

Marstel Day-to-Day



2012 SUMMER / FALL EDITION



MARSTEL-DAY HELPED DEVELOP RECENTLY SIGNED AFPD

By: Paul Holland

On April 12, 2012, the Secretary of the Air Force signed Air Force Policy Directive (AFPD) 90-20, Encroachment Management, on which Marstel-Day directly supported the Air Force Encroachment Management (AFEM) Steering Committee to draft and finalize. The AFPD establishes the overarching encroachment management policy for the Air Force and promotes a cross-functional management structure at the Headquarters, Major Command, and Installation levels. It follows upon the earlier publication of the Air Force's Flight Plan dealing with encroachment management, for which Marstel-Day also provided critical development and drafting support.

Under the management of Jennifer Graham, Marstel-Day's Vice President and Senior Program Manager for the Air Force Program, Marstel-Day's Air Force Policy Team undertook drafting and development of the AFPD. Led by Paul Holland, the team worked with the AFEM Steering Committee to develop the draft document, respond to government comments, and prepare the AFPD for approval and final publication. Other Marstel-Day staff supporting this effort included Richard Harris, Bob Angeli, and Elizabeth Pratt. Members of the AFEM Steering Committee included designated representatives from the Deputy Assistant Secretary of the Air Force for Installations

(SAF/IEI), the Air Force Civil Engineer (A7C), and the Director of Operations (A3O). The representatives of the AFEM Steering Committee included: the Director of Air Force Encroachment Management, Mr. Steve Zander (SAF/IEI); the Air Force Noise and Encroachment Management Program Manager, Ms. Lynn Engelman (A7C); and the Chief of Operations Sustainment in the Air Force Ranges and Airspace Division, Mr. Steve Sample (A3O).

With the publication of the AFPD, Marstel-Day's Air Force Policy Team is working on behalf of the Air Force to coordinate the development and finalization of the Air Force Instruction on Encroachment Management. This Draft Instruction (AFI 90-2001) would implement the encroachment management program, provide specific guidance on the roles and responsibilities at all echelons of the Air Force, and define the process for developing future Installation Complex Encroachment Management Actions Plans (ICEMAPs). On July 13, the Draft AFI entered its first round of official coordination.

Marstel-Day is excited about the opportunity to provide continued policy support to the Air Force Encroachment Management Program. Building off the framework established in the Flight Plan, AFPD and AFI, the Air Force will be well positioned for encroachment management into the future.

SELECTED RECENT MARSTEL-DAY RECOGNITIONS









Click headline for full press release. Turn to pages 4-5 for full look at Marstel-Day's 2012 recognitions and activities.

VERDANT WORLD NEWS BY THE NUMBERS

3,215

\$21 BILLION

Click box for full article.

MARSTEL-DAY ANNOUNCEMENT

CSR REPORT AND CCAP PUBLISHED

The Marstel-Day Corporate Social Responsibility (CSR) report and Climate Change Action Plan (CCAP) are products of more than a year's worth of research and analysis. They represent the company's first serious attempts to compile its 10 years of green and socially responsible efforts into reports for outside viewership. The documents are also notable because they are an instance of a small business devoting limited time and resources to sustainability efforts. Depending on the definition of "small," small businesses constitute between 50-80 percent of our nation's private sector workforce—making them the nation's largest market and education opportunity for implementation of sustainability efforts. Marstel-Day hopes that its work will set an example for other small businesses to analyze critically sustainability of supply chain management and other aspects of business practices.

Corporate Social Responsibility Report

Marstel-Day's Green Commitment and its Societal Commitment are the two key focus areas of the CSR. The Green Commitment includes external consulting in water demand forecasting and encroachment management, as well as continually improving internal green practices. Our Societal Commitment includes outreach and engagement, maintaining an environmental media presence, and bettering communities where we work.

Climate Change Action Plan

In order to complete the company's CCAP, the Marstel-Day CCAP Task Force (consisting of Gail Dunn and Kaley Huston) researched publications from The World Bank, The World Resources Institute, and others, and conducted scenario-driven workshops with employees who identified adaptation strategies for climate change in the company and in their day-to-day lives.

PROJECT SPOTLIGHT

SAN LUIS NATIONAL WILDLIFE REFUGE COMPLEX

By: Matt Goehring

As Marstel-Day carries out its first-ever National Environmental Policy Act analysis for the U.S. Fish and Wildlife Service (USFWS), the company's mark on the national network of conserved lands continues to grow. Over the past year, Marstel-Day has supported the development of Environmental Assessments for updates to the Comprehensive Conservation Plans (CCPs) for the Hopper Mountain and the San Luis National Wildlife Refuge (NWR) Complexes. CCPs define 15-year goals, objectives, and strategies to guide management of units of NWRs—the nation's premier system of public lands and waters, set aside to conserve fish, wildlife and plants within the United States.

Most recently, the Marstel-Day team, consisting of Sean Donahoe, Matthew Goehring, Elizabeth Pratt and Jessica Tse, has been conducting an environmental consequences analysis, looking at the environmental impacts of various management strategies of the San Luis NWR Complex, which is composed of

two separate NWR units and a Wildlife Management Area in California's Central Valley. The San Luis NWR Complex encompasses over 100,000 acres of freshwater wetlands, grasslands, vernal pools, and riparian corridors that play an essential role in both regional- and international-scale conservation efforts. The Complex is the largest contiguous freshwater wetlands remaining in the state, and the area's extensive network of predominantly managed wetlands provides essential wintering habitat for up to 1.3 million waterfowl, including one of the largest wintering populations of lesser sandhill cranes. Grassland and riparian habitats also contribute to the conservation and recovery of a variety of special status species, many of which are endemic to the Central Valley and dependent on regionally rare habitats.

Marstel-Day's San Luis NWR analysis evaluates three management alternatives: (1) Biodiversity focus (preferred alternative); (2) Wetland & Waterfowl focus; and (3) No action alternative. A combination of quantitative and qualitative analyses of key metrics is being used to assess and evaluate direct,

indirect and cumulative impacts to the biological, physical, and socioeconomic environments. The results of comparative analysis will support disclosure of potential impacts to public stakeholders and facilitate the USFWS land management decision-making process. The draft San Luis NWR Complex Comprehensive Conservation Plans/Environmental Assessment is anticipated to be released for public comment in late fall/early winter timeframe.



Photo Courtesy of Chua Von Rospach Photography



MELISSA CHUN

NATURAL SPACES CORNER

During high tide, coordinates 21°27'35"N 157°48'15"W may not seem like anything from afar, but once the tide changes, the beautiful Kaneohe Bay Sand Bar appears. Located off the shores of Oahu, Hawaii, this disappearing island is one of the few places where you can see the beautiful Koolau mountains and rock back

and forth in salt water, literally while sitting in the middle of the ocean. Grab your chair, a popular spam musubi snack, and watch out for the occasional P-3C Orion aircraft departing from Marine Corps Base Hawaii, for whom Marstel-Day recently completed an Encroachment Control Plan.

~Melissa

NOTE: Melissa Chun is the winner of the \$25 photo contest prize for this edition of Marstel Day-to-Day. To submit an entry for the next edition, please send a photo of your "Favorite Natural Place" to sgiordano@marstel-day.com by Nov. 30.

MARINE CORPS PUBLIC AFFAIRS HONORS DIANE DURDEN

EMPLOYEE RECOGNITION

Marstel-Day employee Diane Durden, a communications specialist supporting the G-5 office at the Marine Corps Air Ground Combat Center Twentynine Palms base, in Twentynine Palms, CA, was recognized for professional excellence in print journalism as part of the 2011 US Marine Corps (USMC) Combat Correspondents and Division of Public Affairs Merit Award program.

The merit program recognizes Marines and others whose print and broadcast journalism products promote the Marine Corps and demonstrate outstanding achievement in furthering objectives of the Department of Defense internal information program.

Durden placed in both categories she entered, the only two open to civilian employees or contractors, for news stories she

covered aboard the Combat Center. Her second place award in the "Stringer – Photojournalism" category recognized her story and photos of the 3rd Light Armored Reconnaissance Battalion's return home from their deployment to Afghanistan in June 2011. Click [here](#) to access her story and photos, which depict Marines receiving joyous homecoming receptions from family members, including a rifleman holding his baby daughter, born while he was abroad.

Durden also received an honorable mention in the "Stringer – Writing" category for her story about the Combat Center's use of its co-generation plant. A link [here](#) provides more information about the facility, a 7.2-megawatt plant along with the 1.2-megawatt photovoltaic solar array, which provides nearly 60 percent of the Combat Center's energy.

TENTH ANNIVERSARY EVENTS

2012 EVENTS COMMEMORATING A DECADE OF MARSTEL-DAY'S CONSERVATION AND ENVIRONMENTAL CONSULTING

The timeline below shows events that have taken place during 2012, along with activities yet to come. The 2012 10th Anniversary Capstone Event is Marstel-Day's sponsorship of a forum and hosting of a panel in December at the "A Community on Ecosystem Services (ACES) and Ecosystem Markets 2012 Conference" in Ft. Lauderdale, Fla. The forum will focus on the future of natural resource conservation with an emphasis on ecosystem services.

JANUARY

- Marstel-Day wins *Environmental Business Journal* Industry Leadership Award and Project Merit Award
- *SmartCEO* magazine honors Marstel-Day with "Future 50" Award

FEBRUARY

- Marstel-Day continues work begun in 2011 with American University to develop Climate Adaptation Plan for University/campus setting
- Marstel-Day wins Fredericksburg Regional Chamber of Commerce Entrepreneur of the Year Award
- Marstel-Day wins \$20 Million Single Award Task Order Contract (U.S. Army Corps of Engineers Norfolk District)

MARCH

- DiversityBusiness.com recognizes Marstel-Day as one of Top 100 Diversity Owned Businesses and Top 100 Privately-held Businesses in Virginia

APRIL

- Secretary of the Air Force signs Air Force Policy Directive 90-20 Encroachment Management Program, Marstel-Day-supported initiative 2.5 years in the making
- Marstel-Day announces "Earth Day Challenge" for Fredericksburg businesses to meet or exceed the company's Earth Day activities and support
- Partnership between Marstel-Day and the Fredericksburg Regional Chamber of Commerce sparks Fredericksburg to become the 12th Virginia city to sign Mayors' Climate Protection Agreement
- Multiple company-led Earth Day activities take place in local communities, such as 85 trees planted in Fredericksburg and urban biofilters installed in Oakland
- Marstel-Day joins American Sustainable Business Council
- E. Gray Payne [MajGen, USMC (Ret.)] joins Marstel-Day Advisory Council
- Will Travis (Senior Advisor to the Bay Area Joint Policy Committee and former Executive Director of the San Francisco Bay Conservation and Development Commission) joins Marstel-Day Advisory Council
- Marstel-Day presents at American Planning Association 2012 National Planning Conference, world's largest planning event, in Los Angeles, CA
- Marstel-Day develops center-spread feature in Fredericksburg Regional Chamber of Commerce's *ChamberLink Magazine*, featuring area green businesses



MAY

- Marstel-Day wins \$10 million, five-year HUBZone set-aside environmental services IDIQ award to support the Air Force
- Mobile District of the Corps of Engineers notifies Marstel-Day of intent to award \$3 million IDIQ contract
- The Alliance for Workplace Excellence recognizes Marstel-Day with EcoLeadership Award
- Marstel-Day moderates panel at the National Association of Environmental Professionals 2012 conference, "Science, Politics, and Policy: Environmental Nexus," in Portland, OR
- Marstel-Day publishes its internal company Climate Change Adaptation Plan and Corporate Social Responsibility Report on its website



JUNE

- Marstel-Day chairs panel, presents at Association for Environmental Studies and Sciences 2012 Conference in Santa Clara, CA

JULY

- Marstel-Day presents "Working with Communities to Manage Encroachment Concerns on Military Bases" to the Military Affairs Committee of the Fredericksburg Regional Chamber of Commerce

AUGUST

- Mobile District completes negotiations with Marstel-Day and awards the company a \$3 million IDIQ contract
- Marstel-Day presents at Ecosystem Services Partnership Conference in Portland, OR
- Marstel-Day moderates two panels ("Beneficial Reuse Toolkit" and "Encroachment Issues and Resolutions") for the Association of Defense Communities Conference in Monterey, CA
- Marstel-Day named to Inc. Magazine's 500/5000 for fourth consecutive year
- Marstel-Day named to ZweigWhite's HOTFIRM list for fourth consecutive year
- Marstel-Day wins National HUBZone Council's "HUBZone Corporate Citizen of the Year Award"

SEPTEMBER

- Marstel-Day receives Corporate Citizen of the Year award at the National HUBZone Conference, September 5-7, in Washington, DC
- Rebecca R. Rubin is a guest on the talk-radio show "U Need 2 Know," discussing Conservation Conveyance, Early Transfer Authority, and other topics
- Marstel-Day facilitates panel at the Florida Chapter of the American Planning Association Conference
- Marstel-Day participates in the GreenGov Symposium, aimed at incorporating sustainable services into the federal government's operations

OCTOBER

- Marstel-Day to participate in Land Trust Rally's National Land Conservation Conference in Salt Lake City, UT
- Marstel-Day to participate in TEXOMA and Missouri River Joint Engineer Training Symposium in San Antonio, TX

DECEMBER

- 10th Anniversary Advisory Council Meeting and Annual Staff Meeting to be held
- Marstel-Day to host its 10th Anniversary Green Gala event (see break-out box)
- Marstel-Day to participate in Society of American Military Engineers (SAME) Small Business Conference in Grapevine, Texas
- **CAPSTONE EVENT:** Marstel-Day to sponsor forum and host panel at "A Community on Ecosystem Services and Ecosystem Markets 2012 Conference" in Fort Lauderdale, FL. The conference aims to link science, practice, institutions and resource sustainable decision-making by bringing together ecosystem services communities from around the United States and the globe.

GREEN GALA

Marstel-Day will host a Green Gala event near its headquarters offices in Fredericksburg, VA. The evening will feature a range of sustainable foods.

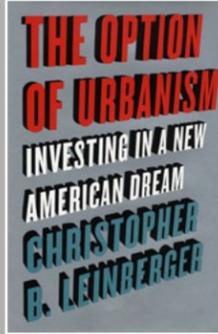
The event will bring Marstel-Day employees and members of the Advisory Council together with community friends and partners. Gala-invited guests will include members of the Chamber, company clients, local non-profits, University faculty, and others.

The event, which will be held the evening of Dec. 5 at the University of Mary Washington's Jepson Alumni Executive Center, will also facilitate networking opportunities between local businesses interested in greening their supply chains and other environmental efforts.

MARSTEL-DAY, BOOK REVIEW:

THE OPTION OF URBANISM

By: Don Chase



NOTE: This review is intended to introduce Marstel-Day employees to a book that may enrich and inform work-related analysis.

The Option of Urbanism: Investing in a New American Dream by Christopher B. Leinberger provides readers with a nuanced overview and a better understanding of the changing patterns of the built environment—the human-made surroundings such as buildings, parks, and even water infrastructure that provide the setting for human activity. Starting with

a look back through the 20th century, the book helps readers gain an understanding of how automobiles transformed culture and society, how standard real estate product types resulted in sprawl, and finally how the reemergence of walkable urbanism relates to achieving the next American Dream.

Leinberger discusses how the built environment, which comprises thirty-five percent of all assets in the U.S. economy, has far-ranging impacts from greenhouse gas emissions

levels to the feasibility of implementing our goals to preserve and protect lands for future generations. The nexus between development and land utilization ultimately affects our abilities to restore and sustain remaining critically important resources. For Leinberger, walkable urbanism describes the means to achieve a balanced and sustainable outcome for our nation's future. According to the author, "Development of mixed-use walkable places may be a significant, if not most important, element in reducing green-house gas emissions." Our ecological footprint is directly dependent on the patterns and processes that relate to our built environment. Policies and practices that promote a compact, walkable urban form can have profound implications, such as relieving pressures to convert farm lands and open space to suburbia.

This 176-page book is a quick and easy read, and it is great for anyone looking to gain a better understanding of the existing challenges and new vision of a walkable future. Improved contextual understanding of our built environment and the incorporation of best practices in sustainable urbanism strengthens Marstel-Day's products and services, ultimately working to reduce the impacts of invariable growth through the adoption of land use development strategies better suited for preserving and restoring natural environments.

MARSTEL-DAY RECOGNITION

AWE ECOLEADERSHIP AWARD

By: Kaley Huston

In June 2012, the Alliance for Workplace Excellence (AWE) presented Marstel-Day with an EcoLeadership Award, which honors Washington, D.C.-area businesses that are leaders in paving the way for an environmentally sustainable workplace through adopting eco-friendly policies and practices. Marstel-Day was one of only 28 companies to receive recognition as an EcoLeader.

According to AWE, Marstel-Day's EcoLeadership Award was presented after a "comprehensive and rigorous assessment process by an independent review panel of academics and business professionals." The assessment determined that our company demonstrated its commitment to environmental sustainability by minimizing waste and reducing its impact in all business and production processes, by conserving water through the reduction and re-use of water resources, and by preventing pollution through the elimination of toxic and hazardous substances and the use of environmentally conscious products. The review panel also credited Marstel-Day for reducing and offsetting travel-related emissions and reducing energy use via alternative energies and carbon offsets.

Marstel-Day employees Amanda Boccuti and Kaley Huston attended the AWE 13th Annual Award Event and Luncheon, hosted in Bethesda, MD. Ms. Boccuti and Ms. Huston accepted the award on behalf of Rebecca R. Rubin.

The Alliance for Workplace Excellence is a nonprofit organization founded by Montgomery County, Maryland, and Discovery Communications, Inc., to provide a portfolio of services that allow employers to build excellent places to work.



NEXT TIME

Goodman Award for Environmental Excellence

The winner of Marstel-Day's Goodman Award for Environmental Excellence will be announced in December. Submissions for the 2012 award are due by October 31, 2012. The nomination form can be found on the company's SharePoint site [here](#). Once you have completed it, please send to goodmanaward@marstel-day.com.

Marstel-Day GIS Recognition Awards

The winners of the Marstel-Day GIS Proficiency Award and the Map of Excellence Award will be announced at the end of January 2013. Submissions for the awards are due by December 31, 2012. The nomination form for full-time employees can be found on the company's SharePoint site [here](#). Please email Chauncey Robbs at crobbs@marstel-day.com for the intern nomination form. Once you have completed either form, send it to gisawards@marstel-day.com.

BREAKING, BREAD:

MAMIE PARKER,
WAYNE WHITE,
RUTH GREENSPAN BELL

By: Jessica Ebeling-Gulley and Kelly Proctor

Marstel-Day has been privileged to host a number of distinguished speakers for the Breaking Bread series, and the latest presentations have been no exception. Recent speakers have included Dr. Mamie Parker, retired Assistant Director at the U.S. Fish and Wildlife Service ("the Service") and a member of the Marstel-Day Advisory Council; Wayne White, an internationally recognized expert on conservation and mitigation banking and the former Director of the Service's California office; and public policy scholar and climate expert Ruth Greenspan Bell, also a member of the Marstel-Day Advisory Council.

Dr. Mamie Parker



Dr. Parker regaled the M-D audience with stories from her life and 29 years with the Service. The youngest of eleven children, she acknowledged her mother as her greatest influence—a sharecropper and maid, her mother instilled in her a love of the outdoors while fishing on the banks of the Bayou Bartholomew River. Dr. Parker began working with the Service while a student at the University of Arkansas. Her first assignment was in Wisconsin, where she stayed for the first part of her career and completed her advanced degrees. Her career sent her across the United States, and after 20 years she was promoted and served as the Service's first African American Regional Director. Toward the end of her career she was appointed the Service's Assistant Director of the Fisheries and Habitat Conservation program. She is now the principal of Ma Parker and Associates, a public speaking, facilitation and executive coaching business in the Washington, D.C. area, and is also a Board Member of the National Wildlife Refuge Association. Dr. Parker took the opportunity to impress upon the staff the need for cooperation and patience in the overall effort of conservation, saying, "seek first to understand and then to be understood." She explained how she applied her mother's advice to "never give up" to her work, impressing on the staff the importance of continuing to move forward in the goal of environmental awareness and conservation.

Mr. Wayne White



Mr. White presented on conservation and mitigation banking efforts in the United States. Mr. White built his career with the Service on the west coast of the United States, spending the last 16 years in California. He played an integral role in the implementation of the Endangered Species Act policy and participated in the California condor

captive breeding and Sea Otter zonal management programs, the listing of the Northern Spotted Owl, and the first habitat conservation programs in San Bruno Mountain and the Coachella Valley. After retiring from the Service in 2006, Mr. White went to work for Wildlands, Inc., a habitat-development and land-management company and a recognized leader in ecosystem and mitigation banking in the United States. He now works to increase the use of mitigation and ecosystem banking across the country and has spoken internationally about the U.S. banking system.

Mr. White's presentation focused heavily on the concept of banking and the differences between the types of banks. Ecosystem banking allows for the long-term protection and restoration of land areas by selling credits for the offset of damaging activities elsewhere. Wetland mitigation banks are specifically designed to protect and restore wetlands and riparian areas under the Clean Water Act and associated legislation. Conservation banks protect habitat associated with species protected under the Endangered Species Act. Mr. White pointed out the need for these private market banks and how they have been deemed one of the most successful conservation tools in the country.

Ms. Ruth Greenspan Bell



Ms. Greenspan Bell, a Public Policy Scholar at the Woodrow Wilson International Center for Scholars and Senior Fellow at World Resources Institute, spoke to Marstel-Day employees about her research in galvanizing action on climate change from a bottom-up approach. Her research has built upon the work of sociologists, psychologists, anthropologists, and other diverse intellectual disciplines. Ms. Greenspan Bell recounted how she and her colleagues have consulted international security experts about their successes in nuclear disarmament and other seemingly intractable, global issues. Their lessons learned—e.g., negotiating on small issues and eventually graduating to regional agreements, and building requisite trust that can allow advances to be made when opportunities present themselves—also hold valuable applications to climate change work, she said, showing that formal treaties and/or laws are not needed to make progress on climate change issues, and sometimes waiting for these things can actually inhibit progress. Ms. Greenspan Bell and her colleagues are now advancing their research to the individualized level, focusing on motivating individuals to increase participation in Smart Grid technologies, water conservation, residential power usage reduction initiatives, and other projects.