

Army Sustainability Committee (ASC)
Meeting Minutes

27 April 2006

Welcome and Opening Remarks

COL Jeff Phillips (ODEP) began by welcoming members to the meeting, reviewing the agenda (Enclosure 1), and having each attendee introduce themselves. Two first time attendees were Paul Martin and Brian Helmlinger, both from URS, who were standing in for Tim Alexander (AEC).

Chris Werle (LMI) asked all attendees to mark the attendance sheet (Enclosure 2) and make necessary corrections to the listed contact information.

In reviewing the agenda, COL Phillips made several opening points: (1) the Army sustainability video has been approved for release by TJAG and CPA and ODEP/AEC have obtained some master copies; (2) this year's JSEM conference was almost entirely focused on sustainability, which represents a major shift in emphasis from previous years, and is good for OSD and the Services; (3) the ASC meets the 4th Thursday of the even numbered months from 1-3 pm; (4) we have been working to make the ASC an integrated cross-functional team, and next we will need to look at how we can help the Army address sustainability from a larger perspective (i.e. from the Mr. Davis level or above); (5) the sustainability website has been completely redesigned; if anyone has additional suggestions or would like to put something up on the site they should contact Doug Warnock (ODEP); (6) the sustainability video (streaming version) will be placed on AKO and the sustainability website (www.sustainability.army.mil) in the near future.

Review 23 February 2006 Meeting Minutes

COL Phillips next asked the group if any changes were needed to the minutes from the 23 February 2006 meeting. No one had any comments at this time, so the group approved the minutes with no additional changes. LMI will ensure that the final minutes are posted to the Army sustainability website.

Other ASC members then updated the group as listed on the agenda: old business, new business, and wrap-up.

Old Business

Army Sustainability Video and Communication Plan

Ed Engbert (AEC) played the completed Army Sustainability Video for the group and briefly discussed the video communication plan. Everyone agreed that the video is awesome. Ed noted that anyone who wants a copy of the video will be able to get one

free from the Defense Visual Information Center (DVIC). DVIC is mission-funded to provide this service, to include pack out and shipping. DVIC can also track who asked for the video, their location, organization, etc. which should be very useful information. Ed received a total of 890 copies from the initial contract, some of which could be sent to DVIC for distribution. After some discussion, everyone agreed it would be a good idea to include a formal transmittal letter with copies of the video to explain what it is, why it is important, how it should be used, etc. We might also follow up later with a newsletter. ODEP and AEC will get together to draft the transmittal letter. The signatory could be the DEP, or as Carl Scott (DASA(ESOH)) noted, someone from the Secretariat (i.e., Mr. Davis or Mr. Prosch).

LTC Mike Speth (NGB-ARNG) noted that AEC has 6 similar videos on their website that we may also want to place on the sustainability website (apparently these videos are actually segments cut from the final sustainability video). COL Phillips stressed the importance of getting together soon to finalize our approach for video distribution and communication.

Army Sustainability Communication Plan Status

Chris Werle briefly summarized the status of the sustainability communication plan. The AEC Public Affairs Office has been working on this for ODEP. The detailed plan is not yet complete; however, they have identified 6 major avenues of approach for communicating sustainability. These are:

- (1) Earth Day Message – which included articles in Soldiers magazine, STAND-TO!, Green Top, etc.; a message on the HQDA website; and the SA visit to Fort Leonard Wood, MO to present Army environmental awards.
- (2) Sustainability Video – which might include a formal transmittal letter; HQDA website notice and possible streaming; articles in STAND-TO!, Green Top, Public Works Digest, etc.; streaming on the sustainability website; and airing on the Pentagon Channel.
- (3) Policy Documents – to include an installation sustainability policy memo signed by the ASA(I&E); an Army green procurement policy memo signed by both the ASA(I&E) and ASA(ALT) along with an Army Green Procurement Guide; and the possible strengthening of language in the revised AR 200-1 to increase focus on sustainability. On this last point, Chris Werle noted that we only briefly mention the ASE and sustainability in the revised AR because we don't want people to think of it as an environmental function. All agreed that will be best left alone at this point.
- (4) Conferences – this would include increased focus on sustainability at various annual conferences such as JSEM, AUSA/Environmental Symposium (May 06), the Garrison Commander's Conference, and the Installation Management Institute (IMI).

- (5) Leadership Training – this would add sustainability principles to various courses taught at the Army Management Staff College, to include the Garrison Commander's Course, General Officer/Senior Executive Service courses, the Command Sergeant Major Course, and the Sustaining Base Leadership and Management (SBLM) courses. In addition, Fort Leonard Wood could integrate sustainability into a number of its course offerings.
- (6) Non-DoD Venues – this might include partnering and coordinating Army sustainability initiatives with EPA, the Office of the Federal Environmental Executive (OFEE), the Fish and Wildlife Service (FWS), NASA, and a variety of non-governmental organizations (e.g., The Nature Conservancy).

Carl Scott also noted that AEC hosted an Earth Day website that was linked to the HQDA website, that Mr. Davis gave two interviews, and that excellent sustainability articles were published in AEC's *Environmental Update* and the Army's *Soldiers Magazine*. He also pointed out that there was a very positive story about the Army environmental program by the blog "Greener Magazine" (check it out by clicking on this URL: <http://greenermagazine.blogspot.com/2006/04/earth-day-army-greener-mission.html>). He feels this was a real kudo considering the source, and that the site probably gets a fair number of hits from those who may not understand the military, which may help change some perspectives about who we are and what we do.

Carl also mentioned that he has drafted the Army sustainability memo and that Mr. Davis is currently reviewing it. In the near future he will be sending it out to a wider audience for review and comment before it is finalized and distributed.

Before getting into new business, COL Phillips gave a quick update on the status of the revised AR 200-1. He noted that we are following Army policy to the letter regarding comments, non-concurrences, etc. But he also pointed out that we have allowed many more iterations of review and comment than are normally required. There were a total of 7 non-concurrences received, 3 of which have already been resolved. The remaining non-concurrences center on the apparent desire to have the AR become a funding document, which it cannot and will not be. We will eventually forward the issues to senior Army leaders for decisions that ultimately must be made in order to resolve the remaining non-concurrences. For example, AMC's principal objection is that the AR assigns substantial environmental program management responsibilities above the installation level, for which AMC is no longer adequately resourced.

New Business

JSEM Sustainability Track Highlights

COL Phillips pointed out that this year's JSEM conference was largely sustainability oriented. There was also an Army environmental meeting one evening during which Mr. Davis presented an overview of where the Army is going. COL Phillips also attended the AUSA-sponsored Army Installations Symposium 3-6 April 06 in Kansas City, which included several sustainability-related breakout sessions. MG Rochelle (Director, IMA) changed the format for this year by assigning cross-functional teams to

address specific issues, and then having them back brief him on their findings and recommendations. Two of the sessions addressed ISR-NI and the sustainable range program (SRP) responsibility matrix. The biggest IMA issue with the SRP matrix was that HQDA did not provide adequate implementation guidance to the field. COL Phillips also reminded the committee that this years IMI in Jan 06 incorporated a 32-hour sustainability track that was very successful. The current plan is to include the sustainability track at all subsequent IMI conferences.

Objectives and Targets for Army Ranges

On behalf of Tim Alexander (AEC), Paul Martin (URS) briefed on efforts currently underway to develop case studies to augment eMS objectives and targets development guidance for ranges (Enclosure 3). The eMS is mission reinforcing – it incorporates mission impact scoring factors for aspects and impacts analysis. The case study they are developing pertains to maneuver training land, mounted movement.

During the case study, when the cross functional team prepared the initial aspects and impacts analysis, erosion and sedimentation to surface water from mounted movement were identified as serious environmental and mission impacts (based on the installation's established 22 point scoring threshold). To address this they developed two preliminary objectives: (1) reduce training restrictions due to impacts to soils; and (2) reduce sediment deposition in water bodies. For each objective, they then identified multiple, individual targets and performance indicators for each.

For example, for the first objective one target was:

“From FY06 baseline, decrease total mission days impacted by erosion by 25% by FY08.”

And the corresponding performance indicator was:

“Total number of training days minus days where erosion factors (e.g., washout, rehab, maintenance) limited mounted movement.”

The next step was to establish environmental management programs to address the soil erosion issue. Among other things, the management programs might include such things as terracing continuous slopes of training lands; improving land rotation scheduling; establishing procedures to monitor and measure; establishing operational controls; establishing resources, responsibilities, roles, and authorities; increasing vegetative cover; and rerouting stormwater diversions to areas with more secure vegetative cover.

Rachael Dagovitz (IMA) stated that she liked this approach and would like to integrate sustainability with the eMS, perhaps even expanding it to address issues and concerns outside the installation boundary (e.g., mitigation banking). We will look at expanding on this discussion at the next ASC meeting. LTC Speth emphasized that these are the kinds of examples we need to illustrate how sustainability supports operational readiness and training.

Unfortunately, time ran short before Paul could complete his presentation. Therefore, COL Phillips asked that he schedule a follow on meeting with him at ODEP to discuss the topic in more detail. COL Phillips also stated that ASC members would be invited to attend the meeting – he will notify everyone of the date, time, and location.

ASE Update Brochure

Chris Werle briefly reviewed progress in developing an Army Sustainability Update 2006 brochure. LMI is working with Karen Baker at AEPI to produce the brochure. Chris passed out hard copies of the preliminary draft, pointing out that the purpose of the brochure is to highlight some of the Army's many accomplishments in sustainability since the ASE was published in 2004. The brochure includes an introduction and statement of purpose that emphasizes the importance of sustainability and how the ASE goals support the broader Army goals. It then allocates one page to each of the 6 ASE goals with a discussion and illustration of specific accomplishments that support each goal. Those pages are followed by a short summary of accomplishments in compliance, cleanup, pollution prevention, and conservation programs. Lastly, there is a closing statement from Mr. Davis.

In general the brochure was well received. Chris emphasized that it is just a draft and has not been approved yet. Karen Baker would like to have comments and recommendations for improvement from ASC members as soon as possible. In particular, she wants to ensure that we have captured the best illustrative examples available, and that the brochure provides a good representation of achievements across all Army components. Chris indicated that he would send a PDF copy of the brochure to all ASC members asking for their review and comment.

ISR-NI Sustainability Standards

Leslie Walrath next discussed development of the new ISR-NI sustainability standards, and offered to present a more detailed briefing to the committee later if desired. ISR-NI is the follow on to the old ISR Part II – Environment. Much work has been done over the last 2 years in a collaborative effort to create a meaningful tool to measure an installation's capacity to support training, housing, etc. The mission support area is the newest part of ISR-NI, while the sustainability area looks at future viability to support mission (it was developed in close coordination with the DCS, G-3/5/7).

ODEP is currently conducting final field testing on a world wide basis to ensure it is an Army tool that takes into account all CONUS and OCONUS installations, to include training, industrial, etc. ISR-NI will also provide a capability for installations to war game different scenarios and establish strategic objectives. Leslie welcomes field input on how to make ISR-NI a more useful tool. We are still working on the algorithms that will be used to generate overall C-ratings, and are looking at FY07 implementation if all goes well with remaining field tests. So far we have received very positive feedback from all cross-functional areas. In the mid-July timeframe ODEP will hold an ISR-NI AAR to review progress and feedback before formal implementation. Leslie will send ASC members the latest ISR-NI briefing slides (she will use them to brief Mr. Davis on

29 Apr 06) as well as the current ISR-NI sustainability standards for review and comment. She noted that many of the metrics will be auto-populated from existing data sources, which will reduce the amount of effort required for installations to complete the report, and also provide a real time snapshot of installation capabilities.

Wrap-up and Next Meeting

COL Phillips thanked the attendees for their participation and reminded everyone that the next meeting will be held on 29 June 06, from 1300-1500 in the same building location (Presidential Towers) with the room number to be determined.

There being no further business, the meeting adjourned at 1500.

Enclosures:

- 1 – Agenda
- 2 – Attendees
- 3 – Objectives and Targets for Army Ranges Presentation

Enclosure 1 – Agenda

Army Sustainability Committee Meeting Agenda
Presidential Tower Conference Room PT9300 (ODEP)
Presidential Towers, Crystal City, VA

Thursday, 27 April 2006
1300-1500 hrs

Call in # 410-436-1000 (code 44602)

1300 – 1305	Welcome/Opening Remarks	COL Phillips
1305 – 1310	Review February 2006 Meeting Minutes	COL Phillips/All
1310 – 1400	Old Business a. Army Sustainability Video Demo b. Sustainability Communication Plan Status c. JSEM Sustainability Tracks Highlights	Ed Engbert Chris Werle COL Phillips
1400 – 1440	New Business a. Objectives & Targets for Army Ranges b. ASE Update Brochure c. ISR-NI Sustainability Standards d. Other	Tim Alexander Chris Werle Leslie Walrath COL Phillips/All
1440 – 1500	Wrap-up, assign tasks/schedule, and set next meeting date	COL Phillips

The purposes of this meeting are to:

- 1) update the ASC on issues raised at last meeting;
- 2) preview the sustainability video;
- 3) discuss the status of the Sustainability Video Communication Plan;
- 4) update the ASC on the results of the JSEM sustainability track(s);
- 5) update the ASC on Army range community objectives and targets development;
- 6) discuss AEPI's ASE Update Brochure;
- 7) update the ASC on ISR-NI sustainability standards development; and
- 6) identify further tasks the ASC should undertake in support of installation sustainability and assign responsibility for achieving them.

Enclosure 2 - ASC Meeting Attendees (27 Apr 06)

	Name	Organization	Phone	Email address
	Baker, Karen	AEPI	703-604-2300	Karen.baker@us.army.mil
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eMS OBJECTIVES AND TARGETS FOR ARMY TRAINING RANGES

Illustrating Mission-focused Environmental Performance Goal-Setting

Army Sustainability Committee Meeting,
Thursday, 27 April 2006
1300-1500 hrs

Prepared by URS Corp for USAEC (Tim Alexander)

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BRIEF CONTENTS

- **PURPOSE**
- **ROLE OF ARMY eMS**
 - Army eMS Policy Goal
 - Range eMS Component
- **ROLE OF eMS OBJECTIVES AND TARGETS**
 - Bridging Analysis and Action
- **CASE STUDY**
- **CONCLUSIONS**

2

PURPOSE OF TASK

- Illustrate development of mission-focused eMS Objectives and Targets for Army training ranges
- Augment existing step-by-step guidance with concrete examples

3

ROLE OF ARMY eMS

Mission-Focused Encroachment Tool

“The goal of the Army EMS is to actively promote mission readiness by continually improving environmental performance across Army installations, and by focusing our efforts on implementing initiatives that have the greatest potential to enhance Army missions.” -

- Taken from DASA(ESOH), OASA(I&) memorandum, 13 Jul 2001, subject: Army Environmental Management System – ACTION MEMORANDUM, reissued and clarified in DAIM-ED memorandum, 23 Sep 2005, subject: Re-issuance and Clarification of Army Environmental Management System (EMS) Policy

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ROLE OF ARMY eMS

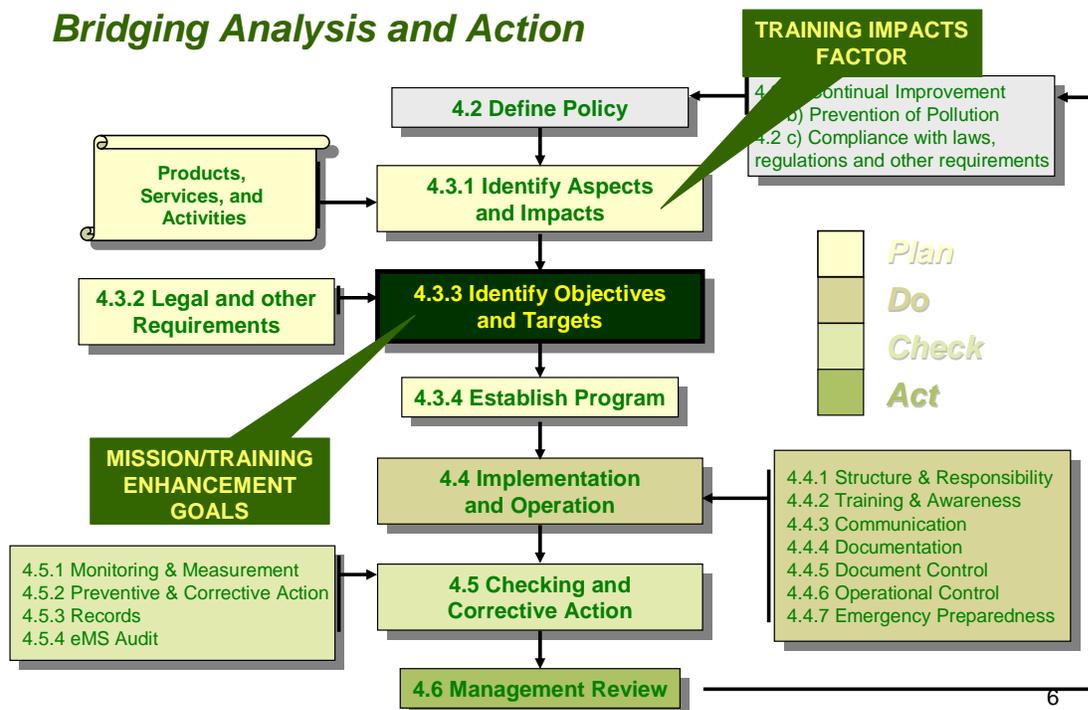
Range eMS Component

- Incorporates mission-impact factors into scoring the significance of environmental aspects
 - $Significance\ Score = (Likelihood \times Environmental\ Impact) + (Likelihood \times Training\ Impact) + Regulatory\ Impact + Community\ Concern$
 - Provides system for relative ranking of importance of aspects
- eMS effectiveness indicators linked to training accessibility
 - No of training days impacted
 - (Unimpaired) access to training lands
 - Lowered environmental risk factors

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ROLE OF eMS OBJECTIVES AND TARGETS

Bridging Analysis and Action



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Case 1: Maneuver Training Land, Mounted Movement Fort Excelsior, Maneuver Area “Rio”

Profile: Fort Excelsior offers a wide range of training capabilities, including maneuver areas, infantry lanes, a drop zone and assault landing strip, many small arms, demolition, and artillery ranges, an engineer qualification range site, and quality community and recreation facilities. Fort Excelsior’s 25,000-acre, range complex of 40 direct fire ranges and 45 indirect fire ranges is capable of accommodating mortar, artillery, and a combined, running fire, hover fire, and terrain flight aerial gunnery complex. The range also has a well-developed road network, including tank trails. Military units from throughout the Department of Defense and allied nations, as well as other U.S. governmental agencies train year-round on the post.

Challenge: Accessibility to **Maneuver Training Land** has been reduced by 33% over the last decade due to a number of environmental encroachment factors including loss of training access due to erosion damage and rehabilitation downtime in the maneuver area. Nearby surface water bodies have also shown signs of adverse impact due to increased sedimentation and increased regulatory peril.

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Case 1: Maneuver Training Land, Mounted Movement Mission Goals

Army SRP Goal: “...maximize the capability, availability, and accessibility of ranges and training lands to support doctrinal requirements, mobilization, and deployments under normal and surge conditions.”

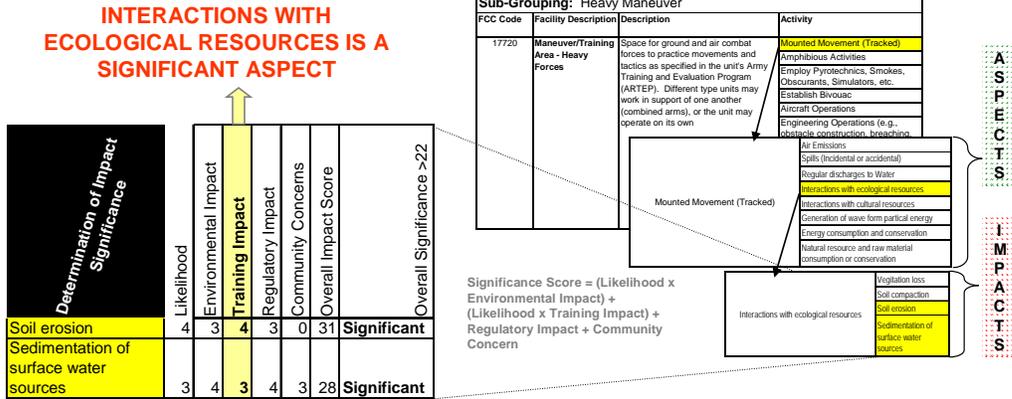
Installation Mission: The mission of the installation is to provide realistic training for joint and combined arms training across the spectrum of possible conflicts involving heavy and medium forces. Includes combat support training to military engineers and engineer units.



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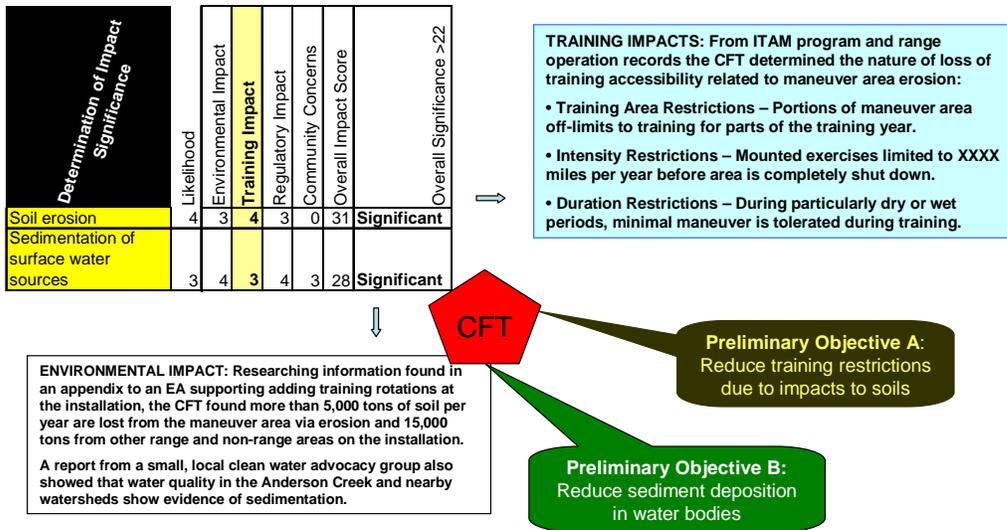
Case 1: Maneuver Training Land, Mounted Movement Range Environmental Aspects/Impacts Analysis

PRIORITIZING ASPECTS AND IMPACTS: When the cross functional team **CFT** put together the initial aspects and impacts analysis, erosion and sedimentation to surface water from mounted movement were identified as serious environmental and mission impacts given the installation established 22 points threshold.



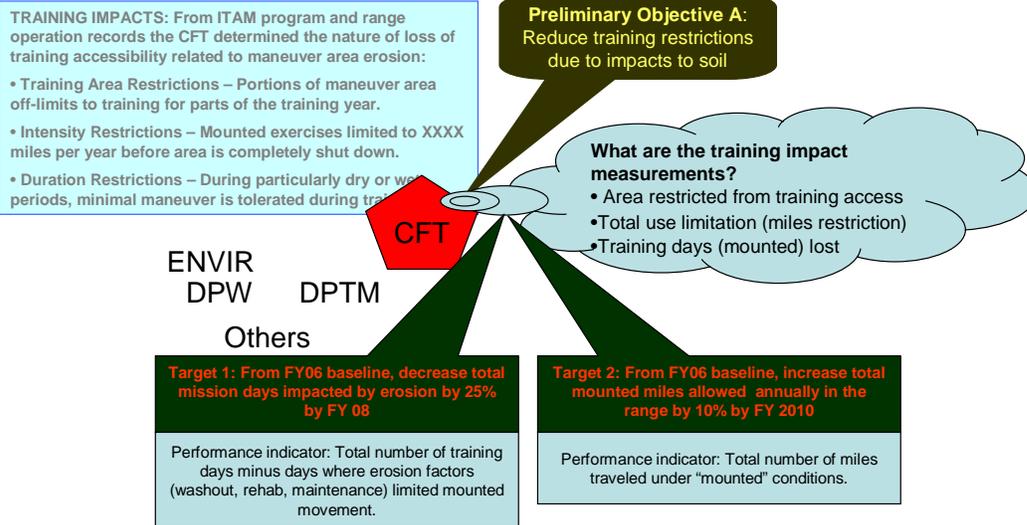
Case 1: Maneuver Training Land, Mounted Movement Setting Objectives

REMINDER: ASPECT IS "INTERACTIONS WITH ECOLOGICAL RESOURCES"



Case 1: Maneuver Training Land, Mounted Movement

Identify Multiple, Individual Targets

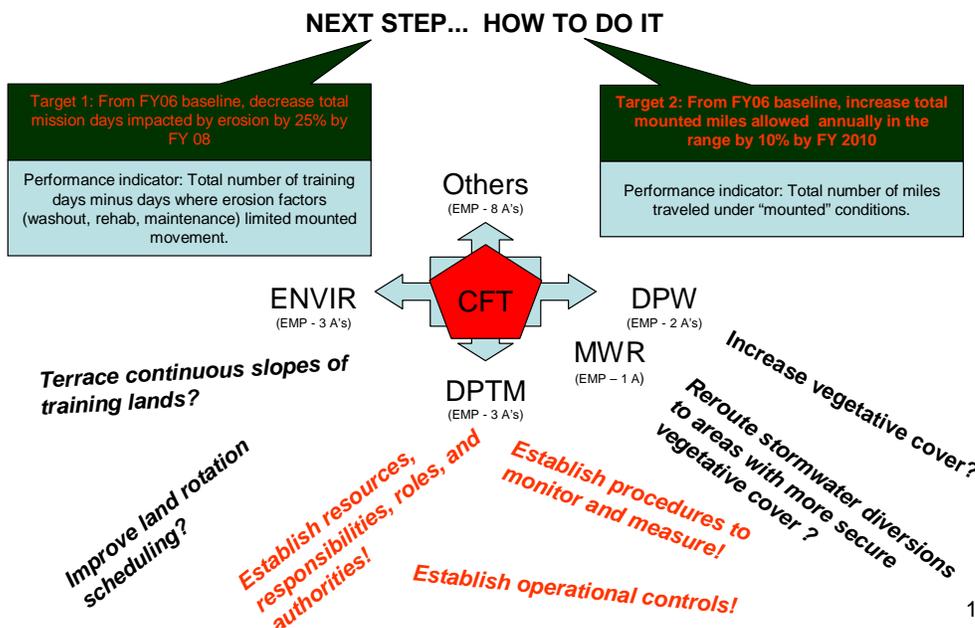


MULTIPLE TARGETS ASCRIBED TO AN OBJECTIVE

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Case 1: Maneuver Training Land, Mounted Movement

Establish Environmental Management Programs



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eMS OBJECTIVES AND TARGETS

CONCLUSIONS - Bridging Analysis and Action

- eMS Objectives and Targets bridge environmental performance with mission needs
- eMS Targets performance indicators must use training-mission measurements
- Must involve a multi-disciplinary, cross-functional team for development

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