

## 2005 Joint Services Environmental Management Conference and Exposition

*The Honorable Michael W. Wynne  
Under Secretary of Defense  
Acquisition, Technology, & Logistics*

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

Thank you, Phil [**Grone**], for that introduction.

You all may not know this, but Mr. Grone is the point person on my staff for environmental issues at all DoD installations. He and his staff are the ones who carry out President Bush's agenda and the Secretary Rumsfeld's directives. They are a very capable crew and a very busy one!

It is a great pleasure for me to speak with you today here in Tampa. I was born in Clearwater and raised in Melbourne, so I always like coming back home. As Mr. Grone mentioned, I have lived in a lot of states during both my military and civilian careers. But when I was nominated for my job in the Bush Administration, they asked me where I wanted to be "from." Well, I chose Florida.

So, it's great to come home again, and it's especially exciting to be able to talk to you about our environmental efforts at the Department of Defense. Your conference focus on sustainment really hit a chord with me, because I believe this is the most important environmental challenge we face.

In a post-9/11 world where our enemies are agile, unpredictable and lethal, our focus now, more than ever, must be on the warfighter.

The best way to do that is to ensure that we have the resources to test weapons systems and train our forces. And the only way we can achieve this is to make sure our military installations and the surrounding communities remain viable.

In other words, it is imperative that we manage our assets in a sustainable manner so we can support the warfighter not only today, but also tomorrow.

I am proud to say that the days of protracted battles over the environment that featured "winners" and "losers" are gone. Today we are witnessing cooperation that has created partnerships and a renewed vigor in environmental stewardship.

Nowhere is that more evident than right here in Florida where your citizens have a long-standing tradition of protecting their natural resources. In fact, the state boasts one of the largest conservation initiatives in the country - "Florida Forever." Fourteen of the state's 21 major military installations benefit from the \$3 billion, 10-year program created in 1999.

As we all move forward in our efforts to protect the environment, we have realized that we must move beyond simply complying with environmental laws and regulations. We are now going the extra mile to make sure our land, sea, air and space assets are sustainable over the long-term.

In fact, the Department of Defense is developing new means by which the environmental, safety, and occupational communities can enhance our already extensive partnerships with surrounding communities. As I see it, we have four key areas where we must focus our efforts and make the necessary changes.

First, we must focus on sustainability. We must keep a long-term view on the environment as we test and field new weapons systems. To achieve true sustainability, we must focus on range management and the effective use of environmental management systems.

Second, we must support the warfighter by integrating environmental concerns into the acquisition process. To do so, we must look at technologies that will help us achieve this.

Third, we must rationalize our resources. In other words, we must make sure we are spending taxpayer dollars wisely. This involves an approach to comprehensive asset management that addresses both the built environment and the natural environment. We must take into account every contributing factor to the ability of our military installations to support the mission.

Fourth, and finally, we need to look at partnering with federal, state, and local government agencies and community leaders as we continue to improve our outreach efforts. In this regard, it is important that our environmental plans are transparent to everyone.

Let me explain further our plans and accomplishments in each of these areas. I'm also going to challenge each of you to help us address each one.

Those of you who work with me at the Department of Defense better get out a pen and paper – or maybe your Blackberries – and take notes. I'm a former professor at the Air Force Academy and I'm not afraid to give a pop quiz later!

O.K., first – what is sustainability? Sustainability connects our actions today to our actions tomorrow. We have learned over the past decades that simply complying with environmental regulations will not ensure that we will be able to sustain our mission.

We must strive to become systems thinkers if we are to benefit from the inter-relationships of the triple bottom line of sustainability – that is mission, environment and community.

To achieve this goal, the Army adopted a sustainability focus with their new *Army Strategy for the Environment: Sustain the Mission – Secure the Future*. This strategy establishes a long-range vision to enable the Army to meet its mission today and into the future. It is the

paradigm that focuses the Army's thinking to address both present and future needs while strengthening community partnerships that improve our ability to organize, equip, train, and deploy soldiers as part of the joint force.

Industry is also quickly embracing sustainability to ensure their long-term viability and profitability. So should we.

Another issue we face with sustainability is range management. Range Sustainment is DoD's effort to ensure current and future access to needed test and training ranges and installations.

Military readiness requires substantial resources – including air, land, water and space – areas where military forces can test and train as they would fight. Increased competition for these resources – from urban and suburban sprawl, airspace competition, or airwave capacity – constrains the military's ability to train and test under realistic conditions.

To manage and reduce these constraints, we will need to use tools such as Comprehensive Asset Management, Unique Identification of our real property and other assets, and new methods to assess the capability of our installations and ranges from an environmental perspective.

Another program the Department uses to control environmental risks inherent in today's mission activities is our Environmental Management Systems program, or EMS.

This program is a proven management tool for reducing environmental risks, reducing impacts, and reducing costs arising from mission activities. At the same time, it improves mission performance.

Industry has had great success with EMS, particularly with the ISO standard 14001.

The Department issued EMS policy in April 2002, with strong emphasis on effective implementation and use of EMS to enhance mission performance. The Department's goal is to implement mission-enhancing EMS by the December 31, 2005, deadline established in Executive Order 13148.

As of September 2004, the DoD Components have identified 637 installations for EMS implementation. Roughly 88 percent of these installations have initiated EMS implementation with formal policies. Most elements of EMS are already in-place across DoD as a result of past environmental management activities.

The leader in the field is the Defense Logistics Agency. All 154 EMS-appropriate installations completed all six DoD implementation steps by December 31, 2004 – a full year early. They are now on track to meet DLA's own goal of full compliance with the ISO 14001 by December 2005.

In fact, just last week, the White House announced that the Defense Logistics Agency's Defense General Supply Center won the 2005 Closing the Circle Award for their Environmental Management System. We congratulate them.

Another good example of the use of EMS can be found in Fort Lewis, Washington. The base was certified to the ISO 14001 standard in September 2000. The Fort Lewis EMS has become the perfect engine to drive installation sustainability programs. Implementing the installation sustainability program on top of an EMS made Fort Lewis a proactive, committed organization that does more than just comply with regulations.

In three short years, Ft Lewis has already made huge improvements in operations, reductions in environmental footprint, and relationship with local communities, with even greater improvements just over the horizon.

So, you can see that we have accomplished a lot, and more is coming.

Now, here comes the first challenge. Ready? Your challenge with sustainability is to meet the President's goal of implementing mission-enhancing EMS by his December 31, 2005 deadline.

The second point I want to address is our support of the warfighter, which includes integrating environmental concerns into the acquisition process and using technology to do so.

I am a big proponent of Knowledge Enablement – Knowledge Enabled Logistics, Knowledge Enabled Warfare and Knowledge Enabled Business.

Technology is a necessary component of environmental sustainment. It can be used in a variety of ways, from continually monitoring the environment, to finding more efficient weapons systems for testing and training.

It is critical to national security interests that our weapon systems operate in compliance with environmental laws, regulations, and treaties and protect the war fighter, support personnel, and the public from safety and health hazards.

By reducing environment, safety and occupational health requirements in our weapons systems, we can reduce cost, reduce the logistics requirements, increase the long-term sustainability of the systems, and free resources for other requirements.

It is also the right thing to do.

Early integration of environment, safety and occupational health considerations into system design is the most cost-effective way to avoid schedule and performance risks, ensure safety, and reduce the burden on installations. The concept of sustainable operations is integral to the DoD systems acquisition policy to ensure continued access to ranges and training areas.

Statutes, standards, regulations, and Executive Orders dealing with environment, safety and occupational health are external constraints, beyond the Program Manager's control. They have the potential to constrain system design, construction, modification, testing, basing, operation, support, maintenance, repair, demilitarization and disposal.

The challenge – for those of you writing these down – my next challenge to the Department's environmental professionals is to identify those constraints and look for solutions to offer the Program Managers.

To that end, organizations outside of the Department can partner with us, and many already do. For example, we have the Green Suppliers Network, which is a collaborative venture among industry, the EPA, and the Department of Commerce's 360vu.

This network is working with Original Equipment Manufacturers to assist their first- and second-tier suppliers to adopt the Lean and Six Sigma programs. The result is increased efficiency, productivity and profitability with the added benefit of less pollution.

Another example is the Department of Defense's involvement with the National Defense Industrial Association Systems Engineering Division new System Safety Committee. The committee objectives are to clearly define the system safety activities within Systems Engineering, to optimize system safety activities within Systems Engineering, and to provide a forum for technical interchange.

These are among the ways we are already leveraging best practices and resources with outside organizations. And we are looking to do even more.

Beyond our major acquisitions, the Department is a leader is driving the market in areas such as alternative fuels and green products.

The Defense Energy Support Center, part of the Defense Logistics Agency, is the single largest purchaser of bio-diesel in the United States. The Center is also driving the market by being the lead on the development of the commercial ASTM specification for bio-diesel.

The Center is leading the market in many ways. They are also working with an international group to develop world-wide jet fuel specifications, including synthetic fuels. In addition, they are leaders in education and awareness on Alternative Fuels. You can visit their booth here in the Exhibit Hall to see a live demonstration of an educational tool called the "Alternative Fuels Information Station."

In addition to integrating environmental concerns into our acquisitions, it is essential that we continually look for new technology to support the warfighter.

As our environmental, safety and occupational health professionals it is your challenge – here's another one to write down – it is your challenge to assist the Program Managers to find better and more efficient means to provide the same or better capability.

We need you to help us meet our three objectives – one, to reduce the total cost of DoD operations; two, to improve military readiness; and three, to eliminate or minimize adverse impact on the environment and human health.

We have some great successes already. For example, the Stryker Brigade Combat Team Program Management Office uses an environmental management system to reduce the use of hazardous materials and to prevent pollution.

Other examples include our Jet Noise Reduction research and development. Reducing environmental noise associated with jet aircraft operations will help air bases and ranges deal with community noise complaints. It will also reduce hearing injuries to our forces on the flight lines and on aircraft carriers.

In addition, we are working on Air Emissions Reduction. These projects focus on creating aircraft engines that provide greater thrust and cleaner combustion of fuels. This is the win/win of improved performance and less pollution.

The third key area we must address is rationalizing our resources. In other words, we want to spend taxpayer dollars wisely.

In fact, this is one of seven goals I have established for my Acquisition, Technology, and Logistics team – and I have a challenge for Mr. Grone to ensure that these principles are fully integrated into that goal.

As you know, DoD's primary mission is maintaining our nation's military readiness, today and into the future. Our military installations, ranges and operating areas are national assets that provide the land, air, and sea space to train our military forces and to test our equipment to sustain a strong defense.

Natural resources –air, land, water and space – are limited. Military readiness requires substantial access to those natural resources so our military forces can test and train as they would fight.

We must share these resources with the communities surrounding our installations. But before we enter into discussions with the communities, we need to know what we have, what the warfighter needs to sustain the mission, and, most importantly, how we can work together to sustain the necessary resources into the future.

One way is to manage our assets in a corporate manner. This means moving beyond mere compliance. We are focused on the DoD mission of balancing the requirements of our natural, physical and human resources, and optimizing the capabilities of each.

Working with our Military Service and Agency components, and through the Business Management Modernization Program, we are designing and implementing forward looking tools and processes. This includes the implementation of Unique Identifiers to all of our infrastructure assets – physical and fiscal.

We have also begun to examine a new initiative concerning the capability of our “natural infrastructure.” This initiative focuses on developing the framework for identifying and managing the Department’s natural assets that, together with the operational or mission component, define the capability available at our defense installations.

We recognize that the air, land and water resources DoD manages should be viewed more broadly as assets that are enhanced by investments and provide us quantifiable benefits.

On a joint basis, we are developing these concepts and conducting pilot tests to determine how to implement these efforts across DoD. Our objective is to determine whether wide-scale application of these measures can be an effective tool in guiding future natural infrastructure investments and program management.

This Natural Infrastructure Capability initiative aligns installation planning and environmental practices with mission needs, and allows leadership at installation level and higher to make informed decisions on the management of natural infrastructure.

Your challenge here – now we’re up to four challenges – your challenge here is to identify ways to reduce costs, while at the same time, you are developing a more efficient process or procedure.

My fourth, and final, key area of focus is partnerships. DoD recognizes the importance of partnership with federal, state, and local government agencies and local community leaders. We need to make sure we continue to improve our outreach efforts and that our environmental plans are transparent to everyone.

Amidst increasing public demand for both business and government to be more responsible and transparent, the DoD is moving beyond mere environmental compliance and gaining recognition as an innovative leader in environmental management and conservation programs. Part of that process involves increasing outreach efforts and becoming more transparent in business activities.

Industry has learned that working with outside stakeholders and being transparent about environmental practices has a positive effect on the business bottom line, and can make firms sustainable in their respective markets. Transparency about environmental management practices can provide returns not only economically, but also in regulatory development and in the legislative processes.

Integration of economic, environmental, and social objectives into long-term business strategy is the new price of entry for corporate survival. And DoD is learning some valuable lessons from industry’s experience.

One partnering program that has been underway for several years now is the Readiness and Environmental Protection Initiative. This initiative has demonstrated significant progress – notably the Military Services’ Compatible Land Use Partnering efforts.

Compatible Land Use Partnering promotes the twin imperatives of military test and training readiness, and sound conservation stewardship. Congress appropriated \$12.5-million in funding for FY 2005 to enable DoD to initiate this program that is designed to sustain test and training space for our troops, while simultaneously assisting in the protection of valuable habitat and open space.

This initiative provides a framework to assist communities and other interested stakeholders in executing compatible land use partnerships around our test and training ranges and installations. This effort builds on projects already begun by ranges and installations to enter into innovative win/win partnerships with their neighbors.

In fact, we have three projects right here in Florida. In late 2003, DoD, the State of Florida, and the Nature Conservancy entered into a partnership to conserve a corridor of open space stretching from the Apalachicola National Forest to Eglin Air Force Base. This area, called the Northwest Florida Greenway, has been praised as helping to protect an “epicenter of biodiversity in the United States,” which had been threatened by urban sprawl.

Another project was initiated in March 2004 when Governor Jeb Bush and his Cabinet approved acquisition of buffer space around Camp Blanding, a training site of the Florida Army National Guard. The acquisition of 8,500 acres was made possible through funding from the National Guard Bureau and the State’s Florida Forever Program.

And in June 2004, the Department of Navy provided \$500,000 to the Escambia County Commission in Florida to purchase an easement on land adjoining the airfield boundary at Naval Air Station Pensacola. The land, which is less than a mile from the base’s runways and control tower, will now be used for recreational purposes, serving as open space for the community and as a buffer to the air station.

Such partnering successes are a key to the future of military testing and training, and we hope for many more success stories in the months and years to come.

And now for the final challenge – number five. I challenge you all to find new and creative ways to work together. In fact, if you want to learn more about partnerships and transparency, the Navy staff is leading a panel on the importance of partnering and transparency this afternoon, and Alex Beehler of my staff will participate in that panel. I encourage you to attend.

As you continue with your conference, I hope you will consider these four areas of focus for the Department of Defense. We are committed to managing our assets in a sustainable manner to ensure our support of the warfighter today and tomorrow.

In fact, everything we do is for our warfighter.



And we appreciate the work of everyone here today. I thank you for your service to your country and to the warfighter. And I thank you for taking the time to listen to the accomplishments and plans of the Department of Defense.

Thank you, again, for your attention. Now, I would like to introduce a man who led Florida's efforts in all of the programs I just spoke to you about. Since he was first elected in 1998, he has been a champion of the environment here in Florida and all around our great nation. Ladies and gentlemen, let me introduce Governor Jeb Bush.

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