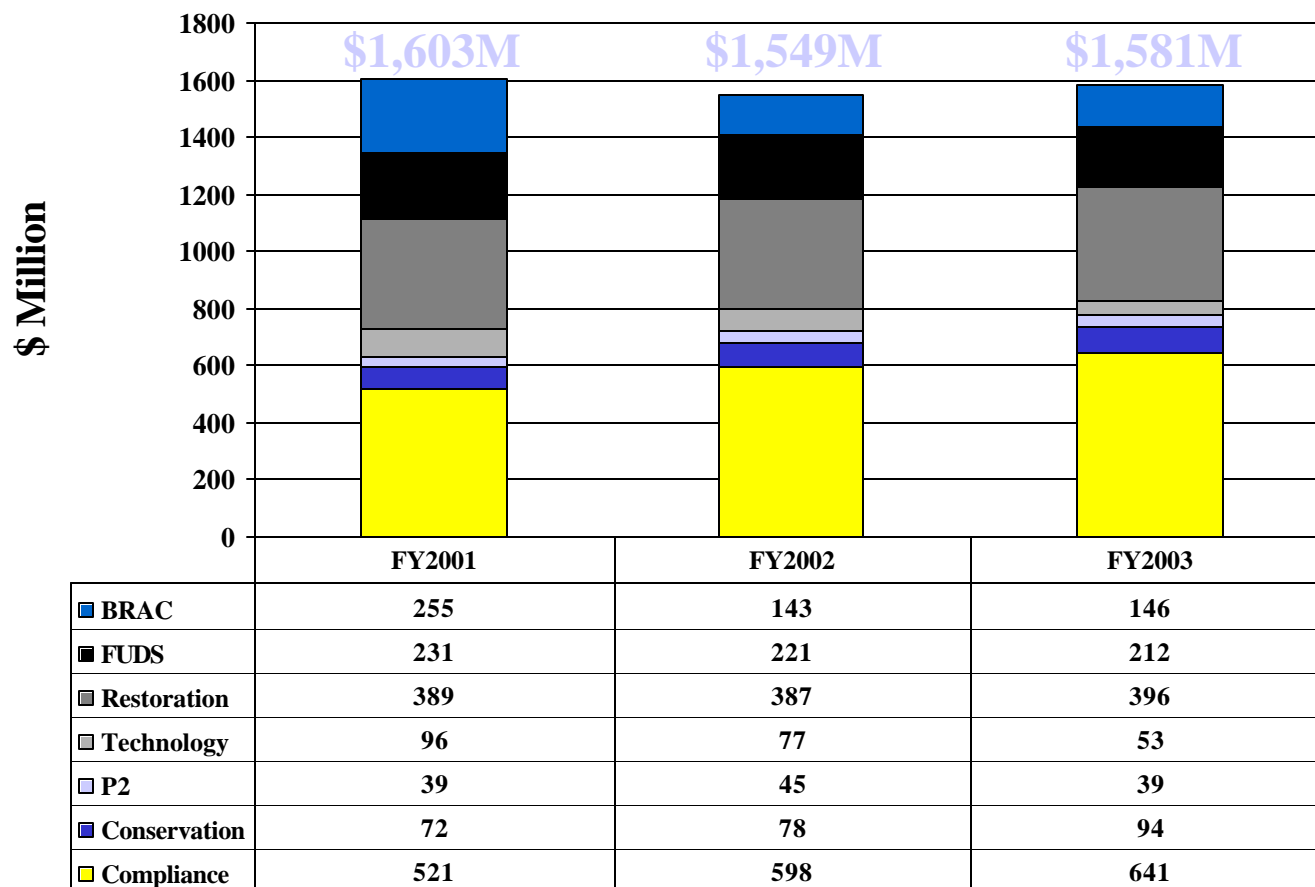
- ✍ Sustainable Ranges and Installations
- ✍ ESOH Integration with Acquisition
- ✍ Pollution Prevention/Compliance Integration
- ✍ MACOM and Installation Support
- ✍ Environmental Integration
- ✍ BRAC and Active Sites Restoration
- ✍ Innovative Technology
- ✍ Public Outreach
- ✍ International Programs





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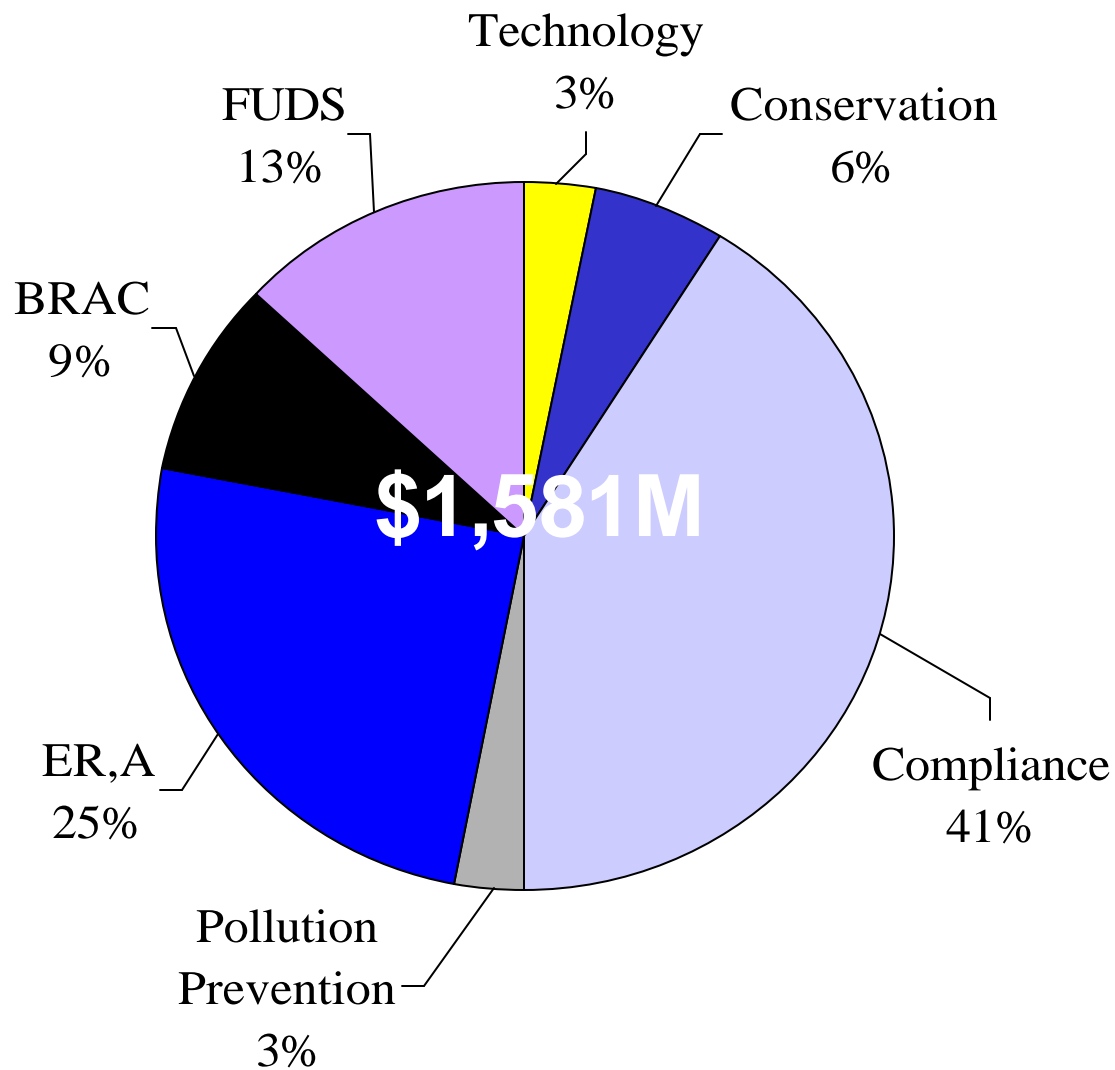
ARMY ENVIRONMENTAL PROGRAM (FY03 President's Budget)





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FISCAL YEAR 2003





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BOTTOM LINE

- **The Army Environmental Program:**
 - **Is integral to the overall mission**
 - **Competes for funding with training, readiness, force protection, transformation and people**
- **The FY03 Budget:**
 - **Increase of \$80M from FY02 Budget before adds**
 - **Increases Conservation funding, focusing on the implementation of integrated natural and cultural resource management plans**
 - **Fully funds compliance; to include overseas and MMR**
 - **Increases P2 funding, fielding the Hazardous Substance Management System (HSMS) throughout the Army**



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News From Washington...

NOT
“All is [^] Quiet on the Eastern Front!”



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CHANGE IS COMING -- GOVERNMENT REFORMS

- ? **Incorporate Successful Private Sector Reforms in Federal Work Force.**
 - Flatten the federal hierarchy
 - Redistribute higher-level positions to front-line.
 - Business type approaches

- ? **Open Government Activities to Competition to Ensure Market-based Pricing and Innovation.**
 - Changes in contracting
 - Public-private partnerships



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HIGHLIGHTS OF THE REDESIGN

- **SA chartered top-down review of HQDA--19 Jun 01**
 - Transform headquarters into streamlined, integrated staff
 - Eliminate overlap, duplication of functions
 - Reduce layers
- **Reviewed:**
 - Headquarters management, operations, training and education
 - Requirements development
 - Acquisition and logistics
 - ✍ **Installation Management**
 - Resource allocation
 - Personnel
 - Information Management
 - External Affairs
 - Compliance
 - Civil works



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CENTRALIZED INSTALLATION MANAGEMENT

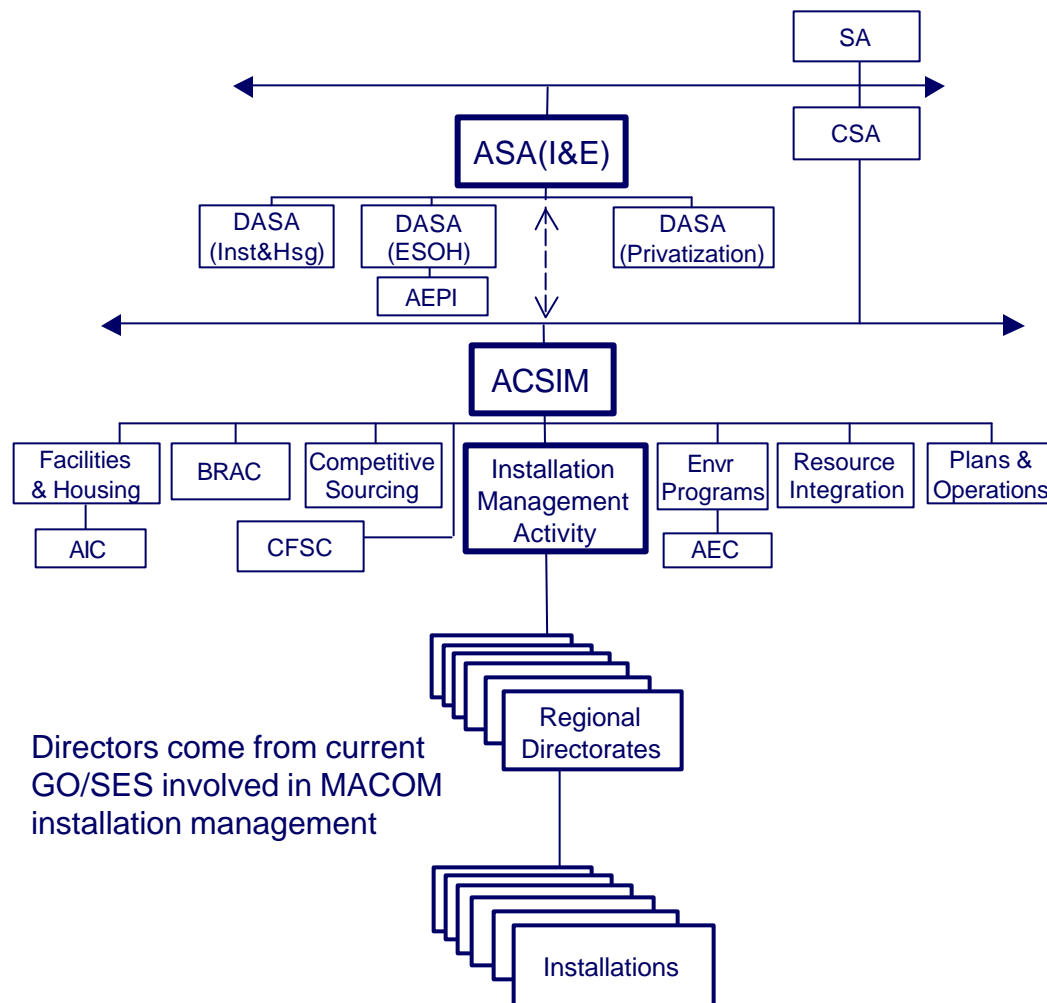
Regional Alignment – What it does.

- Creates a corporate structure with sole focus on efficient and effective installation management
 - Mission commanders can concentrate on readiness
 - Mission commanders still influence critical issues through rating chain and Installation Board of Directors
- Promotes consistent standards and equitable service across the Army
 - Installation to installation
 - Equity among tenants – AC/RC
 - Enables resourcing to standard
- Enhances Army transformation
 - Enables development of multi-function installations to support evolving structure/needs
 - Provides maximum management flexibility through geographic vice functional focus
- Integrates Active and Reserve Components.



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CENTRALIZED INSTALLATION MANAGEMENT STRUCTURE



Directors come from current
GO/SES involved in MACOM
installation management

FUNCTIONS/MISSION SUPPORT

HQDA

Policy and Oversight
Programs, Standards, Plans, Resourcing
MACOM CDRs on Installation Board of
Directors

Regions

Implement policies and programs
Enforce standards and equity
Execute \$
Seek regional efficiencies
Regional Director rated by Dir Installations,
Senior rated by ACSIM

Installations

Execute program and support the
mission(s)
Sr. Mission Commander in the rating chain
for the Garrison Commander

ORIGINALLY PROPOSED REGIONS

North Central

Northeast

West

Capitol

Southeast

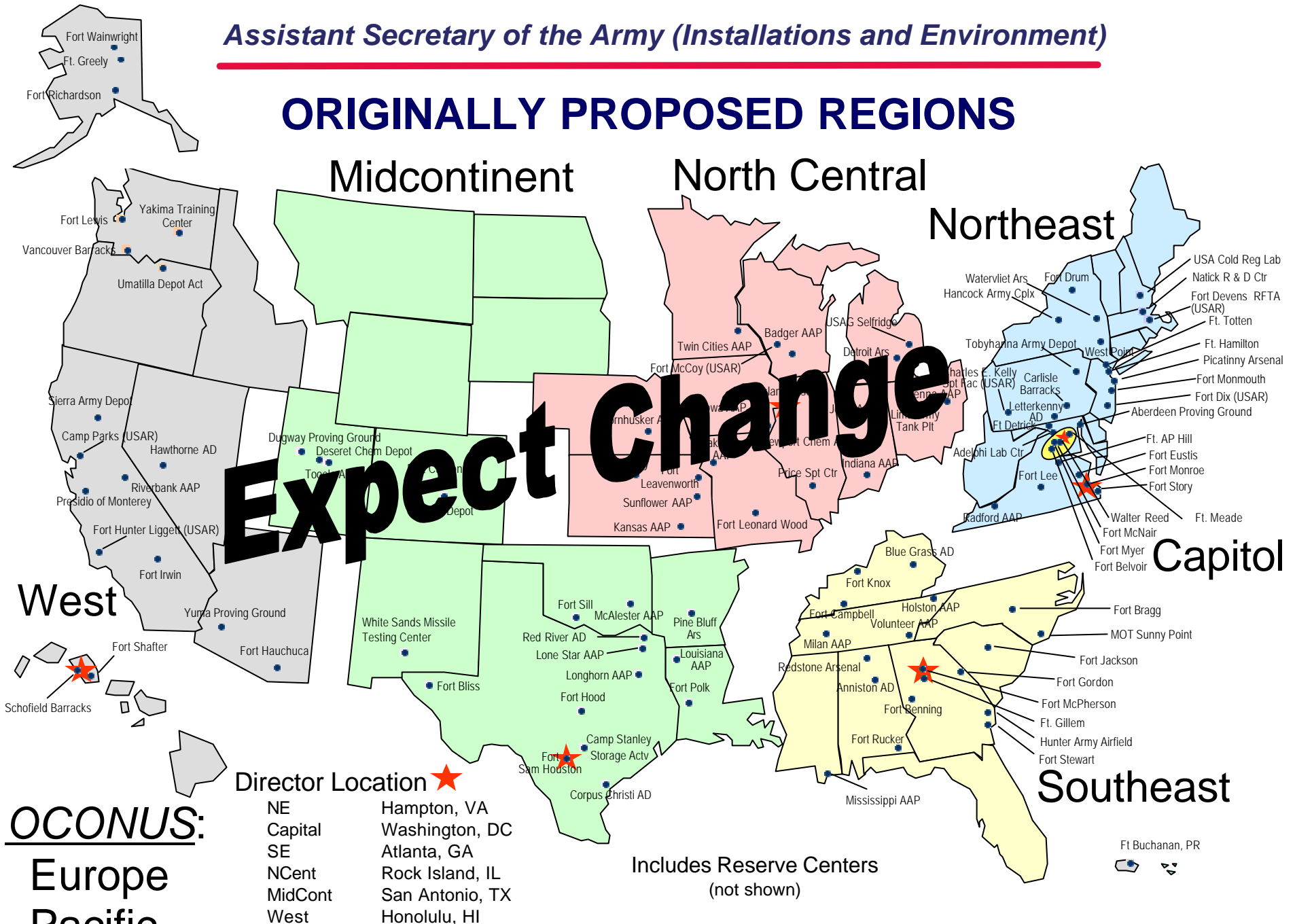
Europe Pacific

NE
Capital
SE
NCent
MidCont
West

Hampton, VA
Washington, DC
Atlanta, GA
Rock Island, IL
San Antonio, TX
Honolulu, HI

Includes Reserve Centers
(not shown)

Ft Buchanan, PR





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ARMY POLICY IS ISO 14001

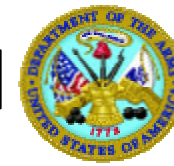
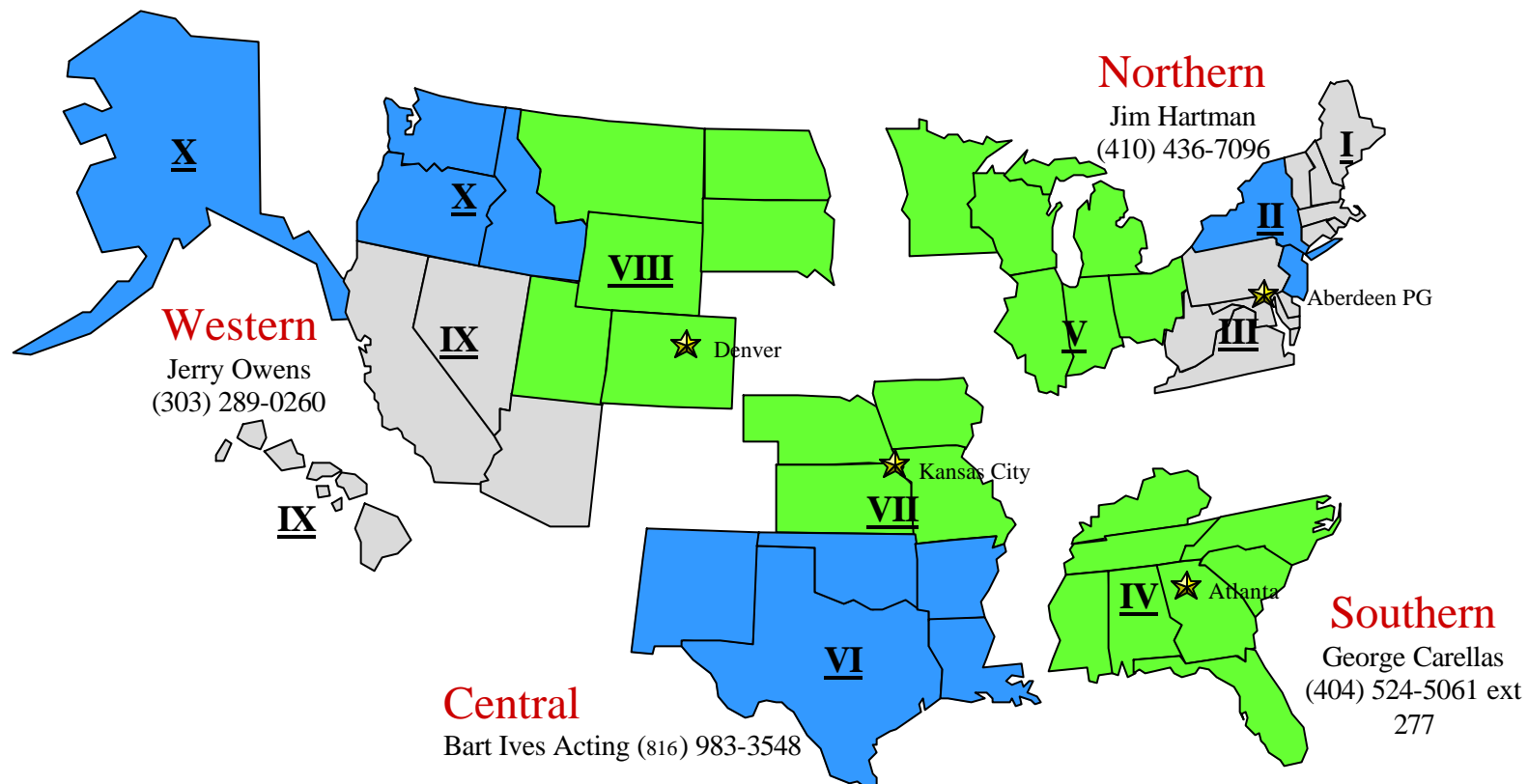
- ✍ EMS is required by E.O. 13148
- ✍ Global standard supporting Army's global mission
- ✍ Makes environment an active tool for mission accomplishment
- ✍ An improved business practice
- ✍ Tool for implementing mission priorities
- ✍ Cheaper & faster than non-standard approach
- ✍ Moves Army to industry best practice



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ARMY REGIONAL ENVIRONMENTAL OFFICES

Support the Army/DoD mission through coordination, communication, and facilitation of regional environmental issues and activities to strengthen community relations.





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REO AVAILABLE SERVICES

- **Regulator Conflict/NOV Resolution**
 - **DoD/Army Advocate for Reducing Impacts of Proposed State Environmental Laws & Regulations**
 - **Leveraging Resources**
 - **Program Recognition**
- ✍ **REOs coordinate & facilitate meetings w/EPA Regional and State Environmental Offices**
 - ✍ **State Regulatory Assessment and Monitoring Program (SRAMP)**
 - ✍ **REOs are effective in coordinating regional training, workshops, conferences, and partnerships**
 - ✍ **REOs can publish success stories, submit award packages for EPA Regional and Governor Awards, and provide guidance on State Performance Based Incentive Programs**



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***“Enjoy Change!
Savor The Adventure And
Enjoy The Taste Of New Cheese!”***

***From: Spencer Johnson, M.D.
Who Moved My Cheese?***



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OUR ULTIMATE CUSTOMER

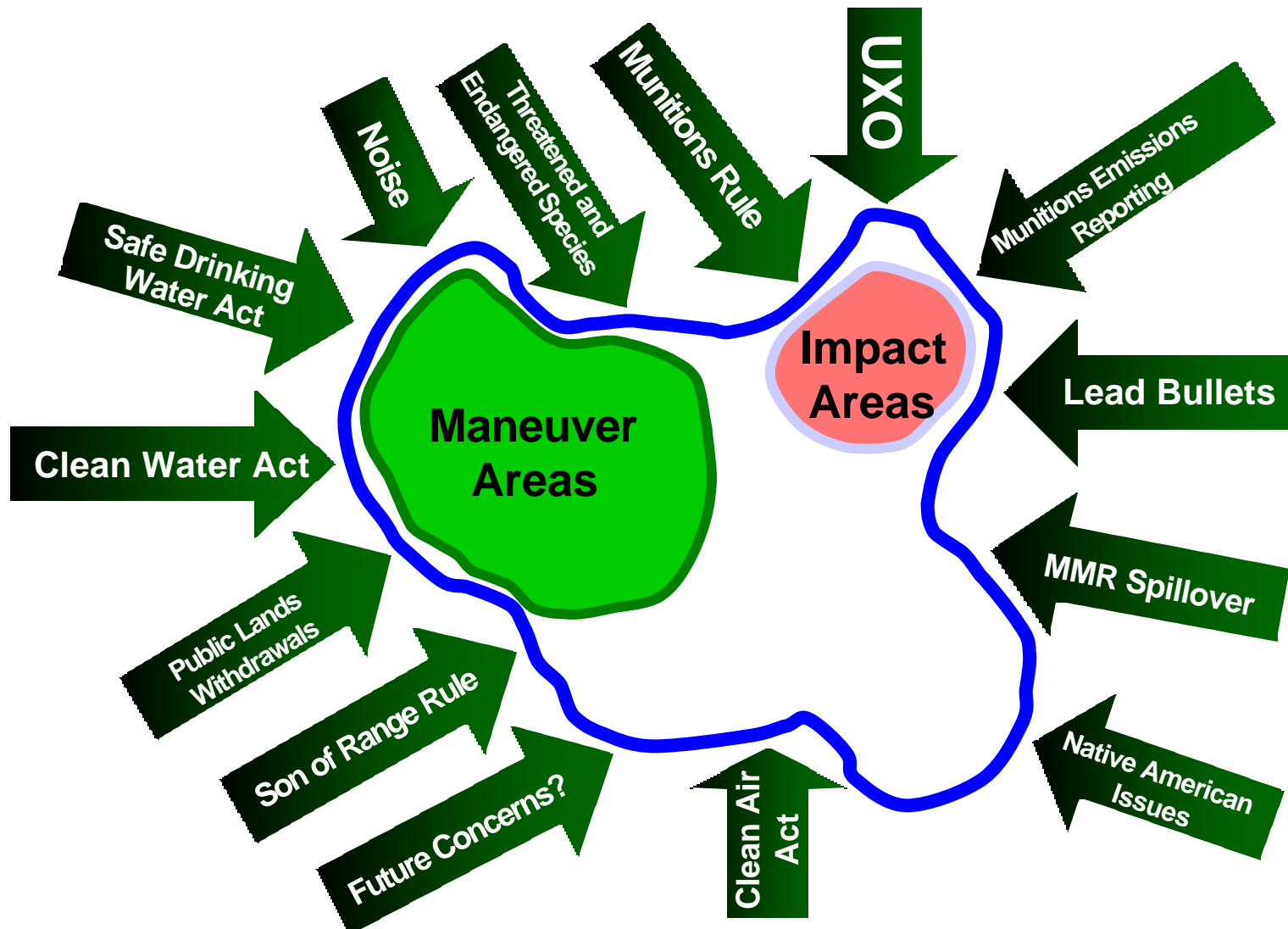
Supporting the Soldier





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ENVIRONMENTAL ENCROACHMENT





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RANGE SUSTAINABILITY

- DoD ranges and airspace/seaspace face increasing demands
- Encroachment of DoD lands, airspace and seaspace threaten access to vital test and training areas
- The threats are diverse and long-term
- Sustainable Readiness offers an approach to be explored



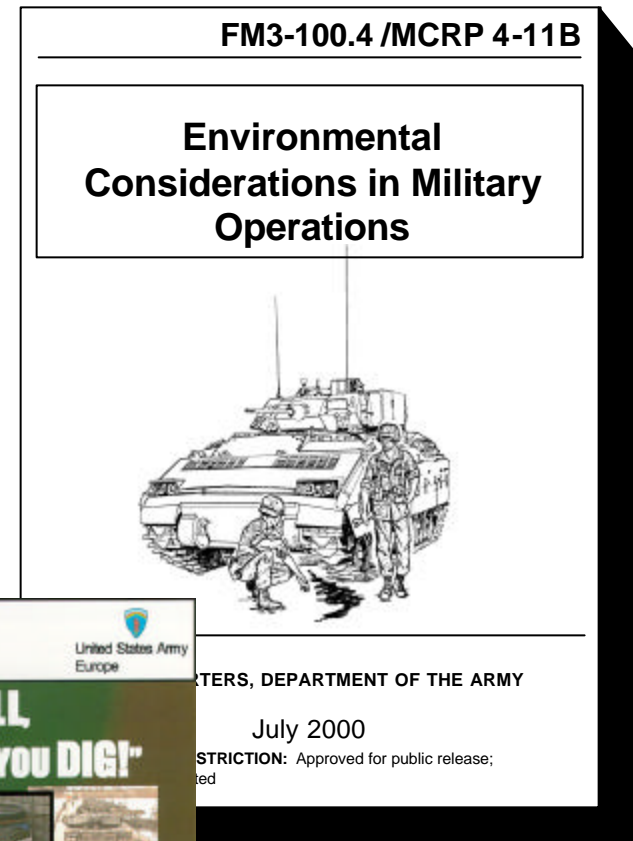
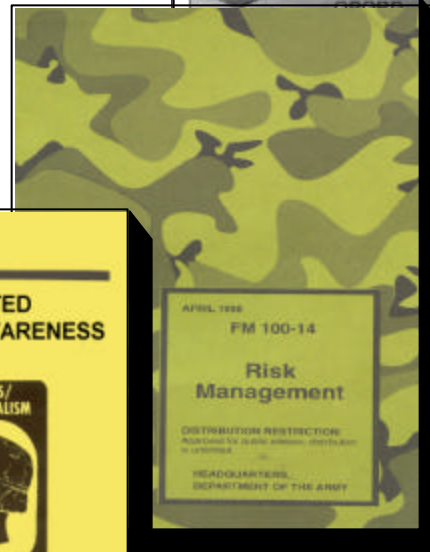
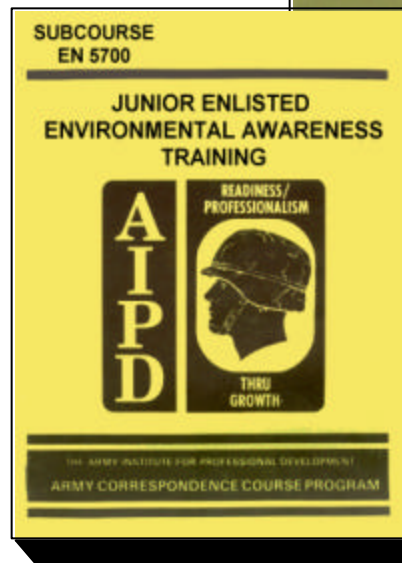


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INTEGRATING ENVIRONMENT INTO THE ARMY MISSION

Good News is...

We're doing it!





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"An important part of The Army's transformation is our continued emphasis on caring for the training lands that sustain and enable Army readiness."

**General Eric K. Shinseki
Chief of Staff, United States Army**





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BACK UP SLIDES



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RESTORATION

GOAL:
Clean up contaminated sites as quickly as dollars permit.



Where we were: Too much study, poor site level data, not enough clean up

Where we are today: Continued emphasis on high relative risk sites and on moving sites into RIP/RC phase

- ✍ % of \$ going to cleanup increasing
- ✍ % of sites in clean-up phase increasing
- ✍ Sites deleted from NPL increasing
- ✍ Innovative technology (e.g., phytoremediation) increasing
- ✍ Use of natural attenuation increasing
- ✍ Partnering/peer reviews increasing
- ✍ Number of RABS increasing
- ✍ % of not evaluated sites decreasing
- ✍ % of sites in study phase decreasing
- ✍ Management/Oversight costs decreasing
- ✍ Number of high relative risk sites decreasing

Where we are going: Demonstrate progress with quality site level data; gain cost efficiencies & savings in management and contracting; leverage science and innovative technologies



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POLLUTION PREVENTION

GOAL:
Reduce reliance on
products and processes
that degrade the
environment.



Where we were: Focused on hazardous waste minimization

Where we are today: Integrating Pollution Prevention and Compliance

- ✍ Inserting P2 in weapon system acquisition.
- ✍ Eliminating Haz Mats in military specifications and standards at commodity level.
- ✍ Centralized HMMP being implemented.
- ✍ ENVVEST being piloted at Fort Lewis.
- ✍ Hazardous waste disposal decreasing.
- ✍ Toxic Releases Inventory (TRI) releases decreasing.
- ✍ Non-hazardous Solid Waste disposal decreasing.
- ✍ Recycling continues to expand.
- ✍ Use of Ozone Depleting Chemicals decreasing.

Where we are going: Sustainable operations

- smarter, more efficient, environmentally sound management
- integration of environment, safety & health



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CONSERVATION

GOAL:

Protect natural and cultural resources to support readiness, comply with legal and stewardship requirements and enhance quality of life for DOD personnel.



**Where we were: Narrow focus -
cantonment, recreation,
consumption**

**Where We Are: Compliance
focus and mission integration**

- ✍ Obtaining user buy-in**
- ✍ Identifying resources**
- ✍ Developing plans**
- ✍ Improving policy**
- ✍ Partnering**

**Where we are going: Proactive
management, mission support,
watershed/ecosystem focus**



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COMPLIANCE

GOAL

Ensure that all Army sites attain and sustain compliance



Where we were:

- ✍ Sovereign immunity (Prior to FFCA, Oct 92)
- ✍ Reactive vs proactive
- ✍ Increased inspections, enforcement actions, assessed fines/penalties

Where we are today: Compliance through pollution prevention and conservation

- ✍ Settled many fines/penalties in FY96/FY97
- ✍ Environmental Compliance Assessment Systems (ECAS)
 - ✍ ECAS III implementing in FY 99
 - ✍ Identify root causes of deficiencies; program analysis
- ✍ Inspections slightly down
- ✍ Fewer enforcement actions
- ✍ Reduced number of assessed fines & penalties

Where we are going:

- Minimize compliance costs.
- HQDA to develop Environmental Management System.



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ENVIRONMENTAL QUALITY TECHNOLOGY (EQT)

GOAL:

Develop, mature & transfer technologies addressing Army's high-priority RDT&E requirements making more resources available for Readiness, Modernization & Quality of Life.



- ✍ EQT Program offers the potential for a minimum of 4 times return on investment
- ✍ EQT can enhance/increase readiness:
 - More training areas available
 - More resources available for critical needs
 - Reduced total ownership costs
- ✍ EQT program focuses on finding solutions to environment, safety and health issues





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INTERNATIONAL DEFENSE COOPERATION

Mission: Protect the Force, enhance operations and promote regional security by “*Shaping*” the international arena.

PROMOTE REGIONAL STABILITY

- Improve Mil-to-Mil Contacts
- Democratic Institution Building
- Strengthens U.S. Foreign Policy

FORCE HEALTH PROTECTION

- Synchronize ESOH Standards with Allies
- Improve worldwide health databases

OPERATIONAL IMPACTS

- Increases Base Capacity
- Minimizes resource impacts
- Improves Multinational Force Compatibility



Oil Fire in Kuwait Reflects in Oil Lake

“In order to shape the international security environment in ways that protect and advance U.S. interests, the United States must remain engaged and exert leadership abroad.” (Secretary of Defense, March 1997)