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**From:** Cameron, Scott  
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Thanks, Maureen. Talk to you later.

Scott

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On Wed, Jan 3, 2018 at 11:57 AM, <[koetz@koetzduncan.com](mailto:koetz@koetzduncan.com)> wrote:

Hi Scott,

Happy New Year! Hope the celebration was fun.

Great to catch up, very much appreciate the time. I've attached the Natural Capital Asset Management (NCAM)<sup>™</sup> report I mentioned for DOE at the Savannah River Site (SRS). At the time, DOE/SRS leadership believed it could be expanding its missions and services, and understood that the 300 square mile complex had usable natural infrastructure capacity in multiple categories that DOE could use as it resized and optimized across its sites. The analysis used extant data held by various SRS components which had not been compiled or synthesized before. The analysis design is based on management paradigms I developed as the AF PDAS when it became clear in the early 2000s that DOD was running out of usable air, land, and water supplies (encroachment, as we termed it).

Although successful, the project ran into some rice bowls, particularly among the "land use" planners who were not particularly inclined to recognize the role (or value) of independent water and air components as comparable to surface. What should have been the next phase, indexing the available capacity to current and future requirements, was not completed after SRS got afoul of OMB for other reasons and funding options were eliminated.

On the flip side of the same coin (mentioned at the end of our conversation), greater output using a smaller natural infrastructure supply is the basis for environmental preferability as a market share factor. I've been speaking to the US steel industry about tapping the green market (vice arguably "brown" competitor products) and the same can go for US extraction industries such as those overseen by DOI—they operate on much smaller natural infrastructure and component consumption levels, making them greener per unit of ultimate production. I've also attached a report I did several years ago for a fighter jet acquisition in Europe showing that main line products can (and should) be "green" differentiated, and qualitative profiling of only certain products is undermining the much cleaner US economy in general.

Looked at PERC, and their efforts are most impressive. I see NCAM<sup>™</sup> as very much complimentary to the principles they espouse, coming at it from a pragmatic "reality of supply" angle in addition to the legal rights. I'd be very interested in following up with them wherever possible. However, I think the main area for DOI will be in getting some compiled data base of natural capital capacity (both usable and banked) to both support optimization and to simplify its NEPA administration. Coming from the Navy, the Secretary understands better than most the role of natural capital in operational capability, and I think would see the value in a capacity/capability based program update.

Look forward to chatting again soon.

Best,  
Maureen

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