

# MARSTEL DAY-TO-DAY

2013 FALL EDITION



## VITAL VOICES: *JEREMY JONES, WINTER WARRIOR*

By Kelly Proctor

As part of the Vital Voices interview series with today's critical environmental planners and thinkers, Marstel-Day's President and CEO Rebecca R. Rubin had the opportunity to speak with Jeremy Jones, one of the world's foremost big mountain snowboarders and an anti-climate change advocate who was recently honored as a White House "Champion of Change."

The founder of Protect Our Winters (POW), a nonprofit aimed at rallying mountain guides, pro riders, and others in the winter sports community around climate change initiatives, Jones has become a prominent voice on Capitol Hill, delivering a message to Congressional leaders that global warming is happening now, and its consequences are real.

A [2011 study](#) revealed that snowpack in the northern Rocky Mountains has shrunk more rapidly in the past 30 years than nearly anytime in the last eight centuries, with negative ramifications for local economies and the people who depend on water from the Columbia,

Colorado, and Missouri Rivers. From a vantage point on the "front lines," Jones and other winter sports aficionados are seeing this change first-hand.

In his interview with Rebecca, he discusses ways in which he's reduced his personal carbon footprint, how he responds to climate change deniers, and how POW is reaching out to the next generation to enlist their support in the fight against a warming planet.

Alongside Marstel-Day's Rebecca R. Rubin, Jeremy Jones was recognized this spring as a White House "Champion of Change" for his work to educate the winter sports community about the consequences of climate change.

Click on the photo to watch Rebecca's interview with Jeremy Jones.

## SELECTED RECENT MARSTEL-DAY RECOGNITIONS



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# COUNCIL UPDATES:

## MOSSEY JOINS MARSTEL-DAY'S ADVISORY COUNCIL

By Gail Dunn



Marstel-Day is pleased to welcome retired Rear Admiral Christopher Mossey to the company's Advisory Council. Rear Admiral Mossey brings more than three decades' experience leading design, construction, and environmental programs for the Navy. He helped develop the Navy's sustainability and installation climate change strategies, and led development of the Navy's plan to cut installation energy consumption 50% by 2020. During his tenure as president of the Society of American Military Engineers (2010-11), he led the organization's efforts to find innovative and economic solutions to our energy and natural resource challenges through increased stakeholder dialogue.

Mossey is from Newtown Square, PA; he holds a BS from Cornell, an MS from Stanford, and an MBA from Dartmouth.

# COMPANY ON FIRE:

## ANOTHER YEAR OF RAPID GROWTH AND SUCCESS FOR MARSTEL-DAY

Recognized in Fiscal Year 2013 as both an Inc. 5000 and ZweigWhite Hot Firm fastest-growing company, Marstel-Day once again demonstrated that rapid growth in program, staffing and physical space can continue while maintaining sustainability as a core value. Ultimately, Marstel-Day is committed to bringing clients the most innovative thinking with flawless execution, offering compelling value for our services.

<b>Client</b>	<b>FY13 Highlights</b>
<i>Helping Communities and Military Installations Better Coordinate Planning</i>	<p>Our team supported the preparation and implementation of Joint Land Use Studies (JLUS) documents, a cooperative military/community planning effort sponsored by the DOD Office of Economic Adjustment:</p> <ul style="list-style-type: none"><li>• In Petersburg, VA, we supported the preparation of a JLUS for Fort Lee by conducting environmental and economic research and stakeholder workshops;</li><li>• In Curry County, NM, we prepared a community engagement plan detailing the process for communicating with local citizens about renewable energy proposals for the Cannon AFB JLUS.</li></ul>
<i>Ensuring Maneuvering Room for the U.S. Air Force</i>	<p>Responding to an expanding encroachment threat to Air Force training activities and facilities, our team developed and implemented the following tools and services:</p> <ul style="list-style-type: none"><li>• Thirteen Installation Complex Encroachment Management Action Plans (ICEMAP), two of which were overseas, one in the UK and another in Japan, and also a Regional ICEMAP (REMAP) covering the Front Range region of Colorado;</li><li>• A bridge strategy to relocate the Air Force Civil Engineer Corps (AFCEC) to San Antonio, Texas;</li></ul>

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<b>Client</b>	<b>FY13 Highlights</b>
<p><i>Ensuring Maneuvering Room for the U.S. Air Force (con't.)</i></p>	<ul style="list-style-type: none"> <li>• An encroachment management case study to be included in Air Force-wide professional education curriculum;</li> <li>• Computer-based training modules for encroachment management;</li> <li>• The Air Force Instruction on encroachment management;</li> <li>• Nine installations' community partnership processes—our team facilitated these projects while assisting with Air Force enterprise-wide policy implementation for the Air Force Community Partnership (AFCP) Initiative. Projected cost savings from partnerships we are helping facilitate range from a few hundred thousand to a few million dollars at each installation.</li> </ul> <p>Our Air Force team also guided the completion of the Buckley AFB Wildlife Management Plan (WMP), a key component plan of the installation's Integrated Natural Resources Management Plan. To complete the WMP, the Marstel-Day team facilitated mediations between installation personnel and federal/state agencies to achieve consensus on Bird/Wildlife Aircraft Strike Hazard concerns.</p>
<p><i>Strengthening the U.S. Marine Corps' Bulwarks Against Encroachment - (MCICOM)</i></p>	<p>In order to mitigate current and future encroachment threats, Marstel-Day again provided vital services to the Marine Corps, delivering the following to the Marine Corps Installations Command:</p> <ul style="list-style-type: none"> <li>• An Encroachment Control Plan (ECP) for Marine Corps Logistics Base (MCLB) Barstow;</li> <li>• A public release ECP, Economic Impact Study, and Strategic Engagement Plan for Marine Corps Base Hawaii;</li> <li>• A strategic engagement plan for Marine Corps Air Station Yuma;</li> <li>• A Communications Plan Preliminary Report for North Camp Pendleton;</li> <li>• A stakeholder engagement plan for Twentynine Palms Land Acquisition/ Airspace Establishment;</li> <li>• The MCICOM G7 Campaign Plan and Phase I Implementation;</li> <li>• Facilitation of a CPLO conference.</li> </ul> <p>Additionally, the team completed the following activities:</p> <ul style="list-style-type: none"> <li>• Regular monitoring of federal legislation and regulation that may affect MCICOM's activities;</li> <li>• Worked on the CMAGR Land Withdrawal Renewal, and on the TBR Modernization and Expansion;</li> <li>• Conducted additional TBR work with MCAS Beaufort as part of on-going site support for the integrated planning team.</li> </ul>
<p><i>U.S. Marine Corps (MCIWEST)</i></p>	<p>Our team continued to provide encroachment management support to the MCIWEST Regional Environmental Coordinator, Office of Government and External Affairs in support of Marine Corps initiatives in California, Arizona, and Nevada.</p> <ul style="list-style-type: none"> <li>• We assisted MCIWEST in drafting an encroachment control order and accompanying strategic and strategic engagement plans. As part of this effort, our team monitored and analyzed changes to federal and state statutes and regulations and other emerging trends that may impact missions or operations at MCIWEST installations and ranges;</li> </ul>

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<b>Client</b>	<b>FY 13 Highlights</b>
<i>U.S. Marine Corps (MCIWEST) (con't.)</i>	<ul style="list-style-type: none"> <li>• We also developed an innovative 3D GIS video highlighting potential encroachment challenges associated with two military training routes.</li> </ul>
<i>Marine Corps Installations East (MCIEAST)</i>	<p>Our team informed state agricultural commissioners about MCIEAST's Sentinel Landscapes Program at the annual National Association of State Departments of Agriculture event in North Carolina. MCIEAST was honored for its Food and Fuel for the Forces Program and the Market-Based Conservation Initiative, which Marstel-Day helped to create, as a way to support working farms and forestland located under military training routes.</p>
<i>Marine Corps Air Ground Combat Center (MCAGCC), Twentynine Palms, CA</i>	<p>Our team continued its multi-year support of MCAGCC, including:</p> <ul style="list-style-type: none"> <li>• Overall project management support, and a stakeholder engagement plan for Twentynine Palms Land Acquisition/Airspace Establishment for the G-4, as well as the preparation of a Minerals Potential Report for the Land acquisition project;</li> <li>• For the G-5, we provided on-site encroachment management support, including preparation of census, noise and economic analyses, among others;</li> </ul>
<i>Helping the U.S. Army Protect Sensitive Species While Meeting Mission Requirements</i>	<p>Our team was awarded a three-year contract to support the Army's Regional Environmental and Energy Offices (REEOs) (see description in FY14 roundup). The Marstel-Day team also prepared the Environmental Assessment for the Closure and Realignment of the Umatilla Chemical Depot (UMCD) and an Environmental Assessment for the Closure and Realignment of Walter Reed Army Medical Center (WRAMC) for BRACD and the Mobile District.</p> <ul style="list-style-type: none"> <li>• The WRAMC project involved evaluating multi-tiered development plans for the Georgia Avenue Corridor in Washington, DC, as well as transportation and air modeling;</li> <li>• The UMCD project is evaluating the redevelopment of the base that completed the destruction of chemical weapon stockpiles in FY13. The project also involves the establishment of parkland for the protection of rare sagebrush habitat in the desert highlands and important breeding grounds for long-billed curlew and burrowing owl.</li> </ul> <p>Additionally, in California, Marstel-Day and some of our subcontractor partners supported and/or completed several projects for the Presidio of Monterey, including an Integrated Cultural Resource Management Plan (ICRMP), the Environmental Assessment for the ICRMP, Asbestos Management Plan, cultural resource surveys, rare plant survey, Biological Assessment, invasive species survey, and an Integrated Pest Management Plan.</p>
<i>Helping the U.S. Fish and Wildlife Service Protect Endangered Species</i>	<p>On behalf of the U.S. Fish and Wildlife Service (FWS), the nation's premier wildlife conservation entity, our team prepared:</p> <ul style="list-style-type: none"> <li>• An Environmental Assessment (EA) and Comprehensive Conservation Plan (CCP) for the FWS's Hopper Mountain National Wildlife Refuge Complex. Consisting of three National Wildlife Refuges that are principally set aside to protect the highly endangered California Condor, the project involved responding to public comments on the draft CCP/EA which included wildlife, habitat and public use management objectives for the next 15 years.</li> </ul>

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Client	FY 13 Highlights
<p><i>Advancing the U.S. Navy's Stakeholder Engagement Strategies</i></p>	<p>Our team supported the CPLO by:</p> <ul style="list-style-type: none"> <li>• Drafting The Navy Engagement for Mission Sustainment Strategy, which integrated communication and engagement activities with execution of an encroachment plan;</li> <li>• Working with staff at the Naval Support Activities South Potomac (NSASP) to develop a Strategic Engagement Plan, and also with CPLOs at the Naval District Washington (NDW) and Navy Mid-Atlantic (MIDLANT) Regions to design Stakeholder Directories that aligned stakeholders with encroachment areas and provided their geo-spatial orientation;</li> <li>• Drafting two white papers that were based on policy reviews, “on-the-ground execution,” a staff survey, and staff interviews, helping MIDLANT to understand current relationships among their CPLOs and Public Affairs Office;</li> </ul>

*In addition to these accomplishments, Marstel-Day supplied the Air Force with seven community planning liaison (CPL) Subject Matter Experts (SME) at five installations and two MAJCOMs. These community liaisons join five existing Marstel-Day on-base support staff at the Marine Corps Air Ground Combat Center. These staff members have all provided their respective commands with encroachment and partnership expertise vital to ensuring mission sustainability.*

## 2014: ANOTHER YEAR OF GROWTH AHEAD

*While FY13 was full of new initiatives and successes, 2014 promises to be even more exciting. “It is great that the Air Force turned to us to provide them with the expertise to stand up their encroachment effort at so many installations and MAJCOMs. We look forward to continuing this support for both the Air Force and the Marine Corps in the year ahead,” said Rebecca.*

### *Supporting Local Governments*

Continuing on our FY13 work, in FY14 Marstel-Day will continue to support the development of the Camp Crowder/Neosho, MO JLUS, for which we will be in charge of public outreach, surveying, demographic research, the SWOT analysis, and report writing/recommendations. Marstel-Day is partnering with Benchmark CMR, Inc. and White & Smith, LLC on multiple JLUS efforts; the team hopes to expand its JLUS portfolio in the upcoming year.

### *U.S. Air Force*

The outlook for Air Force programming in FY14 is bright. Marstel-Day may be ordered to complete as many as 12 ICEMAPs, including two overseas, facilitate community partnerships at 15 installations, and conduct follow-up facilitation at others. In addition, two potential projects are an Air Force

Community Partnership (AFCP)/ICEMAP Synergy Study, and a Mission/Installation Resiliency Study. The former will analyze areas where the ICEMAP and AFCP overlap, and potential cost-sharing gains in combining the projects. The Mission/Installation Resiliency Study will explore the capacity of installations and their communities to absorb and recover from environmental, economic, and political shocks. This study will include a tour of major U.S. cities to analyze how existing resiliency may be applied to Air Force communities.

### *U.S. Army*

Marstel-Day will continue to complete its three-year contract, awarded December 2012, to support the Army's REEOs. Two staff members serve as regional coordinators to engage with state legislators, federal and state regulators, and non-governmental

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organizations on renewable, net-zero, water quality, and air quality initiatives. Two additional staff members analyze and report on proposed Federal and state legislation and regulations with potential DOD impacts. They also produce the monthly Regional Review newsletter, described by its readership as “concise, informative, and consistently useful.”

#### *U.S. Marine Corps Installations Command (MCICOM)*

Marstel-Day anticipates that we will complete numerous projects for MCICOM in FY14. Some of these are a continuation of current work, such as on-site support to the MCAS Beaufort/Townsend Bombing Range (TBR) integrated planning team and Chocolate Mountain Aerial Gunnery Range (CMAGR) land withdrawal renewal; others are brand new, like a water management study for MCRD San Diego. Still other projects center on our traditional encroachment management work, such as updating Marine Corps Order (MCO) 11011.22B, Policies and Procedures for Encroachment Control Management, conducting encroachment workshop support for MCICOM, and encroachment program support for MCAS Yuma and MCAGCC Twentynine Palms.

Developing an encroachment management strategy for Marine Corps Installations Pacific is another potential project, one of several associated with assisting MCICOM-G7 to implement selected actions associated with their Campaign Plan objectives. The other projects include financial program management support, Encroachment Control Plan (ECP) management action implementation support, and a Community Plans and Liaison Officer (CPLO) succession plan.

#### *Assistant Secretary of the Navy, Installation and Environment*

An exciting new project has emanated from the office of the Assistant Secretary of the Navy (I&E),

in collaboration with MCICOM-G7: to assist the Department of the Navy in studying potential obstructions from proposed construction on military installations, and the associated mission compatibility evaluation process.

***The outlook for the FY14 Air Force program is bright as we prepare to take on as many as 12 ICEMAPs and the facilitation of community partnerships at 15 bases.***

#### *U.S. Marine Corps Installations East (MCIEAST)*

Marstel-Day will continue support of the MCIEAST Government and External Relations Division with a number of projects for FY14. Expanding on FY12 work, our team will be preparing a comprehensive analysis of climate change impacts and threats to water resources on the military mission. This work will also identify ways for establishing related regional working groups. We will help MCIEAST to establish, nurture, and sustain partnerships with agencies and organizations with objectives compatible with mission sustainability, such as farming and forestry. Marstel-Day is also assisting MCIEAST to protect the 79,000-acre Hofmann Forest site near Camp Lejeune. Marstel-Day will also be preparing a Regional Mission Sustainability Plan to describe MCIEAST roles, responsibilities, and authorities pertaining to encroachment management and control.

#### *U.S. Marine Corps Installations West (MCIWEST)*

In FY14, Marstel-Day will continue to provide support similar to our FY13 deliverables (see FY13 chart).

— With contributions from Michelle Alford, Jennifer Allen, Allen Ammerman, Rich Engel, Jennifer Graham, Vic Hnatiuk, Phil Huber, Robert Kull, Bryan Law, Helene Merkel, Erica Rohr, Elizabeth Scaggs, and George Solley.

## **GOING GREENER: SMALL CHANGES ADD UP TO BIG RESULTS**

*By: Kate Desrochers*

In one arresting image created by environmental “it artist” Chris Jordan, the viewer is presented with what appears to be a tangle of tubes, a plumbing project gone awry. But on closer inspection, we realize that the tubes are in fact one million stacked

plastic cups snaking throughout the work that represent the number of cups disposed of every six hours on U.S. airline flights. If each passenger tucked that small cup in their bag and recycled it properly upon getting off the flight, the reduction in

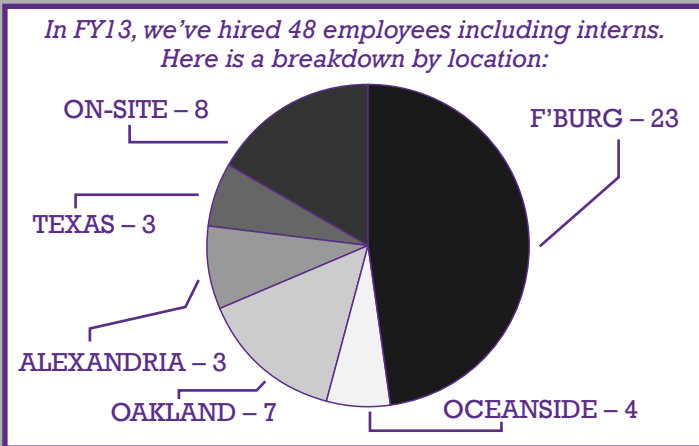
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# NEW FACILITIES IMPROVE OPERATIONS AND EFFICIENCIES

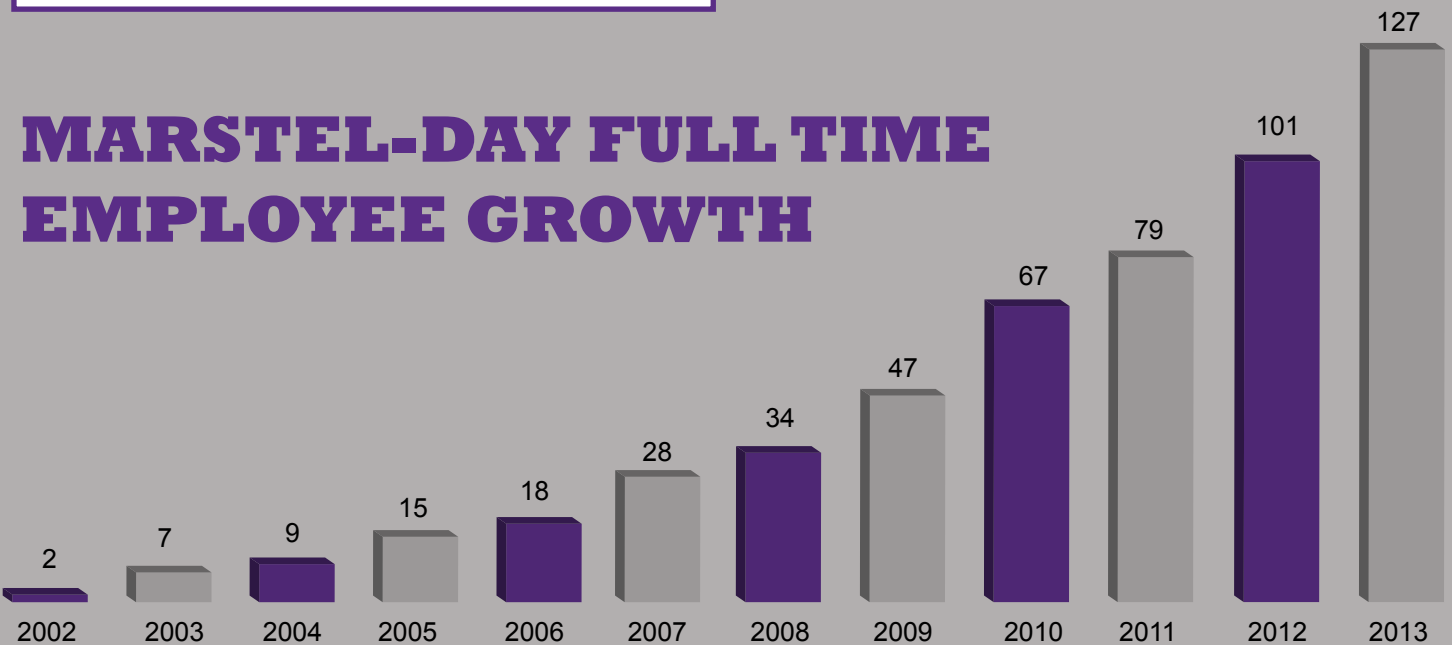
Marstel-Day relocated or opened five offices in 2013, such as its new Annapolis Office which is located just blocks from the state house, delegate and senate office buildings, and the Governor's mansion. The Principal Office in Fredericksburg, VA, moved to a new downtown campus with easy access to nationwide rail service, while another office, located in San Antonio, TX, is in a repurposed building on what was Kelly AFB. The National Capital Office, meanwhile, relocated within Old Town, Alexandria. The office is now approximately one block from the metro and rail station, putting it within easy commuting distance for visitors and employees. The final office, located in Colorado Springs, CO, is located within a repurposed school.



Above: Marstel-Day Annapolis Office (Helene Merkel)  
Below: Marstel-Day National Capital Office (Rich Engel)



## MARSTEL-DAY FULL TIME EMPLOYEE GROWTH



# RECOGNIZED FOR EXCELLENCE:

## SEXUAL ASSAULT POSTER

By Kelly O'Sullivan

Marstel-Day, LLC analysts Sam Giordano and Kelly O'Sullivan were part of a team honored in August by the Commandant of the Marine Corps (CMC) Gen. James F. Amos and Sergeant Major of the Marine Corps (SMMC) Sgt. Maj. Micheal P. Barrett for work on a sexual assault awareness poster.

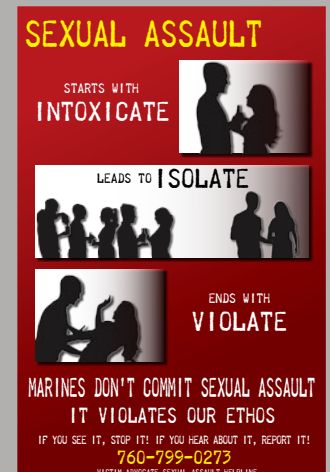
Sam and Kelly were asked by Combat Center G-5/ Assistant Chief of Staff James Ricker in late June to create a poster that echoed the sexual assault prevention message presented to Marine Corps Air Ground Combat Center Marines, sailors and civilians during Department of Defense Sexual Assault Prevention and Response training.

The pair brainstormed ideas for illustrating the message's three main components — "Intoxicate, Separate, Violate" — settling on silhouettes depicting each scenario. For maximum impact, the pair decided real people should be photographed for the project and worked with Combat Center Public Affairs Marines to coordinate the photo shoot.

When it was complete, 1,400 copies were sent to the Combat Center Sexual Assault Prevention and Response program staff for distribution throughout the installation.

Mr. Ricker shared the poster with Sgt. Maj. Barrett on 19 August during the SMMC's visit to MCAGCC. Impressed with the poster, SMMC took it back to Headquarters Marine Corps, where he shared it with the CMC. The following day, Gen. Amos shared the poster during a DOD conference on the subject, telling attendees: "People are getting the message" that sexual assault isn't acceptable.

As a thank you for a job well done, the CMC and SMMC sent their personal challenge coins, as well as autographed copies of the poster, to Mr. Ricker, who presented them to Sam and Kelly on 28 August.



## GOING GREENER

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waste over the course of years would be staggering, while the need for raw materials to create the cups in the first place would be radically reduced. Therein lies the Green Vision Council's (GVC) most recent takeaway message: small changes in behavior can yield big results.

More often than not, sustainability is achieved by taking a critical look at our daily operations to find small margins where we can reduce our impact or increase our stewardship. With this in mind, the GVC focused this term primarily on "low-hanging fruit" as we settle in to our new office. Some of our projects have included:

- Recycling hard-to-recycle items such as food wrappers and snack bags through the TerraCycle® program, which up-cycles waste into a variety of commonly-used products, such as school supplies, home and garden supplies, reusable bags, and outdoor furniture.

- Hosting a "swap shop" to allow coworkers to swap gently used household items to promote reuse and keep items out of the waste stream,
- Developing a Green Restaurants list for local eateries,
- Providing sustainably sourced, reusable bamboo utensils to reduce the use of disposable utensils,
- Exploring options for paperless billing.

Not to ignore big-picture, paradigm-shifting projects, we've also been brainstorming about innovative ways to display our daily operations. Chris Jordan's "[Running the Numbers](#)" inspired us as we turn our resource-saving initiatives into digestible, inspiring info-graphics. The GVC hopes to use Mr. Jordan's art to illustrate not only resources used, but the positive impacts of our everyday sustainability efforts, our yearly Earth Day projects, and our environmental deliverables.