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|  | **ISO 14000 Memorandum : Nomination for DoD Pilot Study**  **AIR FORCE** |

**DEPARTMENT OF THE AIR FORCE  
WASHINGTON, DC  
14 NOV 1997**

MEMORANDUM FOR SAF/MIQ

FROM: AF/ILEV

SUBJECT: DoD Component ISO 14001 Environmental Management System Pilot Cost/Benefit Study Nominees (SAF/MIQ # 1997-13556) (DUSD(ES) Memorandum, 26 Sep 97)

We nominate the following volunteer installations to participate in this DoD Study:

Robins AFB, GA (HQ AFMC)  
Eglin AFB, FL (HQ AFMC)  
Sheppard AFB, TX (HQ AETC)

These installations consist of an Air Logistics Center (Robins), a Development Test Center (Eglin) and an operational training wing (Sheppard). Each will provide a unique testing ground for this pilot program. If the members of your staff have any questions, please have them contact our POC, Major Mark Correll, HQ USAF/ILEVQ, 697-3360, e-mail: mark.correll@af.pentagon.mil.

"//signed//"  
TERESA R. POHLMAN  
Chief, Environmental Division  
DCS/Installations & Logistics

Attachments:  
1. Robins AFB Nomination  
2. Eglin AFB Nomination  
3. Sheppard AFB Nomination

cc:  
HQ AFCEE/EQ

**Anticipated Benefits of Implementing  
ISO 14000**

We at Robins AFB, believe ISO 14000 represents the next level of excellence for environmental management. ISO 14000 fosters the continuous improvement Robins AFB strives for. Robins' present award-winning program is quite adequate to the task of ensuring environmental compliance, while pursuing pollution prevention initiatives. However, the current system lacks some overarching measures such as the use of management audits and policies linking all environmental concerns which the ISO 14000 standards require. We believe ISO 14000 represents the keystone to maintaining environmental excellence.

Presently, Robins has identified all its environmental impacts and concerns. Management of our environmental responsibilities is performed as follows:

a. The Environmental Management (EM) Directorate of the Warner Robins Air Logistics Center (ALC), here at Robins AFB, obtains and manages permits for various processes. EM is responsible for all correspondence with regulatory agencies.

b. Organizationally, EM divides its workload according to the four environmental pillars: Conservation, Compliance, Restoration and Pollution Prevention. Program mangers within EM are assigned responsibility for the various media under each of the four pillars. Each program manager ensures proper management of required permits, correspondence, implementation of program initiatives, and compliance issues. Federal and state laws, permit requirements, DoD and AF regulations, and standard operating procedures guide program manager actions.

c. EM's first goal is to reduce pollution at the source. Next, we examine materials to see if they can be reused or recycled. EM ensures what cannot be reused or recycled is properly disposed of. Compliance monitoring and restoration of past mistakes is ongoing and comprehensive.

d. The EM Director communicates major regulatory requirements and responsibilities to the other directors and organizational commanders. In addition to facilitate communication on environmental requirements and issues, each base organization has identified individuals to work with EM program managers. EM program managers, in conjunction with these unit environmental coordinators (UECs), ensure requirements are properly implemented. UECs keep their upper management and lower-level employees informed on specific environmental issues as they arise and ensure personnel within their organizations receive proper training. EM program managers maintain administrative oversight of environmental training requirements and personally conduct some training.

e. The efficiency and effectiveness of Robins' environmental management system (EMS) is reviewed at quarterly Environmental Protection Committee (EPC) meetings. The EPC, chaired by the ALC vice commander, is composed of the base's senior leadership. The EPC reviews metrics measuring significant environmental issues as well as presentations on various environmental topics. The EPC acts as an information exchange and the Robins AFB decision making instrument.

f. Integrated Product Teams (IPTs) for various environmental concerns have been developed. These IPTs are named by UECs and EM program mangers. Most environmental issues are worked at the IPT-level. Only items requiring senior leadership involvement are elevated to the EPC for resolution. Thus, IPT members solve problems where they occur and the EPC acts as the final decision/action authority, if needed.

g. Environmental compliance audits are conducted yearly. Robins' Environmental Compliance Assessment and Management Program (ECAMP) measures the installation's compliance in 13 protocol areas (e.g. Air, Water, Hazardous Waste.) EM publishes a report outlining compliance discrepancies and issues yearly. Corrective action status is presented at EPC meetings. In addition, EM conducts no-notice, and organization-solicited, ECAMP evaluations of all base organizations. We plan to incorporate management audits into ECAMP evaluations starting in 1998.

EM believes most of the ISO 14000 requirements are already being met. EM wants to implement ISO 14000 to further improve its EMS as boosting the synergy required for successful environmental management. We want to use ISO 14000 standard to further inculcate a "green mentality" into our workforce. We believe ISO will provide a target for the base to shoot for, as well as a standard we should maintain.

Some of the benefits Robins AFB expects from ISO 14000 implementation follow:

a. Improved compliance posture EM conducted ISO 14000 and environmental compliance training for its senior and mid-level supervision in Nov 96. EM then asked base organizations to conduct internal management and compliance assessments based on what was presented in the Nov 96 training. In Mar 97, Robins underwent an external ECAMP. The number of negative ECAMP finding s discovered in 1997 dropped from the 1994 external ECAMP total of 162 to 75. We believe the drop represents the benefits of ensuring full communication of environmental regulatory requirements at all levels of management. Robins AFB was better prepared to manage its environmental obligations due to improved communications and guidance.

b. Improved relations with regulatory authorities. Regulators recognize ISO 14000 as the preeminent environmental management system, a system which requires clearly defined environmental responsibilities and goals to reduce the potential for violations. We have already experience greatly improved relations with regulators because they realize we strive for excellence in all environmental matters.

c. Improved relations with community stakeholders. We have communicated to t e base's Restoration Advisory Board our intention to implement the ISO 14000 standards. The board endorsed the idea wholeheartedly. Many community members feel it will help improve Robins AFB community outreach programs. Many also affirmed an enhanced perception that we are very serious about protecting our environment.

d. Improved competitive posture. Warner Robins Air Logistics Center competes with other ALCs and private industry workload. Private industry, for example, Lockeed-Martin, has stated its intention to pursue ISO 14000 certification. We believe obtaining certification of our conformance to the ISO 14000 standards will improve our competitiveness. Also, if we implement ISO 14000 standards we can operate better and smarter. We hope to illustrate the benefit of obtaining certification to the DoD by participating in the pilot study.

**ANTICIPATED BENEFIT TO IMPLEMENT OF EMS AT AIR FORCE DEVELOPMENT TEST CENTER:**

The Air Force Development Test Center (AFDTS) at Eglin AFB has been nationally recognized as the leader in ecosystem and environmental management. In the quest for continual improvement, AFDTS has chosen to take its already proven environmental management system to the next level. As a part of the installation strategic plan, AFDTC has chosen to implement and certify a systems-based approach to environmental management, utilizing the ISO 14001 standard, by the year 2000. Implementation of the ISO 14001 principles is consistent with AFDTC's strategy of continuous product and process improvement. Additional motivation for choosing ISO 14001 as a strategic target is to:

* Reduce costs by improving and standardizing management processes
  + Move from the narrow concept of best management practices to a broader concept of long-term management integrated into daily business
    - Encourage environmental managers to perform more as business managers.
      * Anticipated benefit: Cost to comply no longer open-ended. Must be an identified part of process.
      * Anticipated benefit: Increased management efficiency and improved effectiveness.
    - Develop more accurate planning & accounting for environmental impacts.
      * Anticipated benefit: fewer non-budgeted surprises, unplanned permit requirements and operating delays.
      * Anticipated benefit: Better long-term budget information; higher quality POM submittals.
    - Reduce just-in-time solutions.
      * Anticipated benefit: Reduced input (inventory & capital) costs
      * Anticipated benefit: Reduced management & liability costs for waste outputs.
* Increase intangible economic benefits.
  + Regular satisfaction
    - Less likely to require extraordinary actions from management in response to facility scrutiny (less time derived from core business activity which results in higher or "burdened" environmental management costs)
      * Anticipated benefit: Lower managerial costs associated with regulatory scrutiny while enhancing image to regulatory community.
    - Alignment with concepts of EPA Environmental Leadership Program.
      * Anticipated benefit: Exhibit our desire to become leaders in the field of Environmental Management and our willingness to understand and embrace regulatory ideals.
  + Public Perception
    - Invites support from the Environmental Council of States, who have mandated that ISO 14001, offers potential to improve environmental performance.
      * Anticipated benefit: Retributory support in ensuring that we will not be disadvantaged from an environmental regulatory perspective (i.e., possible protection from audit disclosure).
    - Enhance public confidence in ecosystem management by allowing public to view and become educated about EMS concepts, and the actions involved in maintaining the system.
      * Anticipated benefit: Less unsubstantiated intrusion by public into mission activities & projects, which often results in delays & cost overruns.
* Increase International Business Opportunities
  + With high probability that ISO standards will become a factor in establishing multilateral trade agreements. Eglin AFB needs to ensure competitiveness in international testing market and anticipate future proposed requirements.
    - Anticipated benefit: Ensure testing mission is not interrupted.
  + Concurrence with international standards can suppplant national & regional standards ( even if more stringent).
    - Anticipated benefit: Competitive edge over non-standardized test facilities.

Implementing ISO 14001 and building on our existing continuous product and process improvement strategy will ensure AFDTC remains at the forefront in global environmental management.

**DoD Component ISO 14001, Pilot Projects Nomination Data Sheet  
Anticipated Benefits Narrative**

EFFECTIVENESS OF CURRENT ENNVIRONMENTAL MANAGEMENT SYSTEM

The diverse missions of Sheppard Air Force Base combining the largest flying training wing as well as the largest technical training wing in the Air Force require an extensive Environmental Management (EMS) System that is based on cost effective and responsible stewardship of our natural resources. In Aug 1995, an installation wide cross-functional developmental team determined the best way to manage the overall environmental program at Sheppard Air Force Base through Unit Environmental Coordinators (UEC). Each coordinator is responsible to his/her respective commander for ensuring environmental issue are addressed in a timely and appropriate manner. Additionally, in early 1997, the base Environmental Protection Committee (EPC) was reorganized along five pillars; Compliance, Restoration, Pollution Prevention, Conservation and Emergency Response. Each of the pillars has representation by an EUC for each group and major tenant on base and is chartered with specific responsibilities of developing policies, goals, and tracking mechanisms for approval by the installation EPC. These two organizational structures provides the foundation for the EMS on Sheppard Air Force Base. The effectiveness of this system is demonstrated in a bottom up approach to solving problems and issues at the lowest level and a top down approach on implementing new and innovative policies end programs. Since the inception of the program, we have eliminated or significantly reduced eight hazardous waste streams through recycling, increased solid waste recycling by 40 percent to 1400 tons annually (23% of waste stream), reduced Environmental Compliance Assessment and Management Program findings by 50 percent, implemented a composting program, initiated a comprehensive environmental assessment (EA) of the base to eliminate single action EAs, eliminated unnecessary storm water permit requirements, and reclassified several stationary air emission sources as mobile removing the "Major Source" category for the installation. Upon investigating each action to determine how it was individually successful, it can be seen that the emphasis was on good people being allowed to accomplish something worthwhile.

The senior leadership of the installation allowed individuals to be proactive throughthe policy of "Maintaining an Environmentally Sound Installation through Compliance with Laws and Proactive Pollution Prevention Program, and this is why do EMS at Sheppard Air Force Base is effective.

WHY IMPLEMENT ISO 14001 AT SHEPPARD AIR FORCE BASE

We need to do better at identifying what can be eliminated and establish an installation wide process instead of relying on individual initiative as we now do. Simply put ISO 14001 is the next step in the evolution of a installation wide EMS that we plan on achieving. The foundation for implementing ISO 14001 is present in our EPC and UEC structure. The next step in the evolution of an EMS at Sheppard Air Force Base is to review and identify opportunities in every one of our operations, move towards a desire to be environmentally sound and to develop the pride of ownership of an environmentally sound program in every level of our activities. ISO 14001's gap analysis, process review and training provides this evolution which we have already been working withindustry experts to determine the most cost effective implementation timeline.

Devolving the centralized ownership of environmental programs from the civil engineer is essential in making the program the most cost effective. A unit commander is only as effective as his authority, accountability and responsibilities allow him to be. To increase the effectiveness of our EMS, a unit commander/supervisor must have the knowledge and authority to improve the processes. If this authority does not exist, then it makes the efforts far more difficult then it has to be. Allowing individual commanders and shop personnel the authority and responsibility to determine an environmentally better way of doing business is the essential part of the implementing ISO 14001 and eliminating the ever increasing cost of compliance through pollution prevention.

Here at Sheppard Air Force Base our NATO mission requires that we, at a minimum, look at the European/International way of doing environmental management, and those procedures are moving full speed to a solid environmental management system under ISO 14000. The political ramifications of not adopting ISO 14001 could be far reaching, especially with recent Canadian Ministry of Defense offers to host the Euro-NATO Joint Jet Pilot Training Program.

ANTICIPATED BENEFITS

* Eliminate environmental risk and the cost associated with it's management...disposal, permits, sampling, and fees
* Reduced security from state regulators due to having approved certified environmental management system
* Higher awareness about environmental impacts of doing our day to day mission…allows proactive pollution prevention
* Provide proof that we are a good steward of the natural resources we are given and build a public relations program to advance environmental awareness outside the gate
* Start the environmental awareness process to technical training school graduates forces during their education at Sheppard AFB