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Environmental Management Systems

The Department of Defense (DoD) uses environmental management systems (EMSs) to preserve and maintain the natural and built infrastructure required for readiness and mission success. DoD's EMS is modeled after the International Standards Organization (ISO) 14001 framework of Plan-Do-Check-Act. The goal for DoD's EMS is to integrate environmental issues into its operations and culture. EMSs have the capacity to:

- Identify the environmental aspects of DoD's activities
- Highlight and prioritize areas of risk
- Promote pollution prevention
- Monitor and measure environmental performance

EMS at a Glance

Program Accomplishments:

- Published a new policy, DoD Instruction (DoDI) 4715.17, “Environmental Management Systems” in April 2009
- DoD achieved full EMS implementation at **70 percent** of its U.S. and overseas appropriate facilities
- Marine Corps achieved full EMS implementation at **100 percent** of its U.S. appropriate facilities
- Navy achieved full EMS implementation at **100 percent** of its U.S. and overseas appropriate facilities

Applicable Requirements

The following requirements govern EMSs:

- **Executive Order (E.O.) 13423 “Strengthening Federal Environmental, Energy, and Transportation Management”** requires federal agencies to implement an EMS at all appropriate organizational levels.
- **The Council on Environmental Quality (CEQ) Instructions for Implementing E.O. 13423** required each agency to have all EMSs fully implemented by December 31, 2008. The Office of the Federal Environmental Executive (OFEE) granted DoD a deadline extension to December 31, 2009.
- **DoD Instruction (DoDI) 4715.17 “Environmental Management Systems”** requires that each EMS be integrated into the missions and activities of DoD organizations to enhance operational mission performance of DoD Components.

Management Practices

CEQ issued the following guidance in October 2008 to help federal agencies understand different types of EMSs:

- **Higher-tier EMS (Department- or Headquarters-level)**—The highest level EMS provides overarching guidance and is responsible for establishing agency-wide policies and goals.
- **Multi-site Organizational EMS**—The middle level EMS includes bureaus, services, commands, and other sub-agency organizations. For this EMS, the organization must adopt Higher-tier requirements and also may establish separate environmental policies to address its unique set of environmental impacts.

- **Facility EMS (Installation-level)**—The lowest level EMS is where most field activities are performed, products are created, and services are provided. This EMS must adopt all higher level requirements but may establish its own environmental program to achieve established objectives and targets.

DoD’s Compliance Management Plan

DoD developed its Compliance Management Plan (CMP) in 2007. The CMP serves as DoD’s Higher-tier EMS in compliance with the requirements outlined in E.O. 13423. The CMP outlines DoD Environmental Programs and how those programs are used to ensure DoD operations comply with applicable environmental laws and regulations.

DoD plans to update its CMP in fiscal year (FY) 2010 to include the following goals:

- Commitment to sustainability
- Advancing compliance
- Improving DoD’s overall environmental performance

EMS Workgroups

The DoD EMS Workgroup consists of representatives from each DoD Component. The Workgroup communicates to DoD Components the correlation between EMS, sound environmental stewardship, and mission performance. The Workgroup also drafts DoD EMS policy and guidance to help DoD Components with EMS implementation and performance reporting.

DoD is an active participant in the Federal Interagency EMS Workgroup. This group consists of representatives from each agency and works to develop federal-level EMS metrics and scoring criteria. DoD considers EMS implementation to be a unique opportunity to establish and improve partnerships with other agencies.

Evaluation Criteria

DoD facilities must meet their DoD Component-specific EMS criteria to be classified **“in conformance.”** To be **“fully implemented,”** the DoD facility must meet the requirements of E.O. 13423, which include conducting an external (second party) audit, recognition of audit findings by senior management, and a declaration of conformance.

Under these definitions, a facility or organization can be declared in conformance with DoD Component-specific requirements but not fully meet the requirements of E.O.

13423. However, all facilities or organizations declared fully implemented (according to E.O. 13423) are also in conformance with DoD Component-specific requirements.

DoD Components report EMS progress in the Office of Management and Budget (OMB) Environmental Stewardship Scorecard. Twice a year, DoD reports the number of sites completing full implementation in the last six months and the number planned for implementation in the next six months. In FY2009, OFEE expanded the facility-level EMS metrics for the OMB scorecards to include “Sustainable Practices.”

Performance Summary

DoD

Of DoD’s 362 appropriate facilities or organizations, 257 have an EMS in conformance and 255 have a fully implemented EMS (Figure 2-1).

Appendix B, Section 2 contains EMS implementation data by DoD Component. Additional DoD Component progress is summarized below.

Army

The Army reduced its number of appropriate facilities from 149 to 144 as a result of Joint Basing, Base Realignment and Closure (BRAC) actions, and organizational restructuring. As of September 30, 2009,

the Army achieved full EMS implementation at 55 appropriate facilities. Of the remaining facilities, 74 are projected to be fully implemented by December 31, 2009, for a total of 129 facilities meeting the full implementation deadline. The remaining 15 facilities are scheduled to be fully implemented in FY2010.

To help facilities with EMS implementation, the Army updated its EMS guidance to incorporate the requirements of DoDI 4715.17. Furthermore, the Installation Management Command held three regional EMS reviews to evaluate and address EMS implementation at the installation-level. Similarly, the Army National Guard highlighted EMS implementation during its 2009 National Environmental Workshop.

The Army maintains leadership focus and awareness of EMS implementation at the installation-level through the Environmental Quality Control Committee, and at the region and headquarters levels through periodic EMS implementation progress reporting. In FY2010, the Army plans to issue guidance that focuses on maintenance of fully implemented EMSs.

Navy

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

The Navy is committed to ensuring all appropriate facilities implement EMSs in conformance with E.O. 13423, and to ensuring the best use of EMSs as a business practice to improve uniformity, efficiency, and shore facility management. Regional Commanders and Installation Commanding Officers use EMSs to sustain operational readiness and enhance mission success.

The Navy provides installations and regions with tools, templates, and training to assist with EMS implementation efforts. The Navy’s EMS Web site, located in the Joint Service Pollution Prevention and Sustainability Technical Library, is designed as a clearinghouse for EMS resources. The Web site 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.

Figure 2-1 DoD EMS Appropriate Facilities/Organizations FY2009 Metrics

Number of Appropriate Facilities		
U.S. and Territories	Overseas	Total
297	65	362
Number of Facilities with EMS In Conformance*		
U.S. and Territories	Overseas	Total
199	58	257
Percentage of Facilities with EMS In Conformance		
U.S. and Territories	Overseas	Total
67%	89%	71%
Number of Facilities with EMS Fully Implemented†		
U.S. and Territories	Overseas	Total
197	58	255
Percentage of Facilities with EMS Fully Implemented		
U.S. and Territories	Overseas	Total
66%	89%	70%

* In Conformance: EMS is in conformance with DoD Component requirements

† Fully Implemented: Meet requirements for E.O. 13423:

1. External audit
2. Audit findings recognized by senior management
3. Declaration of conformance

In FY2008, the Navy began with 93 appropriate facilities, 7 of which had fully implemented EMSs verified by external EMS audits. During FY2009, the remaining 86 appropriate facilities received an external EMS audit to validate conformance with ISO 14001. The Navy met its September 30, 2009 deadline established in Navy policy, and therefore, also meets the December 31, 2009 deadline for all DoD appropriate facilities or organizations.

Marine Corps

The Marine Corps successfully met the E.O. 13423 full EMS implementation requirement one year before the due date. In FY2008 all 20 Marine Corps installations were declared fully implemented. However, in FY2009, the Marine Corps added an additional appropriate facility at Marine Corps Base Camp Mu Juk in Korea, for a new total of 21 appropriate facilities. After a thorough assessment, the Marine Corps will establish and report an EMS implementation date for the new facility.

Marine Corps installations continue to proactively assist Headquarters, Marine Corps (HQMC) in identifying EMS needs and developing strategic plans. Annually, HQMC conducts an EMS conference to share success stories, obtain lessons learned, and promote ongoing initiatives to the installations. HQMC also conducts an annual Environmental Managers Conference, which facilitates the sharing of leadership views on progress and performance in the areas of EMS and compliance.

Air Force

As of September 30, 2009 the Air Force achieved full EMS implementation at 78 of its 91 appropriate facilities. In FY2009, the Air Force staffed and coordinated a draft EMS instruction outlining its commitment to implement EMS according to the ISO 14001 standard. The Air Force Civil Engineer commissioned a transformation initiative to streamline and standardize EMS implementation. EMS implementation will be integrated into the Civil Engineer's new Air Force Asset Management concept.

DLA

By December 2005, Defense Logistics Agency (DLA) established all its EMSs. Building on this success, DLA began conducting external audits of those EMSs in FY2006. Through FY2009, 9 of the 11 EMSs achieved full implementation. The remaining two EMSs underwent an external audit, and are taking the necessary corrective actions to be fully implemented by FY2010.