



WESTERN



REGION



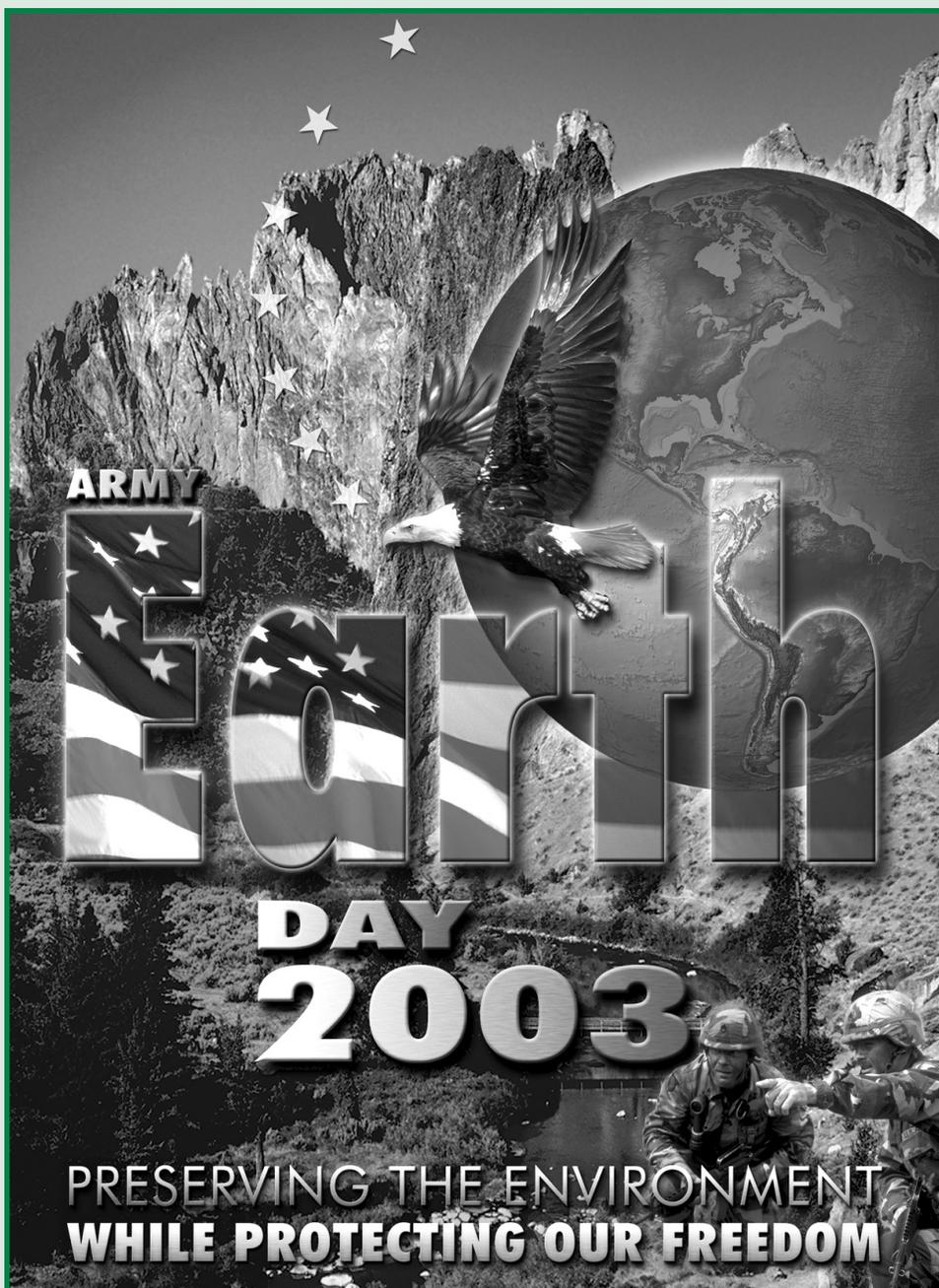
WESTERN REGIONAL ENVIRONMENTAL OFFICE

US ARMY ENVIRONMENTAL CENTER

2003 Edition, Volume 2

Standard Federal Regions 8, 9 and 10

Earth Day – A Daily Event



IN THIS ISSUE ...

*Engaging Garrison
Commanders*

*Alaska Forum
on the Environment*

*Fort Carson Applied
Sustainability Workshop*

*Army Affirmation
Procurement Program*

FROM THE EDITOR

FEDERAL ENVIRONMENTAL EXECUTIVE



Jerry Owens
Chief, WREO

On April 7, at the National Defense Industrial Association meeting in Richmond, Va., John Howard, Federal Environmental Executive (FEE), met in a special session with several Department of Defense (DoD) participants. The group included the Regional Environmental Coordinators from each of the services. Executive Order (EO) 13101, Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition, created the position of FEE in 1998. The FEE enjoys a unique status through affiliation with both the Environmental Protection Agency (EPA) and the White House Council on Environmental Quality.

Howard encouraged everyone to consider participating in the White

House Closing the Circle (CTC) awards for 2003. The CTC program recognizes federal employees and their facilities for efforts resulting in significant contributions to, or significant impact on, the environment. The awards focus on waste prevention, recycling, and affirmative procurement activities under EO 13101 and environmental management under EO 13148. This year, two new categories will be introduced: Biobased Products and Sustainable Design/Green Buildings. John Coho is the agency representative for DoD. He can be contacted at John.Coho@osd.mil.

The Office of the Federal Environmental Executive (OFEE) recently launched a Web site providing Americans with the first-ever comprehensive guide to environmental service opportunities and Earth Day



John Howard, Federal Environmental Executive

events sponsored by the federal government: <http://www.ofee.gov/>. The OFEE Web site provides links to many other Earth Day sites outlining activities throughout the country. For example, *Events & Activities: Rockies (Colorado, Idaho, Montana, Utah, Wyoming)* can be found at http://www.earthday.gov/events_rockies.htm. *Events & Activities: West (Alaska, Arizona, California, Hawaii, Nevada, Oregon, Washington)* can be found at http://www.earthday.gov/events_west.htm.



The Web site for the Office of the Federal Environmental Executive (OFEE) can be found at: <http://www.ofee.gov/>

WESTERN REGIONAL ENVIRONMENTAL OFFICE NEWSLETTER

The Western Regional Environmental Newsletter is an unofficial publication authorized under the provisions of AR 25-30. It is published on a quarterly basis by the U.S. Army Western Regional Environmental Office, U.S. Custom House, Room 427, 721 19th Street, Denver, CO 80202-2500. The views and opinions expressed are not necessarily those of the Department of the Army. This publication has a circulation of 400. WREO Chief's telephone: (303) 844-0953; all articles proposed should be submitted to the Regional Environmental Office two months before issue dates. These submissions are subject to editing and rewriting as deemed necessary for space considerations.

- Commander, USAEC COL James M. De Paz
- Deputy Commander Dr. Kenneth Juris
- Chief, WREO Gerald F. Owens
- Chief of Staff LTC James A. Price
- Chief of Public Affairs Robert DiMichele

DO YOU HAVE GOOD NEWS OR A SUCCESS STORY YOU WOULD LIKE TO SHARE?

The staff at the US Army Western Regional Environmental Office (WREO) is continually looking for environmental and energy good news/success stories or initiatives from installations and facilities. Our newsletter distribution list allows multi-service coverage on a quarterly basis to a broad population base. This offers you an opportunity to share individual successes of potential benefit to others. If you feel you have a story or a topic area to contribute, please contact our project manager, Curt Williams, at cwilliam@rma.army.mil or (303) 844-0952.

SIGNIFICANT REGULATORY AND LEGISLATIVE DEVELOPMENTS

The Western Regional Environmental Office provides current monthly information (Regional Reviews) on significant regulatory and legislative developments as well as related information affecting DoD activities and operations in the 14 states within EPA Regions 8, 9 and 10. To be placed on electronic distribution to receive information within your EPA Region of concern, contact Marius Gedgaudas at (303) 844-0954 or mgedgaud@rma.army.mil. We are here to serve your needs.

ARMY ENVIRONMENTAL RESPONSE HOTLINE

Telephone: 1-800-872-3845

E-mail: Environmentalhotline@aec.apgea.army.mil

Library Research Assistance: usaectic@aec.apgea.army.mil

The US Army Environmental Response Hotline provides answers to your technical environmental questions. It's a one-stop service developed for your use to get accurate and timely information on a host of issues, including:

- Assistance to Web site
- Compliance
- DENIX help
- National Environmental Policy Act
- Restoration
- CFRs
- Cultural and natural resources
- Direction to expertise
- Pollution prevention
- Training packages

The Environmental Hotline is available to any Department of the Army employee: soldiers (Active, National Guard or Reserve Component), civilians and Department of Defense contractors.

ALASKA STATEMENT OF COOPERATION

Mike Flannery

Contributing Editor
Army REC Region 10

The Alaska Statement of Cooperation (SOC) is a first class partnering arrangement. It involves the DoD agencies and the military services (including the Coast Guard), civilian federal agencies, EPA Region 10, and the Alaska Department of Environmental Conservation. It is arguably the model for effective environmental interagency partnering in the nation. John Iani, the EPA regional administrator, called the operation of the SOC an example of good government.

Alaskan Command coordinates military participation in the SOC. The SOC is more than a decade old and has successfully transitioned through several changes of command. This model partnering arrangement provides for executive-level involvement in environmental issues and has resulted in continuing dialogue with the regulatory agencies. The Executive Steering Committee meets semiannually or as necessary. The Working Group, an interagency team, provides continuing efforts throughout the year.

The SOC Executive Steering Committee met Feb. 12, in conjunction with the Alaska Forum on the Environment. The committee was apprised of several environmental



Anchorage, Alaska

activities during the meeting. The issues presented were Federal Executive Association Training Initiatives, Northwest Regional Environmental Education Facility, Annette Island Cleanup Update, and the Joint Regional Environmental Training Center (JRETC).

The JRETC, initiated as a supplemental environmental project at Fort Richardson, has been in its newly renovated facilities since the fall of 1997. It conducts environmental training year round on a reimbursable basis. The JRETC, which continues to meet its financial commitments, offers a full calendar of environmental courses for all organizations that are members of the SOC. These organizations have saved more than \$3 million in travel expenses.

After the meeting, members of the Executive Steering Committee participated in the "talking circle" with Alaskan native elders. The SOC continues to address environmental concerns in the "Great Land."

ALASKA RESTORATION ADVISORY BOARD CO-CHAIR WORKSHOP

Mike Flannery

Contributing Editor
Army REC Region 10

This February, the US Army Environmental Center's Western Regional Environmental Office facilitated the annual Alaska Statewide Restoration Advisory Board (RAB) workshop for community and military co-chairs of approximately 25 RABs located throughout Alaska. The meeting, held at the Egan Conference Center in Anchorage, provided a forum where members met with DoD and military service representatives to exchange ideas on environmental cleanup of Army, Navy, Air Force and other Formerly Used Defense Sites throughout the state.

The overall goal was to provide co-chairs from across Alaska the opportunity to meet and share experiences on operating a successful, useful RAB. The agenda was developed based on comments received from last year's attendees and from telephone conversations with community and military co-chairs. In coordination with representatives of all the services and the environmental agencies, it was decided to organize the workshop similarly to the one held last year.

The most important component of the workshop was the experience that the participants brought as stakeholders. Approximately 100 personnel attended the workshop. Arlene Thomas, community co-chair of the Barrow, Alaska RAB, welcomed the participants. Don Schregadus, Deputy

Assistant Secretary of the Navy for Environment, Safety and Occupational Health; Pat Ferree, from the Office of the Deputy Under Secretary of Defense for Installations and Environment; and Jennifer Roberts, Alaska Department of Environmental Conservation (ADEC), were the keynote speakers.

Breakout sessions during the workshop included risk assessment and risk management by Stephanie Pingree and John Halverson of the ADEC, and Doris Thomas from Elmendorf Air Force Base spoke on RAB retention. Dr. Mark Prieksat from Fort Richardson explained how priorities for funding DoD cleanup sites are determined, and Tracey Lynn from the Alaska Department of Public Health and Social Services covered the role of Public Health in determining the impact on Alaskans of contaminants in the food chain.

Facilitators provided by the US Army Center for Health Promotion and Preventive Medicine supported the workshop. Co-chairs and representatives of the RABs throughout Alaska attended the one-day workshop with the purpose of encouraging effective communication at RAB meetings. A summary of the workshop will be provided to all participants. The Air Force will host the 2004 RAB co-chair workshop.

FORT CARSON APPLIED SUSTAINABILITY WORKSHOP

Tim Blume

Army Regional Environmental Coordinator
Region 8, WREO

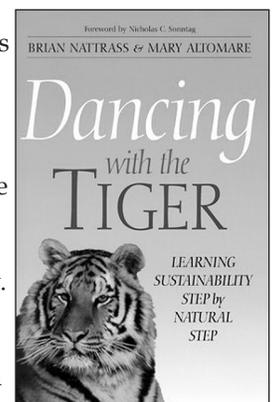
Dr. Brian Natrass and Mary Altomare facilitated discussions during Fort Carson's Applied Sustainability Workshop, Feb. 11-12. This workshop was intended to provide a forum for Fort Carson's sustainability committees to refine their five-year goals, objectives and plans, following the installation's initial sustainability initiative workshop, held in September 2002. The first day of the workshop was primarily spent learning about the facilitators' "natural step" way of looking at sustainability. During the morning of the second day, members of each of Fort Carson's Sustainability Initiative Committees refined briefings that were presented to the garrison commander later that day. A representative from each committee briefed the garrison commander (Col. Simeon

Trombitas) in the afternoon regarding their goals, objectives, and plans to achieve them in the next five years.

Natrass and Altomare began the workshop by providing each attendee with their book *Dancing with the Tiger: Learning Sustainability Step by Natural Step*. The natural step framework for sustainability incorporates the definition of four system conditions essential for the maintenance of a healthy relationship between human society and the rest of nature, together with a robust methodology for how to apply them strategically. The book includes case study examples of how four of the most successful companies and communities in North America used it to their benefit. The

book takes a deeper look at the steps required to achieve real movement toward more sustainable business practices and corporate responsibility.

Natrass and Altomare say there are four system conditions for a sustainable society. The conditions are based on a systems approach that recognizes the interdependence and interrelationships between society and the rest of nature.



(Continued on page 6)

AFFIRMATIVE PROCUREMENT PROGRAM

THE HOW TO'S OF PURCHASING GREEN

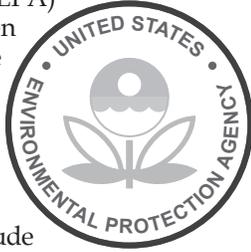
Curt Williams

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Who's the Driver?

Environmental Protection Agency (EPA) multi-media inspection teams have been paying close attention to the Affirmative Procurement (AP) program at federal facilities. EO 13101, Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition, authorized Resource Conservation and Recovery Act (RCRA) inspections to include an assessment of AP compliance. Notices of Violation (NOVs) and Compliance Agreements are possible outcomes of such inspections. EPA has been known to mail out AP questionnaires to individual facilities and installations to query about the status of the AP program. Not returning the questionnaires or responding places the installation at risk of receiving an NOV after the multi-media inspection team visits and determines that AP program awareness and practices are missing.



To emphasize the importance of AP, the Army's Environmental Performance Assessment System (EPAS) has been highlighting this issue by focusing on its implementation at the installation level. Assessors typically investigate the purchase card program and contracting offices to determine the level of awareness and presence of procedures for implementing AP. Currently, EPAS findings resulting from the lack of AP programs, uncovered during the EPAS process, are now classified as Class I findings referencing RCRA, Sect. 6002, EO 13101 - Greening the Government Through Waste Prevention, Recycling and Federal Acquisition (1998), and the Federal Acquisition Regulations (FARs, subparts 23.4 and 7).

What Are the Benefits of AP to the Installation?

The primary benefits of establishing an installationwide AP program include:

- ☆ Saving energy
- ☆ Conserving resources
- ☆ Creating recycling markets
- ☆ Minimizing landfill space
- ☆ Reducing pollution
- ☆ Creating jobs (manufacturing and distribution)
- ☆ Providing incentives to manufacturers to alter processes to improve products
- ☆ Promoting environmental stewardship in the sustainability and outreach efforts

What Product Categories Are Currently Available to Consider for Purchase?

- ☆ Construction (carpeting, floor tiles, shower and restroom dividers, roofing materials)
- ☆ Landscaping (garden and soaker hoses, food waste compost, timbers and posts)
- ☆ Parks and recreation (plastic fencing, playground equipment, running tracks)
- ☆ Transportation (delineators, barricades, traffic cones, parking stops)
- ☆ Paper and non-paper (printing, binders, toner cartridges, trash bags, envelopes)
- ☆ Vehicular (engine coolants, re-refined lubricating oils, retread tires)
- ☆ Miscellaneous (pallets, sorbents, signage, awards and plaques, industrial drums)

EPA has designated a total of 54 products (with 11 more proposed) within the categories listed above, for procurement, to substitute for commonly used products, at a lower cost and less harm to the environment.

What Type of Training Is Available?

The US Army Center for Health Promotion and Preventive Medicine (USACHPPM) offers one-day Affirmative Procurement training for Army installation personnel who purchase or contract for products that can be made with recycled content or have other positive environmental attributes. The training focuses on the requirements of EO 13101, requiring federal purchasers to identify and target designated products made with recycled content in lieu of those made with raw or virgin materials. EPA publishes Comprehensive Procurement Guidelines that identify the products to be considered and purchased. In addition, the EO calls for consideration of other factors in the buying process, such as packaging, hazardous content, product reusability, or ability to be recycled.

The implications of the EO are far-reaching. An Army installation may have hundreds of personnel making purchases every day, many with credit cards. In addition, many installation service contracts (including janitorial, construction, vehicle maintenance, and grounds keeping) include the purchase or use of designated products. The FARs contains specific requirements for the integration of AP into federal contracts.

(Continued on page 8)

FORT CARSON

(Continued from page 4)

They articulate the basic conditions that the global socioecological system must meet to continue in a state of both social and ecological sustainability.

Several trends are going in the wrong direction in the world at this time. First, since 1970, there has been about a 30-percent decline in the health of indicator species. Second, the human impact on the environment has increased rapidly (doubled over the last 40 years). We're using more of the biological capital than is being produced (our ecological footprint is increasing). Therefore, we're hitting upon limitations on space, water, resources, etc. In a sustainable society, basic needs are met worldwide and when they're not, security is in question. Increasingly, our soldiers will be fighting wars to protect what we have now ("Fortress World").

Natrass and Altomare explained concepts we must use to work toward change. They asked, "How do you dance with the tiger?" (How do you change the existing system?) You must treat the existing system with respect. As change agents, we must understand the status of the system we're trying to change, so we can maintain credibility. Any change begins with a small group of innovators. Then more change agents adopt it and promote it. The methodology of the change agent is to try to make their organization win at the same time they get change to occur. To get the mass of the organization to change, you have to demonstrate that your proposal is a better way to accomplish things.

They advised that if we want to change behavior, we should change the structure that leads to that behavior. We shouldn't blame it on people – we need to look at the structure. We must make it as easy as possible to help people be successful.

Each Fort Carson Sustainability committee spent

time reviewing their respective committee's goal statements and discussed if they wanted to change them, as these are the goals for the next five-year period.

Beginning Feb. 12, workshop attendees participated in an exercise to help visualize what sustainability success at Fort Carson could look like. This was accomplished by allowing each person to state what he or she thinks the garrison commander will believe regarding each of the sustainability goal areas. The sustainability committees spent time finalizing their out-briefs to present to the garrison commander. A common template was developed for the committees to use as their out-brief format, including four basic components:

- An objective
- A target for success
- A means to measure progress
- Initiatives on how to achieve the goal

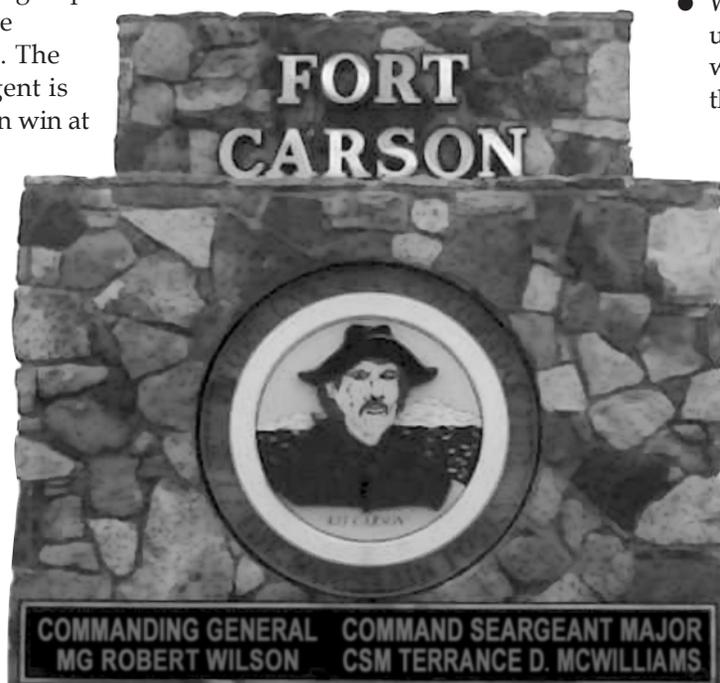
A representative from each of Fort Carson's Installation Sustainability Initiative committees briefed COL Trombitas regarding their committee's goals for the next five years. The committees were:

- Sustainability Management Systems
- Sustainable Energy and Water
- Sustainable Transportation
- Improved Communication
- Sustainable Partnerships
- Sustainable Master Planning
- High Performance Buildings
- Sustainable Training
- Sustainable Procurement
- Zero Waste
- Sustainable Training Lands.

Col. Trombitas provided the following feedback and responses regarding the committee out-briefs:

- He was amazed at the process and glad to see ongoing activity to achieve goals.
- We and the community have vested interests in achieving goals.
- Although Fort Carson is in the middle of preparing to do the government's business, it is important that we continue to think about being prepared for the future.
- We need to change the way we think and do business.
- We need to look at the way we used to do business and see if we should return to some of those ways.
 - Partnership, partnership, partnership.
 - We're asking the right questions – keep it up.
 - Being knowledgeable about the political process will help us achieve our goals.
 - Remain engaged and keep looking toward the future.

Fort Carson's five-year sustainability plan is targeted for completion by the end of May. The next follow-up sustainability workshop is scheduled for September 2003.



GETTING THE GARRISON COMMANDER INVOLVED IN THE INSTALLATION ENVIRONMENTAL PROGRAM

Curt Williams

Project Manager, WREO

Contributing Editor

During the Army's Environmental Symposium held in Kansas City, Mo., in March 2003, the Army Management Staff College (AMSC), Command Program, Mike Dougan, PE, (Retired Army) presented an outstanding session focused on Garrison Commanders (GC) Pre-Command Course. Dougan, an instructor who teaches the four-week course at AMSC, shared valuable insights regarding in-coming garrison commanders and potentially successful means to bring them into their installation's environmental business early on.

The following key issues have proven to be valuable when new garrison commanders first arrive to take command:

A. Understanding Who Your GC Is (and Is Not)

- ◆ Generally is an Army colonel or lieutenant colonel from almost any branch, including Special Forces
- ◆ "Centrally selected" by a Headquarters, Department of the Army board for his/her proven leadership
- ◆ Highly unlikely to have any direct garrison experience (although there have been exceptions)
- ◆ Nearly certain of having been a garrison "customer" at some point in time from past assignments
- ◆ Eager to do well, but needing to find the right role
- ◆ Expecting and relying upon you to know and do your environmental job well

B. Understand What Really Competes for Your GC's Time at the Installation

- ◆ The "Big Five + One" (i.e., resource management (RM), civilian human resource management (CHRM), facilities and infrastructure, morale welfare and recreation (MWR), anti-terrorism/force protection (AT/FP), plus environment)
- ◆ Transitioning to the installation management activity culture and interaction with the Regional Director (rated by civilian/SES at the IMA Region, while senior rater = Installation and Commanding General)
- ◆ Community relations and involvement (meeting and greeting)
- ◆ Quality of life/well-being in all forms (MWR, soldiers, family housing, child care, schools, etc.)
- ◆ Strategic planning (activity-based costing and management, Army program improvement criteria)
- ◆ Master planning and the Future Year Defense Program (especially military construction)
- ◆ Questions from and updates to the senior mission commanders

C. Understand What Really Competes for Your GC's Time During the Pre-Command Course at the AMSC

Area	Time Spent (hours) at the Course
RM	7
CHRM	5.5
Facilities and Infrastructure	12
AT/FP	18.5
MWR	16
Environment	4
Special Presentations from:	
● ACSIM (MG Larry Lust)	1
● IMA (MG Anders Aadland and Deputy Director)	3
● Current Serving GCs (What's It's Really Like)	2
● Auditor General	1.5
● Master Planning	5.5
● Principal Deputy Assistant Secretary of the Army (Installations and Environment)	1

D. Prioritize and Identify the Top Environmental Payoff Issues for Your GC

- ◆ Have the GC serve as the chair for the Environmental Quality Control Committee and consider inviting state regulators and inspectors as guest speakers dealing with fines, penalties and NOV's.
- ◆ Meet with regulators and tribal leaders.
- ◆ Sell your environmental successes.
- ◆ Get tenant activities on board with the installation environmental program.
- ◆ Host local environmental interest groups.
- ◆ Get out to visit the environmental staff at work.
- ◆ Follow and stay engaged in the external/internal process of ECAS/EPAS.
- ◆ Consider EMS, Sustainability, Public Outreach.

E. Suggestions on Building an Environmental Terrain Walk that Best Engages Your GC

- ◆ Identify six to nine of your environmental payoff issues.
- ◆ Identify the top two to three close environmental payoff issues.
- ◆ Identify the top two to three remote environmental payoff issues.

(Continued on page 8)

AFFIRMATIVE PROCUREMENT PROGRAM

(Continued from page 5)

Seminar topics, which are included in the onsite AP training, are:

- ☆ Background on affirmative procurement, and why it makes sense
- ☆ EPA's comprehensive procurement guidelines
- ☆ EPA's recovered material advisory notices
- ☆ EPA inspections - what they will look for
- ☆ Implementation through credit card programs
- ☆ Where and how to find environmentally preferable products

Installation personnel may request additional types of concurrent training from USACHPPM, including:

- ☆ Special tailored command briefings (installation, garrison, and mission commanders)
- ☆ Special presentations at the Environmental Quality Control Committee and other forms of garrison environmental work groups
- ☆ Internal to contracting and procurement officers
- ☆ Incorporation of AP into purchase card users
- ☆ Federal agency training

Who's the Target Audience for Training?

The AP program is an installationwide, collaborative effort starting with installation and garrison commanders (GCs), endorsed with an installation policy. The AP program involves the entire garrison operation. Installation activities involvement in the training includes first-line representation from:

- ☆ Procurement and contracting officers
- ☆ Purchase card users and trainers
- ☆ Acquisition program personnel
- ☆ Logistics and supply personnel
- ☆ Directorate of Public Works
- ☆ Requirements generators and specification writers
- ☆ Designers and planners
- ☆ Environmental office
- ☆ Office managers (who request supplies)
- ☆ Contracting officers and technical representatives

Training seminars have been held since February 2000, and the USACHPPM instructors received the 2001 White House Closing the Circle Award for education and outreach. If your installation or facility needs help with this area, contact USACHPPM's Pat Rippey at (410) 436-5201 or pat.rippsey@apg.amedd.army.mil to schedule an installationwide training session. For further information, visit www.epa.gov/cpg or chppm-www.apgea.army.mil/GWSWP/SolidWaste/Affirmpro.htm.

GETTING THE GARRISON COMMANDER INVOLVED

(Continued from page 7)

- ◆ Identify the top two to three key people to talk to (e.g., regulators, influential groups, mayors, congressman).
- ◆ Map out these "stops" in a logical, ideal sequence via the environmental terrain walk (see example below).
- ◆ Describe the desired outcome for each stop.
- ◆ Develop GC discussion points for each stop.
- ◆ Help your GC form an environmental grid to grasp issues at a glance (see example below).

To the right is an example of select environmental topics to plot on the GC's environmental grid for the month that applies to the installation's environmental program. Present your list to the new GC within 30 to 45 days of his arrival at the installation.

Your GC's "Environmental Grid"

Compliance	✓	✓	✓	✓	✓
Pollution Prevention			✓		
Restoration					✓
Natural/Cultural Resources	✓		✓		
EQCC/Working Groups	✓	✓		✓	
	Buffer Zones	EMS/ISO 14001	New FTX	Drinking H ₂ O/STP	Environmental Regulators
					Refueling Points

An environmental terrain walk should identify pertinent environmental payoff issues to help a new GC understand where to direct his focus. Here is an example:

