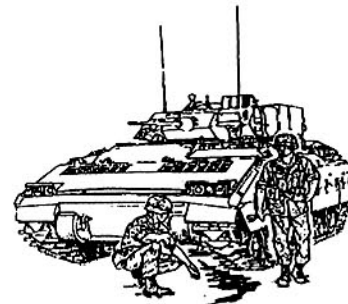


**LEADERSHIP AND THE ENVIRONMENT: UNIT
LEADER'S FIELD GUIDE, ASSESSMENT, AND
QUALITY-ASSURANCE CHECKLIST**

*A staff officer's guide to ensuring responsible unit
environmental stewardship and related activities.*



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release; distribution is unlimited.**

Headquarters, Department of the Army

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ARMY COMMITMENT

*"The Army is committed to environmental stewardship in
all actions as an integral part of the Army mission."*

Army Regulation (AR) 200-1

ENVIRONMENTAL STEWARDSHIP GOALS

Environmental stewardship—the wise use and management of environmental resources—is a natural outgrowth of the military's role as protector of the United States (US) national security. Environmental protection is no longer just the job of a few technical experts. It requires soldiers to prevent environmental problems by caring for those resources *loaned* to them by the American people. Soldiers must accept responsibility for the financial, material, and environmental stewardship of these resources. Goals for responsible environmental stewardship include—

- Demonstrating leadership in environmental protection and improvement, including pollution prevention.
- Ensuring that consideration of the natural and cultural environment is an integral part of all decision making.
- Minimizing adverse natural environment and human-health impacts while maximizing readiness and strategic preparedness.

- Initiating aggressive action to comply with all applicable federal, state, local, and host-nation (HN) environmental laws.
- Supporting pollution-prevention programs, which includes periodically reassessing products and processes that generate pollution, reusing and recycling materials, and avoiding or reducing hazardous-waste (HW) generation.
- Managing all military-controlled lands and natural and cultural resources and remediating areas contaminated by past activities.
- Enhancing outreach activities with local communities by openly addressing environmental quality issues.

PROTECTION STRATEGIES

Environmental protection should be accomplished as an integral part of the mission. In those rare instances where real or perceived conflict exists between environmental protection and mission accomplishment, commanders and individual soldiers must make informed decisions. Soldiers at all levels must understand the strategies for environmental protection. The Army has divided its environmental strategy into four parts. They are—

- Compliance. Compliance is obeying the law. It includes all activities related to ensuring that operations and activities meet federal, state, local, and HN environmental requirements.

- Prevention. Prevention eliminates pollution at the source and is usually much easier and less costly than dealing with hazardous materials (HMs) or their associated HWs. Pollution and its cleanup are costs that must be controlled. Avoided or reduced pollution saves military resources and, thereby, enhances readiness. Pollution prevention includes all phases of the material-management life cycle, from concept development to final disposition. Prevention is generally achieved by—
 - Reducing the amount of wastes produced. This may include using smaller amounts of toxic material or finding less toxic substitutes. On a larger scale, it may include changing operation methods by increasing efficiency or preventing waste-generating accidents.
 - Reusing items instead of throwing them away, which is more cost efficient than recycling. Reuse entails using an item in its current form. Refill containers and filter solvents and other cleaning products. Reuse subassemblies, rags, and absorbents used to clean spills whenever possible. Soldiers should check with other units that might have a use for any unneeded items. All of these things reduce the amount of waste that must be treated and disposed of.
 - Recycling products that cannot be reused or further reduced. This entails changing the physical composition of the item, such as

melting it down or shredding it for use in other processes. Although less efficient than reuse, recycling may be the only alternative for certain wastes.

- Conservation. Conservation is the controlled use of (renewable) military land to ensure long-term productivity and the preservation of (non-renewable) natural and cultural resources in their natural state (such as endangered species).
- Restoration. This includes all activities necessary to clean up contaminated military sites. This function is normally performed by environmental staffs and contractors and makes installations safer, healthier places for soldiers and their families.

**ASSESSMENT QUALITY ASSURANCE
CHECKLISTS**

**NOTE: Be sure to check supplemental requirements
with the local environmental management office.**

Management

1. Is an environmental compliance officer (ECO) appointed in writing and properly trained as soon as possible after the appointment?
2. Does the ECO maintain a file containing appointing orders, inspection records, training documents, and disposal records according to local time requirements?

3. Have all soldiers received the required environmental training and is the training documented?
4. Does the unit's standing operating procedure (SOP) cover spill prevention and response, the use of material safety data sheets (MSDSs), pollution prevention, and recycling?
5. Is good housekeeping evident in petroleum, oils, and lubricants (POL), HMs storage, and HW accumulation areas?
6. Does the unit have appropriate references (such as ARs, field manuals (FM)s, technical manuals (TM)s, installation regulations, command policies, and SOPs) on hand?

Accumulation Sites (HW/Used Oil)

1. Are there adequate dikes or catchment areas around accumulation sites?
2. Are HW, used oil, or other possible pollutants accumulated in authorized containers, and do container logs control access to the containers?
3. Are used oil accumulation tanks used for the collection of used oil only?
4. Are used oil tanks pumped out when full?
5. Are containers properly labeled (requirements differ by locality)?
6. Are containers secured to prevent contamination by rainwater or any other potential contaminant?

Hazardous Material/Hazardous Wastes

1. Are amounts of HM on hand limited to the minimum needed (no stockpiling of HM)?
2. Is the unit's HM/HW inventory (quantity and location) up to date?
3. Do HW containers have drum logs to account for all additions and to specify personnel authorized to make additions to the containers?
4. Are MSDSs on hand for all HMs? Are MSDSs readily available to all workers with exposure to HMs?
5. Is HW accumulated in authorized containers?
6. Are containers labeled according to directives?
7. Are containers in good condition and closed when not in use?
8. Are contents of containers compatible with the container?
9. Are accumulation start dates and HW labels on each HW container (for "90-day" accumulation points only)?
10. Are container storage (HM) or accumulation (HW) areas inspected at required intervals and inspection records kept?
11. Are HM/HW properly managed for transportation to a disposal facility?
12. Is danger and warning signs conspicuously placed?
13. Is spill-prevention and control equipment adequate?
14. Are personnel trained in the proper and timely handling, collection, storage (HM) or accumulation (HW), and transportation of HM/HW?
15. Are dumpsters free of HM/HW items?
16. Are used POL cans and drums disposed of properly?

17. Are items containing asbestos handled and disposed of properly?
18. Are batteries stored/disposed of properly?
19. Is equipment containing radioactive sources (such as gun/mortar sights, M8A1 alarms, and so forth) properly stored to prevent breakage and release of radioactive materials? Are incidents reported properly?
20. Is ammunition stored properly?

Solid-Waste Management

1. Are procedures to reduce production of waste enforced?
2. Are product separation and recycling efforts in effect?
3. Are source-reduction practices enforced?
4. Is the unit requisitioning only the supplies needed (not stockpiling materials)?
5. Is water, soap, kitchen grease, or garbage kept from being discharged into the street, the storm drainage system, or the groundwater source while washing garbage cans and field-kitchen equipment?
6. Are solid-waste containers kept closed?

Spill Prevention

1. Is the unit's spill-prevention plan present? Is it understood and being followed? Is required training provided and are spill exercises conducted?
2. Are oil, fuel, battery acid, hydraulic oil, or other HM spills properly reported?

3. Does the unit enforce prohibitions against discharging pollutants into storm or washrack drains or pouring pollutants on the ground or along fence lines?
4. Are small oil spills cleaned up promptly and effectively?
5. Are drip pans used under vehicles/equipment and spigots of POL product barrels where spills are likely to occur?
6. Is contaminated soil properly disposed of at a designated disposal area?

Recycling Program

1. Is all material recycled according to directives?
2. Is the unit delivering material to the installation's recycling center?
3. Are recyclable-material sources separated?
4. Is contaminated material separated from recyclables?
5. Is the unit recycling all materials accepted by the installation's recycling center?
6. Are dumpsters free of recyclable items?
7. Are used cleaning solvents recycled/collected properly?

Washracks

1. Are vehicles and/or equipment washed only in authorized washracks?
2. Is steam-cleaning equipment used only in authorized washracks?
3. Are washracks and vicinity free of contaminated soil, sand, and silt?

4. Are signs readable and prominently posted to indicate which solvents or soap may be used, where appropriate?
5. Are metal gratings or baffles present in good condition at the washrack oil interceptor, catch basins, and floor drains?
6. Are washrack areas free of oil and/or fuel spills? Are the washrack areas free of oily rags and trash?
7. Are treatment devices (such as, oil and grease interceptors, catch basins, collection ponds, drains, and tanks) properly maintained and serviced?
8. Does the SOP indicate how to request maintenance for and pumping of oil/water separators?
9. Are faucets and/or backflow preventors in good operating condition?
10. Is only authorized soap, solvent, or chemicals used with steam-cleaning equipment?
11. Are oil/water separators in good working condition?
12. Are vehicle/equipment/aircraft wastewater discharges tied into a treatment system?

Land Management

1. Are vehicles maneuvered only in authorized areas?
2. Are surface areas and curbs free of vehicular damage?
3. Is the area litter free?
4. Is gravel used only in authorized areas and in an authorized manner?
5. Are archeological, cultural, and historical resources safeguarded?
6. Are vegetation/trees only being cut, removed, or used with appropriate approval (range control/forester)?

7. Are personnel ensuring that garbage, refuse, and rubbish are never burned or buried on ranges or training areas without appropriate approval?
8. Are storm-water ditches in the vicinity of motor pools free of POL or other HM/HW?
9. Are detention ponds and sump-collection points functional and properly serviced?
10. Are spray paint, battery, and radiation-repair operations conducted properly and coordinated with the EMO, safety, and preventive-medicine offices?
11. Are collection points established with proper containers and servicing for all maintenance-generated wastes?
12. Does the unit fill in the fighting positions and all other excavations upon exercise completion and redeployment?
13. Does the unit have a maneuver damage-control element for each operation? Are all damages properly reported and corrected according to command guidance?
14. Are refueling sites located away from sensitive areas (such as, wetlands, water sources, drainage areas, and endangered-species habitats)?
15. Does the unit have appropriate spill-prevention equipment at high-risk locations (such as, refueling, maintenance, and messing) and available to spill-prevention personnel?
16. Does the unit use track-turning pads where appropriate?
17. Does the unit confirm and mark sensitive areas to prevent damage to endangered-species habitat and archeological/cultural areas?
18. Does the unit conduct soldier environmental-awareness briefings before an operation?

19. Does the unit conduct smoke operations and the proper use of pyrotechnics according to local regulations and policies?
20. Does the unit coordinate with the installation/operational staff before an exercise to obtain information on the area of operations in regard to environmental issues?
21. Does the unit cross or ford streams/ rivers at authorized areas?
22. Is the unit aware of noise restrictions (such as, limited hours, rotary-wing operations, demolitions, proximity to civilian population, and endangered-species habitat) and complying with them?

NOTE: Be sure to check with local supplemental requirements for land management (coordinate with installation EMO/operational staff).

REFERENCES

The material for this graphic training aid (GTA) was obtained in part from FM 20-400. This FM is an excellent source of in-depth information on the subject at the Army leadership level. Additional recommended readings are training circular (TC) 20-401, written at the soldier level, and GTA 5-8-4.