

*Serving America's Army Today*

*...And Supporting Transformation*



**ARMY ENVIRONMENTAL POLICY INSTITUTE**



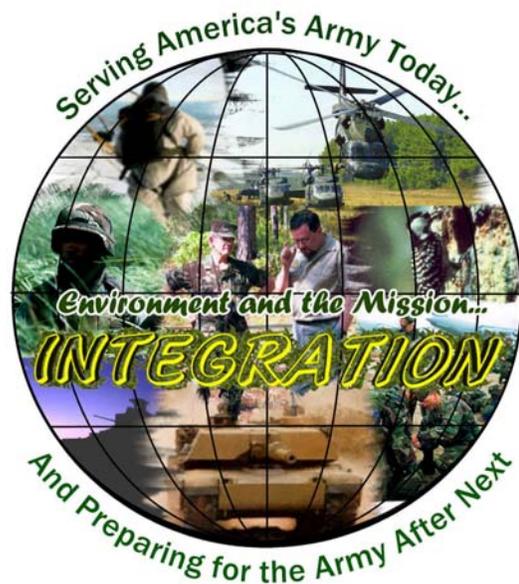
**2000/2001  
ANNUAL REPORT**



## CONTENTS

### Page

1	A Message from the Director
3	Secretariat Support Policy Research and Analysis
6	Environmental Legislative Regulatory Analysis and Monitoring (ELRAMP) and Emerging Non-Traditional Security Issues (ENSI)
7	Installations and Facilities
11	Conservation/Natural and Cultural Resources
14	Cleanup and Unexploded Ordnance Management
16	Pollution Prevention/Energy/Acquisition
16	Operations and Environmental Security
17	Foundation and Outreach
19	Recent AEPI Publications
20	Glossary



## ***A Message from the Director***

### ***Richard Wright***



Richard Wright  
Director

The Army Environmental Policy Institute (AEPI) is a unique organization, serving as a Staff Support Agency of the Assistant Secretary of the Army for Installations and Environment since 1990. AEPI facilitates the seamless integration of environmental values into the Army's mission to sustain readiness, improve the quality of life, strengthen community relationships, and support transformation.

As fiscal year 2001 drew to a close, the United States moved beyond the post cold war period into a new era. The world has changed significantly. We now face a war without traditional battle lines, but a war representative of potential future conflicts.

During these past few years, AEPI has been in a transitional phase with a renewed focus on readiness and an effort to relate our activities to the Army's primary objectives of Mission and People. Readiness and force protection are becoming a focal point as the threat of environmental terrorism poses an immediate concern for the safety and health of the troops and general population at home and abroad.

AEPI has a significant role in supporting the readiness of our forces. Environmental security is not simply an economic and social concern, but a matter of force protection. During NDIA Conference Session Tract Preparation (prior to the events of 11 September 2001), AEPI began to look into the Environmental Force Protection and Terrorism issues.

Sustainability is becoming the organizing paradigm to our studies and investigations. Understanding how all the parts, the built and natural environment, come together will help the Army determine the appropriate use of resources and engrain a culture to promote no harm.

AEPI is concerned with the future aspects of the Army's transformation with particular focus on the Environmental, Safety and Occupational Health (ESOH) implications. There has also been recent international focus on OCONUS and host nation ESOH issues.

The fences around our military bases are a property line, not an environmental boundary. When a war is concluded abroad or an installation is closed at home, battlefields and training ranges must be rehabilitated.

Sustainability can best be defined as the long-term viability of critical Army installations through the appropriate use of resources. In the Army Worldwide Environmental and Energy Conference (AWEEC), it was established that the energy component of sustainability could not be separated or disassociated from the environmental issues. Energy production inherently depletes natural resources and often damages the environment. Through the integration of effective life-cycle energy investments, we can satisfy Army needs today while avoiding natural resource depletion and degradation. Additionally, becoming more energy efficient will yield a huge gain to the Army in terms of money saved and those savings can in-turn be used to better support the force.

AEPI's mission is to better frame the issues for our military and civilian leaders. Evidence of our valued support can be found in our formative role in the Transformation Strategic Environmental Assessment and support to the AWEEC and the Senior Environmental Leadership Conference (SELC) 2000.

Our military is transitioning to a CONUS-based projected force; its mission has shifted to include more peace keeping and nation building. Our troops have come to represent freedom for much of the world. What are the ESOH implications?

AEPI is building a bridge to the future; building links to academe and industry, today and tomorrow. To ascertain what is beyond the fence-line, we draw upon the visiting fellows from Army War College, West Point and Academe, Clark Atlanta University, Georgia Institute of Technology/Georgia Tech Research Institute, and Georgia State University, as well as numerous other federal organizations.

We look forward to the opportunity to leverage these resources to conduct future studies and analyses for the Army as we anticipate new challenges and resolve systemic environmental and infrastructure issues---linking today to tomorrow.

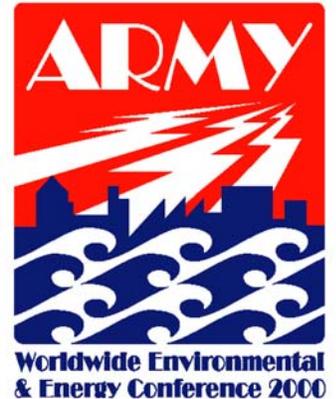
A handwritten signature in black ink, appearing to read "W. Richard W. J." with a stylized flourish at the end.



## **SECRETARIAT SUPPORT/POLICY RESEARCH AND ANALYSIS**

### **Army Worldwide Environmental and Energy Conference 2000**

AEPI supported the Assistant Secretary of the Army for Installations and Environment (ASA(I&E)) in the planning and execution of the first annual Army Worldwide Environmental and Energy Conference (AWEEC) December 5 – 7, 2000, in Atlanta, GA. The theme of the conference was “Sustainment of Army Installations and Operations Throughout The 21<sup>st</sup> Century.” For the first time, Army senior leadership and field managers addressed both environmental and energy issues together as components of sustainable installations. Sustainable installations will minimize the use of non-renewable resources, minimize waste streams, protect ecosystem, and provide for mission accomplishment within an expanding community. A key element of the conference was the presentation of the Army’s Environmental Campaign Plan and Operational Directive.



Attendees included general officers, Senior Executive Service (SES) members, and more than 500 participants from the Army, Air Force, Department of Defense (DoD), Department of Energy, Environmental Protection Agency (EPA), state regulatory agencies, and industry.

The conference consisted of 5 plenary sessions, 33 technical breakout sessions, and 3 town hall meetings. Breakout sessions addressed: Land Use and Ecosystem Management-Challenges and Opportunities, Sustainable Installations-Built Environments, Sustainable Ranges, and Future Challenges and Opportunities.

Mr. Ray Clark, PDASA(I&E), introduced the Army’s newly established management strategy for Army environmental and energy programs and stressed the importance of meeting the Army’s obligation to defend the nation while being good stewards of the nation’s land entrusted for training and living. Mr. Raymond J. Fatz, Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health) discussed the status of the Army Environmental Program, recommendations from the Senior Environmental Leadership Conference (SELC) 2000 and highlighted the Army Environmental Campaign Plan and Operational Directive.

Other Key Note Speakers included: The Honorable Mahlon Apgar IV, ASA(I&E); LTG Lawson W. Magruder, III, Deputy Commanding General, FORSCOM; The Honorable Romulo L. Diaz, Jr., Assistant Administrator of the U.S. Environmental Protection Agency (USEPA), Lieutenant Governor Jefferson Keel, Chickasaw Nation; Mr. Robert Dreher, of the law firm Troutman Sanders, LLP, previously Deputy General Counsel of the USEPA; and BG William G. Webster, Jr. the Army Staff’s Director of Training;

Mr. Clark summed up the meeting by charging the participants with continuing the positive efforts that began with SELC 2000 and AWEEC 2000. While the conference did not identify or address all of the potential long-term installation sustainability questions, it did effectively highlight key challenges and opportunities to support the Army installation management transformation program. The Army must programmatically link environmental protection/P2 with energy management and further link installation planning, and building design and construction with environmental protection and energy efficiency. Finally, training and testing activities and facilities are inseparable from ecosystem management, and local communities must be considered and included when Army decisions may directly impact them.

<http://www.aepi.army.mil/aweec/aweec.htm>

## ***National Environmental Policy Act (NEPA)***

AEPI published the revised Army NEPA implementation regulation, AR 200-2, "Environmental Analysis of Army Actions", as a final rule in the Federal Register on 29 March 2002. This revision offers significant opportunities for more efficient and effective Army NEPA implementation, consistent with the 1997 recommendations of the President's Council on Environmental Quality.

**"NEPA's purpose is not to generate paperwork-even excellent paperwork-but to foster excellent action."**

– 40 CFR 1500.1(c)

Strategic NEPA process improvements can significantly reduce the costs of NEPA implementation while insuring adequate analyses to support sound Army decision-making. Pursuant to this new regulation, the Army can revise existing guidance and design NEPA analysis tools to improve the Army process. AEPI will insure that these new provisions and opportunities are incorporated into the strategic planning and decision making for the Army Transformation, including the Strategic Environmental Assessment (SEA), the Programmatic Environmental Impact Statement (EIS), and subsequent NEPA analyses. The updates of the SEA will articulate the "future" environmental issues that will frame the implementation of the interim and the objective forces.

Specific efforts are underway to improve guidance and analysis tools to integrate NEPA requirements into Army acquisition programs and life-cycle systems planning. This involves the characterization of previous Army EISs "lessons learned", for inclusion in Army acquisition system guidance.

## ***Environmental Program Integration Council (EPIC)/ Regional Environmental Office (REO) Coordination***

AEPI coordinates and maintains close contact with key Army environmental organization principals and the DoD REOs through membership/participation in the EPIC, and meetings and reviews with the DoD REOs. Continued contact with REO staffs provides additional opportunities to identify and address emerging policy issues in the AEPI work planning. This proactive issue identification, supported by AEPI expanded Federal legislative scanning and analysis, supports improved Army installation and environmental program planning, coordination and policy execution. Moreover, the collocation of the DoD Southern Regional Environmental Office (SREO) with AEPI significantly facilitates close working relations and efficient mutual initiatives and support such as the 2001 Army Senior Environmental Leadership Conference, the annual DoD/EPA Region IV Environmental Conference, and the Army Worldwide Environmental and Energy Conference.



## Senior Environmental Leadership Conferences (SELC) Support

AEPI was tasked by the ASA(I&E) to provide contract management and oversight for the execution of the Army SELC 2000 and subsequently SELC 2001.

*SELC 2000.* A pre-SELC coordination meeting was held 10 February 2000 with the SELC convening 21-22 March 2000 at Spates Hall, Fort Myer, VA. As a result of the issues addressed by the four panels, the Army Environmental Campaign Plan and Operational Directive were developed with assistance from the Institute. AEPI also assisted in compiling findings and tracking corrective actions assigned in the Operational Directive.



*SELC 2001.* AEPI continued to coordinate and provide contract management and oversight to the SELC 2001 scheduled for November 2001. The Pre-SELC coordination meeting was held 15 August 2001 at Fort Myer, VA. Due to the events of September 11, 2001, the SELC is being rescheduled for the second Quarter, FY 2003.

Eight SELCs have been held since 1988 on an as needed basis and have had major positive impacts on the Army's environmental program. SELCs traditionally have been sponsored by the ASA(I&E) and coordinated closely with Army Staff Assistant Chief of Engineers and later with the Assistant Chief of Staff for Installation Management. SELCs have addressed major leadership issues; staffing requirements; army environmental management and organization; Army environmental strategy into the 21<sup>st</sup> century, funding and environmental MDEPS; pillar issues-compliance, pollution prevention, restoration, conservation; environmental data collection and reporting and accountability.

The format for SELC 2000/2003 is to have panels of general officers and SES members consider the Army mission and potentially critical environmental issues that might impact mission readiness. To stimulate discussion and gather information, attendees also included senior environmental officials and other senior leaders from the MACOMs, ARSTAF, Secretariat and various support activities. Issues included environmental impacts on training and readiness, environmental trends, funding requirements, operations, installations, energy support and other environmental related issues which impact the overall operational readiness of the Army. During the SELC these officials are able to participate in general sessions and workgroup settings to address current and future environmental issues and develop action items to improve the Army's overall unit readiness through the execution of the environmental mission.



**Sustaining the Mission**



# **ENVIRONMENTAL LEGISLATIVE REGULATORY ANALYSIS AND MONITORING AND EMERGING NON-TRADITIONAL SECURITY ISSUES**

## **Legislative/Regulatory Analysis Monitoring**

The Environmental Legislative/Regulatory Analysis and Monitoring Program (ELRAMP) was implemented to provide a comprehensive source of environmental information and issues that potentially generate future environmental compliance requirements. The program generates daily alerts of activity in the federal legislative, international treaty and executive order arenas against the subscribers proclaimed “areas of interest”. The information is coded to prioritize the issues’ potential impact in a “red-amber-green” system that reflects the severity of potential impacts.



ELRAMP is moving forward with plans to expand its utility by developing a national network that operates in partnership with the REOs and NGOs. The program is also being expanded to reflect geographical, topical, and functional indices. This is an attempt to bring the subject matter experts to the information earlier in the process. An effort is under way to add an international scope to the program to provide services and value to OCONUS agencies. Future ELRAMP developments will tie in the federal regulatory monitoring and detailed impact analysis efforts of the Army Environmental Center and the state-level legislative and regulatory monitoring efforts of the REOs.

## **Research, Development & Acquisition and Program Executive Officer Links**

Appropriate links within the Research, Development and Acquisition and Program Executive Officer communities for transfer of early futures-oriented analyses of emerging issues are identified by AEPI. This requires tailored "foresight" products; as well as technology forecasts that may affect Army Environment, Safety, and Occupational Health (ESOH), energy, and infrastructure.

## **U. S. Army Reserve Reinforcement Training Unit (RTU)**

AEPI identifies major external ESOH, energy, and infrastructure issues and leverages Army Reserve assets to collect and analyze data on issues and Army actions. This includes the analysis of national issues and the agendas associated with various interest groups that can potentially affect the Army’s ESOH, energy, and infrastructure programs.



## **Emerging Non-Traditional Security Issue Support**

Contributions include identifying, tracking, evaluating and reporting on appropriate new issues to the Emerging Non-Traditional Security Issue (ENSI) Program. About 50-67% of all ENSIs are, or contain, environmental and environmental health issues. AEPI provides subject matter expert support to ENSI. Benefits to the Army are early warnings of future compliance requirements; minimized negative impacts of emerging issues; and reduced costs of impacts. Major information and issue papers, and spot reports cover: Space, Noise, Diesel/JP8, Deforestation, Desertification and Endocrine Disruptor Chemicals. AEPI led drafting of the Endocrine Disruptor Chemicals campaign plan. These efforts support the Chief of Staff of the Army initiative to avoid bad surprises.



## **INSTALLATIONS AND FACILITIES**

### ***Sustainability of Army Installations***

AEPI is evaluating and characterizing the current sustainability of Army installations, including urbanization/urban sprawl; water and air quality; noise; carrying capacity of ranges; energy; and other aspects of long-term installation mission viability. This effort includes the development of a broad view of installation sustainability, cooperating with Headquarters, Forces Command (HQFORSCOM). AEPI facilitated the first Installation Sustainability Workshop at Fort Bragg and is facilitating similar workshops at other major Army power projection platforms. In addition, AEPI facilitated a FORSCOM-wide Installation Encroachment Workshop to encourage a better understanding of encroachment impacts on Army readiness. Such efforts are framing current and future sustainability issues and policy alternatives to insure the long-term viability of critical Army installations. In support of sustainability, AEPI is refining the strategic goals, objectives, and evaluation criteria for environmental master planning and installation operations based on both sustainable business practices and ecological principles. To support the energy component of sustainability, a comprehensive "Fence-to-Fence" initiative is underway to facilitate and promote sound, effective life-cycle energy investments.

AEPI is developing a conceptual framework to facilitate the adoption of integrated life cycle "best practices" to insure installation sustainability enhancing the performance of Army facilities, civil infrastructure systems, ranges, and natural resources. The challenge lies in satisfying Army needs today while avoiding natural resource depletion and degradation, and waste generation and accumulation.

### ***Deconstruction and Reuse of Excess Buildings***

AEPI is evaluating the deconstruction and reuse of over 50 million square feet of excess Army buildings, working with Army and other federal research organizations to reduce the costs of disposal and eliminate these solid waste streams. Pilot studies have been undertaken in partnership with Habitat for Humanity, EPA, and HUD at Fort Hood, Fort Chaffee, and Redstone Arsenal.



## ***Base Realignment and Closure (BRAC) Facility and Environmental Baseline Survey Guidance Document***

The purpose of the “BRAC Facility and Environmental Baseline Survey Guidance Document” is to propose a method of conducting a comprehensive Facility and Environmental Baseline Survey (FEBS). FEBS will enable BRAC base commanders to identify critical elements that could be impediments to disposal and transfer of BRAC properties.

The expeditious disposal/transfer of property results in significant savings in dollars spent to maintain excess installations and properties. Since 1988, the economic benefits of the BRAC program to both the U.S. military and local communities have been tracked and documented over the course of four BRAC rounds. There have been many successes across services in the process of closing, cleaning, and transferring properties to other federal agencies and local communities. However, there have also been many delays often due to the environmental condition of a particular site and the timeline for clean up and restoration. Of the sites designated for BRAC, there is no more easy-to-transfer “low-hanging” fruit to be picked. This will be especially true for any future BRAC rounds.

The BRAC mission is to close the installation, clean up the contamination, and dispose of the properties. The Department of Defense (DoD) has provided guidance for classification of BRAC sites into seven standard environmental-condition-of-property types. The Environmental Baseline Survey (EBS) has been used to assess the environmental condition of a military installation to determine the property’s suitability for transfer. The EBS evaluates whether hazardous or toxic substances were released, stored for more than one year, or disposed of within the existing installation boundaries. While the EBS has usually provided important information about the environmental condition of BRAC properties prior to transfer, it does not factor in vital non-environmental information that could facilitate successful property transfer.

The focus for all environmental activity generated by the closure of an Army BRAC installation is to:

- protect human health and the environment,
- support re-use efforts in coordination with local and state authorities,
- prepare the properties for speedy transfer,
- prioritize efforts by relative risk, and
- protect the Army from future environmental liability by identifying all concerns.

The goal of these efforts is essentially to prepare the property for the marketplace. In order to meet the challenge of closing the installation, cleaning up the contamination, and disposing of the property as expeditiously as possible, a new approach to BRAC property disposal is necessary. The property disposal process needs to include a more comprehensive evaluation of the environmental condition of both properties and facilities that should evolve into a program management plan for property lease and/or transfer, and result in an appropriate and timely exit strategy for each BRAC installation. It should include possible end-use scenarios for the property and buildings that are informed by interaction with the local community early in the process. It begins with a FEBS (an expanded EBS) that will factor in additional, critical site characteristics that have, until now, been excluded, or included in the transfer process equation at the wrong time or place.

## ***Privatization and Outsourcing of Installation Environmental Functions***

AEPI is evaluating the "outsourcing" of installation environmental functions to determine viable limits to insure appropriate span of control, oversight, and execution of government responsibilities. This included a case study analysis at Fort Polk.

### ***Noise Issue Management***

The AEPI and Center for Health Promotion and Preventive Medicine (CHPPM) Noise Study has been cited in the DoD Airborne Noise Encroachment Action Plan. This study will help improve relations between Army installations and nearby civilian communities. It will also help improve the quality of life for Army families and future access to required training facilities. This plan was prepared in response the Senior Readiness Oversight Council December Readiness Report. The report discussed DoD's development of a unified and integrated DoD noise management program that would address the full range of noise issues, to include noise effects modeling, and research and development initiatives to mitigate and manage military noise.



### ***AEPI Energy Efficiency Initiative***

The AEPI Energy Initiative is designed to facilitate and promote Army installation investments and practices that will optimize energy efficiency, enable predictable energy budgeting and support Army Transformation objectives. This endeavor strives to provide a sound basis and strategy for investments in energy technology and in sustainability practices to enhance overall energy performance and to meet environmental obligations.

#### **The AEPI Energy Initiative connects energy management with:**

- **achieving environmental goals, requirements, and obligations,**
- **meeting budget constraints and Executive Orders,**
- **meeting community expectations, and**
- **institutionalizing sustainability principles.**

The installation is considered as a system of numerous sub-elements including on-going operations, staffing, staff training, and maintenance. Each sub-element is vital in supporting strategic, tactical, and operational missions.

Army energy management is facing greater and greater challenges with new and far-reaching Executive Orders and federal mandates, an emerging national energy strategy, international pressures for controlling global warming, and community pressures due to local environmental issues. Our challenge is how can we meet these requirements and expectations given limited capital dollars for energy and environmental innovations?

## ***Environmental Management Systems (EMSs)***

AEPI is reviewing EMS requirements and related Executive Orders, current DoD and Army policy, and pilot studies; assessing the benefits of a consistent management standards and practices across Army Installations.

## ***Implementation of ISO 9001***

The ISO 9001 standard is a model for an organization wanting to more consistently and effectively deliver customer-desired products and services by systematically managing its processes to ensure these goals are met. AEPI began the process of developing and implementing the new ISO 9001: 2000 in order to consistently produce relevant, quality policy products for the Army. Anticipated benefits will include improved business processes, enhanced customer satisfaction, and better communications. AEPI is currently participating in a regimented group implementation program. A gap analysis of the organization's business processes was conducted and several staff received formal training to assist with development efforts. As various management systems continue to be adopted in the Army, our experience in internally implementing a management system standard should help when developing policy recommendations related to this subject area.

## ***Major Command (MACOM)/Installation Outreach***

AEPI is forming close ties and partnerships with Army MACOMs and installations, focusing on policy opportunities for issue resolution. This provides validation of systemic policy issues at the installation level and assists in root cause analysis. One recent example is the support AEPI provided to the EPA Region IV and Southern Regional Environmental Office (SREO) conference on 26 - 28 June 2001.





## **CONSERVATION/NATURAL AND CULTURAL RESOURCES**

### ***Long-Term Land-Use Strategy***

The Army does not currently have a comprehensive, explicit strategy for acquiring, managing, using, exchanging, conserving, and disposing of Army lands, whether held in fee simple or through withdrawals, leases, special use permits, easements, or other innovative means. As suburban areas grow ever-closer to our installation boundaries, it is becoming increasingly important for the Army to explain clearly the need for a smaller number of larger installations with larger buffers. Participants in the most recent SELC understood the need for such a strategy, and AEPI is working to bring together the group of senior officials that can make an Army land use strategy a reality.

In 2001 AEPI completed a scoping paper entitled "Toward an Army Land Strategy" that briefly outlined the steps required to establish the plan. In FY02 AEPI drafted a strawperson policy memorandum that would initiate the process in fact. That memo is currently being staffed throughout various offices in the Army environmental program. Ultimately, this effort will lead the Army toward a position where land acquisitions, management efforts, and disposals will be easier to execute and easier to justify to Congress and the public.

### ***Army Adopts New Policy for Forest Ecosystem Management***

No longer considered solely as a source of timber, the Army's 12.5 million acres of forests today are managed more for military readiness and ecological diversity. The latest change in that direction can be found in a new forestry policy issued 16 January 01 by the PDASA(I&E). The new policy memo was the culmination of a comprehensive review of the Army forestry program, led jointly by AEPI, the Army Audit Agency (AAA), and the Environmental Programs Directorate of the Army Staff. AEPI reviewed statutes, policies, and regulations at the DoD, Army Secretariat, and Army staff levels; convened a stakeholder group representing HQDA, MACOMs, and installations; reviewed initial findings to develop draft recommendations; and adapted an existing interim memo to reflect the consensus of the Army forestry community.

In parallel, AAA conducted a functional program audit, and the Office of the Directorate for Environmental Programs provided essential facilitation during review and staffing as the interim memo moved its way to becoming final. When signing the resulting policy document, Mr. Ray Clark described the results of this work as among the crowning achievements of his term in office as the PDASA(I&E).



Follow-on objectives include: ensuring that the principles outlined in the memo make their way into the next iteration of AR 200-3, working with the Army Staff to develop new guidance for installation-level forestry personnel, and expanding new Army forest management principles to cover other natural resources such as watersheds, protected species, and ranges.

## ***Army Conservation (Ecosystem) Policy***

AEPI has reviewed Army policy relating to laws (including the Sikes Act Amendment), Executive Orders, and DoD instructions and directives. This effort provided a policy gap analysis of all Army and other service policies that will be useful to the HQDA staff proponent when revising AR 200-3, Natural Resources - Land, Forest and Wildlife Management. Moreover, a completed policy study examines the level and extent of implementation of Ecosystem Management throughout the DoD. Resulting policy updates will enhance Army training areas and ecosystem quality.



## ***Watershed Management***

Issues of polluted non-point source water runoff, protection of public sources of drinking water, and natural resources stewardship were reviewed by AEPI. This effort evaluates the social aspects of water management, and encourages public participation and development of multi-agency and public-private partnerships. See AEPI's Watershed Management link at <http://www.aepi.army.mil/>.

Based upon this investigation, the staff has composed a proposed Army Watershed Management Policy that calls for the Army to join the Defense Department and Corps of Engineers in adopting the "Unified Federal Policy for a Watershed Approach to Federal Land and Resource Management" as official Army Policy.



The goal of the unified policy is to prevent and reduce water pollution in a collaborative and cost-effective manner using a watershed approach. Effective Army implementation of this policy will entail adoption of specific policy initiatives directing installations to assess their watersheds, confer with regulators, develop management plans, and partner with public and private entities to ensure compliance while enhancing readiness objectives.

## **American Indian and Alaska Native Policy**

*American Indian/Alaska Native Cultural Communications Training:* Former Secretary of Defense, William Cohen signed the Department of Defense American Indian/Alaska Native Policy in 1998. This policy reiterates the requirements of federal laws and executive orders to consult with federally recognized Indian tribes on a government to government basis for circumstances where past, present, or proposed DoD activities could have an impact on Alaska Native/American Indian concerns. To support the policy implementation, AEPI prepared training materials and managed the 2001 training

*American Indian/Alaska Native Cultural Communications Course:* Under AEPI management, four courses were held. The first three occurred at the Coast Guard Academy, New London, CT; McChord AFB, Tacoma, WA; and Camp Pendleton, San Diego, CA. Interim course revisions improved course materials. The fourth course held at Fort Richardson, Anchorage, AK, included newly redesigned material suitable for the unique Alaska history, laws, and complex political structure of Alaska Native villages and corporations.



The Connecticut and Alaska training included a half-day session that served as an overview for senior leadership. Nearly 40 attended the Alaska course, mostly uniformed staff that was O-6 and above from Air Force, Marine Corps, Coast Guard, Navy, and Army. Admiral Barrett, the three-star head of the Alaskan Coast Guard, made opening remarks. The total enrollment was just over 250, with approximately 45 percent being from the Army, National Guard and Corps of Engineers. Evaluations have almost unanimously praised the course, its overall education value and relevance to their jobs. The information was considered extremely valuable in helping staff understand how to approach consultation and determine which issues could require consultation activities which ultimately ensure the continuation of the mission activities.

**“Coming Full Circle”:** As part of 2001 activities, AEPI created a new script, new footage, and an almost completely revised video. This product was reviewed by DoD and used in 2001.

Two hundred copies have been distributed to course attendees. The video has received accolades from DoD staff. It successfully communicates the principles of the DoD policy and presents examples of how DoD components are already engaging in successful consultation activities with tribes/villages.



## **CLEANUP AND UNEXPLODED ORDNANCE MANAGEMENT**

### **SMART Team Support - Fort Ord/Savannah**

The PDASA(I&E) established the Strategic Management Analysis Requirements and Technology (SMART) concept to address a number of issues that were preventing prompt transfer of property. The PDASA(I&E) was specifically interested in determining whether there was a lack of funding, technology or knowledge; or a combination of issues that were preventing transfer. He originally proposed SMART to Congressman Sam Farr (D-CA); Mr. Winston Hickox, Secretary of Environment, for the State of California; Mr. Ed Lowry, Director, Department of Toxic Substance Control for the State of California; and Ms. Felicia Marcus, Regional Administrator of the EPA Region IX.

SMART was intended to serve as a vehicle to work those unexploded ordnance (UXO) related issues that were principally beyond the capabilities or resources of the local multi-agency base cleanup team. These issues may be either policy hurdles or resource related requiring senior agency or department assistance. Additionally, Mr. Clark wanted to insure that any promising new or enhanced technologies would be fully explored. He emphasized that he was committed to bringing the Army's best and brightest from the ranks of unexploded ordnance cleanup experts to assist. He believes there is a clear advantage to working in partnership with all regulating agencies and that issues should be elevated vertically through all organizations at a near simultaneous pace using one story built from consensus in a public forum.

AEPI is in the process of conducting a literature review of recent cluster allegations surrounding military installations and the outcome of the related health studies. A report will be produced that discusses the term "cancer cluster" as defined by federal health agencies and presents important components for investigating cluster reports. There is a concern that regulatory actions against the military are being driven by public perception rather than sound science. The report seeks to foster a comprehensive understanding of all perimeters of cancer, the military, the environment, the community, and the human body.



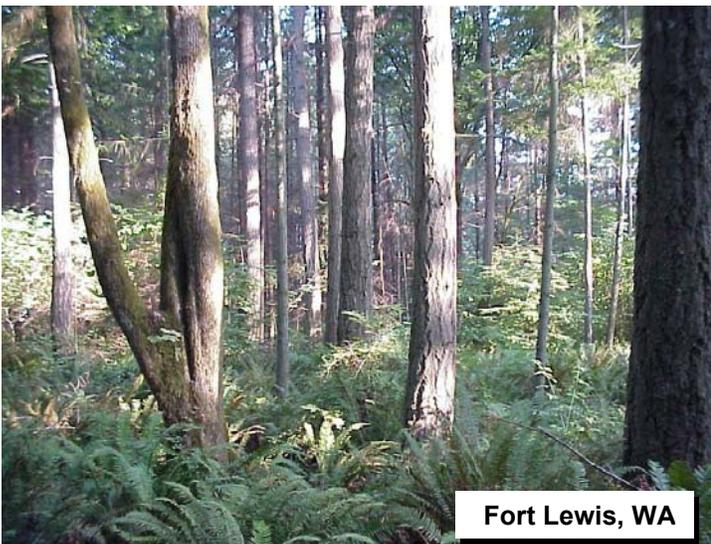
The SMART Team concept was introduced to the Monterey area community in late August 1999 with our first meeting held in September and monthly until June 2000. Our business since June has been conducted primarily via e-mail and phone. We met in Executive Session with the agency principals in December. We met again in January and plan to continue meeting until we have resolved the pressing matters hampering prompt and safe transfer. We met twice in April, first to discuss vegetation removal at a Bum Symposium and then to discuss risk quantification and management. The agency principals attended three of these meetings. The SMART Team had several early successes that led to Congressman Don Manzullo (R-11L) asking Mr. Clark to establish a SMART Team at Savanna Army Depot, Illinois in August 2000.

The SMART process can be an important asset in promoting partnering and gaining consensus on complex, little understood, and uniquely technical issues. The results will be directly related to the investment in time, effort and purpose made by each agency's leadership. There must be a commitment to the solemnity of the task at hand --- safe, prompt and cost effective transfer of property identified by the President to the Congress for return to the people --- after the property's use in defense of our nation.

## ***Environmental Health and the Community Surrounding Key Army Installations***

Protecting human well-being is a vital part of the military's mission and AEPI is committed to sound policy decision-making in all arenas concerning the Army, including environmental health. The Army is steward to over 12 million acres of land, with over 90 percent devoted to training and testing weapon systems. There are nearly 1,200 installations, 400 of which are major facilities. Many of these sites were once remote, however the U.S. population has increased 95 percent since the end World War II. As the population increases, communities are now moving away from the city and approaching military fence lines.

As residential communities move closer to installations, the Army must assess its ability to effectively address community health concerns due to training activities. Being good stewards of the environment not only involves caring for natural resources, but also has a direct correlation to a responsibility not to negatively impact the health of soldiers or surrounding community members.



**Fort Lewis, WA**



**Fort Riley, KS**



**Fort Irwin, CA**



**Fort Stewart, GA**



## ***POLLUTION PREVENTION /ENERGY/ACQUISITION***

### ***Army Energy Management Program***

AEPI is facilitating and documenting the work of the Energy and Environment Working Group as it revises the Army Energy Program to include new structures and strategic focus for policies, goals, and priorities. This effort will include clarification of roles and responsibilities for the execution of Army Strategic Plan for Energy Management.

### ***Regional Air Quality Compliance***

AEPI will monitor and participate in Army regional air quality coordination, establishing awareness/compliance with state and regional regulations of air quality as they apply to Army installations in EPA Region IV and other regions.



## ***OPERATIONS AND ENVIRONMENTAL SECURITY***

### ***Mobilization / Deployment / Redeployment***

In support of the Secretariat, AEPI reviews Joint Service publications and key Army documents undergoing modernization, in order to enhance mission success through appropriate inclusion of environmental technologies and standards. The goals are improved operational effectiveness, as well as reduced political and fiscal costs occasioned by environmental errors. AEPI provides comments and recommended changes to Joint Service publications and other policy guidance documents.

In the two-year period, AEPI:

- Reviewed 40 Joint Service publications, plus a variety of Army guidance documents.
- Developed analyses and new information to enhance environmental management in deployed operations.
- Provided subject matter expertise to 4 workshops and inter-Departmental projects.
- Participated in 5 military education activities.
- Supported 6 study projects with publications issued.
- Published 3 environmental studies.
- Distributed hundreds of environmental issue scanning items to targeted recipients.



## **FOUNDATION AND OUTREACH**

### ***Army Schools Join International Program for Earth Science Education***

In a press conference 16 January 2001 at Faith Middle School, Fort Benning, the Army announced its enrollment in Global Learning & Observations to Benefit the Environment (GLOBE). GLOBE is an interagency program integrating science education, technology skills, and environmental awareness while generating high-quality earth science data of potential use to universities and Army land managers.

The Army is providing an initial investment for one-time start-up costs enabling all interested middle and high schools in the Army to enroll. GLOBE is providing teacher training, and the Department of Defense Education Activity is providing long-term program operating costs. More than 10,000 GLOBE schools in 91 countries have collected more than 5 million measurements such as relative humidity, soil pH, rainfall, and soil temperature. Data are then posted to the web, where K-12 students, universities, and land managers share and use them.

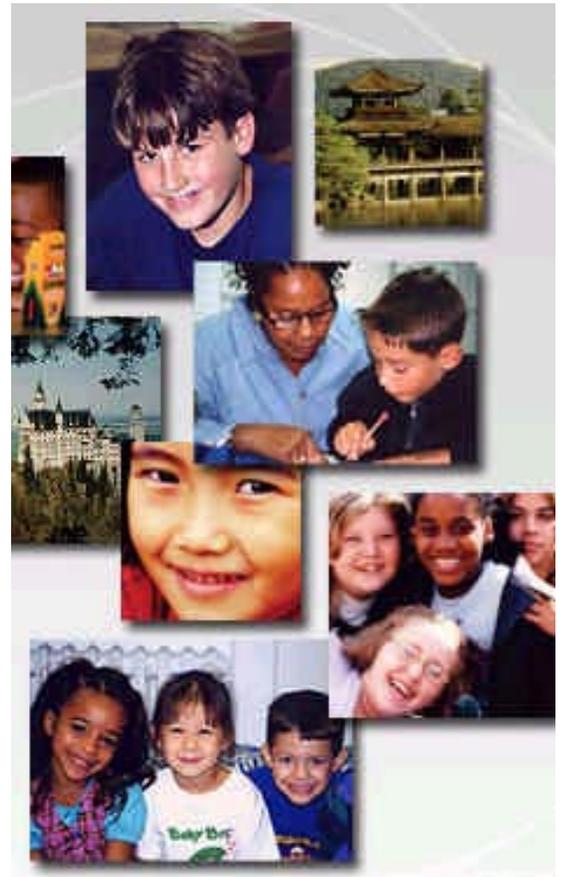
AEPI first identified the potential benefits of bringing GLOBE to Army schools. There are about 48,000 students enrolled in 117 schools for military dependents on Army installations in 6 countries: USA, Germany, Belgium, Italy, Korea, and Japan. GLOBE exposes students to the basic scientific process, connects Army dependents via the Internet from one installation or one country to another, and expands awareness of the Army's role in local environmental stewardship and quality.

"GLOBE brings together teachers, students, parents, and soldiers to enhance our knowledge of the physical environment on Army installations worldwide, while at the same time helping to prepare our soldiers' families to meet the academic challenges of the future," said Mr. Ray Clark, PDASA(I&E), who spoke via satellite to the press. The Army, local print media, and two TV network affiliates covered the event.

Teacher training is now underway in the United States and Germany, with new training locations added regularly. For more about GLOBE visit [www.globe.gov](http://www.globe.gov).

### ***Research & Development/ National Defense Center for Environmental Excellence Liaison***

AEPI monitors and advises the Secretariat on Environmental and UXO-related research and development, working with the engineer labs, the Industrial Ecology Center, and the National Defense Center for Environmental Excellence. This effort improves oversight and effectiveness of the Army Environmental R&D programs and DEM/VAL.



## Training and Career Program (CP) Analysis

The Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health (DASA(ESOH)) tasked AEPI to review and recommend improvement options for managing the careers of environmental professionals. A contract was awarded to Plexus Scientific Incorporated to evaluate the current status of career programs for Army Civil Service employees in the environmental field. A review of two career programs, CP 16, Engineers and Scientists (Non-construction), and CP 18, Engineers and Scientists (Resources and Construction), revealed that despite numerous studies, audits, and recommendations over a ten-year period, these career programs had made no progress towards defining specific career paths and related training programs for Army environmental professionals. The Army's failure to upgrade these programs has resulted in problems with recruitment, employee development, morale and retention of environmental professionals in the Army.

The report that reviewed studies conducted over the last ten years, shows that 40 separate occupational classifications were considered to fall within the environmental workforce. Of these, 27 are located in CP 18, managed by the Corps of Engineers, and 14 of these 27 are aligned in CP 16, managed by the Army Material Command. The remaining 13 occupational categories are not included in Army career programs. The majority of the Army's environmental professionals are aligned in CP 18.

Various solutions to the problem were examined with the following recommendations made:

- Initiate a separate career track for environmental professions within CP 18.
- Re-title CP 18 to clearly emphasize environmental specialties, with the DASA(ESOH) the proponent for the new Environmental Career Track.
- Continue to provide an Environmental Career web site, but ensure it is current and provides registration and job search capabilities.
- Provide dual registration options for qualified personnel across CP 12, CP 16 and CP 18.

## Outreach

**Brochure:** The AEPI tri-fold brochure was revised in December 2000 and made available for distribution as appropriate.



**Newsletter:** In December 2000, AEPI released the first issue of its quarterly newsletter, "*Environmentally Speaking*". The newsletter is a vital tool to increase awareness of AEPI's activities and program areas, offer objective articles exposing emerging and current environmental issues impacting the Army's mission and readiness, promote dialog with other organizations and confirm AEPI's professional appearance as subject matter experts.

Currently there are over 200 people on the distribution list representing organizations such as the Army REOs, CHPPM, Agency for Toxic Substances and Disease Registry, ASA(I&E), DASA(ESOH), Uniformed Services University of the Health Sciences, EPA, Army Environmental Center, Clark Atlanta University, Georgia State University, and others.



## **Recent AEPI Publications**

### ***Papers to Professional Organizations***

- “A Simple Approach for Installation Energy and Waste Management”, NDIA, Apr 2001.
- “Army Environmental Policy and ISO 14001 Gap Assessment”, NDIA, Apr 2001.
- “Conceptual Framework for the Implementation of Sustainability in Army Installa
- “Development of Tools to Improve the Army NEPA Process--The Argument for a Workbench”, NDIA, Apr 2001.
- “Environmental Legislative and Regulatory Analysis and Monitoring Program (ELRAMP)”, NDIA, Apr 2001.
- “Evaluation of the Army NEPA Process after 25 Years: Trends and Recommendations”, NDIA, Apr 2001.
- “Future Challenges for Environmental Security Programs”, NDIA, Apr 2001.
- “Genetic Modification Technology Issues Relevant to Army Land Management”, NDIA, Apr 2001.
- “Installations and Watersheds: An Examination of Changes in Water Management on Army Installations”, NDIA, Apr 2001.
- “Key Elements for Communicating Environmental Technology”, NDIA, Apr 2001.
- “Military Environmental Education: Recent Developments”, NDIA, Apr 2001.
- “Preliminary Steps to Evaluate a Wind Energy Project”, NDIA, Apr 2001.
- “Preparing Community Involvement Plans that Work!” NDIA, Apr 2001.
- “United Nations Doctrine For Environmental Management In Military Operations”, NDIA, Apr 2001.
- “Department Of Defense American Indians And Alaskan Native Training Initiative”, NAEP, Jun 2000.

### ***Papers to Journals***

- “Environmental Security And United States Engagement Strategy”, *Environmental Practice Journal*, Sep 2000, 219-221.
- “Emissions Related to Munitions Firing: A Case Study of Nitrogen Oxides, Volatile Organic Compounds, and Energetic Residue from Detonable Munitions”, *Federal Facilities Environmental Journal*, Autumn 2000, 87.

### ***AEPI Reports***

- “Environmental Security Engagement: A Role for the Reserve Component”, Nov 2001.
- “Analysis of United Nations Summit Speeches”, Aug 2001.
- “Health Risk Communication in the Anthrax Vaccine Immunization Program: Lessons for the Future”, Apr 2001.
- “The Lesson of Massachusetts Military Reservation”, Apr 2001.
- “Understanding International Environmental Security: A Strategic Military Perspective”, Apr 2001.
- “Installations and Watersheds: An Examination of Changing Water Management on Army Installations”, Oct 2000.
- “China: the Environmental Dragon”, Sep 2000.
- “Environmental Security and Engagement in Central Command”, Aug 2000.
- “Non-point Source Discharge Control an Non-Built-up Military Lands”, Aug 2000.
- “Environmental Security: United Nations Doctrine for Managing Environmental Issues in Military Action”, Vols. I and II, Jul 2000.



## GLOSSARY

AAA	Army Audit Agency
AEPI	Army Environmental Policy Institute
AFB	Air Force Base
AR	Army Regulation
ARSTAF	Army Staff
ASA(I&E)	Assistant Secretary of the Army
AWEEC	Army Worldwide Environmental and Energy Conference
BRAC	Base Realignment and Closure
CHPPM	Center for Health Promotion and Preventive Medicine
CP	Career Program
DASA(ESOH)	Deputy Assistant Secretary of the Army for Environment, Safety and Occupation Health
DEM/VAL	Demonstration/validation
DoD	Department of Defense
EBS	Environmental Baseline Survey
EIS	Environmental Impact Statement
ELRAMP	Environmental Legislative/Regulatory Analysis and Monitoring Program
EMS	Environmental Management Systems
ENSI	Emerging Non-traditional Security Issue
EPA	Environmental Protection Agency
EPIC	Environmental Program Integration Council
ESOH	Environment, Safety, and Occupational Health
FEBS	Facility and Environmental Baseline Survey
FORSCOM	Forces Command
GLOBE	Global Learning & Observations to Benefit the Environment
HQDA	Headquarters, Department of the Army
HQFORSCOM	Headquarters, Forces Command
HUD	Housing and Urban Development
ISO	International Standards Organization
MACOM	Major Command
MDEPS	Management Decision Packages
NDIA	National Defense Industrial Association
NEPA	National Environmental Policy Act
NGO	Non-government organization
OCONUS	Outside Continental United States
PDASA(I&E)	Principal Deputy Assistant Secretary of the Army for Installations and Environment
PEO	Program Executive Officer
R&D	Research and Development
REO	Regional Environmental Offices
SEA	Strategic Environmental Assessment
SELC	Senior Environmental Leadership Conference
SES	Senior Executive Service
SMART	Strategic Management Analysis, Requirements and Technology
SREO	Southern Regional Environmental Office
UXO	Unexploded Ordnance