

## INTRODUCTION

Spread throughout Sasebo, Japan, Command Fleet Activities Sasebo (CFAS) is a small, non-industrial overseas installation located on the western coast of Kyushu Island, about 600 miles southwest of Tokyo, in Sasebo-shi, Nagasaki Prefecture, Japan. The city is surrounded by mountains and claims one of the best natural harbors in the world. Shipbuilding, light industry, fishing and farming are the principal sources of employment. The local population is supportive of CFAS; however, there are small groups who protest the U.S. presence for issues ranging from labor disputes, to sailor conduct, to visits by nuclear submarines.

CFAS serves as a logistic support center for forward deployed units and visiting operational forces of the U.S. Pacific Fleet and tenant activities. CFAS is homeport to seven Navy ships including the USS Essex and consists of 10 non-contiguous areas totaling 1,238 acres. Base areas include Main Base with 150 total acres, two ordinance areas with 601 total acres, the Sakibe LCAC support and training area with 32 acres, Hario Housing with 53 acres, and three POL Depots with 402 total acres. CFA Sasebo also controls water assets including much of Sasebo Bay, India Basin and the waters around Hario Shima Ordinance Area.

CFAS has a population of approximately 6000 active duty personnel, SOFA sponsored civilians and dependents. The population varies during the year due to long deployments that remove sailors from the community and port calls by visiting ships that increase the impact on community and environment.

## BACKGROUND

CFAS is home to seven Forward Deployed Ships which includes a complete Amphibious Ready Group (ARG). Sasebo's Ordnance Facility is the largest in the Western Pacific and third largest in the U.S. Navy. It receives, renovates, maintains, stores and issues ammunition, explosives, expendable ordnance, weapons and technical ordnance. FISC fuels has the third largest capacity in the Department of Defense providing the bulk of marine and jet fuels for ships operating in WESTPAC. CFAS is also home to a Ship Repair Facility providing repair and maintenance to home ported and visiting ships.

The Environmental Division works within Public Works and reports to the Public Works Officer as well as the CNFJ Environmental Regional Office. The Division consists of 15 personnel; however, most are working in non-traditional environmental programs. Broken into 3 branches, the Division is headed by an Environmental Engineer, GS-819-13 as Director. The Compliance Branch consists of one GS-12 managing both the Environmental Quality Assessment program and Environmental Management System currently under development. The Programs Branch consists of three personnel (two GS-12 and one MLC 1-6) managing all environmental programs including asbestos, providing awareness training to the CFA Sasebo community, Managing local sampling and testing, and maintaining all environmental plans. The Waste Management Branch consists of one GS-12 and ten MLC employees picking up base hazardous waste, consolidating it

for disposal, managing the Qualified Recycling Program, and a DRMO U.S. Property storage / disposal operation for DRMO Iwakuni.

Operating a military installation in a foreign country presents many unique challenges and failure to take adequate steps to safeguard the host nation's environmental assets during ships operations, fuel storage and transport, hazardous waste transportation / disposal, and operations pertaining to munitions could have disastrous geopolitical consequences. This task is made more difficult by differences in language and culture, which can make communication of ideas and policies painstakingly slow. CFAS follows the strict standards of the Navy and U.S. Forces Japan and also ensures that its practices meet or exceed the requirements of the Government of Japan (GOJ). Although Environmental Management System implementation is not required overseas, Sasebo has moved forward with a novel approach to apply EMS policy from the worker level up, to teach EMS as the way we do business. CFAS constantly evaluates actions to ensure its policies are compatible with local government and the GOJ, taking time to communicate with them to avoid confusion and mistrust that might lead to anti-American sentiment. The city, prefecture education offices, and Sasebo's Environmental office have maintained an open door policy for discussion of environmental issues that remains in play to the advantage of all parties. We received our ICRMP and Natural Resource Management in November of 2004. The Storm Water Management Plan was completed in 2006. Our latest partnering effort involves consulting with the city and prefecture concerning items of potential concern in the newest release of the Integrated Cultural Resource Management Plan.

## PROGRAM SUMMARY

The CFAS Environmental Program has three major objectives. First is to maintain agreements between Commander Fleet Activities Sasebo and GOJ related to environmental compliance / stewardship. Second is to provide sound business practices while implementing the current Japan Environmental Governing Standards and other applicable directives. Third is to provide direction to CFAS Departments and tenant commands that allow them to meet mission requirements while maintaining and improving environmental conditions, in Sasebo and surrounding areas, in a professional and cost effective manner. During the achievement period CFAS met and exceeded these objectives, enhancing them with new initiatives such as training designed to educate workers and the community on cultural, historic, natural, and other environmental issues.

The Environmental Management System at CFAS is designed to drive environmental compliance and impact assessment through the ORM method to the process owner level. Incorporating environmental responsibility into worker business practices will ensure compliance is accomplished at the level of greatest impact. EMS is on track to produce major increases in the quality of the environmental program and is expected to give rise to a new business culture at Sasebo while reducing overall cost.

## ACCOMPLISHMENTS

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**EMS Implementation – CFAS received the 2005 White House Closing the Circle Award – Honorable Mention for its unique EMS “bottoms Up” approach**

Effective program management is always a challenge when faced with limited resources, but CFAS has made significant strides toward implementing the Navy’s EMS program. Facing an unfunded mandate, with no financial or external resources available to support the program, Sasebo departed from tradition and devised a new and innovative means to complete the task with in-house staff, by focusing on the process level and working up.



CFAS envisioned a phased, site-specific approach to establish the EMS. Starting small to establish the EMS framework and work out any unexpected issues that might arise. Additional sites would be addressed, one at a time, until all CFAS and tenant units are incorporated into the EMS.

CFAS began with two sites controlled by the Environmental Division – the Recycling and U.S. Property Disposal Center and the Hazardous Waste Storage Area. For each location, the Team collaborated with the site owner to prepare a site-specific EMS Description Document, which includes a GIS map of the site, identifies work processes and other areas of environmental concern, and provides a prioritized list of environmental aspects.

CFAS worked with the site owners to prepare a site-specific Environmental Management Plan (EMP) that provides the customer with everything they need to manage and maintain an effective environmental program. The Environmental Management Plan provides an EMS policy letter, signed by the site commander or director, with Plans of Action and Milestones (POAM) to manage objects and targets. It also contains a GIS map identifying the location of significant aspects and environmental concerns with a point of use checklist for use in internal Environmental Quality Assessments. The EMP provides a site specific Spill Response and Countermeasure Contingency Plan and a form to document training certifications.

Utilizing this site-specific approach, the Team has been extremely successful in garnering support for EMS, because it allows site owners to be intimately involved with identification and integration of environmental considerations into their work processes. This not only achieves “buy-in” but also promotes accountability by giving them ownership of their own programs.

By focusing on work processes, Sasebo instills the mindset environmental stewardship should be an automatic, subconscious action. While promoting the idea that pollution prevention is not a separate and distinct environmental program, but an integral and essential component of every day business practices.

All EMS policies, plans and procedures are to be available to the CFAS community via an environmental portal developed for the CFAS intranet. This tool aids in document control, as the most current version of any EMS document is considered to be the published version, and it also supports management review in that commanders and senior leaders can go online to access

EMS documents. Every step of the way, CFAS has shared its success stories and potential roadblocks with other installations throughout the Commander Naval Forces Japan (CNFJ) community.

### **Community Relations (Overseas)**

CFAS maintains an active program of community awareness where all incoming personnel receive Environmental Awareness Training during base orientation. General environmental training is given to military and civilian employees during stand-downs. Environmental awareness is also presented in Japanese for our many Master Labor Contract (MLC) employees. Public works environmental has coordinated, directed and participated in a variety of events to sustain our positive relations with the local community, to maintain communication, and to promote CFAS environmental programs and initiatives. Initiatives include offering to DOD and Sofa sponsored personnel an option to donate old furniture to the Recycling program rather than paying the disposal fee on the local economy. We have provided collection points for household hazardous materials, keeping partial use products out of the local landfill. Item are reissued free of charge to those needing them. Environmental has coordinated numerous events such as tree planting at the base high school using ROTC and environmental science students, construction of a garden stressing environmental concepts at the high school, and plantings at the elementary school.



To further promote the installation's environmental programs, environmental publicizes news and current events on the CFAS intranet environmental home page. Several articles have been published in the CFAS Soundings newspaper and the Stars & Stripes has also written articles concerning the environmental program. In support of local community interest in birds, environmental is in the final stages of creating a "Photo Guide to Birds of Sasebo, Japan" to educate base personnel to avian natural resources in the area.

### **Pollution Prevention and Waste Reduction Efforts**

The CFAS site-specific approach to EMS implementation has served to integrate the pollution prevention (P2) program to a greater degree by focusing our efforts on work processes, rather than program management. Treatment of oily water and recycling of oil are two processes recently reviewed resulting in a change in process. Currently, CFAS Port Operations provides collection and disposal services where oily wastewater is managed using oil disposal rafts commonly referred to as "Oil Donuts". During FY05/06 afloat and ashore commands generated over 1.5 million gallons of oily wastewater and 250,000 gallons of waste oil, incurring a disposal cost of \$1,050,000. Our environmental management approach for this issues is to identify and assimilate locally available treatment technology with Base generator requirements, and



consolidate those requirements to achieve “low to no” impact implementation for generators, while meeting environmental compliance requirements, waste and cost reductions, and acquiring the resource for locally available repair parts and maintenance efficiencies, which translate into less mission down time. Environmental is meeting this goal through implementation of an Oily Wastewater Treatment and Used Oil Recycling for Energy Recovery Contract. The SOW has been written and is currently undergoing solicitation. The contract will implement oily wastewater treatment vice disposal and used oil recycling at “No Cost” to the Government vice disposal. The contract provides for an oily wastewater treatment barge, the barge will have the capability to remove heavy metals and free oil to meet Japan Wastewater Direct Discharge Standards and have a storage capacity of 300,000 gallon and treatment capability of 60 ton per day, the storage addresses a critical need for oily wastewater storage.

The multi-command partnership members are; CFAS Port Operations, FISC Fuel Terminals, NAVSUP, NAVFAC FE, Military Sealift Command and the Sasebo Ship Repair Facility. This partnering approach will realize volume based cost reductions for treatment, in addition to, a Base centric concept vice individual Activity or Command contracts producing a projected cost avoidance of \$750,000.00 over a two year period. Additionally, the contract will assist in meeting a compliance requirement to remove the oil disposal rafts from service.



CFAS continues to expand what has been identified as the premier recycling program in Japan. The program netted over \$235,000 in FY 05 and over \$256,000 in FY 06 for base



improvement projects. This while maintaining a 25% diversion rate.

### **Environmental Compliance Assessment and Management Program**

In the past two years, no significant findings have been revealed in the annual EQA. CFAS strives to fully integrate the EQA program with EMS by incorporating customized Point of Use Checklists as part of each site-specific Environmental Management Plan.

### **Air Emissions**

CFAS air source emissions to include 24 boilers are tested in accordance with the Japan Environmental Governing Standards. During the achievement period, Environmental identified a need to perform more stringent emission testing on these boilers. PW Utilities partnering with Environmental for consultation budgeted for and will implement a contract to meet this requirement starting in FY07.

### **Water Management**



CFAS has made many improvements in the last two years. Drinkable water has been provided to an outlying site and discharge of waste water into public waters is being controlled. Utilities has partnered with the city to test in a way many of the test run by us can be eliminated due to redundancy. Saikai City provides the base with test results for drinking water at Yokose POL depot and CFAS has completed required testing of drinking water and discharge water for perchlorate.



### **Effective Use of Funds**

Over the last two years CFAS has faced challenges due to both limited environmental funds and staffing shortages but were able to achieve positive results and make progress with environmental programs due to resourcefulness, proactive management and teamwork. For example, the lack of funding for EMS software spurred the in-house development of the intranet site and led to the partnership with COMNAVREGNW on EQA software evaluation.

CFAS recently initiated a new fixed-price waste management contract, which reduced solid waste disposal costs 21.4%. The effective management of recycling revenues provided for several Morale, Welfare and Recreation quality of life projects across the installation and supplemented the environmental budget as necessary.

### **Environmental Planning and Analysis**

All CFAS activities manage their environmental programs in strict compliance with the Japan Environmental Governing Standards (2006) and all other applicable DOD and Navy regulations, policies and directives. All relevant requirements are identified and incorporated into the site-specific Environmental Management Plans, so site owners know exactly which regulatory controls apply to their work process and can incorporate them into their business practices. This allows organizations to “continually improve” their environmental performance and ensure that all processes are in conformance with environmental standards.

The environmental division entered into an external support agreement with Ship Repair Detachment Sasebo to assess and improve their on-site contractor environmental performance, particularly in the area of hazardous waste management. Since its inception, this partnership has led to a significant decrease in the number of quality deficiency notices and corrective action reports issued for waste manifesting and transportation deficiencies. It also works closely with public works engineering to ensure all plans and projects are reviewed for integration of environmental considerations, including cultural and historical assessments.

### **Narrative Summary**

Despite the non-contiguous nature of its 10 areas, inadequate manning, and limited funding CFAS has developed an award winning environmental program based on innovative ideas and partnering with installation, City of Sasebo, and Government of Japan groups.



Although implementation of an Environmental Management System is voluntary overseas, CFAS has accepted the challenge and moved forward to implement an award winning EMS program based on the realization environmental impacts originate at the shop level with the process owner. Therefore, working from the bottom up in implementing the EMS has the best potential to bring about change in perceptions and actions. Moving environmental concepts from exterior rules interfering with the mission to another accepted way of doing business. In support of this, CFAS has developed customized point of use checklist for each site specific Environmental Management Plan to help workers evaluate their compliance.



In making any change to the way things are done, education is the key to gaining “Buy-In” from the community at large. Sasebo is committed to the idea that an informed community is more receptive to the needs of the environment and endeavors to reach all newly arriving personnel through base indoctrination classes, radio and TV spots, newspaper articles and participation in base events.

Employing a site specific approach CFAS has moved its pollution prevention efforts from an out year review of the existing P2 plan to one focusing on a continuous evaluation of the work process following our bottom-up EMS template. This approach has enabled CFA Sasebo to identify better avenues for oil recycling and oily water treatment and generated a new contract for this purpose capable of treating 60 tons of oily water / day and storing up to 300,000 gallons of oily water in barges. Cost avoidance when the new contract is employed is estimated at nearly \$750,000 over a two year period.



CFAS manages all programs in compliance with the 2006 Japan Environmental Governing Standards, identifying all relevant requirements for incorporation into site specific management plans for use by site owners. In this way, customers know exactly which regulatory controls apply. Thus allowing continual improvement and ensuring process conformance to the JEGS.