

Department of Defense

Environmental Management Systems

Compliance Management Plan



November 2009

Table of Contents

EXECUTIVE SUMMARY	3
I. INTRODUCTION	4
II. DOD ENVIRONMENTAL PROGRAM OVERVIEW	5
Conservation	6
Defense Environmental Restoration Program (DERP)	6
Pollution Prevention (P2)	6
Environmental Compliance	7
III. DEPARTMENT LEVEL EMS	9
Policy	9
Planning	12
Implementation and Operation	14
Checking and Corrective Action	14
Management Review	16
IV. ROLES AND RESPONSIBILITIES	17
V. SUMMARY	20
REFERENCES	21
ACRONYMS	22

EXECUTIVE SUMMARY

Executive Order (EO) 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, January 24, 2007, requires federal agencies to implement Environmental Management Systems (EMSs) at all appropriate organizational levels. These EMSs are the primary management approach to address environmental aspects of internal agency operations and activities, including environmental aspects of energy and transportation functions. The EO also directs agencies to collect, analyze, and report information to measure performance in implementing the EO and achieving the specified sustainability goals. On October 5, 2009, President Obama signed EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, which reemphasizes that EMSs will continue to be implemented at all appropriate organizational levels.

This Compliance Management Plan (CMP) outlines the Department of Defense (DoD) Environmental Programs and provides a road map of processes the Office of the Secretary of Defense (OSD) uses to ensure DoD operations comply with the EOs and applicable environmental laws and regulations. This CMP also acts as the overarching DoD higher-tier EMS in compliance with requirements outlined in EOs 13423 and 13514.

I. INTRODUCTION

In April 2003, the President's Management Council and the Office of Management and Budget (OMB) tasked the Council on Environmental Quality (CEQ) and the Office of the Federal Environmental Executive (OFEE) with recommending improvements in how federal agencies ensure environmental compliance. The goal of this effort is to ensure compliance and pursue and achieve leadership in environmental performance and sustainability. In response, senior environmental managers from across the federal government identified strengths and weaknesses of existing environmental compliance programs and identified trends and root-causes affecting current program performance.

Using this input, OFEE developed specific recommendations focusing on critical management actions to achieve desired program outcomes. These recommendations are based on accepted management system concepts, successful federal compliance management programs, suggestions from senior environmental program managers, and available studies of federal compliance programs. The recommendations provide a framework for promoting sustainability, advancing compliance, and improving overall environmental performance in the federal government.

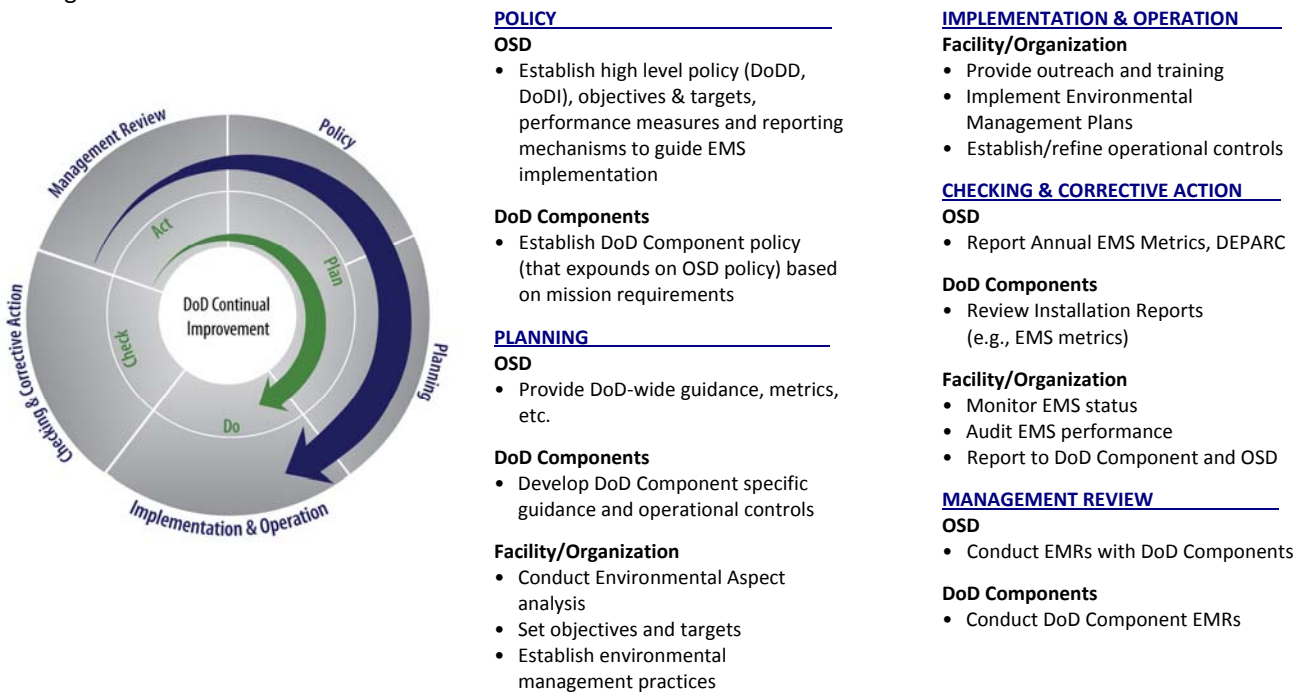
II. DOD ENVIRONMENTAL PROGRAM OVERVIEW

The Department’s primary mission is to provide the military forces needed to deter war and to protect the security of the United States. Sustaining infrastructure (both natural and built) required to support military readiness is integral to that mission. DoD’s natural infrastructure includes approximately 28 million acres of land with accompanying air and water resources. DoD’s built infrastructure of nearly 550,000 buildings, structures and linear structures, provides the military with the facilities and capacity to organize, train, and equip its forces to achieve the Department’s mission.

The Department’s environmental programs and related efforts continue the mission by managing, restoring, and improving infrastructure, while sustaining the environment and protecting nearby communities. These programs are categorized through the following program areas: Conservation, Restoration, Pollution Prevention, and Compliance.

The Department has aligned its environmental programs to follow the International Organization for Standardization standard number 14001 (ISO 14001) ‘Plan, Do, Check, Act’ framework for continuous improvement. This structure complies with EO 13423, the CEQ Instructions for Implementing EO 13423, and subsequent CEQ and DoD guidance. DoD Component EMS requirements are based on the elements of ISO 14001 (Figure 1 below).

Figure 1: DoD EMS Overview



The primary methods for measuring and reporting the Department's progress are the Defense Environmental Programs Annual Report to Congress (DEPARC) and the OMB Environmental Stewardship Scorecard. The DEPARC presents information and progress reports DoD environmental programs and highlights the environmental programs of the DoD Components. The OMB Scorecard annually rates "status" and biannually rates "progress" of the Department's EMS, Green Procurement, Electronics Stewardship, and Sustainable Buildings programs.

Although OSD provides oversight of and guidance for DoD environmental programs, the DoD Components are responsible for implementing EMS in order to manage environmental activities and to meet established goals. The DoD Components execute environmental program management through higher-tier EMSs overseen by OSD. This provides consistency in program guidance and overall goals while allowing each DoD Component the flexibility to address environmental requirements according to specific mission needs. The four major environmental program areas are described in the following sections.

Conservation

As the fifth-largest federal land management agency, DoD manages over 28 million acres of land at more than 5,579 locations. That is the equivalent land area of the state of Pennsylvania. DoD installations are rich in natural and cultural resources including wetlands, rare ecosystems, threatened and endangered species, archaeological sites and collections, historic buildings and structures, traditional cultural sites, and sacred sites. The Department performs natural and cultural resource inventories, then develops plans and initiatives to manage these resources.

Defense Environmental Restoration Program (DERP)

DoD is committed to the cleanup of contamination that resulted from DoD's past storage and management activities at facilities in the United States. Standard practices once used to manage and dispose of hazardous substances were later found to be detrimental to the environment and clearly unsustainable. As a result, in the 1970s DoD began to identify, characterize, and clean up contaminated sites on DoD facilities. Since 1986, the DERP (sometimes called the Cleanup Program) served as DoD's program to pursue restoration activities at its active installations, Base Realignment and Closure (BRAC) installations, and formerly used defense sites (FUDS).

Pollution Prevention (P2)

The premise of the P2 program is reducing pollution through improvements in energy and water efficiency, the use of alternative fuels, and other activities that improve resource utilizations. DoD recognizes at-the-source reductions as the most effective method of pollution prevention. Additionally, P2 reduces the cost of environmental compliance by integrating sustainable practices across the range of military operations. DoD implements P2 activities as a proactive approach to reducing the Department's environmental footprint across the DoD

Components. DoD continues to provide leadership in developing and deploying P2 strategies that contribute to sustained military readiness.

Environmental Compliance

DoD's Compliance Program protects air, land, and water resources through compliance with environmental statutes and regulations. The program is structured to meet federal, state, and local environmental laws and regulations while continually improving environmental stewardship. The Department periodically reviews the effectiveness of compliance activities at meeting compliance requirements.

An installation's EMS identifies objectives and targets linked to compliance requirements and the significant aspects identified at each installation. The installation then develops specific plans for the objectives and targets that identify funding requirements and assign responsibility for implementation.

Several functional work groups at the Departmental level provide oversight of specific compliance areas. These work groups monitor policy relevance, develop metrics, and evaluate program performance. Similar work groups exist to address energy and transportation issues.

DoD has formed an Environmental, Energy, and Transportation Executive Committee (EXCOMM) to integrate the outputs of the various functional work groups collaborating on compliance with EO 13423 and various public laws (e.g., the Energy Independence and Security Act of 2007). As the Department's efforts progress in this area, it is likely the Executive Committee structure will be modified to facilitate effective performance in the environmental, energy, and transportation arenas.

Figure 2 below outlines DoD and DoD Component primary responsibilities in each of the four environmental program areas.

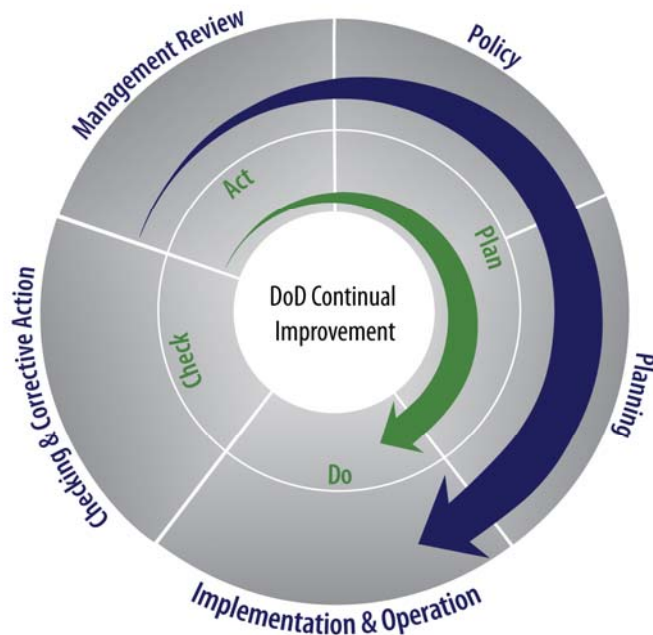
Figure 2: DoD and DoD Component Environmental Responsibilities

PROGRAM AREA	DOD LEVEL	DOD COMPONENT LEVEL
<p>Conservation</p>	<p>Through the Conservation program, DoD manages and preserves valuable natural and cultural resources, including threatened and endangered species, archaeological and historic sites, wetlands and rare ecosystems, and Native American sites.</p>	<p>DoD Component conservation efforts focus on natural and cultural resource planning to support sustained use and resource protection. This involves natural and cultural resource planning, cultural management, and the Legacy Resource Management Program, and compliance with regulations pertaining to American Indians and Alaskan Natives.</p>
<p>Defense Environmental Restoration Program (DERP)</p>	<p>Through the DERP, DoD addresses hazardous substances, pollutants, contaminants, and military munitions remaining from past operations at military installations and FUDS.</p>	<p>The DERP addresses environmental restoration activities using a risk-based management strategy to restore environmentally impacted property. DoD Components manage DERP site status, funding, and program improvements for both the Installation Restoration Program and Military Munitions Response Program at active and BRAC installations.</p>
<p>Pollution Prevention (P2)</p>	<p>Through the P2 program, DoD promotes the integration of sustainability into all activities, from redesigning weapons systems to improving the management of hazardous materials and solid waste at installations.</p>	<p>P2 goals and objectives help the DoD Components reduce future restorations and compliance costs and requirements. DoD Components manage investments in P2 technologies and strategies like green procurement, integrated solid waste management, hazardous waste reduction and disposal, and ozone-depleting substances.</p>
<p>Environmental Compliance</p>	<p>Through the Compliance program, DoD provides guidance and procedures to assist installations in meeting regulatory requirements and goals. This program also measures DoD's compliance progress.</p>	<p>Compliance efforts reflect DoD's commitment to protecting human health and the environment through compliance with all federal and state environmental laws and regulations. DoD Components manage progress towards meeting compliance standards and disclosure of any compliance enforcement actions.</p>

III. DEPARTMENT LEVEL EMS

DoD strives for overall continual improvement using an EMS framework. The key elements of an EMS include: policy, planning, implementation and operation, checking and corrective action, and management review (see Figure 3). Department-level recommendations are presented through each EMS element. Using the ISO 14001 framework, the Department builds upon the five elements of EMS implementation to achieve success. A brief discussion of each element is provided below.

Figure 3: EMS Implementation Framework



Policy

DoD's robust, proactive body of environmental policy guides mission sustainability and compliance with environmental regulations. These policies set overarching goals, define responsibilities, and establish performance objectives. Each DoD Component develops its own conforming policy with more detailed execution guidance for establishing individual installation and/or multi-site EMSs that reflect operational requirements.

DoD Directive (DoDD) 4715.1E, March 19, 2005, outlines overall DoD policy for environment, safety, and occupational health (<http://www.dtic.mil/whs/directives/>). Major elements include:

- Manage DoD installation assets to sustain DoD's national defense mission.
- Use the vision, mission, and goals of the DoD Defense Installations Strategic Plan (DISP) to guide Environment, Safety, and Occupational Health (ESOH) decision-making.

- Use EMS in mission planning and execution across all military operations and activities, including acquisition, procurement, logistics, and facility management.
- Ensure that all organizations plan, program, and budget to manage the ESOH risks that their activities generate.
- Ensure, through a host-tenant agreement or otherwise, that all tenants comply with applicable laws and DoD policies relating to ESOH requirements.

Additionally, DoD Instruction (DoDI) 4715.17, April 15, 2009, outlines specific EMS guidance (<http://www.dtic.mil/whs/directives/>). Major elements include:

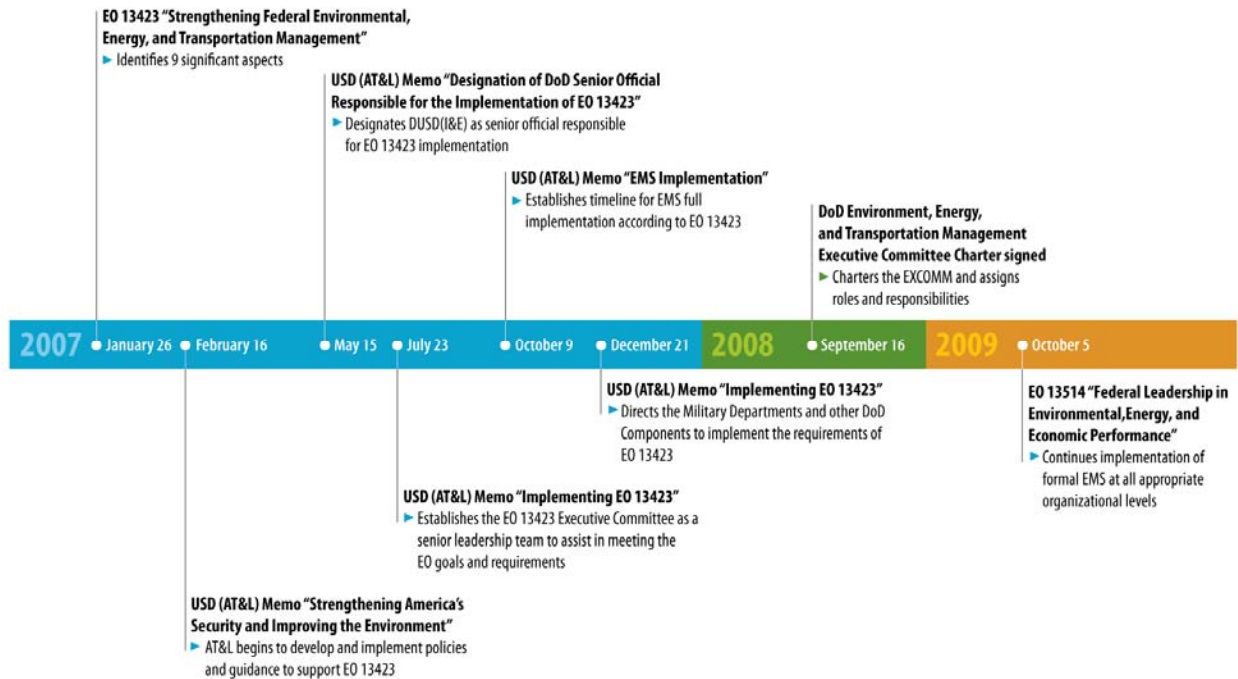
- A requirement to integrate EMS controls, procedures, and metrics into missions, activities, functions, contracts, and installation support agreements as a business practice for improving overall performance.
- Recognition that EMS is a vital supporting component of the DoD mission and is therefore the responsibility of all DoD personnel, requiring active participation from all functions and organizations.
- A recommendation that the DoD Components integrate safety and occupational health management systems into their EMS.
- Provision that the DoD CMP and associated OSD-level policy and oversight activities function as the DoD organizational (higher-tier) EMS. When an EMS exists at the appropriate facility and/or organizational level, it must incorporate elements of the CMP.
- A requirement that EMS be used to enhance the operational mission of DoD Components by managing the environmental aspects of DoD operations, the impacts of environmental conditions, and constraints on the mission. This requires inclusion in the EMS of the activities and environmental impacts of tenants, vendors, and suppliers, as appropriate, in accordance with each DoD Component's determination.

A summary of key federal and DoD EMS policy guidance follows in Figure 4 (EMS Policy Hierarchy) and Figure 5 (Timeline of EMS-related Guidance):

Figure 4: EMS Policy Hierarchy

EMS POLICY HIERARCHY	
EO 13514	Issued October 5, 2009, continues the implementation of formal EMS at all appropriate organizational levels.
EO 13423	Issued January 26, 2007, establishes a cohesive, strategic approach to ensure enhanced environmental, energy, and transportation management performance. It revoked previous EMS guidance set forth in EO 13148 (April 21, 2000).
Instructions for Implementing EO 13423	Issued by the Chairman of the Council on Environmental Quality (CEQ) on March 29, 2007, further defines agency requirements and outlines broad strategies for achievement/compliance.
DoDD 4715.1E	Issued March 19, 2005, provides the foundation for the DoD ESOH programs.
DoDI 4715.17	Issued April 15, 2009, focuses on EMS operation and continuous improvement across all functional areas and directs integration of EMS principles into daily DoD operations.
DoD EMS Policy	Initially issued by Under Secretary of Defense for Acquisition, Technology, and Logistics, USD(AT&L), memorandum on April 5, 2002, establishes the DoD commitment to use EMS to continually improve DoD environmental management.
<i>These and other DoD policies can be found online through DENIX at https://www.denix.osd.mil/.</i>	

Figure 5: Timeline of EMS-related guidance



Planning

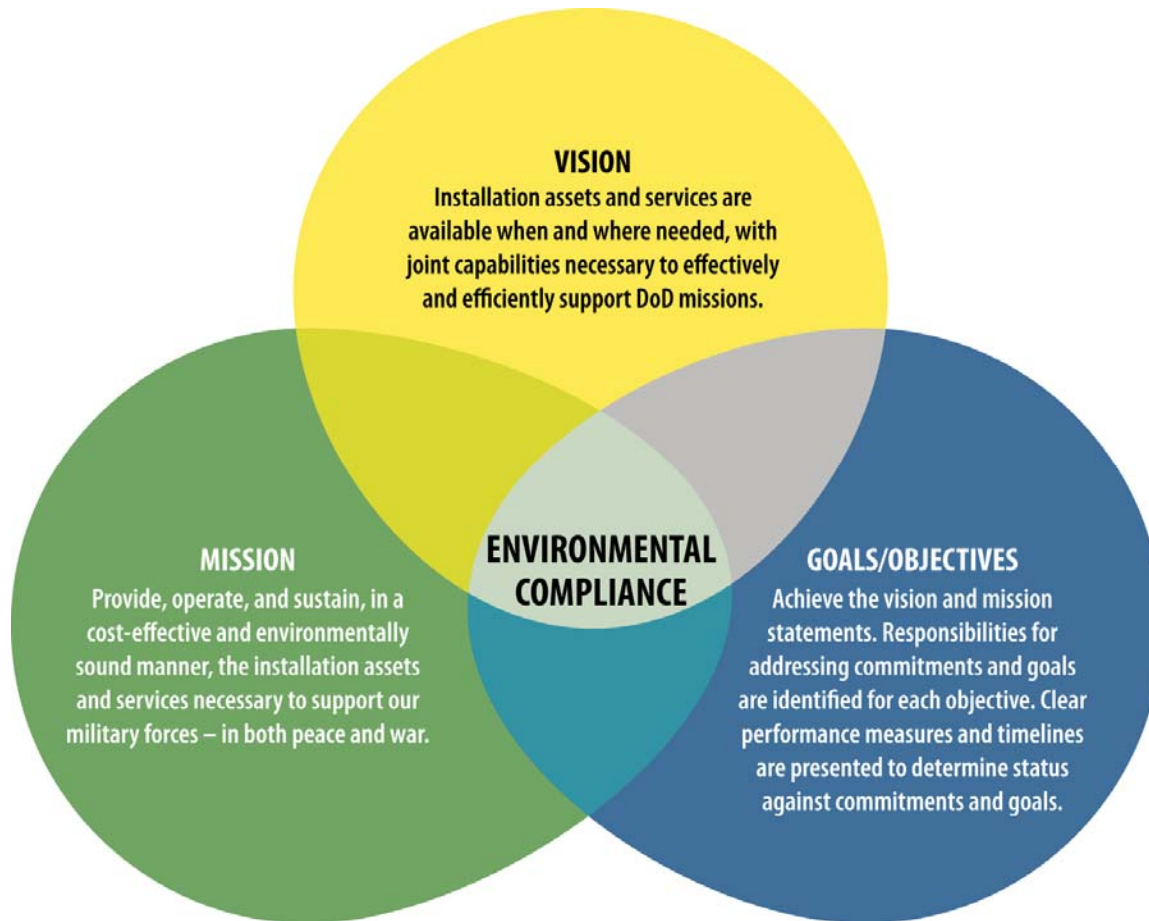
Planning is the process of designing and deploying EMSs that include programs with objectives and resources to link and align with commitments and goals established by DoD Policy, including the DISP.

DEFENSE INSTALLATIONS STRATEGIC PLAN

In December 2007, DoD updated and republished the DISP (initially published in 2004). The document's goals and objectives provide a clear linkage between environmental compliance and mission execution.

A graphical representation of the connection between the DISP and environmental compliance is shown below in Figure 6.

Figure 6: DISP Connection to Environmental Compliance



EMS development must recognize and address the full scope of activities undertaken by the organization, as well as the overall mission of the agency. Strategies set forth in the EMS planning process and incorporated in individual environmental programs include identification of:

- 1) Responsibilities for addressing commitments and goals
- 2) Quantifiable metrics for determining status against commitments and goals
- 3) Necessary training for personnel at all levels
- 4) A projected schedule for addressing commitments and goals

The EMS is also the designated vehicle for achieving the sustainability goals in various EOs (e.g., EO 13423 and EO 13514).

Implementation and Operation

The Deputy Under Secretary of Defense (Installations and Environment), DUSD(I&E), is the responsible authority within DoD for EO 13423 implementation (including EMS implementation). Successful execution of these responsibilities requires the effort and commitment of each DoD Component and each DoD installation. Section IV of this document summarizes key roles and responsibilities identified in DoDD 4715.1E and DoDI 4715.17.

RECENT ACTIVITIES

On April 15, 2009, the Department published DoDI 4715.17, *Environmental Management Systems*. For more details go to <http://www.dtic.mil/whs/directives/>.

The DoD Component environmental programs are well established and align with DoD Policy. An EMS is the tool used to implement DoD, DoD Component, and installation policies and goals. EMS is not a stand-alone environmental or data management system. When properly implemented, an EMS enables organizations to clearly identify and establish goals, develop and implement plans to meet the goals, determine measureable progress towards the goals, and make improvements to ensure continual improvement. An EMS helps to ensure installation efforts are properly focused in regard to training, monitoring and measurement, and reporting. Additionally, an EMS ensures that senior management plays an active role in evaluating status and progress, and makes decisions to bring about continual improvement.

Checking and Corrective Action

Checking and Corrective Action is the process of assessing performance and identifying corrective measures, when necessary. DoD has many methods for oversight, monitoring, and follow-up for environmental performance and compliance indicators. The Department reviews metrics and performance standards through annual and semi-annual mechanisms. The semi-annual Environmental Management Review (EMR), the DEPARC, and the Annual EMS Metrics Report (submitted to the Environmental Protection Agency) are examples of the mechanisms.

As mentioned in Section II, the OMB Environmental Stewardship Scorecard is the primary measurement tool used to measure federal agency performance on EMS *status* and *progress*. The OMB Scorecard is generated from the Annual EMS Metrics Report and combines two objective metrics (i.e., agency performance in achieving EMS full implementation at their appropriate facilities/organizations) with information on the maturity of the programs. To aid measurement of EMS maturity, the Federal Interagency Environmental Leadership Workgroup developed EMS metrics that apply to individual facility and multi-site EMSs. For DoD in Fiscal Year (FY) 2009, the number of designated appropriate facilities/organizations was 361 (Air Force – 91, Army – 144, Navy – 93, Marine Corps – 20, DLA – 11, DeCA – 1, and MDA – 1).

The information collected for the DEPARC and the OMB Scorecard is used to determine the Department's effectiveness in achieving goals identified in EO 13423, and in DoD and DoD Component policies.

CURRENT REPORTING TOOLS
<u>EMR</u> : DoD environmental program and trend data are reviewed semi-annually for each DoD Component at an OSD-hosted EMR.
<u>DEPARC</u> : DoD environmental program metrics are also reported in the annual DEPARC. In addition, the DEPARC provides a follow-up on the funding of environmental programs.
<u>Annual EMS Metrics Report</u> : DoD submits an annual EMS metrics report to EPA that provides a roll-up of the DoD Components EMS Implementation efforts. This data is used to generate the OMB Environmental Stewardship Scorecard.

For FY2009-FY2011, the EMS Metrics measure performance in eight areas: (1) Environmental Aspects; (2) Sustainable Practices; (3) Objectives, Targets, and Programs; (4) Environmental Training; (5) Operational Controls; (6) Contracts and Concessionaire Agreements; (7) Evaluation of Compliance with Regulatory Requirements; and (8) Management Review.

Management Review

Management Review is the process of senior management review of EMS effectiveness. It is an essential step to ensure continued suitability and effectiveness in meeting EMS requirements, and to ensure continued performance improvement. This review involves the evaluation of:

- Results from audits or inspections
- Progress on correcting discrepancies
- Effectiveness of EMS in meeting installation, DoD Component, and overall DoD requirements including the goals of EO 13423 and 13514

Each individual facility (or installation), multi-site, and higher-tier EMS within DoD must include procedures for routine (at least annual) senior management review. The review process is documented, with conclusions and recommendations for follow-on actions that are required and tracked to completion. The result is policy and planning adjustments that measurably impact the continuing cycle of implementation and operation, and checking and corrective action.

ENVIRONMENTAL PERFORMANCE REVIEW
DoD-issued guidance and performance metrics cover all Department environmental programs and management systems. The metrics include reporting requirements to regulatory agencies outside DoD.
The OSD and DoD Component staffs perform metric data review and trend analysis semi-annually through the OSD EMR and DEPARC processes. In addition, OSD and DoD Component functional experts review program status throughout the year. These reviews help identify emerging issues and ensure adequate resource allocation. Information gleaned from these reviews flows to the DoD Components for field adjustments, and to the DoD EXCOMM for OSD senior management review.
OMB Scorecard results are also key performance review indicators the EXCOMM uses in its chartered role of making recommendations to DUSD(I&E) regarding long-term, integrated environmental sustainability strategies.

IV. ROLES AND RESPONSIBILITIES

The following roles and responsibilities are extracted from DoDD 4715.1E and DoDI 4715.17 and are listed here as an additional resource.

I. Under Secretary of Defense for Acquisition, Technology and Logistics

- Establish goals, objectives, guidance, and procedures for ESOH aspects of the DoD mission, as required by EOs 13423 and 13514, and authorized by DoDD 5134.1.
- Delegate ESOH-related authorities as required for efficient program execution.
- Support the operational mission by establishing objectives, guidance, and procedures requiring:
 - Management of ESOH assets to cost-effectively sustain mission capability.
 - Measurement and reporting of ESOH performance.
 - Initiate corrective action for discrepancies found through oversight activities of ESOH asset management.
- Provide oversight for DoD ESOH programs as follows:
 - Establish processes to measure, audit, and report internally and externally on DoD ESOH performance across all functional areas and activities.
 - Validate the DoD Components' resource requirements within ESOH asset management programs.
 - Conduct annual ESOH program reviews with the DoD Components (i.e., EMR).
 - Review ESOH asset management performance relative to established metrics at least annually.

II. Deputy Under Secretary of Defense for Installations and Environment, DUSD(I&E)

- Review the DoD CMP, associated policy and guidance, and DoD progress on EMS implementation annually. Update the CMP as required.
- Develop DoD policy and guidance to implement EOs 13423 and 13514, and oversee that implementation within the DoD.
- Develop and distribute strategic DoD-wide EMS goals, requirements, and priorities including those from EOs 13423 and 13514.
- In coordination with the DoD Components, approve and distribute performance metrics and measures for evaluating environmental status and performance. Review these performance metrics and measures annually and provide updates to the DoD Components as required.

- Establish and designate the Chair for a DoD EMS work group to:
 - Develop and recommend DoD policy on EMS.
 - Provide advocacy and oversight for EMS; develop related performance measures and metrics, and interface with other DoD work groups and functions on EMS issues; serve as the focal point for gathering and consolidating semi-annual and annual environmental performance metrics and reports.
 - Interface with federal agency work groups on EMS and EO issues.
- Use OSD's semi-annual EMR process as a mechanism to provide oversight of DoD Component environmental performance and progress including progress on EO goals.
- Communicate EMS policy and guidance to DoD employees and contractors and post it on appropriate DoD Web sites to inform the public.

III. Heads of each DoD Component

- Ensure compliance with DoDI 4715.17 at all appropriate organizational levels and facilities within their DoD Component as required by DoDD 4715.1E and EOs 13423 and 13514.
- Ensure leadership commitment to EMS implementation and operation.
- Develop DoD Component EMS guidance, procedures, and instructions. Also develop and implement EMS goals, objectives, and targets including those from EOs 13423 and 13514.
- Use OSD's semi-annual EMR process as a mechanism to provide feedback of DoD Component environmental progress including progress on EO goals.
- Ensure that the delegation of EMS responsibilities is at the lowest level, as appropriate.
- Pursue third party EMS registration only when it provides a documented benefit to the mission.
- Ensure that internal EMS audits (first party audits) are conducted annually. Conduct external conformance audits (at least a second party audit) at least every three years from the date of initial declaration.
- Ensure formal declaration and/or re-declaration conformance is established for all appropriate facilities and organizations in accordance with the CEQ Implementing Instructions and the DoD Component's declaration of conformance protocol.

IV. Heads of each Facility or Installation

- Ensure compliance with DoDI 4715.17, as required by DoDD 4715.1E and EOs 13423 and 13514.
- Ensure leadership commitment to EMS implementation and operation.
- Develop and implement a fully-conforming EMS that meets the requirements of international standard ISO 14001-2004(E).

- Develop and implement environmental goals, objectives, and targets including those from EOs 13423 and 13514.
 - Use OSD's semi-annual EMR process as a mechanism to provide feedback off facility or installation environmental progress including progress on EO goals.
 - Pursue third party EMS registration only when it provides a documented benefit to the mission.
 - Ensure that internal EMS audits (first party audits) are conducted annually. Conduct external conformance audits (at least a second party audit) at least every three years from the date of initial declaration.
- Ensure formal declaration and/or re-declaration conformance is established in accordance with the CEQ Implementing Instructions and the DoD Component's declaration of conformance protocol.

V. SUMMARY

DoD has a robust environmental program and is already meeting, and in many cases exceeding, the recommendations of the President's Management Council for environmental compliance.

Key points of the DoD compliance program:

- Environmental compliance enhances DoD mission accomplishment.
- DoD has a well developed body of environmental policy in-place. Each DoD Component has environmental policies that further enhance DoD policy to meet specific mission requirements and to set objectives and targets for EMSs.
- DoD is positioning existing functions within Conservation, Restoration, P2, and Compliance programs as component parts of an overarching EMS framework.
- Many on-going and recurring activities for planning, reporting, checking, and follow-up of compliance requirements are defined as elements of implemented EMSs.
- EO 13423 requires: (1) EMS implementation at all appropriate organizational levels, (2) programs for environmental management training, (3) environmental compliance review and audit, and (4) leadership awards to recognize outstanding environmental, energy, or transportation management performance.
- EMS is becoming the operative framework to ensure environmental compliance and to meet all other DoD environmental goals.
- The EMS framework aids an organization to ensure existing or new programs are closely linked to the organization's environmental and energy footprint.
- Implementation of EMS reaffirms the Department's commitment to a consistent and formal approach to environmental stewardship.
- OSD provides formal oversight of environmental programs and sets overall goals and direction.

REFERENCES

- (a) Executive Order 13423, "Strengthening Federal Environmental, Energy, and Transportation Management," January 24, 2007
- (b) Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance," October 5, 2009
- (c) Council on Environmental Quality, "Instructions for Implementing Executive Order 13423, "Strengthening Federal Environmental, Energy, and Transportation Management," March 29, 2007
- (d) CEQ Guidance on Implementing Environmental Management Systems "At All Appropriate Organizational Levels" of a Federal Agency pursuant to Executive Order 13423, October 31, 2008
- (e) Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum, "Environmental Management System (EMS) Metrics for Fiscal Years 2006 through 2008," September 22, 2006
- (f) DoD Directive 4715.1E, "Environment, Safety, and Occupational Health," March 19, 2005
- (g) DoD Instruction 4715.17, "Environmental Management Systems," April 15, 2009
- (h) Executive Office of the President, "President's Management Agenda," 2002
- (i) International Organization for Standardization Standard, ISO 14001:2004, "Environmental Management Systems – Requirements With Guidance for Use," November 15, 2004
- (j) Executive Order 12196, "Occupational Safety and Health Programs for Federal Employees," February 26, 1980
- (k) 2007 Defense Installations Strategic Plan, "Combat Power Begins at Home: Reposition, Reshape, Sustain," Available online at:
http://www.acq.osd.mil/ie/download/DISP2007_final.pdf.

ACRONYMS

BRAC	Base Realignment and Closure
CEQ	Council on Environmental Quality
CMP	Compliance Management Plan
DeCA	Defense Commissary Agency
DENIX	Defense Environmental Network and Information Exchange
DEPARC	Defense Environmental Programs Annual Report to Congress
DERP	Defense Environmental Restoration Program
DISP	Defense Installations Strategic Plan
DLA	Defense Logistics Agency
DoD	Department of Defense
DoDD	DoD Directive
DoDI	DoD Instruction
DUSD(I&E)	Deputy Under Secretary of Defense for Installations and Environment
EO	Executive Order
EMR	Environmental Management Review
EMS	Environmental Management System
ESOH	Environment, Safety, and Occupational Health
EXCOMM	Environment, Energy, and Transportation Management Executive Committee
FUDS	Formerly Used Defense Sites
FY	Fiscal Year
ISO	International Organization for Standardization
MDA	Missile Defense Agency
OFEE	Office of the Federal Environmental Executive
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
P2	Pollution Prevention
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics