

U.S. Army Garrison, Daegu, Mr. Robert J. Chartier

Environmental Quality, Individual

INTRODUCTION

U.S. Army Garrison (USAG) Daegu is headquartered at Camp Henry in the city of Daegu and is the southernmost component to the Installation Management Command's (IMCOM) Korea Region (IMCOM-K). USAG Daegu is primarily responsible for managing installation support for a diverse community of U.S. Soldiers and Marines, Korean Augmentation Soldiers, Department of the Army civilians, Korean National employees, contractors and American family members encompassing mission partner-troop units, non-industrial sites and industrial activities. The garrison also plays an integral role in the 19th Support Command (Expeditionary) mission for reception, staging, onward movement and integration of U.S. forces arriving in Korea and in non-combatant evacuation operations. USAG Daegu supports 16 sites, camps and facilities encompassing 10,000 square

miles stretching from Daejeon to Busan throughout the largest of U.S. Forces Korea's (USFK) four geographical regions. The garrison consists of three major hubs located in three distinct cities: Daegu, the fourth largest city in South Korea with Camps Walker, Henry and George; Waegwan, with Camp Carroll and the soon-to-open A'Po Defense Reutilization and Marketing Office; industrial and troop activities; and Busan, the second largest city in South Korea, with Busan Storage Facility and Pier 8 shipping and storage activities. The garrison also includes numerous other outlying sites, such as mountaintop signal nodes, storage warehouses and ranges. USAG Daegu provides support and services for units and agencies which perform a variety of missions in defense of the Republic of Korea (ROK).

On this page: Soldiers of the 1-2 Aviation Bn and 837th Transportation Bn prepare 1-2 Aviation Bn Apache Helicopters for loading onto a Military Sealift Command ship for shipment back to the U.S. (U.S. Army photo by Mr. Jeffrey Nofzinger)

JUDGING CRITERIA



Program Management



Orientation to Mission



Technical Merit



Transferability



Stakeholder Interaction

BACKGROUND

Robert J. Chartier represents USAG Daegu, Korea, as the Chief of the Environmental Division and the Deputy Director of the Directorate of Public Works (DPW). He has been assigned in his current position for the last five years. As the Environmental Division's chief, Mr. Chartier is involved in all aspects of environmental media program area management. Mr. Chartier is the lead implementer and coordinator for the International Organization for Standardization (ISO) 14001 Environmental Management System and was involved in the development of the garrison's Strategic Sustainability Plan. Mr. Chartier also served as the Deputy DPW for the entire award period, requiring his involvement in all aspects of DPW operations including serving as the director when necessary. He was also asked to perform additional duties for a nine-month period as the Chief, Operations and Maintenance Division and the Energy Manager, due to a shortage of Department of the Army Civilian staff. Serving in these positions provided Mr. Chartier with an intimate understanding of DPW operations and how he can best interject environmental considerations and influence business practices.

POSITION DESCRIPTION

Mr. Chartier is responsible for the management of all environmental program areas for the garrison and is the primary facilitator for the garrison Environmental Management System (EMS) and sustainability initiatives. He also maintains active oversight of media program areas that were identified as Significant Aspects and Sustainability Goals tracked within EMS. Those areas include the heating fuel oil tank program, spills and the solid waste/recycling program and goals identified in Executive Order (E.O.) 13423. Mr. Chartier supervises a staff of 11 environmental professionals and serves as a Department of the Army EMS External Auditor for all of the other garrisons in Korea, as well as serving as the Installation Pesticide Manager. Mr. Chartier also supports environmental media management areas including water quality, overseas compliance cleanup, asbestos-containing materials, lead-based paint and environmental aspects of construction projects.



Mr. Chartier (right) inspects the 188th Military Police Company Hazardous Waste Accumulation Point at Camp Walker with PVT Mathew Hillbery. USAG Daegu strives to provide a clean environment for residents and a natural ecosystem by minimizing waste.

AWARDS AND SERVICES

In conjunction with his environmental staff, Mr. Chartier sponsored numerous education and public awareness events and participated in host nation city-sponsored events. These events included week-long environmental awareness campaigns celebrating Earth Day, a Chilgok County/Waegwan City tree planting, and plaque dedication ceremony celebrating the initiation of the Camp Carroll Wetland Project and Korean Arbor Day. Armed Forces Day open house including displays targeting host nation visitors; 5K runs celebrating Earth Day; installation involvement in Arbor Day mass tree planting events hosted by Daegu City; and displays throughout the installation for other special events such as National Recycling Day and World Water Day. He worked with Armed Forces Network Korea to develop three television commercials and two radio commercials targeting energy conservation, water conservation and recycling. The Environmental Division partnered with the installation Department of Defense (DoD) Dependent (K-12) School and the Army Community Service (ACS) School-Aged Services Program, providing educational instruction on recycling, sustainability, importance of plants



to the ecosystem and job opportunities in the environmental field. The division also conducted tours of environmental sites such as the drinking water and waste water treatment facilities, the contaminated soil land farm facility and the recycling area. Mr. Chartier also partnered with ACS to sponsor local Korean national university student interns and volunteers to work in the Environmental Division, with 2,000 total hours volunteered in FY 2008 and 2009. Mr. Chartier's involvement helped make the intern program a garrison success, and was directed by the USFK Combatant Command as a Best Management Practice (BMP) for the other garrisons and sister services on the peninsula. His environmental achievements significantly contributed to the garrison receiving the FY 2009 Army Community of Excellence (ACOE) award and placing it in the top seven for the 2010 award. The final 2010 award recipients will be announced in May 2010. Additionally, the division and garrison were certified as Integrated Pest Management (IPM) – Star Pesticide Management Certified. The use of these IPM practices resulted in less use of pesticides in childcare facilities, resulting in a safer environment for Army Families.

ACCOMPLISHMENTS

Mr. Chartier is a leader in the environmental field throughout IMCOM and is the driving force behind the successes of the environmental program in USAG Daegu, meeting every leadership and program management challenge. Through his leadership, the environmental staff and garrison significantly advanced environmental stewardship and fostered a trusting relationship with the host nation neighboring communities.

EMS Implementation

Mr. Chartier developed the first ISO 14001-conformant, fence-line-to-fence-line, mission-oriented EMS for an overseas garrison, covering 10,000 square miles with sites stretching across the Korean peninsula. This EMS was developed 15 months ahead of the DoD mandate. Mr. Chartier worked with unit environmental officers in the cross-functional team to ensure the EMS format was within their capability to support the units' missions. The EMS program and the manual he developed were used in whole or in



“Mr. Chartier has led USAG Daegu’s environmental program to a level of excellence while avoiding the costs associated with polluting the environment and then repairing that environmental damage. His restoration of the natural wetland and demonstration of electric vehicles will further reduce the environmental footprint of the facility while supporting the military mission.”

- Thomas Easterly, Indiana Department of Environmental Management



The Camp Carroll, Korea tree planting ceremony dedicated the first phase of the Wetland Restoration Project and Arbor Day 2009. Participating in the ceremony were COL Michael Saulnier, Garrison Commander and Waegwan/Chilgok County Mayor's Office representatives.

part by each of the other three garrisons in Korea. He further assisted each of the other garrisons with their EMS implementation by conducting site assistance visits and audits. With his assistance, USAGs at Red Cloud, Humphreys and Yongsan declared compliance with the ISO 14001 standard. Mr. Chartier has been recognized by the U.S. Army Environmental Command (USAEC) as an EMS expert and was invited to brief USAG Daegu Best Management Practices at EMS In-Process Reviews in Hawaii and Germany. His briefing received positive comments from the participants, who stated his discussion provided them with new ideas that would help alleviate some of their own EMS implementation challenges. He received a letter of appreciation from the



Commander, USAEC, for his assistance. Additionally, Mr. Chartier served as a Department of the Army EMS External Auditor for all of the other garrisons in Korea.

Mr. Chartier personally developed a new USAG Environmental Quality Control Committee (EQCC) meeting briefing format designed around EMS aspects and sustainability goals, aligned with the garrison's strategic plan. The format included a quad chart detailing the garrison's stated objectives and targets, current status, historical data and trends-charts. One of his most significant format changes and culture shifts, which increased the effectiveness of the process, was that environmental process owners would now brief the status of their programs directly to the Garrison Commander. This change in procedures provided managers with the opportunity to interface directly with the commander and receive immediate guidance with no filtering. The success of this format led the Garrison Commander to direct the objectives be included as garrison Key Performance Measures and the trends-charts be used as the example at the garrison's next Strategic Planning Conference.



Waste Reduction Efforts

Mr. Chartier recognized the garrison was not maximizing its Qualitative Recycling Program (QRP) profits with the current contract, so he worked with the DPW Contracting Management Division and the garrison contracting command detachment to align the stand-alone QRP contract with the garrison's solid waste contract. This resulted in increased line items for the more valuable commodities and 22.5 percent profit increase since the beginning of the new contract in July 2009. His involvement with solid waste and recycling helped reduce solid waste generation by 10 percent in FY 2008 and 2009. His program guidance led to an increased solid waste diversion rate of 42.5 percent for FY 2008 and 2009 from an average of 20 percent in FY 2006 and 2007. This was accomplished in part by developing a garrison-wide no-dumping policy, which kept household waste covered under the overseas living quarters allowance from entering the installation's waste stream, and by having his staff conduct a thorough analysis of all waste streams and diversion opportunities. He



also instituted a program rewarding units for their participation in the recycling program, sparking renewed interest at the unit level. QRP profits have increased by 34 percent in FY 2008 and 2009 from those of FY 2006 and 2007. Mr. Chartier and his staff continue to assess recycling points throughout the installation and look for additional opportunities. Recycling increased significantly upon his arrival in the garrison. This project promotes the Army's triple bottom line of mission, environment, community plus economics, and is one of Mr. Chartier's most noteworthy efforts. As a result of Mr. Chartier's leadership and direction, the QRP continues to be recognized as the best recycling program in Korea.



Mr. Chartier conducts a survey of an Army Family housing recycling point on Camp Walker, Daegu.

Mr. Chartier recognized a compressed timeline to ship transformers containing polychlorinated biphenyl (PCB) off-peninsula due to Basel Accord clearance and contractual requirements, although the Korea Environmental Governing Standard did not require removal of these devices until FY 2011. His leadership influenced the removal of the remaining 17 tons of PCB-containing devices in FY 2008, resulting in "zero" PCBs on USAG Daegu sites, three years ahead of the requirement. The expedited removal allowed him to readjust staffing to manage other high-risk media areas.

Environmental Compliance Assessment and Management Program

Mr. Chartier is a voting member on the Real Property Planning Board which prioritized Sustainment Restoration and Modernization (SRM) funded projects. His clear articulation of the importance of supporting environmental programs with SRM funds resulted in the execution



of more than \$2 million in SRM funding toward environmental-related infrastructure upgrade projects, such as new heating fuel oil storage tanks, oil water separator upgrades, replacement of an Imhoff tank with a more modern system and upgrades to the drinking water disinfection system. Mr. Chartier's suggestion to replace the Imhoff and an aged rotating biological contactor (currently under design) with a septic system will also reduce staffing requirements for DPW. His additional duty as the Energy Manager and primary Energy Savings Performance Contract Manager was another avenue in which he ensured the full scope of environmental considerations were included.

Mr. Chartier conducted research with the garrison Directorate of Logistics and received approval from the command to purchase a small fleet of Zero Air Pollution (ZAP) electric trucks to help the command meet its fleet vehicle management goal. The ZAP electric truck, a small pickup truck used on USAG Daegu, performs better than the Neighborhood Electric Vehicles issued to installations in the continental U.S. The installation purchased five trucks, providing them to the Fire Inspector, Department of Public Works, Environmental Division and the Safety Office. These replaced the gasoline-fueled non-tactical vehicles currently in use.



Mr. Chartier prepares a new Zero Air Pollution (ZAP) electric truck for a test drive. There are currently five ZAP trucks being used on USAG Daegu.

Mr. Chartier developed a wetland restoration project designed as a watershed protection buffer and attenuation zone for natural runoff and monsoonal storm water flow passing through the installation. The project also focused on restoring a historic wetland habitat on Camp Carroll to reestablish the hydrologic and vegetative community using a flood plain pond, stream channel and bank enhancements. Early



stages of the project have already reaped positive results, adding significantly to the faunal biodiversity of the installation. A number of aquatic-related invertebrate, water fowl and fauna, such as ducks, egrets, raccoons and other small mammals, have established footholds using the wetland resources. An added benefit has been an increase in the bee population at the site, which is expected to benefit local farms in the vicinity of the installation boundary. When completed in Spring 2010, the site will be designated as a conservation area and nature park with educational venues, walking trails and viewing platforms, providing the workforce and their Families an improved quality of life venue. This is the first true conservation project by a garrison in Korea and is designed to foster an ethic that goes significantly above and beyond strict environmental compliance while enhancing the well-being of Soldiers, civilians, Families, neighbors and communities through leadership in sustainability.

Effective Use of Funds

Through development of a strong and effective EMS, Mr. Chartier harnessed the appropriate resources to manage the garrison's environmental risks, providing natural resources benefits, tangible cost savings, cost avoidance and visibility to the environmental program. He conserved critical staff hours for those issues most significantly impacting the mission and the environment. The EMS provided visibility of the most significant environmental issues to the garrison command, resulting in a better prioritization of limited resources.

Mr. Chartier's involvement with solid waste management and recycling in FY 2008 and 2009 helped reduce solid waste generation by 10 percent and increased the solid waste diversion rate by 50 percent compared to the previous two years. Mr. Chartier also saved the garrison more than \$1.2 million by developing Lean Six Sigma Just-Do-It projects involving underground heating oil storage tanks. There were three outdated underground storage tanks which required costly replacement. Mr. Chartier investigated and found the contract did not require the garrison to provide on-site storage of heating fuel, but instead required the contractor to deliver directly to individual buildings. The substandard intermediate tanks were no longer



required and were subsequently scheduled for removal from Camp Walker and Camp Carrol. Mr. Chartier's actions not only avoided the replacement cost but also decreased the environmental liability risk of fuel leaks.

Community Relations

Mr. Chartier is a leader in the USAG Daegu community. As the Installation Pesticide Manager, Mr. Chartier worked with the Installation Pesticide Coordinator and the U.S. Army Center for Health Promotion and Preventive Medicine to improve pesticide management in Directorate of Family, Morale and Welfare Child Development, Youth Services and School Age Services facilities. His leadership in the program, direction to the Pesticide Coordinator and work with the facility managers resulted in these facilities achieving Integrated Pest Management-Star accreditation in 2008. Beginning in FY 2008, Mr. Chartier was invited to participate as a member of the host nation-sponsored regional semiannual EQCC meeting. This meeting involved representatives from the local ROK military installations (Army, Air Force and Marine) including the ROK Senior Mission Commanding General and Ministry of Environment Region Director as co-chairs (equivalent to the U.S. Environmental Protection Agency), as well as city and non-governmental organizations. Mr. Chartier's enthusiasm and his ability to effectively communicate garrison

environmental programs are often lauded by the co-chairs as examples for the Korean installations to emulate. As a direct result of his involvement, the relationship between the garrison and host nation partners has significantly improved and has laid the foundation for a future Regional Sustainability Strategic Plan.

Mr. Chartier sponsors numerous educational and public awareness events and participated in city-sponsored events. Events sponsored by Mr. Chartier include a tree planting ceremony at the Camp Carroll wetland project site, Armed Forces Day Open House displays targeting host nation visitors, 5K runs celebrating Earth Day, installation involvement in Arbor Day with mass tree planting events hosted by Daegu City and displays throughout the installation. For Earth Day, the Environmental Office installed displays in the Post Exchange and Commissary, as well as providing recycling yard tours. For Armed Forces Day, the Environmental Division provided local nationals attending the event with multi-lingual displays on recycling, sustainability and how the installation is helping the environment.



“Mr. Chartier demonstrates what one individual can do to obtain the commitment of others to environmental protection. His efforts make a difference for the mission and his community.”

- Brian Christian, Texas Commission on Environmental Quality



Mr. Chartier is working with the Camp Walker Troop 81 Boy Scouts of America during Phase 1 of the Camp Carroll Wetland Restoration and Conservation Project.

Mr. Chartier also developed community education and public outreach events, including two radio public service announcements and three television commercials by Armed Forces Network-Korea, as well as a quarterly news publication called “The Kestrel Quarterly.”

USAG Daegu is mindful and attentive to the environmental actions and impacts of the installation community on the host nation. As a result of Mr. Chartier's environmental communication and education and outreach efforts, a significant culture shift in the Daegu and Waegwan city areas has emerged with the Korean host nation neighbors. This was evidenced by positive articles in Korean news publications.

Environmental Planning and Analysis (Executive Order (E.O.) 12114, “Environmental Effects Abroad of Major Federal Actions”)

Mr. Chartier understands the relationship between the environmental program and other garrison processes, such as strategic planning, real property planning and ACOE. His incorporation of environmental aspects contributed significantly to the success of these other processes and ensured the concepts of environmental stewardship and sustainability entered the garrison lexicon. His personal involvement in the garrison strategic planning process resulted in the incorporation of environmental language into the garrison mission objectives and designation of tasks to support EMS and sustainability goals into the strategic plan. As a result of his development of a strong environmental program, a strong EMS and his work with Strategic Planners, the garrison command designated all environmental Significant Aspect and Sustainability Objectives as garrison Key Performance Measures.



The garrison is on schedule to develop the first Strategic Sustainability Plan in Korea and is the only garrison in Korea to include sustainability requirements of E.O. 13423 and E.O. 13514 into their EMS with the final goal being operational sustainability throughout the garrison’s activities. Successful implementation of EMS provided the mechanism for Mr. Chartier to successfully articulate his vision, define environmental goals, assess the effectiveness of procedures and align them with the garrison’s strategic goals. These are translated into projects submitted into the annual funding cycle. In 2008, Mr. Chartier worked closely with Marine Forces Korea in establishing a workable Table of Distribution and Allowances (TDA) staffing requirement for Camp Mujuk, Korea. Camp Mujuk was recently declared a Status of Forces Agreement facility in Korea. Previously, environmental support was provided by USAG Daegu through an inter-service support agreement. This support was not the ideal situation, as Daegu is two hours from Pohang, Korea, the site of Camp Mujuk. The suggested TDA is in the process of being approved by Headquarters (HQ) United States Marine Corps (USMC). He also provided assistance to Camp Mujuk during their first



environmental compliance assessment by HQ USMC. The support provided by his staff and his ability to clearly articulate Camp Mujuk’s environmental issues supported the request for development of environmental staff on their proposed TDA. Mr. Chartier worked with the Commander, Military Sealift Command Office on Pier 8, USFK’s Power Projection Platform, to examine the feasibility of installing a fueling station directly on the pier, given the proximity to the Busan Harbor and the risk of spills.

Mr. Chartier is the primary staff element working transformation issues associated with the Land Partnership Plan and base closure and return activities for the garrison, as many of the issues are environmental-related. His understanding of the Status of Forces Agreement and environmental contamination contributed greatly to the Environmental Joint Working Group discussions by keeping inaccurate information out of the discussions.

CONCLUSION

Mr. Robert Chartier is a leader in the environmental field in IMCOM-Korea and in the Army, meeting every leadership and program management challenge he encounters. He is the driving force behind the successes of the environmental program in USAG Daegu. Through his leadership, the environmental staff and garrison advance environmental stewardship and foster a trusting relationship with the host nation communities. Much of Mr. Chartier’s success can be attributed to his steadfast championing of a risk-based, mission-oriented EMS. His fiscal aptitude ensures funding is prioritized to those areas most likely to impact the environment, the mission and the community. This benefits the garrison as a whole through greater stakeholder involvement and sustainability practices beyond environmental compliance. Additionally, his community involvement leads to a better understanding of the environmental issues affecting the installation and the positive role the Army is taking to sustain resources in the local host community.