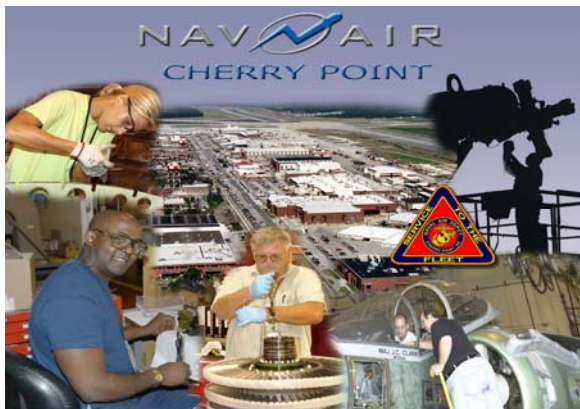


CNO Environmental Awards Competition

Environmental Quality – Team Award

Naval Air Depot CP Environmental Management System (EMS) Team – ISO 14001 Registered Facility Wide



BACKGROUND

The Environmental Management System (EMS) Team is comprised of members representing all organizations throughout the Naval Air Depot Cherry Point (NAVAIRDEPOT CP). The team serves as a vital link between the management of the EMS with the key industrial and administrative areas at the depot. The EMS Team leads the commands efforts to protect the environment.

NAVAIRDEPOT CP has many industrial processes, which have the potential to adversely impact the local environment. A representative from the Pollution Prevention Team, located in the

Environmental Programs Division, leads the EMS Team. The team sets priorities to implement the goals of the EMS and initiates actions to reduce pollution prevention, exceed environmental compliance, and continually improve our environmental posture. Dedicated efforts are made to review equipment and work process modifications to maintain environmental compliance, pollution prevention and safety standards, and to ensure that hazardous materials are eliminated or reduced from NAVAIRDEPOT work processes whenever possible.

POSITION DESCRIPTION

Team Member	Title	Code	Team Member	Title	Code
Edward Childs, Team Lead	Environmental Engineer	6.5.3	Barbara Hopkins	Materials Engineering Technician	4.3.4
Wesley Lamb	Materials Eng. Tech.	4.3.4	Debbie Carmichael	Supervisor Industrial Specialist	6.1
James Byrd	Industrial Specialist	6.1	Darryl James	930 Prod. Division EMS Rep	6.2
Billy Weeks	Industrial Engineer Technician	6.3.1	Amy Morgan	Environmental Engineer	6.5.3
Andrew Krelie	Environmental Protection Specialist	6.5.3	Danny Miller	Environmental Protection Specialist	6.5.3
Michelle Burroughs	Environmental Protection Specialist	6.5.3	Robert Toler	General Supply Technician	6.3.2
Debbie King	Program Analyst	7.2.1	John Pierce	Union Representative	6.3.4
Steve Adinolfi	Tools and Parts Attendant Supervisor	6.3.2	Richard Bennett	Aircraft Ordnance System Mechanic	6.2.3



*Naval Air Depot Cherry Point
2004 North Carolina
Environmental Steward*



AWARDS

NAVAIRDEPOT CP's success has been built on a history of excellence. The awards achieved are evidence of the NAVAIRDEPOT CP's Team accomplishments during 2004 and 2005. This record demonstrates outstanding efforts in environmental quality and an innovative management approach. These awards include OHSAS 18001 Certification, 2004; Chief of Naval Operations Environmental Quality Industrial Installation, 2004; Secretary of the Navy Environmental Quality Industrial Installation, 2004; Secretary of Defense Environmental Quality Industrial Installation, 2004; and North Carolina Department of Environmental and Natural Resources (NC DENR) North Carolina Environmental Steward Award, 2004.

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SERVICES & COMMUNITY RELATIONS

NAVAIRDEPOT CP communicates with its employees, other DoD activities, and regulatory and local community through published articles regarding environmental improvement projects as well as general ISO information in the following publications: NAVAIRDEPOT monthly environmental newsletter; NAVAIRDEPOT News (monthly); MCAS CP Windsock; and the Navy's Environmental Magazine "Currents." Environmental personnel have made presentations at several conferences including: Fleet Environmental Information Exchange and the Joint Services Environmental Management Conference.

NAVAIRDEPOT CP staff are involved in a number of local, state and federal groups addressing environmental issues: Carolina's Air Pollution Control Association, Carolina Recycler's Association, DoD Pollution Prevention Team, Morehead City Chamber of Commerce for Military Affairs, Local Emergency Planning Committee, Academy of Certified Hazardous Materials Managers and State Military Environmental Issues Working Group (Air Quality Program Manager is the Co-Chair for Air Committee). NAVAIRDEPOT CP environmental staff disseminates lessons learned to MCAS CP, Pearl Harbor, Portsmouth Naval Shipyard, Coast Guard Station Elizabeth City, Naval Submarine Base, Bangor, Hampton Roads Region, Red River Army Depot, Pope AFB, and Naval Air Depot, Jacksonville.

ACCOMPLISHMENTS

Balancing Current and Future Readiness

Successfully protecting the environment is one of the more difficult challenges facing government today, due in part to the large number of issues, often-conflicting business interests and the diverse individuals, which influence the management process. NAVAIRDEPOT CP is increasingly faced with the challenge of reducing costs, satisfying regulatory requirements, ensuring the long-term sustainability of the mission, preventing resource depletion, avoiding negative impacts on natural assets, and human health, and reducing both direct and indirect environmental impacts from processes.

NAVAIRDEPOT CP could no longer afford to keep the traditional view of environmental management as a business cost. The use of a management framework that combines voluntary, regulatory, and business elements to improve environmental performance NAVAIRDEPOT CP was able to effectively change the culture to one where environmental management is viewed as "lets improve environmental efficiency so that business costs can be reduced and processes improved." This change balances current and future readiness by moving from a management culture that views compliance as a nuisance, instead, focuses management's attention on the business, on identifying and eliminating the environmental impacts of the business regardless of legal or regulatory drivers. This cultural change unveiled the fact that both environmental and business performance improves when environmental issues are managed proactively and as an integral part of the business activities. Environmental management is not just compliance anymore it is about business performance and providing for future sustainability.

The EMS Team examined the work processes performed at the Depot and determined there were 57 distinct activities, which were evaluated on eight impact areas. These ranged from Cadmium electroplating to employee commuting and parking. The team then quantitatively ranked each of the eight impacts to determine the relative effect of each. These impacts were Air Quality, Water Quality, Hazardous Materials usage, Hazardous Waste generation, Solid Waste generation, Occupational Health and Safety, Probability of Abnormal Threat, and Production Impact. Each competency stakeholder on the EMS Team evaluated these aspects and impacts using

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Naval Air Depot CP Environmental Management System (EMS) Team – ISO 14001 Registered Facility Wide their unique knowledge of how these processes interact with the Depot's overall mission, the adjacent environment, and the overall environmental effect. These rankings enabled us to conclude which activities had the most environmental consequence while considering mission sustainability. Since the environmental efforts that can be expended are limited by the number of personnel and financial resources that are available, we felt it was imperative that we concentrate on the areas that have the most impact. By focusing our efforts on the significant activities/aspects, we were able to reduce our overall adverse environmental impacts while not only sustaining, but actually increasing war fighter support during a time when mission readiness was especially critical.

In January 2005, based on the superior environmental performance, continued reduction of environmental impacts and commitment to exceed compliance, NAVAIRDEPOT CP joined an elite group when it received the North Carolina's highest environmental award. NC DENR named the depot as one of the three 2004 Environmental Stewards. This program promotes a partnership between the regulated community and the regulators, and encourages superior environmental performance by North Carolina's regulated community. This voluntary program establishes incentives to stimulate the development and implementation of EMS programs that use pollution prevention and innovative approaches to meet and go beyond regulatory compliance. This program seeks to reduce the impact on the environment beyond measures required by any permit or rule, to produce a better environment in order to conserve natural resources and result in long-term economic benefit. NAVAIRDEPOT CP went through a rigorous on site review by 4 NC DENR staff for 2 days, followed by a review by members of an Advisory Workgroup comprised of individuals from both the private sector and government activities. This successfully contributes to long-term, future fleet readiness requirements and enhances environmental awareness and community involvement. NC DENR and NAVAIRDEPOT CP are partners in efforts to promote an EMS to assist organizations in improving their environmental performance, compliance and pollution prevention approaches.

*An “**Environmental Steward**” is an organization that has shown a commitment to exemplary environmental performance beyond compliance and has demonstrated a mature EMS with aggressive environmental goals and integrated EMS into cores business practices*

Reducing our cost of doing business

NAVAIRDEPOT CP's Environmental Management System (EMS) is internationally recognized standard that focuses on continual improvement in safety, quality, and other areas deemed critical by the organization. The Team's integrated approach optimizes Command resources and reduces operational costs. By utilizing existing management procedures, merging the previous Pollution Prevention Team into the EMS efforts, and integrating EMS into core business processes, the EMS identifies and implements improvements which contribute to making NAVAIRDEPOT CP operation more cost effective in accomplishing the primary mission to provide quality aircraft for DoD. Integration of environmental management into other key organizational processes improves financial, quality and environmental performance. After assessing the possible long-term cost-wise initiatives, it made good sense to have an effective EMS. To help identify the causes of environmental problems and eliminate them, an EMS can help save money. Think of it this way:

- It is better to make a product (or provide a service) right the first time than to fix it later;
- It is better to reduce the environmental impacts in a cost-effective manner;

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- It reduces the risk of spills - It is cheaper to prevent a spill than to clean it up afterwards;
- It reduces material usage and waste – cost savings;
-
- It promotes effective inter-communication and sharing of informational resources between competencies;
- It is more cost-effective to prevent pollution than to manage it after it has been generated; and,
- It provides the depot with significant experience in making cost-effective environmental improvements that will place the depot in a better position to argue against regulatory initiatives that are not cost effective.

Second, our EMS is an investment in long-term viability for our organization. An EMS enhances the depot's image as an environmentally responsible and competitive facility. And, by helping to keep existing customers and attract new ones, an EMS adds value.

Improving agility

The Team viewed EMS as an opportunity to improve internal and external communication and to organize and streamline, and consistently manage environmental issues and regulatory responsibilities. The EMS at NAVAIRDEPOT CP provides a unique opportunity for the depot to step forth as an environmental leader. The EMS holds promise for internal and external benefits. Internally, an EMS helps establish a systematic, cost effective approach to management of environmental interactions. Externally, an EMS demonstrates the seriousness and commitment of the depot to improve environmental performance.

The Team's success is due to the highly skilled members, top-level command support and the ability for the Team to work as a group, to provide positive support in all problem-solving activities and to remove barriers that impede progress. The barriers:

- The depot was undergoing restructuring during the establishment of the EMS Team. There were major changes in organizational roles and personnel.
- It was difficult to overcome an organizational attitude and culture that anything not directly tied to production is important.
- Difficulty in scheduling meetings where everyone is available
- TIME, TIME, TIME!! The Team is committed to the EMS as a benefit to our organization. However, all members are all working on multiple priorities.

By removing these barriers that impede inefficiency, the Team was able to strengthen relationships between competencies, sites, regulators, and other organizations within the Naval Aviation Enterprise. In a relatively short period of time we have learned and implemented efficient management tools for defining our environmental priorities and responsibilities. We have developed performance partnerships with the State. We can better prioritize and defend our resource needs. The EMS tools give us a better understanding of what we are required to do and the means to do it consistently, competently, and efficiently.

Ensuring alignment

One of the Team's strengths is communication between management, different competencies, sites and other organizations within the Naval Aviation Enterprise. From the very start management understood, committed to and endorsed the EMS/ISO 14001 elements. By committing to each step of EMS/ISO 14001 elements, management became the "champion" of EMS. A major key to implementing an effective EMS to improve

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Naval Air Depot CP Environmental Management System (EMS) Team – ISO 14001 Registered Facility Wide environmental compliance at NAVAIRDPOC CP is the active support by upper management. Management didn't just give the program an "okay", but plays an active role and accountability to those implementing.

The Team consists of representatives' from all organizational areas of the depot. The primary function of the Team is to ensure that the implementation and continual improvement of the EMS is consistent with the environmental policy. The Team also establishes objectives, targets, and plans. The Team provides the technical guidance, resources, and support in the implementation of the EMS and in the development and introduction of any corrective measures to ensure continual improvement. The Team has the authority and resources, and support in the implementation of the EMS and in the development and introduction of any corrective measures to ensure continual improvement. The Team members are fully familiar with the environmental aspects and the legal requirements concerning the regulated materials at the depot. The Team prepares and provides a monthly status to the EMS Team Chair at the monthly EMS meetings, who in turn presents such reports along with corrective action recommendations and requirements, if so needed, to the ISO 14001 Representative.

The Executive Leadership Committee (ELC), which serves as management review board, holds meeting twice per year to update top management on progress of the EMS, the EMS team holds monthly meetings. The ELC consist of the Commanding Officer, Executive Officer and Department Heads. The ELC's mission is to review and provide support to the EMS and ensuring its continual improvement in the area of environmental compliance.

Excellence in organizational performance does not occur by accident. The management and employees of NAVAIRDEPOT CP, customers, and our regulators began to experience the improvements and embrace the change. There had always been the expectation that ISO 14001 certification would make NAVAIRDEPOT CP more marketable, but there were other dividends: far more efficient and repeatable processes; improved cost and risk management, increased effectiveness and productivity, continuous process improvement, and a proven decrease in material usage. Additionally, our management has more detailed data by which to make decisions. Not only has the corporate culture embraced EMS/ISO 14001, the EMS Team is helping to form corporate culture phrases like Continual Improvement, Pollution Prevention, Environmental Compliance, and ISO have become commonplace, as staff at all levels discuss environmental initiatives and participate in improvement activities.

Implementing Fleet-driven metrics

NAVAIRDEPOT operates under the "competitive government" philosophy of NAVAIR. Under this approach, the Team has undertaken a concerted effort to identify reductions that can be made by various activities and set measurable performance objectives for these activities. A primary goal of EMS/ISO 14001 is to reduce environmental impacts. At the same time, considering cost reductions and efficiencies that can be gained. The ability to identify both reduction in environmental impacts and either cost reductions or increased efficiencies has been essential to the Team's success in promoting the expansion of EMS to other competencies.

The "environmental aspects" are those operations and activities at the depot that have the potential to impact the environment. The depot reviews and updates the environmental objectives and targets with respect to goals of the depot and in support of the depot's environmental policy. In setting objectives the following ideas are considered: environmental activities, aspects and impacts, legal and other requirements, current and available technology, financial constraints and budget requirements, views of interested parties, current operations and feedback from the participants. The Team reviewed each objective to be sure it was quantifiable or measurable, so that progress can be tracked and reported.

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As evidence to the success of the EMS at NAVAIRDEPOT CP, since implementation, many improvements for the environment have been identified and implemented. After two years experience, the top successes to date are listed:

Objective: Reduce the amount of new varsol (lbs/aircraft) by 10% by FY 05

➤ *By FY 05, reduced the amount of varsol used by 7 percent pounds per aircraft*

Objective: Reduce the amount of paint use & waste generated (lbs/aircraft) by 5% by FY 05

➤ *By FY 05, reduced the amount of paint used by 31% (Aircraft Painting)*

Objective: Reduce the amount of paint used (lbs/engine cans) by 10% by FY 05

➤ *By FY 05, reduced the amount of paint used by 55% (Package and Preservation)*

Implementing effective strategies to improve the NAVAIR workforce and climate

The Team started with achievable goals that provided a clear measure of success. We celebrated goals achieved. This was especially important at the beginning of the EMS process. As goals were achieved and celebrated, the enthusiasm, cooperation, and awareness of others, especially those who were not directly involved in implementation, was critical to the success. Employees are now bringing ideas for reducing our waste streams and suggesting procurement of less toxic products.

Maintaining momentum is critical; the Team instituted an environmental stewardship recognition program to recognize employees who demonstrate strong and active support for the environment throughout the depot NAVAIRDEPOT CP. During 2004 and 2005, 28 training classes were provided and 35 shop briefs on EMS for a total of 768 employees. The Team has been able to identify areas where we need strong operational control, where we can really mess up and where employee competence in a particular area is critical to the environment. They made note of all operations that were associated with significant aspects. They indicated which activities needed operating criteria, procedures and controls; regular monitoring and measuring activities; and emergency preparedness and response plans.

After an assessment of the long-term value of an EMS/ISO 14001, the positive contribution to the workforce and climate is:

- Developing a corporate environmental strategy so that environmental management is integrated into business decisions.
- Aligning environmental management with the organization's values, vision, and strategic direction; focusing on the specific environmental issues that can reduce costs and liabilities and/or enhance business.
- Developing an environmental management system that builds upon the existing business budgeting system.
- Developing corporate environmental management system that can be used organizational-wide for collecting business essential data for internal and external reporting.
- Developing a responsible and transparent relationship within the organization and clearly communicating the organization's environmental stewardship to others.

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