

## **2005 Joint Services Environmental Management Conference and Exposition**

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*Deputy Under Secretary of Defense (Installations and Environment)*

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### **Plenary Session As Prepared Remarks**

#### **Welcome**

Thank you Vince for your very generous introduction.

I am pleased to have this opportunity to join today's proceedings of the 2005 Joint Services Environmental Conference. Welcome to Tampa.

At the outset, on behalf of our distinguished guests and participants in this conference, I extend by appreciation to the National Defense Industries Association for organizing this important conference. The leadership of NDIA, Lt. Gen (ret.) Larry Farrell President and CEO of NDIA and Vice President Major General (ret.) Barry Bates is noteworthy in understanding the key relationship between military readiness and environmental sustainment.

Today, we will hear from a number of leaders from defense, the state of Florida, and the private sector who will contribute their observations on the challenge facing all of us in the long-term sustainability of the defense mission from an environmental perspective.

I want to welcome my colleagues from the Department of Defense to today's proceedings, including Under Secretary Michael Wynne, Deputy Under Secretary Paul Mayberry, Alex Beehler, Mr. Donald Schregardus, Ms. Maureen Koetz, and Mr. Jan Reitman who form the core of the Department's environmental team and a number of key uniformed leaders, including MajGen Robert W. Chedister, Commander, Air Armament Center at Eglin Air Force Base and BG Stephen Villacorta, Commander 164<sup>th</sup> Air Defense Artillery Brigade, Army and Air National Guard

From the State of Florida, we appreciate Secretary Colleen Castille of the Florida Department of Environmental Protection and Ms. Pam Dana the Director, Office of Tourism, Trade, and Economic Development being with us.

I would also like to welcome our industry guests this morning. Mr. Brian Nattrass and Ms. Mary Altomare from Sustainability Partners; in from British Columbia as well as Mr. Harry Ott, Director of Global Environmental Assurance for Coca Cola Company. We look forward to hearing from them about how industry has had great success in the area of sustainability. Hopefully, we learn how the Department can follow suit and achieve the same benefits.

In addition, I would like welcome visitors from the United Kingdom and China. I trust you will find your time at this Conference a worthwhile experience.

We are also honored to be joined today by Governor Jeb Bush.

## **JSEM Overview**

I am gratified to see such a large turnout for this year's Joint Services Environmental Management Conference. The theme of this year's Conference, "Sustaining the Mission and the Environment" is important to the future of the Department of Defense and a key element of the Department's approach to comprehensive asset management at the installation level.

We have structured today agenda to around that theme. You will be hearing from a diverse group of people talking about the future of the Department

## **Installations and Environment Priorities**

Installations are a critical component to the Nation's force capabilities. The Department is working to ensure that it is delivering cost effective, safe, and environmentally sound capabilities and capacities to support the National Defense Mission.

We are transforming our installation assets to meet the emerging needs of the warfighter.

The business area comprising the Department's support for the support of military installations asset and the stewardship of natural resources includes programs totaling nearly \$47 billion in the budget for the coming year.

The Department's management responsibilities extend to an infrastructure with 510,000 buildings and structures – and a plant replacement value of \$650 billion – and stewardship responsibility for roughly 29 million acres – roughly the size of Connecticut and my native Kentucky combined. Military construction, military family housing, funds necessary to support base realignment and closure, environmental programs, and base operating support are vitally important contributors to our management approach. While they are vital, these are tools – means to an end.

We are fundamentally transforming our approach, not just by incorporating best business practices, but also by extending these practices into new, previously unexplored and seemingly unrelated areas. We are implementing a capabilities-based process for identifying needs, creating choices, developing solutions, and providing installation capabilities to support joint warfighting needs.

We encourage innovation and seek the "best solution" to meet joint capability needs or desired effects. Solutions will be evaluated using open and explicit analysis to provide the best possible information for decision makers. Our transformation also embraces best practices in managing the environmental, safety, and health aspects of the Defense mission by implementing management systems to reduce the risks and costs inherent in deploying joint integrated forces and to ensure the long-term viability of Defense operations.

Working in full cooperation with the Military Services and other Defense components, the Department set out in 1997 to build a corporate-wide inventory of assets. The basic idea remains that the Department's funding requirements for installations – the brick-and-mortar part of the business – is a function of the assets currently on hand and planned for the future. Hence, an accurate inventory and a forecast of those assets are fundamental to determining and assessing budget requirements.

As the Department began to improve its knowledge of what it had and where it had it, we also began to build a framework to treat our hard assets appropriately. The Department's efforts to more properly sustain and recapitalize our facilities inventory is now demonstrating results.

And we are applying those lessons. We're applying them to our environmental programs.

We also know that the defense of our nation and environmental protection are strongly linked. In concert with the President's August 2004 Executive Order "Facilitation of Cooperative Conservation," the Department has developed a program of Compatible Land Use Partnering that promotes the twin imperatives of military test and training readiness and sound conservation stewardship through collaboration with multiple stakeholders.

The Department continues to be a leader in every aspect of environmental management. To make our operations more efficient and sustainable across the Department, we are continuing our aggressive efforts to implement environmental management systems (EMS) based on the "plan-do-check-act" framework of the international standard for EMS (ISO 14001).

Our most recent Defense Installations Strategic Plan, entitled *Combat Power Begins at Home*, reflects our focus on improving the management of our installation assets and to ensure their ability to contribute to military readiness. All of our efforts are designed to enhance the military value of our installations and to provide a solid foundation for the training, operations, deployment, and employment of the Armed Forces, as well as to improve the quality of life for military personnel and their families.

### **Installations Strategic Plan**

Our plan begins to integrate more fully environmental management systems, safety, and occupational health into a comprehensive approach to asset management.

This strategic plan explains how we will build upon past accomplishments to advance the Department's transformation by improving programs to sustain, restore, and modernize our installation assets. This plan is much more robust than its predecessor: It provides specific initiatives, timelines, and performance measures by which we can assess our success in achieving our goals and objectives.

The expanded scope reflects the integral relationship between natural and manmade assets on Defense installations. It advances the integration of installations and environmental, safety, and occupational health activities to enhance overall support of the military mission. The greater

depth in this version of the plan also results from increased focus on specific objectives – including identification of performance metrics, target dates, and responsible offices.

### **New Environment, Safety, and Occupational Health Directive**

Last month, the Deputy Secretary of Defense, issued a new directive, Directive 4715.1 “Environment, Safety, and Occupation Health.” This directive serves as the Department’s new overarching policy on integrating environment, safety, and occupational health issues into the overall strategic mission of the Department.

The new directive represents an evolution of department policy from the era of compliance-only to a forward-looking focus on compatibility and sustainability. As we go forward, we will continue to meet all of our legal requirements in safety and occupational health, compliance, conservation, pollution prevention, cleanup and restoration.

The new Defense Department environmental policies strengthen our commitment to protect human health and the environment, and move the Department beyond mere legal compliance with environmental law by integrating environmental improvement into all aspects of military operations-- from design to disposal

This new policy builds on successes of the past, and goes beyond simply complying with environmental laws and regulations. The Department believes we must manage our assets in a sustainable manner to ensure support for the warfighter today and tomorrow.

This new policy will drive us to be systems thinkers in order to benefit from the *triple bottom line* of sustainability:

- To manage and apply the Department of Defense’s installation assets to sustain the DoD national defense *mission*
- To protect the public from risk of death, injury, illness, or property damage as a result of DoD activities (*environment*)
- To establish and maintain an open and productive dialogue with with Federal, State, inter-State, Indian tribal, and local officials; the public; and private organizations (*community*)

### **Business Management Process Transformation**

How can we manage this challenge? Better – More timely and accurate information is key.

The Business Management Modernization Program (BMMP) was established three years ago and has made significant progress in establishing key foundational elements necessary to enable broad business transformation across the Department. Our efforts focused on reengineering the business process for real property inventory, resulting in standard data elements and data definitions for physical, legal and financial attributes of real property. Our efforts also produced, for the first time in DoD, an end-to-end process of real property management that articulates the interfaces with real property asset accountability and financial records.

Our focus on data (data strategies, elements and definitions) will facilitate rapid implementation of the real property inventory capability upon deciding on our systems implementation strategy.

During this past year, we also established the Defense Installation Spatial Data Infrastructure project to implement DoD-wide policies and resource oversight for geospatial information resources that support the Installations and Environment business mission area. We will define I&E geospatial information needs and continue to minimize redundant acquisition of I&E geodata resources.

### **Unique Identifier**

Of critical importance is our concept of unique identification that will enable greater visibility of real property assets and associated financial resources.

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To ensure success, knowledge is critical.

### **Conclusion**

The Department is transforming its installations and business practices through an asset management strategy, and we are now seeing the results of that transformation. We also are transforming our environmental management to become outcome oriented, focusing on results.

America's security depends upon defense installation assets that are available when and where needed, and with the right capabilities to support current and future mission requirements. As the guardians of the defense installations and environment, we embrace transformation as the best way to guarantee these capabilities are delivered — effectively and efficiently. Our installations are truly the Home of Combat Power. Their ability to remain effective and efficient depends on knowledge, foresight, and partnership. Thos of you in the field are the enablers. You – with our partners everywhere in government, the NGO community, and industry make it happen. We rely on you and we are grateful to you.

Again, thank you for this opportunity to join you in Tampa. You have a fantastic program for the next few days which includes several panels focused on the details of our current transformation efforts. I am confident you will find those panels enlightening.