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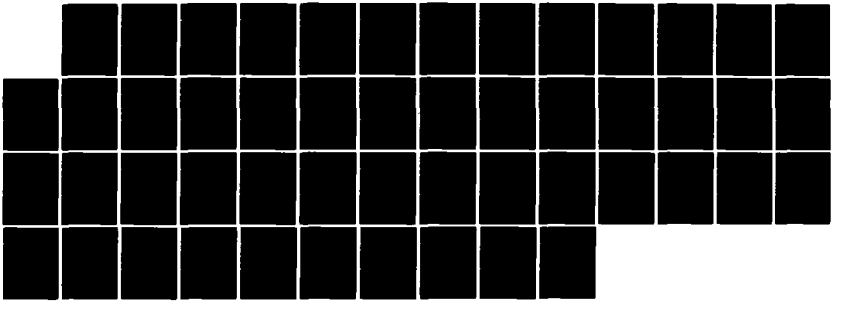

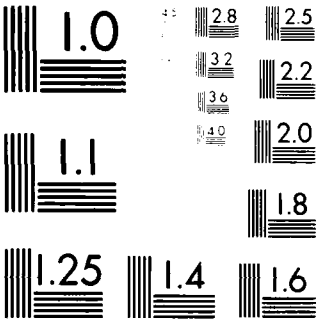

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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

A GUIDE FOR NEW ENVIRONMENTAL COORDINATORS

MAJOR JAMES F. KARASEK 85-1405

"insights into tomorrow"

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TITLE A GUIDE FOR NEW ENVIRONMENTAL COORDINATORS

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This guide provides introductory information about the environmental coordinator's role in the implementation of pollution abatement policy, programs, and requirements. It was written for new environmental coordinators. The guide doesn't replace any document, nor is it a substitute for more detailed information. It identifies requirements, programs, appropriate [illegible] information necessary for the environmental coordinator to perform [illegible]

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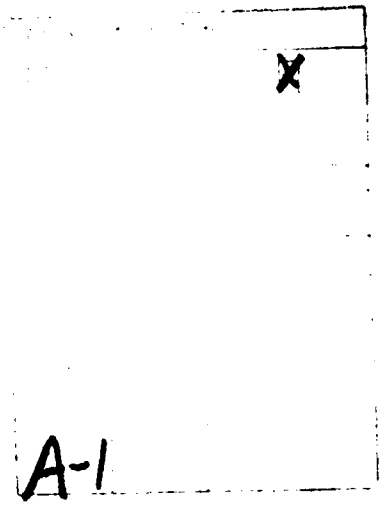
PREFACE

Currently there is no single source of information available to new environmental coordinators to explain the responsibilities of their position regarding pollution abatement. The specific responsibilities, environmental requirements, and "how to" information are scattered throughout numerous Air Force regulations, policy letters, programs, and federal, state, and local environmental regulations. This guide provides introductory information about the environmental coordinator's role in the implementation of pollution abatement policy, programs, and requirements. This guide doesn't replace any document, nor is it a substitute for more detailed information. It identifies requirements, programs, agencies, and sources of information necessary for the environmental coordinator to perform his/her duties. Successful environmental coordinators are those who know and understand the environmental requirements for their installations and can articulate them to commanders.



ABOUT THE AUTHOR

Major James F. Karasek received his Bachelor of Science Degree in Civil Engineering and his Commission at Michigan Technological University in 1971. Subsequently, he attended Undergraduate Navigator Training at Mather AFB. After earning his navigator wings, he flew the C-130 in Southeast Asia, the KC-135 tanker at Ellsworth AFB, and the EC-135 airborne command post at Offutt AFB. In 1980, he attended the Air Force Institute of Technology (AFIT), School of Systems and Logistics, where he was a distinguished graduate and received a Master of Science Degree in Engineering Management. In 1981, he moved to Offutt AFB where he served as a Civil Engineering Officer at Headquarters Strategic Air Command (SAC). At SAC he had staff responsibilities for environmental pollution abatement. In 1982, he was appointed Chief of the Environmental Quality Branch. His responsibilities included the planning, coordination, and implementation of pollution abatement programs and environmental impact analysis for HQ SAC. Later he was promoted to Chief of the Environmental Planning Division. His responsibilities expanded to include natural resources management and base comprehensive planning. In 1984, Major Karasek was selected to attend Air Command and Staff College (ACSC) at Maxwell AFB.

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INTRODUCTION TO THE GUIDE

INTRODUCTION

This guide is a compendium of information about your responsibilities and specific duties as an installation environmental coordinator. It deals with issues that concern pollution abatement. Depending upon your situation, you may have duties in addition to pollution abatement. The guide has been especially prepared for persons new to the environmental coordinator position. Experienced environmental coordinators may find it useful as a reference guide or instructional aid.

PURPOSE

The purpose of this guide is to provide a single source of information for pollution abatement requirements. It is intended to provide introductory information that will identify and briefly explain the various responsibilities and "how to" information necessary to perform your duties as the installation environmental coordinator. The guide identifies the people, information sources, and programs you will work with. The information is necessarily generic. The specifics depend upon factors such as the mission of the installation, location of the installation (state and county), and policies of the major command. This guide will provide a starting point to help you identify the specific requirements for your situation.

SYNOPSIS

Before you continue, let's take a look at how the guide is structured. Chapter Two overviews the pollution problems in the United States and shows how Air Force activities contribute to the problem. It goes on to explain the mechanism that makes Air Force installations legally liable for compliance with federal, state, and local environmental regulations.

Chapter Three describes the magnitude of your job and details the specific responsibilities usually assigned to the environmental coordinator.

Chapter Four identifies the various people and organizations you work with. The intent is to explain the working relationship among the actors and the need for thorough coordination.

Chapter Five identifies the numerous sources of information available to the environmental coordinator. The specific type of information and who to contact is explained.

Chapter Six identifies and gives a brief overview of the different environmental programs and requirements. The information sources and coordinating organizations are included for each program and activity.

Chapter Seven provides concluding remarks and a synopsis of the previous chapters.

Now that you know what to expect, let's continue.

Chapter Two

BACKGROUND

THE PROBLEM

Environmental pollution is an old problem, often tolerated as a necessary nuisance. At one time the environment was able to assimilate most of the pollution. However, the problem of environmental pollution has become a major concern in the United States and throughout the world during the past 25 years. During this period, population increases, urbanization, the technology explosion, and rapid economic growth have contributed to our pollution problems. The most important effect of pollution is its threat to human health.

Major pollution episodes are testimony to the effects of pollution on human health. King Edward I of England tried to clear the smoke-filled sky over London in 1272 by banning the use of "sea coal." In 1948, air pollution from local factories in Donora, an industrial town in the mountains of western Pennsylvania, caused almost half of the town's 14,000 inhabitants to become ill; 20 died. In April 1970, health officials advised the public not to eat fish taken from Lake Erie. High levels of mercury were discovered in the lake. In more recent times, love Canal, Valley of the Drums, and Times Beach were major pollution episodes that captured national headlines. However, more significant are the subtle, long-range effects on human health of exposure to low-level, long-lasting pollution. During the decade of the 60s, the public started to notice the problem and pushed for something to be done. The result was the many environmental laws enacted during the latter 1960s and 1970s.

AIR FORCE APPLICATION

Many of these environmental laws have application on Air Force installations. The reason is an Air Force installation is like a city. A city may be divided into three broad categories: residential (houses and apartments), commercial (service and retail businesses) and industrial (factories, etc.). Depending on the size and mission of an installation, there may be facilities in each of these categories. Think about it! The residential category includes

housing and dormitories. The hospital, base exchange, base headquarters and Consolidated Base Personnel Office (CBPO) fall in the commercial category. The heating plant, vehicle and aircraft maintenance shops, jet engine test cell, aircraft wash racks, and sewage plant are just a few examples of industrial activities. All the activities identified have the potential to pollute the environment. It should be quite evident that Air Force installations, like cities, are part of the pollution problem. As a result, Air Force installations are required to comply with all federal, state and local environmental regulations.

LINE OF AUTHORITY FOR COMPLIANCE

The requirement for Air Force installations to comply with federal, state and local environmental regulations may be traced to the National Environmental Policy Act (NEPA) of 1969 (Public Law No. 91-190). Other environmental acts existed before NEPA; however, NEPA is the most significant in terms of its impact on federal agencies. The purpose and intent of NEPA is transmitted to federal agencies through a series of Presidential Executive Orders (E.O.). E.O. 12088 makes the head of each executive agency responsible for ensuring all necessary actions are taken for the prevention, control, and abatement of environmental pollution from federal facilities. In addition, each executive agency is required to cooperate with the U.S. Environmental Protection Agency, state, and local agencies in the prevention, control, and abatement of environmental pollution. As an executive agency, the Department of Defense (DOD) supports the E.O. through its environmental quality policy. The policy in part states:

> . . .Department of Defense components will cooperate fully with the Environmental Protection Agency and other federal agencies, and will comply with such published standards and criteria relating to pollution abatement for federal agencies as are promulgated by those agencies or by state and local agencies.

This policy is implemented through DOD instructions and directives to all agencies within the DOD. Each military service in turn develops policies, programs, and regulations to implement the DOD environmental quality policy. Within each military service, major commands and operating agencies review the policies, programs, and regulations and produce implementing instructions for their installations.

OBLIGATION TO COMPLY

The obligation for Air Force installations to comply with federal, state, and local environmental regulations is [illegible] required by public law, Presidential Executive Orders, [illegible] for implementation and policy. Just as important, it is expected and demanded by the public. As a military organization, the Air Force has both a legal and moral obligation to protect the environment. It doesn't make much sense to defend the United States from the enemy without if in the process we destroy ourselves from the enemy within--pollution. It's an accepted fact that environmental pollution has the potential to destroy the very thing we have committed ourselves to defend and protect--our quality of life. While your installation commander is [illegible] concerned with mission accomplishment, it's your mission and obligation to ensure the environment is not polluted in the process. The author's experience has shown that successful environmental coordinators are those who know the environmental requirements and are able to articulate them to commanders. The following chapters will provide some insight to guide your effort.

Chapter Three

ENVIRONMENTAL COORDINATOR DUTIES

INTRODUCTION

As the environmental coordinator, you will be assigned to the Environmental and Contract Planning Branch of the Base Civil Engineer Squadron. As your job title implies, you have the responsibility of coordinating environmental requirements for the installation. You are the primary point of contact for [illegible] on the installation and environmental agencies outside the installation. Being the primary point of contact doesn't mean you do all the work; other organizations have environmental responsibilities also, but you must know the environmental requirements in order to perform your duties. You have a lot of responsibility, but little, if any, authority as environmental coordinator. This is why it is important to thoroughly understand and be able to explain environmental requirements to the individuals and organizations on your installation. This chapter will identify your duties; subsequent chapters will explain them in more detail.

ENVIRONMENTAL DUTIES

The environmental coordinator's duties may be listed in a number of different ways. [illegible] your duties.

[illegible]

The environmental coordinator is a focal point for data [illegible] reporting; however, you don't do all the work by yourself. [illegible] of the information will come from your own [illegible] other organizations on the installation. [illegible] required by Air Force, federal, state, and [illegible] reports required by the [illegible] federal regulations. [illegible]

..., quarterly, semi-annual, and annual), and others ... tional. For example, a Pollution Incident ... ral. The requirement for the report ... incident such as a fuel spill.

... reports you are required to submit will only be ... as the records you maintain. Accurate ... critical to accomplishing your duties. You will have to rely ... the accuracy of records from other organizations; it's important that they know what data you need and the importance of accuracy. Some of your records will be used for preparing reports and some to satisfy specific record keeping requirements ... by environmental regulations. An example is the Polychlorinated Biphenyl (PCB) Annual Document. A federal regulation requires an inventory and detailed information be maintained to document the amount of PCBs located on an installation. You are not required to submit the information, but must have it available anytime a federal inspector may request to review it. As you can see, accurate reports and records are important tools for managing and reporting the implementation of environmental regulations.

...

... are required to implement some environmental ... tions. The reason is that some regulations are complex and ... many organizations on the installation. The plan is ... so everyone knows what to do and how to do it. As with ... and records, you are not on your own for the development ... implementation of plans. Individuals from other organiza... should provide inputs to help you write the plan. Various ... are required by Air Force, federal, state, and sometimes ... regulations. The Spill Prevention Control and Counter... ... plan is required by both Air Force and federal ... A variety of plans are required by federal ... waste regulations. The Air Force requires a Hazardous ... Management Plan that incorporates the requirements of the ... regulations. Don't let the thought of preparing or ..., plans upset you. Guidance is available to explain the ... requirements of various environmental plans. You will ... the plan to be an important coordinating tool. In it you ... the data gathering and record keeping requirements ... of various organizations for inputs to your records and ... A thorough, well-written plan is key to helping you ... your duties. It's a good idea to review your plans ... to ensure their currency and effectiveness.

Training

As the environmental coordinator you are considered the expert for environmental requirements that affect the installation. You convey your knowledge through training. Training responsibilities may be divided into two broad categories: general awareness and specific requirements.

The purpose of general awareness training is to make all personnel on the installation aware of environmental issues that are important for the installation. Awareness of a paper recycling program would affect almost everyone on the installation. Whereas, the importance of proper hazardous waste handling may affect only personnel working in maintenance shops. This general category of training is your opportunity to explain the importance of and gain support for various environmental programs. Your message may be conveyed through articles in the base newspaper, posters on bulletin boards, unit commander's calls, etc. Let your imagination be your guide.

The purpose of specific requirements training is to explain how to implement plans and/or requirements necessary to comply with environmental regulations. An example would be explaining record keeping and labeling requirements for hazardous waste to personnel in a maintenance shop. It would be impossible for you to provide all of this type training yourself. There are too many personnel involved from many different organizations. Within each organization affected by specific environmental requirements, there should be an individual responsible for compliance. You provide the training for these individuals who in turn act as instructors for their own organizations. Most likely you will be able to use the plans discussed previously to instruct these individuals.

A strong training effort on your part will make your job a lot easier in the long run. It's easier for people to cooperate if they know what is expected of them.

Permits/Certificates

Permits and certificates are used by environmental agencies to help control and manage environmental programs. You are responsible for the preparation and filing of permits. Federal, state and local agencies may all require some type of environmental permit for activities and/or facilities on the installation. Their respective regulations explain any requirements. Your installation most likely already has some [illegible] responsibility is to ensure they are current and [illegible] for the permits if necessary. For example, [illegible] facilities such as hazardous waste [illegible], sewage treatment plants, and boilers. They

[illegible] required for activities such as [illegible] permit [illegible] something you also will [illegible] [illegible] activities [illegible] [illegible] different, the modification may require [illegible] permit or a new permit. In addition [illegible] environmental certificates. [illegible] [illegible] certificates you will use are [illegible] certificates. They are [illegible] by [illegible] actions.

[illegible] environmental permits and certificates are an integral part [illegible] installation's environmental program. You should have [illegible] all required permits for the installation. [illegible] you maintain a record of all permits. The record will [illegible] excellent tool for managing the renewal of permits [illegible] payment of any fees.

[illegible]ation

As the job title implies, coordination is the most crucial [illegible] your duties. It would be impossible for you to ensure [illegible] with all environmental regulations by yourself. You [illegible] primary point of contact for individuals both on and off [illegible] installation for environmental requirements. The [illegible] Environmental Protection Committee (EPC) is your primary tool for [illegible] with individuals and organizations on the installation. [illegible] and required membership are specified in AFR 19-8. [illegible] of the EPC help develop and implement different [illegible] environmental plans and programs. The EPC members are your point [illegible] contact with the various organizations they represent. Three [illegible] organizations you will coordinate with on a regular [illegible] are the legal office, public affairs, and bioenvironmental [illegible]. Your relationship with these organizations will be [illegible] in the next chapter.

[illegible] indicated, you are also the installation [illegible] federal, state, and local environmental agencies. [illegible] these agencies have contact with someone who knows [illegible] requirements [illegible] the installation [illegible] the installation is complying or attempting to [illegible] installation's environmental [illegible] [illegible] the installation [illegible] two actions you will [illegible] the installation.

[illegible] environmental [illegible] [illegible] accomplishment [illegible] [illegible]

[illegible] the installation. [illegible] [illegible] is the most crucial part of your duties.

CONCLUSION

[illegible] chapter we've looked at the duties of the environmental coordinator. The most important aspect of your [illegible] coordination. To effectively coordinate you must know [illegible] environmental requirements. If you [illegible] understanding of your duties, you should be able to [illegible] your mission environmental compliance.

[illegible] mind, let's proceed to Chapter Four [illegible] discussion about the environmental players you coordinate with.

[illegible]

ENVIRONMENTAL PLAYERS

INTRODUCTION

[illegible] is an important part of the Environmental [illegible]. You must work with many different individuals [illegible] with environmental requirements. This chapter [illegible] you to the primary environmental players with whom you [illegible] contact. For the sake of discussion they are divided [illegible] groups: installation level contacts, contacts within [illegible] Force, and contacts outside the Air Force. The players [illegible] each group will be identified and your relationship to [illegible] explained.

INSTALLATION LEVEL CONTACTS

[illegible]mental Protection Committee (EPC)

[illegible] installation EPC is your environmental team. AFR [illegible] [illegible]lates the membership and requirements for the EPC. The [illegible] is composed of individuals from organizations [illegible] the installation. The chairperson will normally be [illegible] Base Commander or equivalent. The Environmental Coordinator [illegible] recorder (secretary) for the EPC. It is your [illegible] to schedule meetings, set the agenda, and record [illegible] the minutes. The success of EPC meetings will [illegible] your effort. Let's discuss two concepts [illegible] that will help make your installation [illegible] They are subcommittees and core members.

[illegible] are small groups of [illegible] a specific task. The task will [illegible] the members should [illegible]. An example [illegible] hazardous waste [illegible]. Membership [illegible] bioenvironmental engineer, legal [illegible] representative, Defense Property Disposal [illegible] yourself. The subcommittee would [illegible] such as writing or modifying the hazardous waste [illegible] plan or identifying solutions for hazardous [illegible] the installation. The subcommittees [illegible] present their effort to the EPC for review [illegible]

approval. A subcommittee may be formed for any specific task. It may be a standing subcommittee or one formed temporarily for a one time task. You will find that small subcommittees can perform the majority of the actual work done by the EPC. Remember, you can't do the job by yourself.

Core members are those individuals who, due to their expertise, should attend all EPC meetings. Other members are required to attend meetings only when an item on the agenda requires their input. The idea is to not require individuals to sit through a meeting that doesn't require their attendance. The individual will appreciate it and the meeting won't be crowded with disinterested members. When an individual is required at a meeting, he/she will attend with a much better attitude. In order for this concept to work, you'll have to publish a detailed agenda in the meeting announcement sent to each EPC member. In the announcement you can indicate which non-core members should attend. Make it clear to non-core members that they are invited to attend all meetings. They are given the choice for their own convenience. When you publish the meeting minutes, all members should get a copy.

The EPC has the potential to be an effective tool for environmental compliance. Through it you can reach all organizations on the base. The success of the EPC will depend on your ability to motivate the chairperson and other members.

Staff Judge Advocate (SJA)

Environmental regulations and standards are legal requirements based upon law. Therefore, it's important that you develop a close working relationship with the EPC representative from the SJA office. AFR 19-1 requires the SJA to obtain extracts of federal, state, and local environmental quality standards, regulations, and laws applicable to the installation. The SJA reviews them at least annually and reports his/her findings to the EPC. You should review these requirements with the SJA and work with him/her to ensure all requirements are identified. Be sure to coordinate with the SJA before submitting plans, permits, requests for exemptions, etc., to environmental agencies. The SJA should also be told about any noncompliance incidents on the installation. The need for close coordination with the SJA can't be overemphasized.

Public Affairs (PA)

The Public Affairs office can help get the word out to the base population about pollution abatement efforts and projects initiated by the installation. There is a PA representative to the EPC; be sure to keep him/her advised of

[illegible] mental issues affecting the [illegible] installation [illegible] is an excellent [illegible] awareness training [illegible] officers are trained how to work with [illegible], [illegible] newspaper reporters. Be sure to coordinate [illegible] environmental information to these [illegible].

[illegible] Engineer (BEE)

[illegible] BEE's responsibilities are outlined in AFRs [illegible] and [illegible] [illegible] of these regulations will make evident the need for [illegible] coordination with your installation BEE. The BEE is also a [illegible] of the installation EPC. Among the BEE's many responsi- [illegible], environmental pollution monitoring is one that will be [illegible] interest to you. Environmental pollution monitoring [illegible] developing procedures to ensure the installation is [illegible] with the standards and performance specifications [illegible] environmental regulations affecting the installation. [illegible] example would be taking water samples at selected points on [illegible] installation and analyzing them to ensure compliance with [illegible] regulations. In the event of a pollution incident [illegible] spill, the BEE would take samples to determine the [illegible] contamination. After clean-up action, samples would be [illegible] again to ensure the contamination has been removed. The [illegible] has the expertise to prepare a waste analysis plan for [illegible] waste management program. The BEE can provide the [illegible] expertise required to manage [illegible]. It's crucial that you develop a good working relationship [illegible] installation BEE. Be sure to [illegible] possible and discuss how you [illegible] installation's environmental program.

[illegible] Disposal Office (DPDO)

[illegible] Disposal. Depending upon [illegible] hazardous waste [illegible]

[illegible] easily develop into a complex problem for the [illegible]. Therefore, close coordination is important to [illegible] environmental regulations. The DEDO administers [illegible] for disposal of hazardous waste. Your involvement in [illegible] administration, if any, will normally be minimal. [illegible] also your agent for the sale of recyclable waste products [illegible], paper, computer cards, and waste oil. As a, your [illegible] responsibility is to coordinate the program with the DEDO. It will be to your advantage to know and develop a good working [illegible] with the DEDO chief.

CONTACTS WITHIN THE AIR FORCE

Major Command (MAJCOM)

The MAJCOM is responsible for providing policy guidance and ensuring Air Force environmental programs are implemented. Your counterparts at the MAJCOM are located in the DCS/Engineering and Services Separate. They can either answer your questions or direct you to someone who has the information you need. Your MAJCOM counterparts work with a number of other installations in the command. Many times they have already worked a problem or issue similar to one you may encounter and can provide advice that was successful at another installation. Further, some of your environmental programs and reports are managed through the MAJCOM. In addition, they can put you in contact with other agencies (i.e., Air Force Engineering and Services Center) to work specific issues. The MAJCOM can also review drafts of your plans and provide helpful comments. It's important that you keep your MAJCOM advised about environmental problems on the installation. You should include them in the coordination loop as you work issues with federal, state and local environmental agencies. This is because the MAJCOM is responsible for ensuring that its installations are following Air Force policy when dealing with environmental agencies. Don't wait till you have a problem to call your MAJCOM. Call now and get to know who you will work with at MAJCOM. They'll most likely have some good [illegible] can help you get a good start with your new [illegible].

[illegible] Regional Civil Engineer (APRCE)

[illegible] Region-Atlanta, Central Region-Dallas and [illegible] Region-San Francisco serve as the Air Force federal [illegible] primary point of contact on environmental [illegible] They provide their operating guidance from the [illegible] Engineering and Services at HQ USAF. Your APRCE [illegible] be familiar with state and federal environmental [illegible] They work with individual [illegible] to help resolve installation [illegible]

PRINTED SOURCES

[illegible]

[illegible] PROGRAMS [illegible]

INTRODUCTION

[illegible] chapters have identified environmental coordinator [illegible] players, and sources of information. [illegible] of the major programs/activities the [illegible] is involved with will be identified. [illegible] implement and manage these programs, you have [illegible] sources of information, [illegible] environmental [illegible]. A brief explanation and source of information [illegible] each program/activity. Refer to the [illegible] details.

MAJOR PROGRAMS

[illegible] Waste Management

[illegible] is a comprehensive program implement[illegible] hazardous waste (HW) produced on Air Force installations [illegible] in an environmentally safe manner. [illegible] the treatment, storage, and [illegible] and local environmental agencies may also have their [illegible] regulations for hazardous waste management. [illegible] either meet or exceed the requirements [illegible].

[illegible] the program is usually developed by [illegible] the installation Environmental Protection [illegible] requirements of the program closely [illegible] regulations for HW management [illegible].

[illegible]

[illegible] standards. The standards and air pollution [illegible] requirements are included in federal, state, and [illegible] [illegible].

[illegible] regulations include requirements for permits, pollution [illegible] plans, and facility requirements. The installation [illegible] includes an air emission inventory, a monitoring [illegible] for permitted air pollution sources, a system for tracking [illegible] permits, and any pollution control plans required by regulation. [illegible] plants, petroleum storage tanks and dispensing systems, [illegible], and boilers are examples of facilities that usually [illegible] permits. An installation located near a large [illegible] area may be required to develop an air pollution episode [illegible] plan to help reduce air pollution emissions during an air pollution emergency.

The air pollution control offices of state and local [illegible] agencies should be able to provide copies [illegible] applicable to the installation.

[illegible] Pollution Control

The installation is subject to federal, state, and local water pollution control regulations. The regulations contain water quality standards for drinking water, effluent standards [illegible] wastewater from sewage treatment plants, and pretreatment standards that specify what substances must be removed from industrial effluents before discharge to a waste treatment plant. [illegible] establish permit programs under federal guidelines known [illegible] the National Pollutant Discharge Elimination System.

[illegible] installation's program depends on the [illegible] types of water pollution sources on the installation. Such [illegible] include sewage treatment plants, aircraft washracks, [illegible], motor pools, aircraft maintenance hangars, and [illegible] operations. The program includes an inventory of [illegible], types of pollutants, monitoring schedules [illegible] standards, and a contingency plan to [illegible] pollution discharges. The contingency [illegible] the Spill Prevention [illegible] Plan. It will be discussed in the [illegible] plans.

[illegible]

[illegible] phases [illegible] follows:

[illegible] I [illegible] Assessment [illegible] records are reviewed, [illegible] past operations at the installation are [illegible] identified which may require additional [illegible] extent of contamination. The [illegible] review of all activities that may have taken [illegible].

[illegible] II - Confirmation. This phase entails [illegible] analytical work to confirm the presence [illegible] specific sampling procedures [illegible] based on the Phase I records search. An installation [illegible] sites identified with [illegible].

[illegible] III - Technology Base Development. The [illegible] containment/decontamination technology [illegible] development in the absence of [illegible], and development of a [illegible] necessary environmental support documentation.

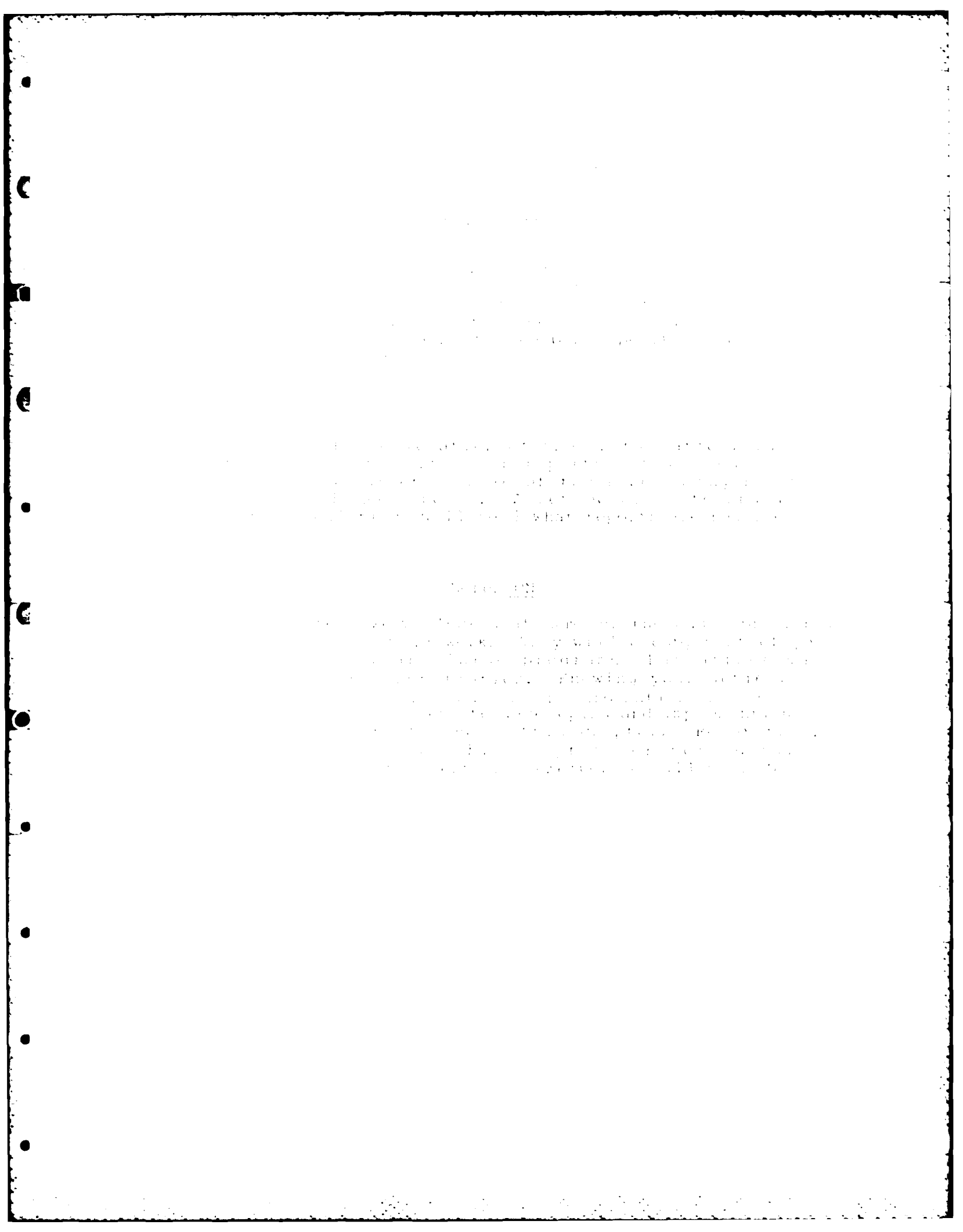
Phase IV - Operations. This phase executes the actual [illegible] control plan and implements remedial measures [illegible] to control identified hazardous conditions that may [illegible] significant adverse effect on public health or the [illegible].

[illegible] funded by the [illegible]. The program [illegible] the "Installation Restoration Program Management [illegible] "IRP Phase IV Management Guidance."

PREPARATION OF PLANS

[illegible]

[illegible] is required for [illegible] Plans for [illegible] regulation [illegible] The Air Force [illegible] [illegible]



[illegible] military personnel and installation [illegible] [illegible] agencies that you will need [illegible] [illegible] develop a good working relationship [illegible] [illegible] state, and local environmental [illegible] [illegible] your successful environmental [illegible] [illegible] demonstrate an intent to comply, they will [illegible] [illegible] will make timely [illegible] [illegible] [illegible]. This is where a good working relationship [illegible] agencies will become invaluable.

[illegible] the installation environmental coordinator [illegible] all the work. Other organizations have [illegible] responsibilities. They look to you to provide [illegible] coordination. It's a challenging and rewarding [illegible] [illegible]fully the information provided in this guide will [illegible] started in the right direction.

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GLOSSARY

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