

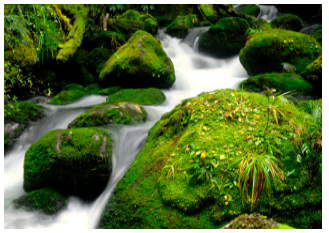


Appendix A: Environmental Management Systems

An environmental management system (EMS) is a formal framework for integrating the consideration of environmental issues into the overall management structure that, when properly implemented, identifies the environmental aspects of the mission; highlights and prioritizes areas of risk; promotes pollution prevention; and tracks progress toward environmental goals. It is a dynamic, proactive, and adaptable management system that provides a logical, step-by-step process for integrating environmental issues into the overall operating structure. The Department of Defense (DoD) implements EMSs to improve operational efficiency while reducing environmental risk and associated costs.

Executive Order (E.O.) 13423, issued January 27, 2007, entitled "Strengthening Federal Environmental, Energy, and Transportation Management," directed each federal agency, including DoD, to integrate environmental accountability across all missions, activities, and functions into day-to-day decision making, long-term planning, and processes. E.O. 13423 requires that each agency identified under E.O. 13148 (which E.O. 13423 revoked) have a fully implemented EMS by December 31, 2008. DoD requested and received an extension from the Office of Environmental Executive (OFEE) to December 31, 2009.

In Fiscal Year (FY) 2007, the Components made significant progress in implementing EMSs, which are in place at all DoD appropriate facilities/organizations. Operational improvements are already evident. The EMS at Naval Air Engineering Station Lakehurst led to partnering with the state and county to purchase surrounding land to help prevent encroachment in the broad zone. With active engagement of senior leaders, better communication regarding environmental issues is evident both inside and outside the organization.

Compliance with Executive Order 13423

On September 22, 2006, DoD deployed new EMS metrics; "EMS Metrics for Fiscal Years 2006 through 2008," for the appropriate facilities. The metrics are based on the federal EMS metrics and include both annual and semi-annual reporting requirements. The new DoD EMS metrics continue to drive implementation, and the Department has begun to use them to assess the progress, performance, and success of EMSs already in place.

In FY2007, each Component maintained a list of appropriate facilities that are required to implement an EMS. A consolidated table of the Component's facilities is located at the end of this appendix. The Department also continued to track facility-level progress using the following DoD EMS scorecard metrics:

- Environmental Aspects
- Goals, Objectives, and Targets
- Operational Controls
- Environmental Training
- Contracts
- EMS Audit/Evaluation Procedures
- Management Review.

EMS Guidance

DoD provided EMS implementation guidance to the Components in the DoD EMS policy memorandum dated April 5, 2002. The policy requires Components to comply with E.O. 13148 (now E.O. 13423), as well as specific minimum elements. Under the guidance, Components:

- Shall adopt an EMS that best suits its needs and integrate the EMS into all core business areas
- May adopt International Organization for Standardization (ISO) 14001 Environmental Management Standards
- Should pursue third-party registration only when it provides a clear and documented benefit
- Are encouraged to implement a complementary management system for safety and occupational health.

Providing additional EMS implementation guidance to installations and ranges is the responsibility of the Components, as indicated in the following statement from the DoD policy, "Recognizing the diversity of our missions, each DoD Component shall implement an environmental management system that best suits its mission needs."

DoD continues to meet the EMS requirements of E.O. 13423 and is developing new policy to reflect these requirements.

Installations with an EMS in Place

All DoD U.S. appropriate facilities have an EMS in place as of October 1, 2006. Figure A-1 shows the number of appropriate facilities by Component and progress towards full implementation. For a facility to classify themselves as "In Conformance," the facility's EMS must be in conformance with the Component's EMS criteria. For a facility's EMS to be classified as "Fully Implemented," the EMS must meet the requirements of E.O. 13423, which include an external (second party) audit, audit findings recognized by senior management, and conformance self-declaration signed.

Regulatory Partnerships

DoD recognizes the importance of sustaining solid partnerships with states to maintain public confidence in military environmental stewardship and streamline daily operations. The Department considers EMS implementation to be a unique opportunity to establish and improve these partnerships. During FY2006, DoD continued its involvement in the OFEE-led federal-state initiative to advocate EMS as a tool to improve environmental performance. DoD is also leading the E.O. EMS Sub-Work Group Task Force on Collaboration with States and External Groups, which coordinates with the Multi-State Working Group and the Environmental Council of the States to advance the use of EMSs.

EMS Funding

Each DoD Component identified resources for EMS implementation consistent with DoD EMS policy requirements. DoD's general approach to EMS implementation involves programming funding for training and EMS implementation for the current year and beyond. EMS training and implementation resources have been programmed as part of the Components' overall training and management budgets, and each Component has identified an EMS program manager.

EMS Training

Leadership within DoD consistently and actively communicates and reinforces key elements of EMS policy and its impact on the mission. This active communication effectively spreads the message of the strong correlation between EMS, sound environmental stewardship, and mission performance. DoD teamed with the Environmental Protection Agency (EPA) to provide EMS implementation courses for audiences including federal interagency groups, DoD groups, and the U.S. Department of Agriculture. DoD, through the Inter-Service Environmental Education Review Board, initiated a review of common EMS training requirements, available training courses, and materials. Each Component makes training materials available in various formats for the target audience, including senior leadership. Examples of training materials include fact sheets, Web-based training modules, and videos.

EMS Implementation Progress by DoD Component

The Components are developing and issuing EMS guidance to assist appropriate facilities in implementing EMSs that will efficiently meet their needs and mission requirements.

Army

The Army is utilizing EMSs to improve performance and compliance, and to integrate sustainability into all activities. The Army continues to make progress toward meeting DoD EMS goals and requirements. All Army appropriate facilities have met the requirement to have an EMS in place as defined by previous DoD metrics. Army appropriate facilities are also actively working to meet the Federal FY2006 through FY2008 EMS metrics, which establish a bridge from EMSs in place to fully-implemented EMSs. Army policy states that all appropriate facilities will have mission-focused, installation-wide EMSs that conform to ISO 14001 by September 30, 2009. Fifty Army appropriate facilities report that they have already achieved this goal. Of these 50 facilities, 10 have been verified by external Army (second party) audits and 10 have received third-party certification for their EMS. Based on a year-end data call, the Army is on track to meet the 2009 E.O. 13423 deadline.

Army leadership is committed to implementing effective EMSs at appropriate facilities. The Army maintains leadership focus and awareness of EMS implementation through the installation-level Environmental Quality Control Committee (an installation Senior Leadership forum for addressing environmental issues) and at the Region and Headquarters levels through periodic implementation progress reporting. To facilitate EMS implementation, the Army held an EMS Army-wide Implementation Workshop in February 2007 to share its installations' EMS successes, and to identify and address implementation challenges. Following the meeting, the Army updated numerous EMS implementation tools, including the "Commander's Guide to Mission-

Focused Environmental Management Systems" and "Incentive Programs for Implementing Environmental Management Systems," and expanded the online EMS portal. Additional EMS implementation guidance is planned for FY2008, with a focus on establishing effective operational controls and incorporating EMS language into appropriate contracts and installation support agreements.

In FY2007, the Army reduced its list of appropriate facilities for EMS implementation from 166 to 161 as a result of Base Realignment and Closure (BRAC) actions. Kansas Army Ammunition Plant (AAP), Lone Star AAP, Riverbank AAP, and Walter Reed Army Medical Center, all scheduled to close under BRAC 2005, were removed from the Army's appropriate facility list (AFL). The USAG Darmstadt, Germany, which closed under the Army's global transformation plan, was also removed from the Army AFL.

Navy

On August 31, 2007, Navy issued the revised OPNAVINST 5090.1C, "Environmental Readiness Program Manual," which incorporates the updates to Navy's EMS Implementation Policy and Self-Declaration Protocol issued in FY2005. The mission of the Navy's Environmental Readiness Program is to ensure the ability of U.S. Navy forces to effectively operate worldwide in an environmentally responsible manner.

Navy's EMS is based on the ISO 14001 standard, which employs a cycle of policy, planning, implementation and operation, evaluation and corrective actions, and management review. Navy's EMS goal is to continually improve environmental performance. A fully implemented EMS will provide for continual improvement in environmental management and enhance the Navy's overall mission performance.

The Navy is on track to fully conforming EMS by the end of FY2009. Currently, the Navy has 103 appropriate facilities, with five that have obtained third-party EMS registration. In addition, four of these Navy facilities also participate in the U.S. EPA's Performance Track Program.

The Navy is fully committed to ensuring all appropriate facilities implement EMSs in compliance with E.O. 13423 and ensure the best use of EMS as a business practice to improve uniformity, efficiency, and shore installation management. Regional commanders and installation commanding officers utilize EMSs to address activities critical to mission execution and to manage related environmental aspects to sustain operational readiness. The Navy provides installations and regions with tools, templates, and training to assist with EMS implementation efforts. The Navy's EMS Web site, *http://141.156.28.142/ems/index.html*, is designed as a clearinghouse for EMS resources and provides the most comprehensive, current, and pertinent EMS information available to Navy and other federal personnel, contributing to the successful implementation and maintenance of a facility's EMS.

Marine Corps

Headquarters Marine Corps (HQMC) issued policy on March 3, 2004, that defined the Marine Corps EMS and associated applicability, implementation criteria, and reporting requirements. HQMC subsequently published additional policy on Marine Corps EMS conformance and self-declaration on December 29, 2004. Additionally, HQMC issued EMS Conformance and Self-Declaration Supplemental Guidance in March 2007, which provided additional guidance on achieving full conformance with the Marine Corps EMS by December 31, 2007, and maintaining that conformance in future years. Marine Corps currently has 10 facilities in conformance. This policy also requires all Marine Corps installations and Marine Forces Reserve to fully conform to the Marine Corps EMS by December 31, 2007, and for all active and reserve tenant commands to fully support their host facility in attaining and maintaining conformance with their EMS. The Marine Corps policy also provides guidance in the form of an "EMS Conformance Guide" to be used for evaluating, certifying, self-declaring, and reporting conformance with the Marine Corps EMS.

The December 2004 policy also integrated EMS conformance audits into the well-established Marine Corps Environmental Compliance Evaluation Program. This policy established each September as the annual reporting deadline for the results of each installation's annual EMS self-audit. In support of this requirement, the Marine Corps developed and provided EMS Lead Auditor training in Summer 2007 for installation personnel that would be performing the annual EMS self-audits.

The Marine Corps has begun development of the Marine Corps EMS portal for day-to-day, installation-level EMS management. The first phase of this portal is planned for initial operational capability in Spring 2008. All Marine Corps appropriate facilities are expected to achieve full conformance to the Marine Corps EMS by December 31, 2007. Efforts from January through December 2008 will consist of validating self-conformance through second party audits conducted by HQMC and our support contractors.

Air Force

In FY2005, the Air Force issued a self-declaration policy outlining 28 steps for appropriate facilities to have an EMS in place and 45 steps to have an EMS in conformance. Since then, the Air Force has completed required EMS awareness training for all Air Force personnel and continued to make headway in meeting EMS criteria.

At the conclusion of FY2007, the Air Force had 172 appropriate facilities, with all 172 having an EMS in place. Two installations have been removed from the list of appropriate facilities since FY2006 due to pending base closures. Additionally, the EMS scoring criteria were updated to more stringent standards in FY2007, yet all Air Force appropriate facilities still have met the minimum Air Force policy criteria and have an EMS in place. In summary, 76 facilities have declared full conformance with Air Force EMS policy, while 47 facilities have had their EMS audited by a second party.

The Air Force anticipates having all EMSs certified by a second party by December 31, 2009. In addition, the Air Force is moving towards combining the aspects of its EMS with a management system for safety and occupational health to create an integrated Environment, Safety, and Occupational Health Management System.

DLA

The Defense Logistics Agency (DLA) continues to be a leader among federal agencies in EMS implementation. Building upon its success in having validated its mission-focused EMSs at 100 percent of qualifying DLA activities by December 2005 through tabletop reviews, EMS implementation manuals, and documentation, DLA began conducting external audits of those EMSs in FY2006.

In FY2007, DLA continued execution of the external EMS audits that the Agency had begun in FY2006, and ultimately found the Defense Reutilization Marketing Service (DRMS) in conformance with their DRMS organization-wide EMS. Together with the planned FY2008 external EMS audits, DLA currently expects to meet the E.O. 13423 requirement to demonstrate through external audits that all DLA EMS's are in conformance by December 2008.

To best-support its EMS audit program, DLA established a standard operating procedure for and auditor templates used in conducting external reviews; an external audit report format; and a conformance action plan format. All audit templates and reports are centrally maintained and are accessible via the Internet by the DLA external audit team. DLA also continues to provide EMS auditor training to those responsible for conducting EMS self-audits/internal reviews.

Figure A-1 EMS Appropriate Facilities Summary

	Number of Appropriate Facilities			Number of Appropriate Facilities with an EMS in Conformance			Number of Appropriate Facilities with an EMS Fully Implemented		
Component	**U.S.**	**Overseas**	**Total**	**U.S.**	**Overseas**	**Total**	**U.S.**	**Overseas**	**Total**
Army	139	22	**161**	40	10	**50**	13	1	**14**
Navy	82	21	**103**	5	0	**5**	5	0	**5**
Marine Corps	18	2	**20**	9	1	**10**	6	1	**7**
Air Force	153	19	**172**	69	7	**76**	49	2	**51**
DLA	14	2	**16**	3	0	**3**	3	0	**3**
Total	**406**	**66**	**472**	**126**	**18**	**144**	**76**	**4**	**80**