

Florida Army National Guard

Sustainability Management Plan



November 2009

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List of Abbreviations and Acronyms

A&I	Aspects and Impacts
AFV	Electric/Alternative Fuel Vehicles
ARNG	Army National Guard
AT	Annual Training
AV	Audio/Video
BMP	Best Management Practice
BN	Battalion
C&D	Construction and Demolition
CARC	Chemical Agent Resistant Coating
CBJTC	Camp Blanding Joint Training Center
CCF	hundred cubic feet; 1 CCF = 748 gallons
CFC	Chlorofluorocarbons
CFL	Compact Fluorescent Lamp
CFMO	Construction and Facilities Management Office
CFMO-ENG	Construction and Facilities Management Office - Engineering
CFMO-ENV	Construction and Facilities Management Office - Environmental
CFMOU	Construction Facility Management Officer University
CFR	Code of Federal Regulations
CHES	Computer Hardware, Enterprise Software and Solutions
CO ₂	Carbon dioxide
CSMS	Combined Support Maintenance Shop
CY	Calendar Year
DASA	Deputy Assistant Secretary of the Army
DG	Design Guide
DMA	Department of Military Affairs
DMS	Department of Management Services
DoD	Department of Defense
DOE	Department of Energy
DRMO	Defense Reutilization Management Office
ECO	Environmental Compliance Officer
EO	Environmental Officer
EO	Executive Order
EMIS	Equipment Management Information System
eMS/EMS	Environmental Management System
EMSP	Environmental Management System Plan
EPA	Environmental Protection Agency
EPAct 2005	Energy Policy Act of 2005
EPAS	Environmental Performance Audit System
EPCRA	Emergency Planning and Community Right-to Know Act
EPEAT	Electronic Product Environmental Assessment Tool
EPP	Environmentally Preferable Purchasing
EPM	Environmental Program Manager
EPS	Environmental Program Specialist

EQCC	Environmental Quality Control Committee
ESOH	Environment, Safety and Occupational Health
ESPC	Energy Savings Performance Contract
ETC	Environmental Training Coordinator
FAC	Florida Administrative Code
FAR	Federal Acquisition Regulation
FARP	Florida Armory Revitalization Program
FAST	Federal Automotive Statistical Tool
FEC	Federal Electronics Challenge
FEMP	Federal Energy Management Program
FISP	Facilities Inventory and Support Plan
FL	Florida
FLARNG	Florida Army National Guard
FPL	Florida Power and Light
ft	feet
ft ²	square feet
FY	Fiscal Year
gal	gallon
GHG	Greenhouse Gas
GP	Green Procurement
GPCR	Government Purchase Card Register
GPP	Green Procurement Plan
GSA	General Services Administration
HCFC	Hydro-chloro-fluorocarbons
HQ	Headquarters
HVAC	Heating, Ventilation, & Air Conditioning
HW	Hazardous Waste
HWMP	Hazardous Waste Management Plan
ICAP	Installation Corrective Action Plan
ICRMP	Integrated Cultural Resources Management Plan
INRMP	Integrated Natural Resources Management Plan
IPAS	Internal Performance Audit System
IPMP	Integrated Pest Management Plan
ISO	International Organization for Standardization
IT	Information Technology
J4	Logistics Office
J6	Information Management Office
JDOMS	Joint Director of Military Support
JFHQ	Joint Forces Headquarters
kBtu	kilo British thermal unit
lbs	pounds
LCC	Life Cycle Cost
LCCA	Life Cycle Cost Analysis
LEED	Leadership in Energy and Environmental Design
LPG	Liquid Propane Gas
MACOM	Major Command

MILCON	Military Construction
MILSPEC	Military Specification
MSW	Municipal Solid Waste
N/A	Not Applicable
NEW	National Environmental Workshop
NGB	National Guard Bureau
NGB-ARI	National Guard Bureau, Army Installations Division
NLT	No later then
ODS	Ozone Depleting Substances
OFEE	Office of the Federal Environmental Executive
OMB	Office of Management and Budget
P2	Pollution Prevention
PAO	Public Affairs Office
PBO	Property Book Officer
PFO	Property and Fiscal Office
PIH	Plug-in Hybrid
POC	Point of Contact
QRP	Qualified Recycling Program
RC	Readiness Center/Armory
RCRA	Resource Conservation and Recovery Act
RES	Regional Environmental Specialist
R&D	Research and Development
SC	Sustainability Committee
SDD	Sustainable Design and Development
SNAP	Significant New Alternatives Policy
SOP	Standard Operating Procedure
SQM	State Quartermaster
SPM	Sustainability Program Manager
SRM	Sustainment, Restoration, and Modernization
SW	Solid Waste
TAG	The Adjutant General
TBD	To be determined
TECO	Tampa Electric Company
UESC	Utility Energy Service Contract
UFCs	Unified Facilities Criteria
UM	Utility Manager Pro
USGBC	U.S. Green Building Council
USPFO	United States Property and Fiscal Office
WEBCASS	Web Compliance Assessment and Sustainment Software
WUI	Water Use Intensity
WWTP	Waste Water Treatment Plant
yr.	year

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Definitions

Acquisition – the acquiring of supplies and services as defined in Part 2 the Federal Acquisition Regulation.

Actions – a structured action developed by FLARNG for ensuring that responsibilities are assigned, resources allocated and timeframes are identified to attain the organizations objectives and targets (i.e., who does what tasks by when to move towards the objective).

Alternative fuel – is defined by Section 301 of the Energy Policy Act of 1992, as modified from time to time by the Secretary of Energy by rule. See 10 CFR 490.2.

Aspect (Cause) – any element of an organization’s activities, products, or services which can interact with the environment. Environmental aspects cause or have the potential to cause an environmental impact.

Auditor – person with the competence to conduct an audit.

Challenge Statement – a summary of the issues the installation needs to resolve to ensure mission accomplishment over the long haul. They also articulate the desired end state in a closing question.

Corrective Action – action to eliminate the cause of a detected nonconformity.

Document – information and its supporting medium.

Energy Efficiency – measures, practices, or programs that reduce the energy used by specific devices and systems, typically without adversely affecting the services provided. Such savings are generally achieved by substituting technically more advanced equipment or by improving operating procedures (e.g., operations and maintenance procedures) to produce the same level of end-use services (e.g., lighting, heating, motor drive) with less energy input.

Energy Intensity – energy consumption per gross square foot of building space, including industrial or laboratory facilities.

Energy Savings Performance Contract (ESPC) – a contract (such as a task ordered by DOE and awarded to an energy service company) that provides for the performance of services for the design, acquisition, financing, installation, testing, operation, and maintenance and repair, of an identified energy, water conservation or renewable energy measure or series of measures at one or more locations. Such contracts shall provide that the contractor must incur costs of implementing energy savings measures, including at least the cost (if any) incurred in making energy audits, acquiring and installing equipment, and training personnel in exchange for a predetermined share of the value of the energy savings directly resulting from implementation of such measures during the term of the contract. Payment to the contractor is contingent upon realizing a guaranteed stream of future energy and cost savings, with any savings in excess of that guaranteed by the contractor accruing to the Federal government.

Energy Star Product – a product that is rated for energy efficiency under an Energy Star program.

Energy Star Program – the program established by section 324A of the Energy Policy and Conservation Act.

Environment – surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, humans, and their interrelation.

Environmental Aspect – element of an organization’s activities or products or services that can interact with the environment.

Environmental Impact – any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization’s environmental aspects.

Environmental Management System (eMS) – part of an organization’s management system used to develop and implement its environmental policy and manage its environmental aspects.

eMS Audit – is defined as a planned and documented investigation performed in accordance with written procedures or checklists for the purpose of verifying, by examination and evaluation of objective evidence, that applicable elements of an ISO 14001-based eMS have been developed, documented, and effectively implemented in accordance with specified requirements.

eMS Auditor – is defined as a qualified and trained individual who is authorized to perform specific eMS Audit functions under the direction of a Lead eMS Auditor. At a minimum, each auditor must attend a documented training session conducted by the Lead eMS Auditor that presents the detailed requirements of this procedure and discusses their roles in the planned audit.

Environmental Objective – is defined as an overall environmental goal that the FLARNG seeks to achieve, based upon its established Environmental Policy. Wherever possible, environmental objectives should be quantified in order to facilitate the evaluation of environmental performance and the measurement of progress towards specific environmental targets.

Environmental Performance - measurable results of an organization's management of its environmental aspects.

Environmental Policy - overall intentions and direction of an organization related to its environmental performance as formally expressed by top management.

Environmental Target – is defined as a detailed performance requirement, applicable to the organization or parts thereof and quantified wherever practical, that arises from an environmental objective and that needs to be set and met in order for the objective to be achieved. For example, if reduction in the use of diesel fuel were an environmental objective, a specific percentage decrease in the associated usage rate could be established as an associated target.

Environmentally Preferable – products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, product, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service.

FEMP Designated Product – a product that is designated under the Federal Energy Management Program of the Department of Energy as being among the highest 25 percent of equivalent products for energy efficiency.

Finding – is defined as a deficiency or lack of conformance with any element of an eMS. All findings must be formally resolved to assure effective correction of the observed condition and the adoption of system improvements or preventive measures to reduce or preclude the likelihood of recurrence. All findings must be documented in WEBCASS for tracking corrective actions.

Foam-in-place Insulation – this is rigid cellular foam produced by catalyzed chemical reactions that hardens at the site of the work. The term includes spray-applied and injected applications such as spray-in-place foam and pour-in-place.

Goal - the purpose toward which an endeavor is directed. One of the Sustainability goals developed at the Goal Setting Workshop.

Hazardous Waste – a solid waste identified as a characteristic or listed hazardous waste in 40 CFR 261.3.

Impact (Effect) – any change to the environment, whether adverse or beneficial, resulting from an organization’s products or services.

Interested Party - person or group concerned with or affected by the environmental performance of an organization.

Internal Audit – systematic, internally performed and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the environmental management system audit criteria set by the organization are fulfilled

ISO – the International Organization for Standardization, a network of national standards institutes from 145 countries working in partnership with international organizations, governments, industries, business, and consumer representatives.

Lead eMS Auditor – is defined as a qualified and trained individual, who is authorized to plan, organize, and direct eMS Audits of FLARNG facilities and activities, to report findings and observations, and to evaluate the adequacy of corrective and preventive action. At a minimum, FLARNG Lead eMS Auditors shall have received eMS Lead Auditor training and have participated in an internal audit, as an auditor. Lead Auditor training requirements can be completed through formal training programs or in house under the direction of a trainer who has completed formal Lead Auditor training.

Life Cycle Cost – the sum of the present values of capital costs, installation costs, operating costs, maintenance costs, and disposal costs over the lifetime of the project, product, or measure.

Life-cycle Cost-Effective – the life-cycle costs of a product, project, or measure are estimated to be equal to or less than the base case (i.e., current or standard practice or product).

Measure – a fact or statistic reflecting a particular aspect of performance for an action/activity.

- Outcome Measure: Qualitative measures of the results (effects) – QUALITY
- Output Measure: Quantitative measure of products or units of service – QUANTITY

Measures – are measurement tools selected by FLARNG that can be used to support the evaluation of environmental performance in relation to a specific target. Measures may be adjusted to meet specific management needs or, as necessary, to ensure progress towards specific environmental targets.

Nonconformance/ Nonconformity – is non-fulfillment of a requirement.

Objectives – measurable, intermediate end-state in current planning cycle that moves us towards one or more of the goals (progress measurable annually through associated targets).

Organization – company, corporation, firm, enterprise, authority or institution, or part or combination thereof, whether incorporated or not, public or private, that has its own functions and administration.

Ozone-depleting Substances (ODS) – any substance designated as a Class I or Class II substance by the EPA in 40 CFR 82.

Pollution Prevention – “source reduction” as defined in the Pollution Prevention Act of 1990 (42 U.S.C. 13102), and other practices that reduce or eliminate the creation of pollutants through: increased efficiency in the use of raw materials, energy, water, or other resources; or, the protection of natural resources by conservation.

Prevention of Pollution – use of processes, practices, techniques, materials, products, services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts.

Preventive Action – an action to eliminate the cause of a potential nonconformity.

Procedure – specified way to carry out an activity or a process.

Record – document stating results achieved or providing evidence of activities performed.

Renewable Energy – energy produced by solar, wind, biomass, landfill gas, ocean (including tidal, wave, current and thermal), geothermal, municipal solid waste, or new hydroelectric generation capacity achieved from increased efficiency or additions of new capacity at an existing hydroelectric project.

Re-refined Oils – used oils from which the physical and chemical contaminants acquired through previous use have been removed through a refining process.

Significance Score = frequency x (environmental impact severity + mission impact severity) + regulatory status + community concern.

Solid Waste Diversion – non-hazardous solid waste diverted from entering a disposal facility. Waste prevention, reuse, composting, mulching, recycling, and donation are generally accepted waste diversion methods.

Spray-in-place Insulation – insulation material that is sprayed onto a surface or into cavities and includes cellulose fiber spray-on as well as plastic rigid foam products.

Sustainability – meeting the needs of the present without compromising the ability of future generations to meet their own needs. For the military, this means planning for the future to ensure the long-term viability of the mission; the ability to operate into the future without decline in the mission or the systems that support it. This is a fundamental shift from simply complying with the law to prevent pollution. There are seven factors that play into sustainability:

1. P2 – environmental compliance is still important, but it is not the only piece of the puzzle.
2. Procurement – purchasing environmentally preferable products and services.
3. Development – we can't halt development if we are to continue to sustain the mission, but development can be conducted in a way that sustains resources.
4. Communities – partnering with communities is essential to avoiding encroachment issues.
5. Safety and Occupational Health – taking care of our human resources to ensure a safe place to work, train, and live.
6. Operations – training today in such a way training can continue in the future, and
7. Natural Resources Management – taking care of our natural resources to allow for realistic training both today and in the future.

Sustainability Management System (SMS) – An eMS that balances environment with mission and well-being to ensure the long-term ability of our installations to train and deploy combat-ready soldiers.

Sustainability Program Manager (SPM) – individual with the responsibility and authority for ensuring that the requirements of the eMS are established, implemented, and maintained.

Sustainable – to create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future generations of Americans.

Sustainable Design and Development (SDD) – includes the design, construction, and operation of buildings to reduce negative impacts on the environment, improve the health and comfort of the building occupants, and reduce operating costs while improving building performance.

Target – A single-year intermediate end-state to measure progress towards an objective.

Total Energy Use (kBtu/ft²) – Total Energy Consumption per square foot of building space.

Utility Energy Service Contract (UESC) – a contract between a Federal agency and a local utility providing energy, water, or sewage services, as well as provision of technical services and/or upfront project financing for energy efficiency, water conservation, and renewable energy investments, allowing Federal agencies to pay for the services over time, either on their utility bill, or through a separate agreement.

Waste Prevention – any change in the design, manufacturing, purchase, or use of materials or products, including packaging, to reduce their amount or toxicity before they are discarded. Waste prevention also refers to the reuse of products or materials.

Waste Reduction – preventing or decreasing the amount of waste being generated through waste prevention, recycling, or purchasing recycled and environmentally preferable products.

Water Consumption Intensity – water consumption measured in gallons per gross square foot of building space, including industrial and laboratory facilities, and surrounding land.

Water Use Intensity (WUI) Number – annual potable water use divided by total gross square footage of facility space. (Facility space for this calculation includes both goal subject and goal exempt square footage since a goal exempt facility may still have reportable water consumption.)

Introduction

The Florida Army National Guard (FLARNG) Sustainability Plan identifies objectives and actions that FLARNG will take to reduce their demand for energy, water, and transportation fuels, reduce their use of toxic and hazardous materials, decrease production of wastes, increase solid waste diversion and recycling, and increase their procurement of green products. This plan is for all elements of the Florida Army National Guard which includes locations in over 60 cities statewide.

FLARNG will use eMS as a tool to implement the Sustainability Plan and provide feedback to management on the status of the implementation of various actions identified in the Sustainability Plan.

The scope of the eMS applies to the core business processes and activities associated with the FLARNG Sustainability Plan. The main objective of the Sustainability Plan is to meet the requirements of both federal and state executive orders (EOs) and reduce impact on the environment and mission.

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1.0 Sustainability Management

1.1 Goals

Executive Order 13423 Goals:

- Develop, implement, and maintain an EMS to be used to identify, manage, and improve sustainable practices to address environmental, transportation, and energy issues. The EMS objectives shall include the goals identified in Section 2 of EO 13423.
- Use the EMS as the primary management approach for addressing environmental aspects of operations and activities, including environmental aspects of energy and transportation functions.
- Designate a cross-functional team to expedite implementation of EO 13423 goals.
- Ensure all personnel receive awareness and refresher training including the environmental impacts of the employees' actions.
- Establish objectives and targets to ensure implementation of EO 13423 requirements.
- Collect, analyze, and report information to measure performance in the implementation of EO 13423.

Challenge Statement: Sustainability management is not a stand-alone environmental program. How can FLARNG integrate sustainability management throughout the organization to meet the EO requirements?

Threats:

- Lack of sustainability awareness training throughout the FLARNG organization.
- Lack of understanding that eMS is an organizational framework for implementing and managing the FLARNG Sustainability Plan.

Where we are today:

- The FLARNG eMS is being developed to implement the Sustainability Plan and to track implementation of actions identified in the Sustainability Plan.
- The eMS addresses the environmental aspects of FLARNG operations and activities, including energy and transportation functions, through implementation of the Sustainability Plan.
- The Sustainability Committee/Environmental Quality Control Committee (SC/EQCC) has been designated to implement EO 13423 goals.
- All FLARNG personnel receive both eMS awareness and refresher training which includes information on the environmental impacts of their actions.
- Objectives, targets and actions have been established as part of the FLARNG Sustainability Management Plan to meet EO 13423 goals.
- The eMS provides the framework for measuring progress towards meeting the FLARNG sustainability goals, including EO 13423 goals.

1.2 Objectives

Objective 1: Use eMS to manage Sustainability.

- **Desired End State:** The FLARNG Sustainability Plan is implemented using eMS as required by EO 13423.
- **Measure:** Meet Army eMS implementation date.
 - **Target:** 30 September 2009.
- **Measure:** Meet EO 13423 eMS implementation requirements.
 - **Target:** Conformance declaration and qualified external audit every three (3) years after declaration of conformance.

Objective 2: Establish a Sustainability Committee/Environmental Quality Control Committee (SC/EQCC) that provides on-going leadership for Sustainability Plan implementation.

- **Desired End State:** Active and empowered Sustainability Committee/EQCC that ensures the Sustainability Plan is implemented.
- **Measure:** Sustainability Committee/EQCC is established.
 - **Target:** FY08.
- **Measure:** Sustainability Committee/EQCC is ongoing.
 - **Target:** Meets quarterly.

Objective 3: Develop and maintain the FLARNG Sustainability Plan.

- **Desired End State:** Approved and achievable FLARNG Sustainability Plan.
- **Measure:** FLARNG Sustainability Plan is approved by TAG.
 - **Target:** FY09.
- **Measure:** Actions are implemented.
 - **Target:** Ongoing.

Objective 4: Develop and provide Sustainability Awareness.

- **Desired End State:** FLARNG personnel trained and aware of sustainability efforts.
- **Measure:** Awareness and training content is identified.
 - **Target:** FY09.
- **Measure:** FLARNG personnel trained per year.
 - **Target:** 100%.

1.3 Actions

Objective 1: Use eMS to manage Sustainability.

- **Action 1.1: Develop, implement, and maintain an eMS to identify and address the environmental aspects of the core business processes to meet EO requirements.**
 - **Owner:** Sustainability Committee/EQCC and Sustainability Program Manager
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.2: Identify, manage, and improve sustainable practices identified in the EO using eMS as the management framework.**
 - **Owner:** Sustainability Committee/EQCC and Sustainability Program Manager
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.3: Establish objectives, actions, and targets to implement the EO requirements.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** FY09
- **Action 1.4: Collect, analyze, and report to measure performance in implementing the Sustainability Plan.**
 - **Owner:** Sustainability Committee/EQCC and Action Owners
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.5: Obtain management review and approval of the Sustainability Plan.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** FY09
- **Action 1.6: Declare and maintain conformance with eMS requirements.**
 - **Owner:** Sustainability Committee/EQCC and Sustainability Program Manager
 - **Start Year:** FY09
 - **Estimated Completion:** FY09, Ongoing

Objective 2: Establish a Sustainability Committee/EQCC that provides on-going leadership for Sustainability Plan implementation.

- **Action 2.1: Conduct quarterly meetings to review progress and identify new actions to meet Sustainability Plan goals.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** On-going (quarterly)

- **Action 2.2: Provide recommendations for use of Qualified Recycling Program (QRP) funds to the recycling committee.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** On-going (annually)

- **Action 2.3: Identify other funding sources (e.g., federal and state grants) for implementing actions.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** On-going

- **Action 2.4: Provide Sustainability Plan implementation status updates to leadership (EQCC).**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** On-going

Objective 3: Develop and maintain the FLARNG Sustainability Plan.

- **Action 3.1: Use facilitated workshops and brainstorming sessions to develop the Sustainability Plan.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** FY09

- **Action 3.2: Update the Sustainability Plan based on actions developed in the quarterly Sustainability Committee/EQCC meetings.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** On-going

- **Action 3.3: Track and report progress of implementing Sustainability Plan actions.**
 - **Owner:** Sustainability Committee/EQCC
 - **Start Year:** FY09
 - **Estimated Completion:** On-going (quarterly status update to CFMO and annual audit and management review to EQCC)

Objective 4: Develop and provide Sustainability Awareness.

- **Action 4.1: Develop and update a comprehensive sustainability awareness training package.**
 - **Owner:** CFMO-ENV and Sustainability Program Manager
 - **Start Year:** FY09
 - **Estimated Completion:** On-going (annually)

- **Action 4.2: Incorporate sustainability awareness into existing training.**
 - **Owner:** SQM, CFMO-ENV, and Sustainability Program Manager
 - **Start Year:** FY09
 - **Estimated Completion:** On-going

- **Action 4.3: Develop a sustainability management control checklist to evaluate implementation of the Sustainability Plan.**
 - **Owner:** Sustainability Program Manager
 - **Start Year:** FY10
 - **Estimated Completion:** FY10

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2.0 Energy Conservation

2.1 Goals

Federal Executive Order 13423 Goals:

- **Energy Efficiency**
 - Reduce energy consumption per gross square foot of building space (relative to FY 2003 baseline) by 3% annually through 2015 or 30% by 2015.
- **Renewable Energy**
 - Obtain 3% of consumed electricity from renewable sources (5% by 2010; 7.5% by 2013; 25% by 2025).
- **Metering**
 - Meter all electric, gas, and steam by 2012.
- **Building Energy Efficiency Standards**
 - Design for 30% less energy than 2004 standard.
 - Reduce fossil fuel-generated energy use 55% by 2010.
 - Reduce fossil fuel-generated energy use 100% by 2030.

Florida Executive Order Goals:

- **Greenhouse Gas (GHG) Reduction**
 - *Executive Order 07-126*
 - Reduce GHG emissions:
10% below current (FY06-07) emissions by 2012;
25% below current (FY06-07) emissions by 2017; and
40% below current (FY06-07) emissions by 2025.
 - *Executive Order 07-127*
 - By 2017, reduce GHG emissions to 2000 levels.
 - By 2025, reduce GHG emissions to 1990 levels.
 - By 2050, reduce GHG emissions by 80% of 1990 levels.
- **Energy Conservation**
 - *Executive Order 05-241*
 - Develop and implement long-term energy conservation initiatives.

Challenge Statement: FLARNG consumes non-renewable energy resources and impacts the environment. How can FLARNG reduce its dependence on non-renewable energy, improve energy conservation, and meet its mission requirements and EO goals?

Threats:

- Limited availability of nonrenewable resources.
- Size, complexity, and the distribution of FLARNG facilities make it difficult to implement the Energy Conservation Program.

Where we are today:

Energy Efficiency:

- Several data gaps and anomalies have been identified in tracking progress towards meeting energy efficiency goals. Historical building square footage is needed to accurately calculate annual energy consumption per gross square foot. A significant increase in natural gas consumption was due to addition of usage reported for AASF #1 Jacksonville in 2007-2008. Anomalies were also noted due to no propane usage reported for CBJTC for 2004-2005 and only one month usage reported for 2006. A spike in propane usage in June 2008 at CBJTC was due to one time LPG storage tank fill-ups.

Year	Energy Consumption (kBtu/ ft ²)	Percent Change from 2003 Baseline
2003	36.39	N/A
2004	37.78	3.84%
2005	37.72	3.65%
2006	42.14	15.79%
2007	35.02	-3.77%
2008	40.38	10.96%

Source: Utility Manager Pro Database, 17 February 2009.

Renewable Energy:

- More petroleum-fired electricity, in absolute terms, is generated in Florida than in any other State.
- Florida leads the U.S. in the production of electricity from municipal solid waste and landfill gas, although generation from those sources contributes only minimally to the electricity grid.
- Florida depends on renewable or “green” energy for about 1 percent of its electricity needs.
- Although Florida has few renewable energy resources, researchers are looking for ways to produce ethanol using citrus peel waste from Florida’s juice processing industry.

Data Source: Florida Energy Profile:

http://tonto.eia.doe.gov/state/state_energy_profiles.cfm?sid=FL.

Metering:

- Two facilities (Ensslin RC and CBJTC) have advanced metering.
- Fourteen (14) additional sites have been identified that require advanced metering. NGB already has these in the plan for funding.

Building Energy Efficiency Standards:

- [Memorandum for CFMO dated 13 May 2008](#) – Sustainable Design and Energy Requirements for FLARNG Construction and Remodel Projects. Incorporates sustainable design and energy standards into all FLARNG construction and renovation projects.
- Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#). DA and NGB, Installations Division sustainable design and development goal for all projects is a U. S. Green Building Council Leadership in Energy and Environmental Design-New Construction & Major Renovations Version 2.2 (LEED-NC 2.2) Green Building Rating System of Silver. All ARNG MILCON projects will be certified by U S Green Building Council starting with FY09 MILCON projects.

Greenhouse Gas Reduction:

- To address the ongoing requirement in the governor's Executive Order 07-126 to provide quarterly updates of greenhouse gas (GHG) emissions for state agencies, FLARNG reports electricity and fuel consumption for facilities with 5,000 or more square feet to the Florida DMS.
- GHG emissions are calculated from energy usage data maintained by the CFMO Energy Manager.

Year	Total CO ₂ Emissions (kg)	% Change from 2006	% Change from 2003
2003	23,054,751	N/A	N/A
2004	24,532,449	N/A	6.28%
2005	24,501,791	N/A	18.82%
2006	27,394,358	N/A	-4.12%
2007	22,105,395	-19.31%	0.23%
2008	23,108,611	-15.64%	0.23%

Source: Usage data obtained from Utility Manager Pro database, 17 February 2009. Data based on pro-rated CY reporting period, and data prior to 2003 not available.

2.2 Objectives

Objective 1: Develop and implement a comprehensive Energy Conservation Program.

- **Desired End State:** A fully implemented, affordable, and sustainable Energy Conservation Program.
- **Measure:** Facility energy consumption reduced.
 - **Target:** 15% by FY13 based on FY08 consumption.

Objective 2: Control energy demand.

- **Desired End State:** Facility energy demand is controlled to meet energy conservation goals.
- **Measure:** Number of actions completed to control energy demand.
 - **Target:** 100% of actions completed by FY13.

Objective 3: Increase the use of renewable energy.

- **Desired End State:** Obtain consumed electricity from renewable resources.
- **Measure:** Number of facilities using renewable energy.
 - **Target:** Two armories and three CBJTC facilities by FY13 (based on available funding).

2.3 Actions

Objective 1: Develop and implement a comprehensive Energy Conservation Program.

- **Action 1.1: Develop an energy management plan approved and funded by the state.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 1.2: Identify and test a pilot project for centralized computer shut-on/shut-off of automated assets.**
 - **Owner:** J6
 - **Start Year:** FY10
 - **Estimated Completion:** FY11-12
- **Action 1.3: Identify lighting energy conservation measures.**
 - **Owner:** CFMO-ENV, Sustainable Design
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 1.4: Determine life cycle cost (LCC) of proposed or potential projects.**
 - **Owner:** CFMO
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.5: Identify and leverage available funding to implement energy conservation measures.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing

- **Action 1.6: Identify availability of rebates from energy providers on purchases and upgrades of all A/C units and lighting.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing

- **Action 1.7: Perform feasibility study for energy performance contracts.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 1.8: Establish an energy education program for facility operations.**
 - **Owner:** CFMO-ENV to provide information, SQM to implement, Leadership to set policy
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- **Action 1.9: TAG video on the importance of energy conservation.**
 - **Owner:** CFMO-ENV and PAO
 - **Start Year:** FY10
 - **Estimated Completion:** FY10

Objective 2: Control energy demand.

- **Action 2.1: Establish and implement a HVAC Policy for Drill Halls and other facilities.**
 - **Owner:** SQM
 - **Start Year:** FY09
 - **Estimated Completion:** On-going

- **Action 2.2: Establish policy and procedures for metering utilities including solar projects.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 2.3: Establish parking lot lighting requirements based on armory category.**
 - **Owner:** JDOMS Force Protection
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 2.4: Establish energy efficient hot water heating systems provisions within sustainable design.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- ***Action 2.5: Establish energy conservation checklist to be used in the annual armory inspections and energy assessments.***
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- ***Action 2.6: Establish process and procedure for communicating results of energy assessments to FLARNG leadership.***
 - **Owner:** CFMO-ENV, SQM, and J4
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

Objective 3: Increase the use of renewable energy.

- ***Action 3.1: Identify renewable programs available from energy providers in order to reduce energy consumption.***
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- ***Action 3.2: Identify, procure, and evaluate renewable energy pilot projects for new and existing facilities.***
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- ***Action 3.3: Initiate the use of solar and wind to reduce demand and cost.***
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

3.0 Water Conservation

3.1 Goals

Executive Order 13423 Goals:

- Beginning in FY 2008, reduce facility water consumption intensity, relative to the baseline of the agency’s water consumption in FY 2007, through life-cycle cost-effective measures by:
 - 2% annually through the end of FY 2015, or
 - 16% by the end of FY 2015.

Challenge Statement: By 2025, Floridians are forecast to use about two (2) billion gallons more fresh water each day. How can FLARNG meet state and federal mission requirements and meet EO water conservation goals?

Threats:

- Water restrictions due to drought.
- Population growth impacts available water resources.
Reference: "[Learning from the Drought](#)", Annual Status Report on Regional Water Supply Planning. Florida Department of Environmental Protection. August 2008.

Where we are today:

Year ^(a)	Annual Potable Water Use (CCF)	Annual Potable Water Use (gal)	Gross ft ² ^(b)	Water Use Intensity (gal./ft ² /yr.)	Percent Change from 2007 Baseline
2007	33,040	24,713,920	3,693,608	6.69	Baseline Year
2008 ^(c)	518,468	387,814,064	3,693,608	105.00	1,469.21

Notes:

- (a) Data obtained from Utility Manager Pro database, 17 February 2009.
- (b) Data gap: Need historical (2003-2007) building square footage to accurately calculate energy intensity number (water consumption per gross square foot).
- (c) Increase in use due to additional reporting in 2008 for 11 sites (including CBJTC). Significant increase shown possibly due to data entry errors in usage recorded for 2008 for Sarasota RC, Ennslin RC, Tampa RC, and West Palm Beach RC.

3.2 Objectives

Objective 1: Control water use.

- **Desired End State:** Facility water use is controlled to meet water conservation goals.
- **Measure:** Percentage of water use reduced.
 - **Target:** 2% annually by FY15.

Objective 2: Increase water reuse.

- **Desired End State:** Water reuse is maximized wherever possible.
- **Measure:** Facilities using reuse water for irrigation.
 - **Target:** Two by FY12.

3.3 Actions

Objective 1: Control water use.

- **Action 1.1: Establish water conservation procedures.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 1.2: Establish guidelines for water meters at facilities or point of uses that are not currently metered.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11
- **Action 1.3: Develop a procedure for conducting, reviewing, and communicating water consumption assessments including irrigation systems.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.4: Implement current water conservation code requirements.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.5: Establish water conservation education program.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing

- **Action 1.6: Establish and implement policy for the use of drought tolerant grass and xeriscaping to reduce irrigation.**
 - **Owner:** FLARNG Leadership and CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

Objective 2: Increase water reuse.

- **Action 2.1: Determine the feasibility of water reuse for irrigation.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 2.2: Develop criteria for irrigation systems.**
 - **Owner:** CFMO-ENV, CFMO-ENG, and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 2.3: Establish a pilot project at CBJTC to capture rainwater for irrigation use.**
 - **Owner:** CFMO-ENV and CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** FY12
- **Action 2.4: Establish a water reuse project at CBJTC WWTP for water reuse at the washrack.**
 - **Owner:** CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** FY12

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4.0 Acquisition and Green Procurement

4.1 Goals

Federal Executive Order 13423 Goals:

- **Recycled Content Paper**
 - Purchase printing and writing paper containing 30% postconsumer fiber support.
 - Require 30% postconsumer fiber when purchasing support services that include the supply of written documents.
 - Purchase 20% postconsumer fiber, if papers containing 30% postconsumer fiber are not reasonably available, do not meet reasonable performance requirements, or are only available at an unreasonable price.
- **Environmentally preferable products and services**
 - Purchase recycled content products designated in EPA's Comprehensive Procurement Guidelines.
 - Purchase environmentally preferable products and services, including Electronic Product Environmental Assessment Tool (EPEAT)-registered electronic products.
- **Energy efficient products**
 - Purchase Energy Star® products identified by DOE and EPA, and FEMP-designated energy-efficient products.
- **Water efficient products**
 - Purchase water-efficient products, including those meeting EPA's WaterSense standards.
- **Renewable energy**
 - Purchase energy from renewable sources.
- **Bio-based products**
 - Purchase bio-based products designated by the USDA in the BioPreferred program.
- **Alternative fuel vehicles**
 - Purchase alternative fuel vehicles and alternative fuels required by EPAct.
- **Toxics reduction**
 - Purchase products with low or no toxic or hazardous constituents.
- **Ozone-depleting substances (ODS)**
 - Purchase non-ozone depleting substances, as identified in EPA's Significant New Alternatives Program.

Challenge Statement: How can FLARNG enhance and sustain mission readiness through cost effective acquisition that achieves 100% compliance with applicable requirements and meets EO goals while reducing resource consumption and generation of solid and hazardous waste?

Threats:

- Lack of awareness of green procurement purchase process and purchase requirements.
- Lack of awareness of green procurement products and resources.
- Availability and cost of green products.
- Push back on purchase and use of green products due to performance issues.
- Lack of ownership.

Where we are today:

Recycled Content Paper and Environmentally Preferable Products and Services:

- The required green procurement/environmentally preferable purchasing (GP/EPP) specifications are included in solicitations in accordance with Federal Acquisition Regulation (FAR).
- A formal FLARNG GP/EPP Plan has been drafted and is currently under review.
- Florida Statutes [287.045](#) and [403.7065](#) all relate to green procurement. By Statute, state agencies have an obligation to purchase products made with recycled content.
- [Florida Climate Friendly Preferred Products List](#) – Over 10,000 products available on current Florida State Term Contracts. Government purchasers are encouraged to use this list to find potential green products that may meet their agency's needs.

Energy and Water Efficient Products:

- [Memorandum for CFMO dated 13 May 2008](#) – Sustainable Design and Energy Requirements for FLARNG Construction and Remodel Projects, incorporates sustainable design and energy standards into all FLARNG construction and renovation projects regardless of funding source in order to improve energy efficiency, lower water consumption and reduce the overall environmental impacts of facility operations.

Renewable Energy:

- Major providers of energy to FLARNG are Florida Power and Light (FPL), Progress Energy, TECO, and Gulf Power which have R&D and renewable energy programs.
- Florida depends on renewable energy for about 1% of its electricity needs.
- Most of FPL's biomass resources are in Florida, where electricity is purchased from power plants that produce energy using fuel from solid waste, landfill gas, waste paper, and sugar cane wastes.

Bio-based Products:

- Use of bio-based products included in Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#).

Alternative Fuel Vehicles:

- DMA Fleet (state) – No alternative fuel vehicles. Data on state vehicles area available from the Florida DMS Equipment Management Information System (EMIS) through the DMS Fleet Manager.
- GSA Fleet (federal) – Information not provided by the GSA Service Representative; however, data on GSA fleet vehicles are available from Reports Carryout, GSA Fleet's web-based inventory reporting system.

4.2 Objectives

Objective 1: Develop a Green Procurement Program.

- **Desired End State:** Implementation of a Green Procurement Program at FLARNG to meet federal and state requirements.
- **Measure:** GPP policy and procedure is developed and approved.
 - **Target:** 100% complete by FY10.

Objective 2: Education on the requirements of the Green Procurement Program.

- **Desired End State:** All FLARNG personnel involved in facility operations and with purchasing responsibilities have received Green Procurement training.
- **Measure:** Number of personnel trained.
 - **Target:** 100% of personnel involved in facility operations and with purchasing responsibilities are trained by FY11.

Objective 3: Increase purchases of green products and services consistent with the demands of mission, efficiency, and cost-effectiveness, with continual improvement toward procurement goals.

- **Desired End State:** Products meet the EO goals for green procurement.
- **Measure:** Purchase minimum 20% recycled content paper.
 - **Target:** 100% by FY11.

4.3 Actions

Objective 1: Develop a Green Procurement Program.

- *Action 1.1: Develop a Green Procurement Plan.*
 - **Owner:** CFMO-ENV, SQM, and USPFO
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- *Action 1.2: Obtain command emphasis through a green procurement policy and procedure.*
 - **Owner:** CFMO-ENV, SQM, and USPFO
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- *Action 1.3: Determine if changes can be made to the GPCR system to control purchases.*
 - **Owner:** J4 and USPFO
 - **Start Year:** FY11
 - **Estimated Completion:** FY11
- *Action 1.4: Improve oversight on green purchasing.*
 - **Owner:** J4, SQM, and USPFO
 - **Start Year:** FY10
 - **Estimated Completion:** Ongoing

Objective 2: Education on the requirements of the Green Procurement Program.

- *Action 2.1: Develop and implement Green Procurement education; MACOM and JFHQ.*
 - **Owner:** CFMO-ENV, SQM, J4, and USPFO
 - **Start Year:** FY11
 - **Estimated Completion:** FY11
- *Action 2.2: Add Green Procurement into Environmental Training.*
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY09

Objective 3: Increase purchases of green products and services consistent with the demands of mission, efficiency, and cost-effectiveness, with continual improvement toward procurement goals.

- *Action 3.1: Develop procedure for calculating life cycle costs for all purchases and for evaluating results once life cycle costs are calculated.*
 - **Owner:** CFMO-ENV

- **Start Year:** FY09
 - **Estimated Completion:** FY10
- ***Action 3.2: Identify EPA and federal government green procurement sites.***
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY09
- ***Action 3.3: Develop list of green products.***
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY09
- ***Action 3.4: Develop a process, controls, and rules for exceptions for selecting non-hazardous or green items over non-green items.***
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

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5.0 Pollution Prevention and Management of Toxic and Hazardous Materials

5.1 Goals

Federal Executive Order 13423 Goals:

- **Toxic and Hazardous Materials**
 - Develop written goals and support actions to identify and reduce the release and use of toxic and hazardous chemicals and materials.
- **Ozone-Depleting Substances (ODS)**
 - Maximize the use of safe alternatives to ODS, as approved by the EPA's Significant New Alternatives Policy (SNAP) program.
 - Eliminate the use of ODSs in new equipment and facilities.
 - Phase-out ODS as existing equipment reaches its expected service life.
 - Amend personal property management policies and procedures to prevent the disposal of ODS removed or reclaimed from facilities or equipment without prior coordination with DoD, including disposal as part of a contract, trade, or donation.
 - Transfer recovered ODS to DoD.
- **Emergency Planning and Community Right-to Know Act (EPCRA)**
 - Continue to comply with sections 301 through 313 of EPCRA.
 - In contracts providing for contractor performance at Federal facilities, include a requirement that the contractor provide the information needed by the facility to comply with EPCRA, Pollution Prevention Act, and EO 13423.

Challenge Statement: FLARNG procures and uses products to maintain facilities, grounds, and equipment, which can contribute to cost inefficiencies, waste, and exposures to health and environmental hazards. How can FLARNG procure products and maintain facilities and equipment in ways that will reduce life-cycle costs, impacts from waste disposal, and exposures to hazards, and meet the EO requirements?

Threats:

- MILSPEC requirements inhibit ability to use substitute materials.
- Lack of alternatives.

Where we are today:

Hazardous Waste Generation:

Year	Quantity Disposed (lbs)	% Change from previous year	Disposal Cost	% Change from previous year
2004	96,456	--	\$26,498.54	--
2005	87,656	-9.12%	\$26,727.36	0.86%
2006	79,453	-9.36%	\$30,008.20	12.28%
2007	86,675	9.09%	\$20,059.24	-33.15%
2008	88,473	2.07%	\$12,691.98	-36.73%

Source: FLARNG Hazardous Waste Disposal Data.

P2 and ODS Goals Established:

- Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#), includes goals for toxics and ODS reductions.
- No specific goals identified.

EPCRA Reports:

- EPCRA Section 312 Reports (Tier II Emergency and Hazardous Chemicals Inventory) are submitted annually and meet goal.

5.2 Objectives

<p>Objective 1: Reduce hazardous materials use.</p> <ul style="list-style-type: none"> • Desired End State: Use of hazardous materials is minimized to the greatest extent possible. • Measure: Square footage used for storage of corrosives, flammables, and hazardous waste. <ul style="list-style-type: none"> ○ Target: Square footage reduction of 30% by FY12.
<p>Objective 2: Increase recycling and reuse of hazardous materials.</p> <ul style="list-style-type: none"> • Desired End State: Recycling and reuse of hazardous materials is maximized. • Measure: Quantity of hazardous materials diverted from disposal through recycling and reuse. <ul style="list-style-type: none"> ○ Target: Recycle 100% of antifreeze and batteries by FY10.

Objective 3: Prevent pollution sources.

- **Desired End State:** Targeted sources of pollutants are eliminated.
- **Measure:** Number of targeted pollutant sources eliminated.
 - **Target:** Two (solvent-based CARC use and WWTP discharge to Black Creek) by FY13.

5.3 Actions

Objective 1: Reduce hazardous materials use.

- **Action 1.1: Develop a list of green products.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 1.2: Improve training and education on purchasing less hazardous materials and green janitorial products.**
 - **Owner:** CFMO-ENV, J4, and SQM
 - **Start Year:** FY10
 - **Estimated Completion:** FY10
- **Action 1.3: Develop a list of banned or “do not purchase” hazardous materials.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY12
- **Action 1.4: Verify current Ozone Depleting Substances (ODS) program meets EO requirements.**
 - **Owner:** J4
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing

Objective 2: Increase recycling and reuse of hazardous materials.

- **Action 2.1: Recycle antifreeze to reduce purchase and disposal quantities of antifreeze.**
 - **Owner:** J4
 - **Start Year:** FY07 Completed
 - **Estimated Completion:** Ongoing
- **Action 2.2: Establish procedure for recycling batteries.**
 - **Owner:** J4
 - **Start Year:** FY06 Completed
 - **Estimated Completion:** Ongoing

- **Action 2.3: Include recycling education in all Environmental training.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** Ongoing

- **Action 2.4: Develop a web based database for identifying materials available for reissue.**
 - **Owner:** CFMO-ENV and PFO
 - **Start Year:** FY11
 - **Estimated Completion:** FY12

- **Action 2.5: Develop a procedure for assessing condition of materials suitable for reissue or donation versus disposal.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY11
 - **Estimated Completion:** FY12

- **Action 2.6: Modify existing Hazardous Waste Management Plan for reuse of excess hazardous materials.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY12
 - **Estimated Completion:** FY12

- **Action 2.7: Identify availability of re-refined oil program at FLARNG facilities and implement where available.**
 - **Owner:** CFMO-ENV and J4
 - **Start Year:** FY10
 - **Estimated Completion:** Ongoing

- **Action 2.8: Determine feasibility of used oil reuse and recycling; conversion to diesel fuel.**
 - **Owner:** CFMO-ENV and J4
 - **Start Year:** FY11
 - **Estimated Completion:** FY12

Objective 3: Prevent pollution sources.

- **Action 3.1: Retrofit existing paint booth equipment and install a cure booth at the CSMS for water-based CARC application.**
 - **Owner:** J4-SMM
 - **Start Year:** FY TBD based on funding availability
 - **Estimated Completion:** FY TBD

- **Action 3.2: Develop wetlands bank project for WWTP discharge at CBJTC.**
 - **Owner:** CFMO-ENV and CBJTC
 - **Start Year:** FY11
 - **Estimated Completion:** FY12

6.0 Solid Waste Diversion and Recycling

6.1 Goals

Solid Waste Diversion and Recycling Goals:

- **EO 13423**
 - Reduce quantity of toxic/hazardous chemicals and materials, increase diversion of solid waste, and maintain cost-effective waste/recycling programs.
- **FL Statute 403.7032**
 - Reduce the amount of recyclable solid waste disposed of in waste management facilities, landfills, or incineration facilities by at least 75% by 2020.
- **Army Integrated (Non-Hazardous) Solid Waste Management Policy (2 Sep 08)**
 - Divert no less than 40% of the non-hazardous solid waste (without C&D wastes) and at least 50% of the C&D wastes from disposal in a landfill or by incineration.

Challenge Statement: With facilities located across the state, how can FLARNG implement solid waste diversion programs to meet the EO requirements?

Threats:

- Availability of local or regional recycling markets.
- Cost effectiveness of collection and storage.
- Data is not tracked at the facility level.

Where we are today:

Construction and Demolition (C&D) Waste:

Fiscal Year	C&D Waste Diversion (tons)	C&D Waste Disposed (tons)	C&D Waste Generated (tons)	C&D Diversion Rate
2007	620.60	291.81	912.41	68.02%
2008	78.88	20.30	99.18	79.53%

Source: FLARNG FY07 and FY08 Demolition Report.

Municipal Solid Waste (MSW):

Calendar Year	MSW Diversion* (tons)	MSW Disposed (tons)	MSW Generated (tons)	MSW Diversion Rate
2007	128.98	No data	No data	No data
2008	77.34	No data	No data	No data

*MSW data is for Camp Blanding only.

6.2 Objectives

Objective 1: Develop and implement recycling programs to maximize solid waste diversion.

- **Desired End State:** Solid waste diversion is maximized.
- **Measure:** Quantity of solid waste diverted through recycling.
 - **Targets:** 40% annually (DoD/Army); 75% by 2020 (State).

Objective 2: Develop a recycling education program to be incorporated into the sustainability training program.

- **Desired End State:** Recycling education is part of the FLARNG sustainability training program.
- **Measure:** Completion of FLARNG sustainability training program.
 - **Target:** 100% complete by FY12.

6.3 Actions

Objective 1: Develop and implement recycling programs to maximize solid waste diversion.

- **Action 1.1: Track solid waste diversion data from all facilities and operations.**
 - **Owner:** CFMO-ENV and CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** Ongoing
- **Action 1.2: Establish process and procedures for the federal Qualified Recycling Program (QRP).**
 - **Owner:** USPFO and CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing
- **Action 1.3: Establish the Sustainability Committee/EQCC as the recommending entity for the Qualified Recycling Program.**
 - **Owner:** CFMO-ENV and USPFO
 - **Start Year:** FY10
 - **Estimated Completion:** FY10
- **Action 1.4: Determine feasibility of regional/armory recycling program.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY10
 - **Estimated Completion:** FY10
- **Action 1.5: Identify local community recycling programs for participation by armories.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- **Action 1.6: Obtain multi-bin recycling collection trailers for CBJTC BN training areas.**
 - **Owner:** CFMO-ENV and CBJTC
 - **Start Year:** FY09
 - **Estimated Completion:** FY09

- **Action 1.7: Participate in existing program for recycling print cartridges for federal, state, and CBJTC.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing

Objective 2: Develop a recycling education program to be incorporated into the sustainability training program.

- **Action 2.1: Develop the recycling education training plan.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY12

- **Action 2.2: Provide recycling education through a marketing plan (leadership video).**
 - **Owner:** CFMO-ENV, J6, and PAO
 - **Start Year:** FY10
 - **Estimated Completion:** FY12

- **Action 2.3: Establish recycling guidance for units coming to AT at CBJTC either at pre-AT conference or in AT packets.**
 - **Owner:** CFMO-ENV and CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** FY12

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7.0 Sustainable Design

7.1 Goals

Federal Executive Order 13423 Goals:

- Ensure new construction and major renovations of buildings comply with the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings*.
- Ensure 15% of the existing Federal capital asset building inventory incorporates the sustainable practices in the *Guiding Principles* by the end of FY 2015.
- Report one major project annually to High Performance Federal Buildings Database.
- Ensure contracts, lease agreements or other legally-binding obligations comply with the provisions of the EO.

Challenge Statement: How can the FLARNG design, construct, and operate buildings to reduce impacts on the environment, improve the health and comfort of the building occupants, and reduce operating costs while improving building performance and meeting EO goals?

Threats:

- Lack of commitment and priority to execute sustainable design.
- Lack of comprehensive detailed review process in pre-design phase.
- Lack of upfront specification of requirements.
- Lack of prioritization of sustainable design elements in specifications.
- Low bid on award and as funding gets tighter sustainable design gets cut.
- Unified Facilities Criteria (UFCs) for minimum anti-terrorism standards for buildings.
- Added expense of a formal life cycle cost analysis (LCCA), commissioning and LEED certification.

Where we are today:

- Army National Guard Design Guides contain sustainable design requirements.
- [Memorandum for CFMO dated 13 May 2008](#) – Sustainable Design and Energy Requirements for FLARNG Construction and Remodel Projects, incorporates sustainable design and energy standards into all FLARNG construction and renovation projects regardless of funding source in order to improve energy efficiency, lower water consumption and reduce the overall environmental impacts of facility operations.

7.2 Objectives

Objective 1: Design and construct facilities to reduce overall environmental impacts of facility operations in order to meet federal and state Executive Orders.

- **Desired End State:** Sustainable FLARNG facilities.
- **Measure:** Number of sustainable improvements incorporated during construction.
 - **Target:** Five per project by FY10.

Objective 2: Improve energy efficiency and lower water consumption in renovation, remodel, and self-help projects.

- **Desired End State:** Sustainable FLARNG facilities.
- **Measure:** Number of sustainable improvements incorporated in renovation, remodel, and self-help projects.
 - **Target:** Ten armory projects per year; Twenty CBJTC facility projects per year; Ten logistical facility projects per year.

7.3 Actions

Objective 1: Design and construct facilities to reduce overall environmental impacts of facility operations in order to meet federal and state Executive Orders.

- **Action 1.1: Obtain TAG policy approving sustainable design and energy requirements for FLARNG construction and remodel projects.**
 - **Owner:** CFMO
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 1.2: Incorporate sustainable design and energy standards into all FLARNG construction and renovation projects regardless of funding source.**
 - **Owner:** CFMO
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 1.3: Perform a review of project specifications to ensure sustainable design requirements are prioritized.**
 - **Owner:** CFMO
 - **Start Year:** FY10
 - **Estimated Completion:** FY11
- **Action 1.4: Establish a formal design review process that includes all project stakeholders.**
 - **Owner:** CFMO
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 1.5: Implement a formal commissioning process for MILCON projects to meet EO 13423 requirements.**
 - **Owner:** CFMO
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 1.6: Implement building envelope design requirements in accordance with ARNG Facility Design Guides.**
 - **Owner:** CFMO
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

Objective 2: Improve energy efficiency and lower water consumption in renovation, remodel, and self-help projects.

- **Action 2.1: Develop an energy and water product alternative list that provides SDD options for replacement/repair (FEMP Designated Products).**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 2.2: Develop a baseline of sustainable improvements implemented at each facility.**
 - **Owner:** CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** FY09

- **Action 2.3: Provide automatic dimming controls or accessible manual lighting controls, and appropriate glare control.**
 - **Owner:** SQM and J4
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 2.4: Identify and implement energy saving options for exterior lighting that meet force protection requirements.**
 - **Owner:** CFMO-ENV and JDOMS
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- **Action 2.5: Identify replacement criteria and policy for HVAC Systems (units, ducts, etc.) to include standardized equipment, lifecycle cost analysis, and rebate availability.**
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY11

- ***Action 2.6: Provide education on use of HVAC system to ensure compliance with existing state policies and the FLARNG 210-4 regulation.***
 - **Owner:** SQM
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

- ***Action 2.7: Identify replacement criteria for low-E windows and low-E window treatments.***
 - **Owner:** CFMO-ENV and SQM
 - **Start Year:** FY10
 - **Estimated Completion:** FY11

8.0 Vehicle Fleet Management

8.1 Goals

Federal Executive Order 13423 Goals:

- Starting with FY 2007 data, annually, by December 31:
 - Submit fleet compliance data to DOE.
- Relative to baselines for fiscal year 2005:
 - Reduce petroleum consumption in fleet vehicles by 2% annually through 2015.
 - Increase alternative fuel consumption (non-petroleum based) by at least 10% annually.
- Use plug-in hybrid (PIH) vehicles when commercially available and/or cost effective.

Challenge Statement: How will FLARNG meet the EO goal while performing its mission and reducing consumption of petroleum based products?

Threats:

- Availability and cost of alternative fuels.
- GSA fleet vehicles cost more.
- State not mandating flex-fuel vehicles.
- FLARNG at mercy of DMS Fleet management and procurement of fleet vehicles.

Where we are today:

- **Federal (GSA) Fleet:**
 - Federal Automotive Statistical Tool (FAST)
 - Data available from Reports Carry-Out
- **State (DMA) Fleet:**
 - Equipment Management Information System (EMIS)
 - Data available from the state Fleet Manager

8.2 Objectives

Objective 1: Develop Alternative Fuel Program.

- **Desired End State:** An Alternative Fuel Program is in place at FLARNG.
- **Measure:** Number of vehicles using biodiesel.
 - **Target:** Four vehicles by FY12.

Objective 2: Use electric/alternative fuel vehicles (AFV) instead of conventional fuel vehicles at CBJTC.

- **Desired End State:** Electric/AFVs are used where feasible.
- **Measure:** Number of Electric/AFVs in use.
 - **Target:** Four Electric/AFVs at CBJTC by FY12.

Objective 3: Establish alternative fuel/hybrid electric vehicle replacement policy based on needs or requirements.

- **Desired End State:** An established policy.
- **Measure:** Signed policy.
 - **Target:** FY11.

8.3 Actions

Objective 1: Develop Alternative Fuel Program.

- **Action 1.1: Develop biodiesel production program.**
 - **Owner:** CFMO
 - **Start Year:** FY10
 - **Estimated Completion:** Ongoing
- **Action 1.2: Establish fuel point for biodiesel.**
 - **Owner:** CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** Dependent on Action 1.1
- **Action 1.3: Retrofit vehicles for switch to alternative fuels.**
 - **Owner:** CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** Ongoing

Objective 2: Use electric/alternative fuel vehicles (AFV) instead of conventional fuel vehicles at CBJTC.

- **Action 2.1: Pilot test AFVs with J6, Billeting, and FED CBJTC in order to determine cost/benefit.**
 - **Owner:** CBJTC
 - **Start Year:** FY10
 - **Estimated Completion:** FY10

- **Action 2.2: Identify license, registration, and insurance requirements for AFVs.**
 - **Owner:** SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- **Action 2.3: Determine if AFVs count against state fleet threshold.**
 - **Owner:** SQM
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- **Action 2.4: Install solar charging stations to have AFVs run completely off the grid.**
 - **Owner:** CBJTC
 - **Start Year:** Revisit after pilot project
 - **Estimated Completion:** To be determined

Objective 3: Establish alternative fuel/hybrid electric vehicle replacement policy based on needs or requirements.

- **Action 3.1: Determine FLARNG GSA/DMS Fleet vehicle needs.**
 - **Owner:** J4 and SQM
 - **Start Year:** FY11
 - **Estimated Completion:** FY11

- **Action 3.2: Identify alternative fuel/hybrid electric vehicles based on vehicle needs requirement.**
 - **Owner:** J4 and SQM
 - **Start Year:** FY11
 - **Estimated Completion:** FY11

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9.0 Electronics Stewardship

9.1 Goals

Federal Executive Order 13423 Goals:

- Implement environmentally sound management of electronic equipment at end of useful life:
 - Reuse, donate, sell, or recycle 100% of electronic products using environmentally sound management practices.
- Join Federal Electronics Challenge (FEC) or implement equivalent program.
- Purchase Electronic Product Environmental Assessment Tool (EPEAT)-registered electronic products:
 - Meet 95% of electronics needs with EPEAT-registered products.
- Enable Energy Star® feature on 100% of computers and monitors.
- Establish and implement policies to extend the useful life of agency electronic equipment.

Challenge Statement: Meeting the EO requirements while providing mission critical IT capability through procurement, reuse and disposal of electronic products using environmentally sound management practices.

Threats:

- Changes in DoD and state hardware and software requirements.
- Staffing for researching procurements and dispositions.
- Lack of policy and education for procurements and dispositions.
- Lack of funding for procuring energy-efficient electronics.
- Lack of understanding of the turn-in/disposal process.

Where we are today:

State Procurements:

- [Florida Climate Friendly Preferred Products List](#) – Includes Energy Star.
- [Florida State Procurement Green Standards](#).
- Use of State Term Contracts is mandatory for state agencies, in accordance with §287.056 Florida Statutes. Exceptions to mandatory usage are set forth in Rule 60A-1.044, Florida Administrative Code (FAC). Other eligible users of State Term Contracts include those local government entities identified in Rule 60A-1.005, FAC.

Federal Procurements:

- CHES - Computer Hardware, Enterprise Software and Solutions - Primary source for Army IT, <https://ascp.monmouth.army.mil/scp/index.jsp>.

9.2 Objectives

Objective 1: Develop and implement a process for IT property accountability.

- **Desired End State:** A comprehensive life-cycle replacement plan and 100% accountability of where all federal and state automation assets reside.
- **Measure:** Accountability of all automation assets.
 - **Target:** 100% by FY12.

Objective 2: Develop standardized procedures for electronics reuse and/or turn-in.

- **Desired End State:** An established policy.
- **Measure:** Disposition of electronics; captured and tracked.
 - **Target:** 100% by FY11.

Objective 3: Standardize procurements of electronics that meet green procurement (e.g., EPEAT, Energy Star) requirements.

- **Desired End State:** Purchase of only approved items (spreadsheet).
- **Measure:** Purchases of EPEAT and Energy Star electronics.
 - **Target:** 100% by FY12

9.3 Actions

Objective 1: Develop and implement a process for IT property accountability.

- **Action 1.1: Identify a tracking/accountability system for individual assets (look at state system using stick-on labels).**
 - **Owner:** USPFO for federal assets; SQM for state assets
 - **Start Year:** FY09
 - **Estimated Completion:** FY12
- **Action 1.2: Develop a life-cycle replacement plan.**
 - **Owner:** J6
 - **Start Year:** FY11
 - **Estimated Completion:** FY12
- **Action 1.3: Coordinate with USPFO and PBOs for accountability of assets.**
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY11

Objective 2: Develop standardized procedures for electronics reuse and/or turn-in.

- *Action 2.1: Research reuse of laptops when software platform changes.*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10-11

- *Action 2.2: Extend useful life of electronics – currently on a 3-4 year rotation - (e.g., equipment may be obsolete for one use but may be good for another use).*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10-11

- *Action 2.3: Develop procedures for tracking electronics disposition.*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10-11

- *Action 2.4: Develop a list of IT items that must be turned-in through the PFO and DRMO.*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10-11

- *Action 2.5: Generate policy letter from J6 that all electronic items are disposed correctly through the PFO and DRMO.*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

- *Action 2.6: Develop a list of other electronic items and their appropriate turn-in mechanisms.*
 - **Owner:** SQM
 - **Start Year:** FY09
 - **Estimated Completion:** Completed

- *Action 2.7: Identify appropriate codes for use on turn-in documents for recycle or reuse of electronics.*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY09

- *Action 2.8: Identify IT turn-in and tracking process.*
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY09

- **Action 2.9: Track electronics disposition, reuse, and disposal.**
 - **Owner:** USPFO, SQM, and CFMO-ENV
 - **Start Year:** FY09
 - **Estimated Completion:** Ongoing

Objective 3: Standardize procurements of electronics that meet green procurement (e.g., EPEAT, Energy Star) requirements.

- **Action 3.1: Determine if products in CHESS catalog meet electronic stewardship standards or if there is a choice (e.g. EPEAT, Energy Star).**
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 3.2: Update IT procurement policy to include a basic standard (spreadsheet list).**
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10
- **Action 3.3: Develop policy letter to ensure green procurement of electronics. Include basic standards to prevent procurement delays.**
 - **Owner:** J6
 - **Start Year:** FY09
 - **Estimated Completion:** FY10

10.0 Progress Tracking Table

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Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Sustainability Management Goals											
	Objective 1: Use eMS to manage Sustainability. Desired End State: The FLARNG Sustainability Plan is implemented using eMS as required by EO 13423.				Meet Army eMS implementation date. Meet EO 13423 eMS implementation requirements. (Target = Conformance declaration and qualified audit every 3 years after declaration of conformance.)	30 SEP 2009					
Sustainability Committee/EQCC and Sustainability Program Manager	1.1 Develop, implement, and maintain an eMS to identify and address the environmental aspects of the core business processes to meet EO requirements.	FY09	On-going	Manpower							
Sustainability Committee/EQCC and Sustainability Program Manager	1.2 Identify, manage, and improve sustainable practices identified in the EO using eMS as the management framework.	FY09	On-going	Manpower							
Sustainability Committee/EQCC	1.3 Establish objectives, actions, and targets to implement the EO requirements.	FY09	FY09	Manpower		FY09					
Sustainability Committee/EQCC and Action Owners	1.4 Collect, analyze, and report to measure performance in implementing the Sustainability Plan.	FY09	On-going	Manpower							
Sustainability Committee/EQCC	1.5 Obtain management review and approval of the Sustainability Plan.	FY09	FY09	Manpower		FY09					
Sustainability Committee/EQCC and Sustainability Program Manager	1.6 Declare and maintain conformance with eMS requirements.	FY09	FY09, On-going	Manpower (including contracted audit)		FY09					
	Objective 2: Establish a Sustainability Committee/EQCC that provides on-going leadership for Sustainability Plan implementation. Desired End State: Active and empowered Sustainability Committee/EQCC that ensures the Sustainability Plan is implemented.				Sustainability Committee/EQCC is established. (Target = Completed in FY08) Sustainability Committee/EQCC is ongoing. (Target = Meets quarterly)						
Sustainability Committee/EQCC	2.1 Conduct quarterly meetings to review progress and identify new actions to meet Sustainability Plan goals.	FY09	On-going (quarterly)	Manpower							
Sustainability Committee/EQCC	2.2 Provide recommendations for use of Qualified Recycling Program (QRP) funds to the recycling committee.	FY09	On-going (annually)	Manpower							

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
Sustainability Committee/EQCC	2.3 Identify other funding sources (e.g., federal and state grants) for implementing actions.	FY09	On-going	Manpower (including NGB contracted research for grants)							
Sustainability Committee/EQCC	2.4 Provide Sustainability Plan implementation status updates to leadership (EQCC).	FY09	On-going	Manpower							
	Objective 3: Develop and maintain the FLARNG Sustainability Plan.				FLARNG Sustainability Plan is approved by TAG.	FY09					
	Desired End State: Approved and achievable FLARNG Sustainability Plan.				Actions are implemented.	On-going					
Sustainability Committee/EQCC	3.1 Use facilitated workshops and brainstorming sessions to develop the Sustainability Plan.	FY09	FY09	Manpower from Committee members and contract support		FY09					
Sustainability Committee/EQCC	3.2 Update the Sustainability Plan based on actions developed in the quarterly Sustainability Committee/EQCC meetings.	FY09	On-going	Manpower							
Sustainability Committee/EQCC	3.3 Track and report progress of implementing Sustainability Plan actions.	FY09	On-going (quarterly status update to CFMO and annual audit and management review to EQCC)	Manpower							
	Objective 4: Develop and provide Sustainability Awareness.				Awareness and training content is identified.	FY09					
	Desired End State: FLARNG personnel trained and aware of sustainability efforts.				FLARNG personnel trained per year. (Target = 100%)						
CFMO-ENV and Sustainability Program Manager	4.1 Develop and update a comprehensive sustainability awareness training package.	FY09	On-going (annually)	Manpower (including contracted web-based training development)							
SQM, CFMO-ENV, and Sustainability Program Manager	4.2 Incorporate sustainability awareness into existing training.	FY09	On-going	Manpower							
Sustainability Program Manager	4.3 Develop a sustainability management control checklist to evaluate implementation of the Sustainability Plan.	FY10	FY10	Manpower				FY10			

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Energy Conservation Goals											
	Objective 1: Develop and implement a comprehensive Energy Conservation Program.				Facility energy consumption reduced. (Target = 15% by FY13 based on FY08 consumption.)						15% by FY13
	Desired End State: A fully implemented, affordable, and sustainable Energy Conservation Program.										
CFMO-ENV and SQM	1.1 Develop an energy management plan approved and funded by the state.	FY09	FY10	Manpower				FY10			
J6	1.2 Identify and test a pilot project for centralized computer shut-on/shut-off of automated assets.	FY10	FY11-12	Manpower					FY11-12	FY11-12	
CFMO-ENV, Sustainable Design	1.3 Identify lighting energy conservation measures.	FY09	FY10	Manpower				FY10			
CFMO	1.4 Determine life cycle cost (LCC) of proposed or potential projects.	FY09	On-going	Manpower							
CFMO-ENV	1.5 Identify and leverage available funding to implement energy conservation measures.	FY09	On-going	Manpower and funding							
CFMO-ENV	1.6 Identify availability of rebates from energy providers on purchases and upgrades of all A/C units and lighting.	FY09	On-going	Manpower							
CFMO-ENV and SQM	1.7 Perform feasibility study for energy performance contracts.	FY10	FY11	Manpower					FY11		
CFMO-ENV to provide information, SQM to implement, Leadership to set policy	1.8 Establish an energy education program for facility operations.	FY09	FY10	Manpower				FY10			
CFMO-ENV and PAO	1.9 TAG video on the importance of energy conservation.	FY10	FY10	AV resources, manpower				FY10			
	Objective 2: Control energy demand.				Number of actions completed to control energy demand. (Target = 100% of actions completed by FY13.)						100% by FY13
	Desired End State: Facility energy demand is controlled to meet energy conservation goals.										
SQM	2.1 Establish and implement a HVAC Policy for Drill Halls and other facilities.	FY09	On-going	Manpower							
CFMO-ENV	2.2 Establish policy and procedures for metering utilities including solar projects.	FY10	FY11	Manpower					FY11		
JDOMS Force Protection	2.3 Establish parking lot lighting requirements based on armory category.	FY10	FY11	Manpower					FY11		

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
CFMO-ENV	2.4 Establish energy efficient hot water heating systems provisions within sustainable design.	FY09	FY10	Manpower				FY10			
CFMO-ENV and SQM	2.5 Establish energy conservation checklist to be used in the annual armory inspections and energy assessments.	FY09	FY10	Manpower				FY10			
CFMO-ENV, SQM, and J4	2.6 Establish process and procedure for communicating results of energy assessments to FLARNG leadership.	FY10	FY11	Manpower					FY11		
	Objective 3: Increase the use of renewable energy.				Number of facilities using renewable energy. (Target = Two armories and three CBJTC facilities by FY13 [based on available funding]).						FY13
	Desired End State: Obtain consumed electricity from renewable resources.										
CFMO-ENV	3.1 Identify renewable programs available from energy providers in order to reduce energy consumption.	FY10	FY11	Manpower					FY11		
CFMO-ENV	3.2 Identify, procure, and evaluate renewable energy pilot projects for new and existing facilities.	FY10	FY11	Manpower and funding					FY11		
CFMO-ENV	3.3 Initiate the use of solar and wind to reduce demand and cost.	FY10	FY11	Manpower					FY11		

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Water Conservation Goals											
Objective 1: Control water use.					Percentage of water use reduced. (Target = 2% annually by FY15.)						
Desired End State: Facility water use is controlled to meet water conservation goals.											
CFMO-ENV and SQM	1.1 Establish water conservation procedures.	FY09	FY10	Manpower				FY10			
CFMO-ENV	1.2 Establish guidelines for water meters at facilities or point of uses that are not currently metered.	FY10	FY11	Manpower					FY11		
CFMO-ENV	1.3 Develop a procedure for conducting, reviewing, and communicating water consumption assessments including irrigation systems.	FY09	On-going								
CFMO-ENV and SQM	1.4 Implement current water conservation code requirements.	FY09	On-going	Manpower and funding							
CFMO-ENV and SQM	1.5 Establish water conservation education program.	FY09	On-going	Manpower							
FLARNG Leadership and CFMO-ENV	1.6 Establish and implement policy for the use of drought tolerant grass and xeriscaping to reduce irrigation.	FY10	FY11	Manpower and funding					FY11		
Objective 2: Increase water reuse.					Facilities using reuse water for irrigation. (Target = Two by FY12.)					FY12	
Desired End State: Water reuse is maximized wherever possible.											
CFMO-ENV	2.1 Determine the feasibility of water reuse for irrigation.	FY09	FY10	Manpower				FY10			
CFMO-ENV, CFMO-ENG, and SQM	2.2 Develop criteria for irrigation systems.	FY09	FY10	Manpower				FY10			
CFMO-ENV and CBJTC	2.3 Establish a pilot project at CBJTC to capture rainwater for irrigation use.	FY10	FY12	Manpower and funding						FY12	
CBJTC	2.4 Establish a water reuse project at CBJTC WWTP for water reuse at the washrack.	FY10	FY12	Manpower and funding						FY12	

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Acquisition and Green Procurement Goals											
	Objective 1: Develop a Green Procurement Program. Desired End State: Implementation of a Green Procurement Program at FLARNG to meet federal and state requirements.				GPP policy and procedure is developed and approved. (Target = 100% complete by FY10)			100% by FY10			
CFMO-ENV, SQM, and USPFO	1.1 Develop a Green Procurement Plan.	FY09	FY10	Manpower				FY10			
CFMO-ENV, SQM, and USPFO	1.2 Obtain command emphasis through a green procurement policy and procedure.	FY09	FY10	Manpower				FY10			
J4 and USPFO	1.3 Determine if changes can be made to the GPCR system to control purchases.	FY11	FY11	Manpower					FY11		
J4, SQM, and USPFO	1.4 Improve oversight on green purchasing.	FY10	On-going	Manpower							
	Objective 2: Education on the requirements of the Green Procurement Program. Desired End State: All FLARNG personnel involved in facility operations and with purchasing responsibilities have received Green Procurement training.				Number of personnel trained. (Target = 100% of personnel involved in facility operations and with purchasing responsibilities are trained by FY11.)				100% by FY11		
CFMO-ENV, SQM, J4, and USPFO	2.1 Develop and implement Green Procurement education; MACOM and JFHQ.	FY11	FY11	Manpower					FY11		
CFMO-ENV	2.2 Add Green Procurement into Environmental Training.	FY09	FY09	Manpower		FY09					
	Objective 3: Increase purchases of green products and services consistent with the demands of mission, efficiency, and cost-effectiveness, with continual improvement toward procurement goals. Desired End State: Products meet the EO goals for green procurement.				Purchase minimum 20% recycled content paper. (Target = 100% by FY11)				100% by FY11		
CFMO-ENV	3.1 Develop procedure for calculating life cycle costs for all purchases and for evaluating results once life cycle costs are calculated.	FY09	FY10	Manpower				FY10			
CFMO-ENV	3.2 Identify EPA and federal government green procurement sites.	FY09	FY09	Manpower		FY09					
CFMO-ENV	3.3 Develop list of green products.	FY09	FY09	Manpower		FY09					
CFMO-ENV	3.4 Develop a process, controls, and rules for exceptions for selecting non-hazardous or green items over non-green items.	FY10	FY11	Manpower					FY11		

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 P2 and Toxic and Hazardous Materials Reductions Goals											
	Objective 1: Reduce hazardous materials use. Desired End State: Use of hazardous materials is minimized to the greatest extent possible.				Square footage used for storage of corrosives, flammables, and hazardous waste. (Target = Square footage reduction of 30% by FY12)					30% by FY12	
CFMO-ENV	1.1 Develop a list of green products.	FY09	FY10	Manpower				FY10			
CFMO-ENV, J4, and SQM	1.2 Improve training and education on purchasing less hazardous materials and green janitorial products.	FY10	FY10	Manpower				FY10			
CFMO-ENV	1.3 Develop a list of banned or "do not purchase" hazardous materials.	FY10	FY12	Manpower						FY12	
J4	1.4 Verify current ozone-depleting substances (ODS) program meets EO requirements.	FY09	On-going	Manpower							
	Objective 2: Increase recycling and reuse of hazardous materials. Desired End State: Recycling and reuse of hazardous materials is maximized.				Quantity of hazardous materials diverted from disposal through recycling and reuse. (Target = Recycle 100% of antifreeze and batteries by FY10.)			100% by FY10			
J4	2.1 Recycle antifreeze to reduce purchase and disposal quantities of antifreeze.	FY07 Completed	On-going	Manpower and funding							
J4	2.2 Establish procedure for recycling batteries.	FY06 Completed	On-going	Manpower							
CFMO-ENV	2.3 Include recycling education in all Environmental training.	FY10	On-going	Manpower							
CFMO-ENV and PFO	2.4 Develop a web based database for identifying materials available for reissue.	FY11	FY12	Manpower						FY12	
CFMO-ENV	2.5 Develop a procedure for assessing condition of materials suitable for reissue or donation versus disposal.	FY11	FY12	Manpower						FY12	
CFMO-ENV	2.6 Modify existing Hazardous Waste Management Plan for reuse of excess hazardous materials.	FY12	FY12	Manpower and funding						FY12	
CFMO-ENV and J4	2.7 Identify availability of re-refined oil program at FLARNG facilities and implement where available.	FY10	On-going	Manpower and funding							
CFMO-ENV and J4	2.8 Determine feasibility of used oil reuse and recycling; conversion to diesel fuel.	FY11	FY12	Manpower						FY12	

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
	<p>Objective 3: Prevent pollution sources.</p> <p>Desired End State: Targeted sources of pollutants are eliminated.</p>				Number of targeted pollutant sources eliminated. (Target = Two [solvent-based CARC use and WWTP discharge to Black Creek] by FY13.)						FY13
J4-SMM	3.1 Retrofit existing paint booth equipment and install a cure booth at the CSMS for water-based CARC application.	FY TBD based on funding availability	FY TBD	Funding							
CFMO-ENV and CBJTC	3.2 Develop wetlands bank project for WWTP discharge at CBJTC.	FY11	FY12	Funding						FY12	

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Solid Waste Diversion and Recycling Goals											
	Objective 1: Develop and implement recycling programs to maximize solid waste diversion.				Quantity of solid waste diverted through recycling. (Target = 40% annually [DoD/Army]; 75% by 2020 [State].)						
	Desired End State: Solid waste diversion is maximized.										
CFMO-ENV and CBJTC	1.1 Track solid waste diversion data from all facilities and operations.	FY10	On-going	Manpower							
USPFO and CFMO-ENV	1.2 Establish process and procedures for the federal Qualified Recycling Program (QRP).	FY09	On-going	Manpower							
CFMO-ENV and USPFO	1.3 Establish the Sustainability Committee/EQCC as the recommending entity for the QRP.	FY10	FY10	Manpower				FY10			
CFMO-ENV and SQM	1.4 Determine feasibility of regional/armory recycling program.	FY10	FY10	Manpower				FY10			
CFMO-ENV	1.5 Identify local community recycling programs for participation by armories.	FY09	FY10	Manpower				FY10			
CFMO-ENV and CBJTC	1.6 Obtain multi-bin recycling collection trailers for CBJTC BN training areas.	FY09	FY09	Funding from QRP		FY09					
CFMO-ENV and SQM	1.7 Establish an ongoing program for recycling print cartridges for federal, state, and CBJTC.	FY09	On-going	Manpower							
	Objective 2: Develop a recycling education program to be incorporated into the sustainability training program.				Completion of FLARNG sustainability training program. (Target = 100% complete by FY12.)					100% by FY12	
	Desired End State: Recycling education is part of the FLARNG sustainability training program.										
CFMO-ENV	2.1 Develop the recycling education training plan.	FY10	FY12	Manpower						FY12	
CFMO-ENV, J6, and PAO	2.2 Provide recycling education through a marketing plan (leadership video).	FY10	FY12	Manpower						FY12	
CFMO-ENV and CBJTC	2.3 Establish recycling guidance for units coming to AT at CBJTC either at pre-AT conference or in AT packets.	FY10	FY12	Manpower						FY12	

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Sustainable Design Goals											
	Objective 1: Design and construct facilities to reduce overall environmental impacts of facility operations in order to meet federal and state Executive Orders. Desired End State: Sustainable FLARNG facilities.				Number of sustainable improvements incorporated during construction. (Target = Five per project by FY10.)			FY10			
CFMO	1.1 Obtain TAG policy approving sustainable design and energy requirements for FLARNG construction and remodel projects.	FY09	FY10					FY10			
CFMO	1.2 Incorporate sustainable design and energy standards into all FLARNG construction and renovation projects regardless of funding source.	FY09	FY10					FY10			
CFMO	1.3 Perform a review of project specifications to ensure sustainable design requirements are prioritized.	FY10	FY11						FY11		
CFMO	1.4 Establish a formal design review process that includes all project stakeholders.	FY10	FY11						FY11		
CFMO	1.5 Implement a formal commissioning process for MILCON projects to meet EO 13423 requirements.	FY10	FY11						FY11		
CFMO	1.6 Implement building envelope design requirements in accordance with ARNG Facility Design Guides.	FY10	FY11						FY11		
	Objective 2: Improve energy efficiency and lower water consumption in renovation, remodel, and self-help projects. Desired End State: Sustainable FLARNG facilities.				Number of sustainable improvements incorporated in renovation, remodel, and self-help projects. (Target = Ten armory projects per year; Twenty CBJTC facility projects per year; Ten logistical facility projects per year.)						
CFMO-ENV	2.1 Develop an energy and water product alternative list that provides Sustainable Design and Development (SDD) options for replacement/repair (Federal Energy Management Program [FEMP] Designated Products).	FY10	FY11						FY11		
CFMO-ENV	2.2 Develop a baseline of sustainable improvements implemented at each facility.	FY09	FY09			FY09					

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
SQM and J4	2.3 Provide automatic dimming controls or accessible manual lighting controls, and appropriate glare control.	FY10	FY11						FY11		
CFMO-ENV and JDOMS	2.4 Identify and implement energy saving options for exterior lighting that meet force protection requirements.	FY10	FY11						FY11		
CFMO-ENV and SQM	2.5 Identify replacement criteria and policy for HVAC Systems (units, ducts, etc.) to include standardized equipment, lifecycle cost analysis, and rebate availability.	FY09	FY11						FY11		
SQM	2.6 Provide education on use of HVAC system to ensure compliance with existing state policies and the FLARNG 210-4 regulation.	FY10	FY11						FY11		
CFMO-ENV and SQM	2.7 Identify replacement criteria for low-E windows and low-E window treatments.	FY10	FY11						FY11		

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Vehicle Fleet Management Goals											
	Objective 1: Develop Alternative Fuel Program. Desired End State: An Alternative Fuel Program is in place at FLARNG.				Number of vehicles using biodiesel. (Target = Four vehicles by FY12.)					FY12	
CFMO-ENV	1.1 Develop biodiesel production program.	FY10	On-going	CFMO-ENV funding with transition to CBJTC							
CBJTC	1.2 Establish fuel point for biodiesel.	FY10	Dependent on Action 1.1	Funding							
CBJTC	1.3 Retrofit vehicles for switch to alternative fuels.	FY10	On-going	Manpower and funding							
	Objective 2: Use electric/alternative fuel vehicles (AFV) instead of conventional fuel vehicles at CBJTC. Desired End State: Electric/AFV are used where feasible.				Number of Electric/AFV in use. (Target = Four Electric/AFV at CBJTC by FY12.)					FY12	
CBJTC	2.1 Pilot test AFVs with J6, Billeting, and FED CBJTC in order to determine cost/benefit.	FY10	FY10					FY10			
SQM	2.2 Identify license, registration, and insurance requirements for AFVs.	FY09	FY10					FY10			
SQM	2.3 Determine if AFVs count against state fleet threshold.	FY09	FY10					FY10			
CBJTC	2.4 Install solar charging stations to have AFVs run completely off the grid.	Revisit after pilot project									
	Objective 3: Establish alternative fuel/hybrid electric vehicles replacement policy based on vehicle needs requirements. Desired End State: An established policy.				Signed policy.					FY11	
J4 and SQM	3.1 Determine FLARNG GSA/DMS Fleet vehicle needs.	FY11	FY11	Manpower						FY11	
J4 and SQM	3.2 Identify alternative fuel/hybrid electric vehicles based on vehicle needs requirement.	FY11	FY11	Manpower						FY11	

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
GOAL: Meet EO 13423 Electronics Stewardship Goals											
	Objective 1: Develop and implement a process for IT property accountability. Desired End State: A comprehensive life-cycle replacement plan and 100% accountability of where all federal and state automation assets reside.				Accountability of all automation assets. (Target = 100% by FY12.)					100% by FY12	
USPFO for federal assets; SQM for state assets	1.1 Identify a tracking/accountability system for individual assets (look at state system using stick-on labels).	FY09	FY12	Manpower						FY12	
J6	1.2 Develop a life-cycle replacement plan.	FY11	FY12	Manpower						FY12	
J6	1.3 Coordinate with USPFO and PBOs for accountability of assets.	FY09	FY11	Manpower					FY11		
	Objective 2: Develop standardized procedures for electronics reuse and/or turn-in. Desired End State: An established policy.				Disposition of electronics; captured and tracked. (Target = 100% by FY11.)					100% by FY11	
J6	2.1 Research reuse of laptops when software platform changes.	FY09	FY10-11	Manpower				FY10-11	FY10-11		
J6	2.2 Extend useful life of electronics – currently on a 3-4 year rotation - (e.g., equipment may be obsolete for one use but may be good for another use).	FY09	FY10-11	Manpower				FY10-11	FY10-11		
J6	2.3 Develop procedures for tracking electronics disposition.	FY09	FY10-11	Manpower				FY10-11	FY10-11		
J6	2.4 Develop a list of IT items that must be turned-in through the PFO and DRMO.	FY09	FY10-11	Manpower				FY10-11	FY10-11		
J6	2.5 Generate policy letter from J6 that all electronic items are disposed correctly through the PFO and DRMO.	FY09	FY10	Manpower				FY10			
SQM	2.6 Develop a list of other electronic items and their appropriate turn-in mechanisms.	FY09	Completed	Manpower		FY09					
J6	2.7 Identify appropriate codes for use on turn-in documents for recycle or reuse of electronics.	FY09	FY09	Manpower		FY09					
J6	2.8 Identify IT turn-in and tracking process.	FY09	FY09	Manpower		FY09					
USPFO, SQM, and CFMO-ENV	2.9 Track electronics disposition, reuse, and disposal	FY09	On-going	Manpower							
	Objective 3: Standardize procurements of electronics that meet green procurement (e.g., EPEAT, Energy Star) requirements Desired End State: Purchase of only approved items (spreadsheet).				Purchases of EPEAT and Energy Star electronics. (Target = 100% by FY12.)					100% by FY12	

Progress Tracking Table

FLARNG Sustainability Goals, Objectives & Actions Management Worksheet FY09-FY13											
POC	Objective/Action	Start	Complete	Primary Resources Required	Measure (Indicator)	FY09 Target	FY09 Status	FY10 Target	FY11 Target	FY12 Target	FY13 Target
J6	3.1 Determine if products in CHES catalog meet electronic stewardship standards or if there is a choice (e.g. EPEAT, Energy Star).	FY09	FY10	Manpower				FY10			
J6	3.2 Update IT procurement policy to include a basic standard (spreadsheet list).	FY09	FY10	Manpower				FY10			
J6	3.3 Develop policy letter to ensure green procurement of electronics. Include basic standards to prevent procurement delays.	FY09	FY10	Manpower				FY10			

Appendix A: Implementing the FLARNG Sustainability Plan using ISO 14001

1.0 Purpose of the FLARNG eMS Manual

This Environmental Management System (eMS) Manual provides documentation and a description of the main elements of the environmental management system, their interactions, and reference to related documents. This a repository for documentation related to the eMS including:

- eMS Procedures and ISO 14001 required documentation that describes how FLARNG carries out key tasks within the eMS such as training, identifying roles and responsibilities, evaluating environmental aspects, and managing records.
- Programs and Controls that operate under the eMS, such as programs for achieving eMS objectives and targets, performing audits, and conducting management reviews implemented by the Sustainability Committee (SC), as part of the Environmental Quality Control Committee (EQCC), to continually improve the eMS.
- eMS Records, or directions for locating appropriate records, that confirm the completion of specific eMS activities such as identifying environmental aspects, eMS training, and management reviews.
- Definitions and references that contain additional information useful to individuals reviewing the eMS.

1.1 Scope of the FLARNG eMS

The scope of this eMS applies to the core business processes and activities associated with the Florida Army National Guard (FLARNG) Sustainability Plan. The main objective of the Sustainability Plan is to meet the requirements of both federal and state executive orders (EOs) and reduce impact on the environment and mission.

This plan is for all elements of the Florida Army National Guard which includes locations in over 60 cities statewide. In the initial development of the Sustainability Plan, community stakeholders were not included. The focus areas for the Sustainability Plan are based on those identified in the federal and state EOs. The timeframe of the Sustainability Plan is dictated by those identified in the EOs.

FLARNG has adopted the ISO 14001 Standard as the framework for eMS implementation of the Sustainability Plan.

The ISO 14001 Standard states that an organization utilizing this Standard to develop an eMS will “establish, document, implement, maintain and continually improve an EMS in accordance with the requirements of the International Standard and determine how it will fulfill these requirements.” The ISO 14001 Standard is based on the Continual Improvement Model methodology known as Plan-Do-Check-Act (PDCA).

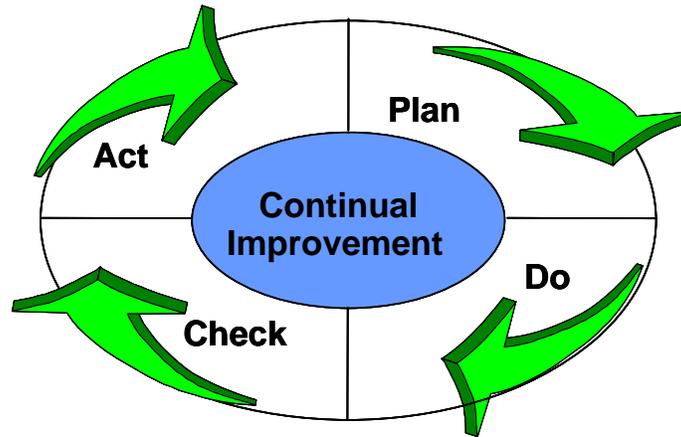


Figure A-1: Continual Improvement Model

PDCA can be briefly described as follows:

- **Plan:** establish the objectives and processes necessary to deliver results in accordance with the organization’s environmental policy.
- **Do:** implement the processes (implement what you say you do).
- **Check:** monitor and measure processes against environmental policy, objectives, targets, legal and other requirements, and report the results.
- **Act:** take actions to continually improve performance of the eMS (ISO, 2004).

1.2 Mission, Core Business Processes, Sustainability Plan, and Relationship to Our eMS

The Florida National Guard traces its heritage back to 1565, the year the Spanish founders of St. Augustine organized their first company of citizen-Soldiers. Florida's militia has defended local communities for over 440 years. Consistent with Article I, Section 8 of the U.S. Constitution, Florida's Citizen-Soldiers and Airmen continue to serve in units from the Panhandle to the Keys. The Florida Department of Military Affairs (DMA), a state agency created by Chapter 250, Florida Statutes, provides management oversight and administrative support to the Florida National Guard. Directly responsive to the Governor of Florida, the Department operates within the policy guidance and fiscal framework of both federal and state authorities. The Department manages a force of about 12,000 National Guard members (over 10,000 are members of the Army National Guard, and nearly 2,000 are members of the Air National Guard), over 1,900 full time Military Personnel, and 321 state employees. Together, the Department of Military Affairs and the Florida National Guard are committed to serving the vital interests of the nation, the state, local communities, and Florida's citizens.

In accordance with Chapters 250, 251, and 252, Florida Statutes, The Adjutant General (TAG) is specifically tasked with (1) the combat readiness and emergency preparedness of the Florida National Guard, (2) responding to disasters and civil disturbances, (3) reducing the importation of controlled substances, and (4) assisting Floridians at risk.

The Florida National Guard serves as a reserve component of the U.S. Department of Defense (DoD), with training, staffing, and equipping of the guard fully funded by the federal government. The state and federal governments jointly fund guard armories. Camp Blanding Joint Training Center (CBJTC) is the guard's major training facility.

Core business processes and activities that support the FLARNG mission utilize resources that have high demand within the state of Florida. The sustainability planning process focused on the Executive Order 13423 requirements which were tied back to the significant aspects of the core business processes and activities identified below:

- The construction, renovation, operation, and maintenance of FLARNG facilities are costly, vital to the FLARNG mission, consume natural resources, and impact the environment. How can the FLARNG provide infrastructure in a manner that meets the needs of users, supports the mission, and reduces overall costs, environmental impacts, waste, and dependence on non-renewable energy sources?
- The procurement of products and services and the maintenance of fixed facilities and equipment by the FLARNG contribute to cost inefficiencies, waste, resource consumption, exposures to health hazards, and environmental impacts. How can the FLARNG procure products and services and maintain facilities and equipment that will reduce life-cycle costs, impacts from waste generation, and exposures to hazards, and support waste minimization and recycling, green procurement, and toxic and hazardous materials reduction goals?

- The transport of people and goods by the FLARNG consumes non-renewable energy resources and impacts the environment. How can the FLARNG provide efficient and cost-effective transportation of people and goods to meet mission requirements that will reduce environmental impacts, waste, and dependence on non-renewable energy?
- The deployment of FLARNG units that are organized, equipped, and trained to support national objectives as part of the Total Army Force and to protect life and property and to preserve peace, order, and public safety as called upon by state authorities. How can the FLARNG effectively and efficiently deploy units to meet its federal and state mission requirements that will reduce impacts to the environment and conserve natural resources that both the FLARNG and the community rely upon?

The Sustainability Plan identifies objectives and actions that FLARNG will take to reduce their demand for energy, water, and transportation fuels, reduce their use of toxic and hazardous materials, decrease production of wastes, increase solid waste diversion and recycling, and increase their procurement of green products. FLARNG will use eMS as a tool to implement the Sustainability Plan and as a tool to provide feedback to management on the status of the implementation of various actions identified in the Sustainability Plan.

1.3 Implementation and Maintenance of the FLARNG eMS

The CFMO Environmental office has designated a Sustainability Program Manager (SPM) who is responsible for the FLARNG eMS. In this capacity, he/she has the responsibility and authority to ensure that the FLARNG eMS requirements are established, implemented, and maintained in accordance with the ISO 140001 Standard. In addition, the Sustainability Program Manager will report to senior management on the performance of the eMS for review, including recommendations for improvement.

The Sustainability Committee (SC), as part of the Environmental Quality Control Committee (EQCC), works closely with the Sustainability Program Manager in the establishment, implementation, maintenance, and continual improvement of the eMS. This cross functional team is critical to the success of using eMS in implementing the Sustainability Plan, and helps to keep the eMS mission and core business process focused. The SC/EQCC is responsible for using the eMS as the tool for implementing the Sustainability Plan. As the Sustainability Plan is further developed, the SC/EQCC is responsible for implementing the elements of the Plan throughout the FLARNG organization. The role of the SC/EQCC is identified in FLARNG eMS procedure 2.5 Resources, Roles, Responsibilities, and Authority.

1.4 History of the FLARNG eMS

On 26 April 2000, President George W. Bush signed Executive Order (EO) 13148, Greening the Government through Leadership in Environmental Management, which required implementation eMS at all appropriate federal facilities. EO 13148 set requirements for establishment of measurable environmental goals, objectives, and targets that should be reviewed and updated annually, and ultimately incorporated into facility audit protocols.

In July 2001, the Deputy Assistant Secretary of the Army (DASA) Environment, Safety and Occupational Health, (ESOH), issued a policy memorandum directing active and reserve Army Installations, Army Reserve Regional Readiness Commands, and Army National Guard (ARNG) states to:

- Comply with EO 13148 requirements.
- Adopt the internationally recognized eMS Standard ISO 14001.
- Use continual improvement to build the remaining parts of a mission-focused, ISO 14001-conforming eMS by September 2009.

On 30 January 2003, the Office of the Under Secretary of Defense issued a memo requiring the military to implement eMS at their facilities and listed six criteria to be completed before 31 December 2005. These are known as the FY03-FY06 metrics and included the following: 1) complete an environmental policy statement; 2) complete a self-assessment; 3) complete a written plan with defined dates, identified resources, and organization responsibilities for implementing an eMS; 4) complete a prioritized list of aspects; 5) conduct awareness training for appropriate installation personnel; and 6) complete at least one management review. Although the deadline for these metrics has come and gone, these metrics are ongoing requirements. Installations that met these metrics must maintain all associated records in order to demonstrate the metric was satisfied.

In October 2004, the Army published *The Army Strategy for the Environment: Sustain the Mission—Secure the Future*. The strategy establishes a long-range vision, founded on sustainability, that enables the Army to accomplish its mission today and into the future. The Army is integrating sustainability into all its activities by using eMS as the framework for improving performance and achieving compliance with all laws and regulations.

The FLARNG eMS Implementation Team, eMS Management Representative, and eMS Coordinator provided the information to develop a FLARNG eMS Implementation Plan. The original plan was reviewed and approved by the FLARNG EQCC on 17 Nov 2004. The plan was a matrix that outlined the specific activities required for the FLARNG to develop and achieve an eMS in compliance with EO 13148 and one that conformed to the ISO 14001 Standard. This plan was to be used to enable the FLARNG to identify specific resource requirements necessary for the implementation and to sustain this system.



Figure A-2: ARNG's Continual Improvement Model

eMS awareness materials were mailed approximately 22 February 2005. The awareness materials were provided to increase awareness of the ARNG eMS program, to provide command emphasis for this important program, and to assist each State/Territory to meet the eMS awareness training metric due 30 March 2005.

FLARNG eMS Awareness – Training Implementation Plan:

- Awareness-Training Material received from NGB:
 - Guidance letter from DANG
 - Command Message Video
 - Unit Level Awareness Video
 - ARNG eMS Brochure
 - eMS Pocket Guide
 - TAG Environmental Policy Posters
- eMS Awareness – Training was integrated into the Environmental Compliance Officer (ECO) Training in January 2005
- Presentation of eMS Awareness-Training Material at EQCC (19 Oct 2005)
- Distribution of eMS materials with guidance (preferably from COS) to FLARNG (coordinated):
 - Through MACOMs
 - Through State and Federal HRO Offices
- FLARNG eMS Awareness-Training Guidance letter will be sent to NGB to satisfy second half of DA Metric
- Execution complete NLT 30 October 2005

In an effort to maintain steady progress towards full eMS implementation, the Office of the Federal Environmental Executive (OFEE) published new eMS metrics in August 2006 for the entire federal government. DoD adopted the federal metrics in whole and transmitted them to the services. Subsequently, the Army adopted the metrics and modified them accordingly to reflect existing Army eMS Policy.

The FY 2006 – FY 2008 metrics are reported through DoD to OFEE and OMB (OMB Scorecard). To be successful, or “green”, on the OMB Scorecard, installations must:

- NLT 30 September 2007, show progress on all and complete five of the seven metrics;
- NLT 30 September 2008, complete all seven metrics;
- NLT 30 September 2009, complete all requirements of Army EMS policy and self declare conformance to the ISO 14001 standard.

These new metrics represent an interim set of drivers to keep installations focused on full eMS implementation and to ensure that each installation reaps the benefits of a properly constructed and administered eMS. While these metrics reflect key elements of the standard, successful completion of them does not in itself fulfill all necessary requirements under the ISO Standard. FY2006-FY2008 Metrics include:

- **Metric 1 - Environmental Aspects:** Annually review previously identified significant aspects; re-evaluate them and update as necessary in accordance with ISO 14001, § 4.3.1 Environmental Aspects, and the installation’s eMS aspects procedure.
- **Metric 2 – Objectives, Targets, and Programs:** Establish, implement and maintain measurable, mission-focused objectives, targets and programs; review them annually; and update as appropriate, in accordance with ISO 14001, § 4.3.3 Objectives, Targets and Programs.
- **Metric 3 – eMS Audit Procedures:** Establish, implement and maintain eMS audit procedures and conduct an internal audit annually in accordance with ISO 14001, § 4.5.5 Internal Audit and the installation’s internal audit procedure. Nonconformities discovered during the audit will be addressed and corrected in accordance with ISO 14001, § 4.5.3 Nonconformity, corrective action and preventive action, and the installation’s procedure for correcting nonconformance.
- **Metric 4 – Management Review:** Annually conduct at least one documented review of the eMS with senior leadership. The management review will include recommendations for continual improvement and be performed in accordance with ISO 14001, § 4.6 Management Review, and the installation’s procedure for conducting management reviews.
- **Metric 5 – Contractors, Suppliers, and Tenants:** Establish a procedure to identify appropriate contracts and integrate eMS requirements in accordance with ISO 14001, § 4.4.6 Operational Control. Contracts will stipulate defined eMS roles and responsibilities of contractors, suppliers and tenants. Verify that contractors, suppliers, and tenants are fulfilling their defined roles and responsibilities. For purposes of this metric, contracts include Installation Support Agreements with tenants.

- **Metric 6 – Environmental Training:** Establish, implement and maintain a procedure to identify training requirements and provide competence training to those individuals performing tasks for, or on behalf of, the installation that have the potential to cause a significant environmental impact and retain all associated training records. Training will be developed in accordance with ISO14001, § 4.4.2 Competence, Training and Awareness and the installation’s training procedure.
- **Metric 7 – Operational Controls:** Establish, implement and maintain documented operational controls in accordance with ISO 14001, § 4.4.6 Operational Controls to address significant aspects consistent with the installation’s environmental policy and objectives and targets. Review them annually and update as appropriate.

In a memorandum dated 05 October 2006, the DASA (ESOH) issued additional policy on eMS implementation. It states that:

- eMS is the center piece for sustainable practices in the Army.
- eMS is a significant tool for achieving the Army Strategy for the Environment.
- Garrison Commanders are challenged to implement an ISO 14001 conformant eMS that supports mission accomplishment as quickly as possible.

EO 13423, Strengthening Environmental, Energy, and Transportation Management, issued in January 2007, replaces a number of executive orders (notably EO 13148) and sets an aggressive new agenda for energy and resource conservation for the federal government. This EO establishes the policy of the United States that Federal agencies conduct their environmental, transportation, and energy-related activities under the law in support of their respective missions in an environmentally, economically and fiscally sound, integrated, continuously improving, efficient, and sustainable manner.

Section 1 of the EO 13423 directs Federal agencies to implement environmental management systems (eMS) at all appropriate organizational levels to ensure the use of eMS as the primary management approach for addressing environmental aspects of internal agency operations and activities, including the environmental aspects of energy and transportation functions; establishment of agency objectives and targets to ensure implementation of the EO; and collection, analysis, and reporting of information to measure performance in the implementation of the EO. In addition, compliance with environmental and energy regulations is required as well as the use of life-cycle costing for all activities.

The nature of the EO goals will necessarily push eMS beyond just environmental considerations to include energy, infrastructure, and transportation issues. The EO also requires the establishment of an environmental compliance review and auditing program as well as the integration of EO requirements into all contract agreements entered into after the date of the EO (26 Jan 2007.)

In 2008, FLARNG brought in Weston Solutions, Inc. (WESTON) as the facilitator to help build a Sustainability Plan that would meet the new EO requirements. Workshops were used as a tool for gathering the collective input from multiple areas and not just environmental. The outputs from the workshops were used to develop a custom tailored Sustainability Plan for the FLARNG.

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1.5 eMS Requirements and Status

The following table summarizes the requirements of ISO 14001:2004 Standard, current Army eMS policy requirements, original DoD metrics, Federal eMS metrics, and FLARNG’s status towards meeting those requirements and metrics.

Table A-1: FLARNG eMS Implementation Summary

ISO 14001 Elements	ISO 14001 Requirement	Army Requirement/ Recommended Procedure	Original DoD eMS Metrics to meet EO 13148 (31-Dec-05)	Federal eMS Metrics for FY2006-FY2008	FLARNG Status	Appendix A Section Location
4.1 General Requirements					Workshops 1 and 2 (16-Dec-08)	1.5, 1.6.1
eMS Management Rep Assigned		x			Mr Neal Newton has been designated as the SPM.	1.4, 1.6.4.1
Cross Functional Team Assigned		x			SC/EQCC	1.4
Define and Document Scope of eMS	x				Workshops 1 and 2 (16-Dec-08)	1.2
Self-Assessment/Gap Analysis		x	30-Mar-04		Baseline Survey 2009	
eMS Implementation Plan		x	30-Sep-04		Sustainability Goals, Objectives, & Actions Management Worksheets FY09-FY13	
4.2 Environmental Policy	x	x	30-Sep-03		Command Policy Memorandum, Subject: <i>Command Policy Memorandum -Environmental Policy Statement</i> (1-Feb-08)	1.6.2, 2.1
4.3 Planning						1.6.3
4.3.1 Environmental Aspects	x					1.6.3.1
Prioritized List of Aspects		x	30-Mar-05	Metric 1: Annual review, re-evaluation, and update of significant aspects (30-Sep-08)	Workshop 3 (10-11-Mar-09) Aspects and Impacts Scoring Worksheets	
Significant Environmental Aspects Procedure	x	x			eMS 2.2 Aspect and Impact Analysis Procedure (ISO 14001 4.3.1)	2.2

ISO 14001 Elements	ISO 14001 Requirement	Army Requirement/ Recommended Procedure	Original DoD eMS Metrics to meet EO 13148 (31-Dec-05)	Federal eMS Metrics for FY2006-FY2008	FLARNG Status	Appendix A Section Location
4.3.2 Legal and Other Requirements	x	x				1.6.3.2
List of all legal requirements & 'Other' requirements		x			Drafted	2.3
Legal and Other Requirements Procedure	x	x			Drafted	2.3
4.3.3 Objectives, Targets, and Programs	x			Metric 2: Establish, implement, and maintain measurable mission-focused objectives, targets, and programs (30-Sep-08)		1.6.3.3
Develop Targets, Objectives, and Programs		x		Metric 2: Review annually and update	Workshops 3-5 (18-19 Feb 09; 10-11 Mar 09; 25-26 Mar 09)	
Objectives and Targets Procedure	x	x		Metric 2: Review annually and update	eMS 2.4 Objectives, Targets and Program Procedures (ISO 14001 4.3.3)	2.4
Environmental Management Programs (EMP)		x		Metric 2: Review annually and update		1.6.4.4
4.4 Implementation and Operation						1.6.4
4.4.1 Resources, Roles, Responsibility and Authority	x					1.6.4.1
4.4.2 Competence, Training, and Awareness	x			Metric 6: Develop training procedure and Provide competence training (30-Sep-08)	Drafted	1.6.4.2

ISO 14001 Elements	ISO 14001 Requirement	Army Requirement/ Recommended Procedure	Original DoD eMS Metrics to meet EO 13148 (31-Dec-05)	Federal eMS Metrics for FY2006-FY2008	FLARNG Status	Appendix A Section Location
Awareness Level Briefing		x	30-Mar-05		eMS Awareness – Training was integrated into the Environmental Compliance Officer (ECO) Training in January 2005 Presentation of eMS Awareness-Training Material at EQCC (19 Oct 2005)	1.6.4.2
Competence Training				30-Sep-08		1.6.4.2
Awareness Training Procedure	x	x		30-Sep-08	Drafted	2.6
Competence Training Procedure	x	x		30-Sep-08	Drafted	2.6
4.4.3 Communication	x					1.6.4.3
Internal Communication Procedure	x	x			Drafted	2.7
External Communication Procedure	x	x			Drafted	2.7
4.4.4 Documentation	x					1.6.4.4
eMS Manual (DA Recommendation)		x			Appendix A of the FLARNG Sustainability Plan	
Environmental Policy, Objectives, and Targets;	x				Command Policy Memorandum, Subject: <i>Command Policy Memorandum -Environmental Policy Statement (1-Feb-08) and Sustainability Goals, Objectives, & Actions Management Worksheets FY09-FY13</i>	2.1
A description of the scope of the eMS;	x				Workshops 1 and 2 (16-Dec-08)	1.2

ISO 14001 Elements	ISO 14001 Requirement	Army Requirement/ Recommended Procedure	Original DoD eMS Metrics to meet EO 13148 (31-Dec-05)	Federal eMS Metrics for FY2006-FY2008	FLARNG Status	Appendix A Section Location
A description of the main elements of the eMS and their interaction and reference to related documents;	x				FLARNG Sustainability Plan	Appendix A
Documents, including records, required by the ISO Standard; and	x					2.0
Documents, including records, required by the installation to ensure effective planning, operation, and control processes that relate to its significant aspects.	x					3.0, 4.0
4.4.5 Control of Documents	x					1.6.4.5
Document Control Procedure	x	x			Drafted	2.8
4.4.6 Operational Control	x					1.6.4.6
Operational Control Procedure	x	x		Metric 7: Procedure to address significant aspects consistent with the environmental policy and objectives and targets. Review annually and update as appropriate (30-Sep- 08)	Drafted	2.9
Operational Control Procedure for contractors, suppliers, and tenants		x		Metric 5: Procedure to identify appropriate contracts and integrate IAW 4.4.6 (30-Sep-08)	Drafted	2.9

ISO 14001 Elements	ISO 14001 Requirement	Army Requirement/ Recommended Procedure	Original DoD eMS Metrics to meet EO 13148 (31-Dec-05)	Federal eMS Metrics for FY2006-FY2008	FLARNG Status	Appendix A Section Location
4.4.7 Emergency Preparedness and Response	x					1.6.4.7
Emergency Preparedness and Response Procedure	x	x			Drafted	2.10
4.5 Checking						1.6.5
4.5.1 Monitoring and Measurement	x	x				1.6.5.1
Establish Monitoring Actions	x				To be developed	
Procedure Document	x	x			Drafted	2.11
4.5.2 Evaluation of Compliance	x					1.6.5.2
Compliance Audit Procedure	x	x			Drafted	2.12
4.5.3 Nonconformity, corrective action, and preventive action	x					1.6.5.3
Establish Nonconformance Actions	x				To be developed	
Procedure Document	x	x			Drafted	2.13
4.5.4 Control of Records	x					1.6.5.4
Procedure Document	x	x			Drafted	2.14
4.5.5 Internal Audit	x			Metric 3: Establish, implement, and maintain eMS audit procedures. Conduct internal audit annually (30-Sep-08)		1.6.5.5
Self-Declaration of Conformance 4		x				
eMS Audit Procedures	x	x		30-Sep-08	Drafted	2.15
Conduct Internal Audit		x		30-Sep-08; Annually		

ISO 14001 Elements	ISO 14001 Requirement	Army Requirement/ Recommended Procedure	Original DoD eMS Metrics to meet EO 13148 (31-Dec-05)	Federal eMS Metrics for FY2006-FY2008	FLARNG Status	Appendix A Section Location
4.6 Management Review	x			Metric 4: Conduct management review annually (30-Sep-08)		1.6.5.6
Initial Management Review		x	31-Dec-05			
Management Review Procedure		x			Drafted	2.16
Conduct Management Review				30-Sep-08; Annually		

1.6 Description of the FLARNG eMS: Environmental Management System Requirements

1.6.1 General (ISO 14001 4.1)

An eMS is the part of an organization's overall management system that integrates environmental concerns and issues in the organization's management processes. An eMS addresses organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources for developing, implementing, achieving, reviewing, and maintaining environmental policy. An eMS enables an organization of any size or type to control the impact of its activities, products, or services on the natural environment, allowing it to not only achieve and maintain compliance with current environmental requirements, but to recognize and proactively manage future issues that might impact mission sustainability. Implementing an eMS generally will not require organizations to create an entirely new system. Many of the required elements of an eMS are already in place as part of existing programs.

An eMS must be continually updated to address changes in missions, environmental aspects and impacts, legal requirements, roles and responsibilities, and training requirements. Audits and periodic reviews of the eMS procedures and documentation identify areas for improvement. Once implementation is completed, eMS responsibilities continue, but mostly at the operational or functional process level. If the eMS has been properly designed and implemented, most day-to-day eMS activities become part of how the installation conducts its business, as opposed to a special, separate program.

1.6.2 Environmental Policy (ISO 14001 4.2)

The Environmental Policy provides a common vision for managing FLARNG mission activities. The eMS policy was established to provide general guidance and direction to employees and those working on behalf both Army and Air Components of the Army and Air National Guard and the Department of Military Affairs. The Policy expresses the Adjutant General's guidance regarding establishment of an environmental strategy consistent with DoD and Army eMS policies. It provides a vehicle to communicate the guiding principles of a systematic environmental management system to promote environmental stewardship and support overall performance of our missions.

The Adjutant General has defined and documented the FLARNG eMS Policy in Command Policy Memorandum, Subject: Command Policy Memorandum - Environmental Policy Statement dated 1 February 2008. The signed policy statement is provided in Section 2.1 and supersedes Command Policy Memorandum, subject as above, dated 24 September 2003.

The policy identifies the commitment of FLARNG in conducting business with respect and care for its people and the environment. The policy is based on three basic concepts: prevention of pollution at the source, whenever possible; conservation of natural resources; and compliance with all applicable environmental laws, regulations and internal requirements. The Policy identifies the commitment of the Florida National Guard/Department of Military Affairs to sustain Florida's natural environment whilst achieving mission requirements.

The Policy also notes that the Florida National Guard/Department of Military Affairs is dedicated to:

- 1) Implementing measures which ensure that FLARNG interacts appropriately with the environment while accomplishing our mission. Our intent is to address environmental issues in a manner which minimizes the impact upon training and prevents constraints that would affect mission accomplishment.
- 2) Recognizing the importance of environmental sustainment in planning and decision-making. Environmental requirements and impact assessments will be fully integrated in the decision planning cycle.
- 3) Complying with all applicable environmental laws, regulations, executive orders, and requirements. Such actions will ensure our organization is a leader in the minimization of pollution, conservation of our natural resources, reuse and/or recycle, the purchase of "green" products, and the reduction of energy use.
- 4) Continuously review environmental targets and objectives. These reviews will ensure mission success and continuous environmental sustainment.

The above Policy has been communicated throughout the FLARNG organization. It serves as the foundation for establishing and operating the FLARNG eMS. The Environmental Policy is reviewed periodically by the SPM and SC/EQCC to ensure that it remains appropriate to the nature, scale and environmental impacts of FLARNG mission activities, products and services.

The policy is updated as appropriate, and is reviewed and revised as appropriate, and re-issued within 30 days of a Leadership change.

The mechanism used to communicate the environmental policy, both internally to FLARNG personnel, contract staff, and vendors; and externally to the public is identified in the Communication Procedure in Section 2.7.

1.6.3 Planning

The Planning phase of ISO14001 addresses the elements of FLARNG's Environmental Policy and identifies the basic elements required to establish, implement, and maintain its eMS. Planning is an ongoing process. It is used both to establish and implement elements of the environmental management system and to maintain and improve them, based on changing circumstances and inputs and outputs of the environmental management system.

In the planning process, an organization sets objectives and targets to fulfill the commitments established in its environmental policy and achieve other organizational goals. The process of setting and reviewing objectives and implementing programs to achieve them provides a systematic basis for the organization to improve environmental performance in some areas while maintaining its level of environmental performance in others.

1.6.3.1 Environmental Aspects (ISO 14001 4.3.1)

Environmental Aspects are the components of FLARNG's activities, products, or services that can have an impact, beneficial or adverse, on the environment. Environmental impacts are the changes that take place in the environment as a result of the aspect.

Section 4.3.1 of ISO 14001 requires that an organization establish and maintain procedures to identify the environmental aspects of its activities, products, or services that it can control and over which it can be expected to have an influence. Aspects are identified and determined to be those that have or can have significant impacts on the environment. The ISO 14001 Standard further requires that the organization ensure that the aspects determined to be significant are considered in setting environmental objectives.

The FLARNG eMS 2.2 Aspects and Impact Analysis Procedure for identifying environmental aspects, impacts, and significant aspects is presented in Section 2.2.

1.6.3.2 Legal and Other Requirements (ISO 14001 4.3.2)

Section 4.3.2 of ISO 14001 requires that an organization establish and maintain a procedure to identify and have access to legal and other requirements to which the organization subscribes that are applicable to the environmental aspects of its activities, products, or services.

Our eMS recognizes that certain environmental aspects are significant for an organization because they are regulated or the subject of certain legal or other requirements, which can affect our organization's ability to carry out its mission. These may include federal, state and city laws, regulations, executive orders, as well as, industry standards, and organizational policies, guidance, and memoranda.

The FLARNG eMS 2.3 Legal and Other Requirements Procedure for identifying legal and other requirements is located in Section 2.3.

1.6.3.3 Objectives and Actions (ISO 14001 4.3.3)

Section 4.3.3 of ISO 14001 requires that an organization shall establish and maintain documented environmental objectives and targets at each relevant function and level within the organization. It further requires that when establishing these objectives, legal and other requirements, the significant environmental aspects, technological options and the financial and operational requirements of the business shall be considered. Further, the standard states that the views of interested parties shall be considered in the selection process. The objectives and targets shall be consistent with the organization's environmental policy and must include the commitment to pollution prevention.

The FLARNG eMS recognizes that just meeting established objectives and targets is not enough. Our objectives and targets will be identified by taking a system eMS approach. FLARNG identifies inputs and outputs to our processes and activities. FLARNG is then able to establish objectives and targets that will reduce impacts to the environment.

In establishing objectives, FLARNG considers its significant environmental aspects, legal and other requirements, the environmental policy, technological options, mission priorities, and long range goals. The proposed FLARNG environmental objectives and targets are developed by the SPM and SC/EQCC. The proposed objectives and targets are presented for review and approval by the Senior Leadership during an eMS Management Review or other eMS meeting. Progress in achieving objectives and targets is also reviewed at Management Reviews or other eMS meetings.

Environmental objectives and targets are reviewed and revised if needed when regulatory or program requirements or other influencing factors change. Changes to the objectives and targets may be recommended by the SC/EQCC or Senior Leadership. Changes to objectives and targets are reviewed and approved by the Senior Leadership during an eMS Management Review or other eMS meeting.

The FLARNG Sustainability Plan provides a means for continual improvement. The FLARNG Sustainability Plan contains information describing the approaches and strategies for achieving objectives and targets, as well as the performance indicators, the operational controls, and the actions and timeframes to accomplish the objectives and targets. The Plan ties many elements of the eMS together (e.g., significant aspects, objectives and targets, responsibilities, and operational controls) and provides an integrated view of the disparate requirements in the eMS. As FLARNG continually improves, the process of identifying objectives and targets and specific actions that will help meet the established goals is ongoing.

The FLARNG eMS Objectives and Actions Procedure for establishing and maintaining environmental objectives and targets is located in Section 2.4.

1.6.4 Implementation and Operation

1.6.4.1 Resources, Roles, Responsibilities, and Authority (ISO 14001 4.4.1)

Section 4.4.1 of ISO 14001 requires that roles, responsibilities, and authorities be defined, documented, and communicated to facilitate effective environmental management system (eMS). Management must provide resources essential to implementation and control of the eMS. The organization's top management must appoint a specific management representative who shall have the defined role, responsibility, and authority to ensure that the eMS requirements are established, implemented, and maintained in accordance with the Standard and must report on the performance of the eMS to top management.

The Adjunct General (TAG) has defined and documented the FLARNG eMS Policy in Command Policy Memorandum, Subject: Command Policy Memorandum -Environmental Policy Statement dated 1 February 2008. The signed policy statement is provided in Section 2.1 and supersedes Command Policy Memorandum, subject as above, dated 24 September 2003.

The TAG ensures the provision of resources (human resources, including specialized skills; technology resources; and financial resources) for the operation of the eMS. The TAG conducts periodic management reviews of the eMS to ensure its effectiveness and appropriateness to the FLARNG mission and processes. In the event of a change in Leadership, the TAG will review/revise as appropriate, and re-issue the environmental policy within 30 days of the Leadership change.

The CFMO-Environmental assists the TAG in carrying out top management's eMS responsibilities.

The SPM is appointed by the CFMO-Environmental. The SPM reports to the SC/EQCC. The SPM has overall responsibility and authority to implement and manage the day-to-day operation of the eMS. Irrespective of other responsibilities, the SPM's responsibilities include the following, with the requisite authority to accomplish them:

- Ensuring the eMS is established, implemented, and maintained in accordance with the current version of the International Standard ISO 14001.
- Periodic reporting on the performance of the eMS to Senior Leaders as a basis for continual improvement of the eMS.

The SPM is supported and assisted by the eMS Implementation Team known as the SC/EQCC. This team was officially established by memorandum.

The SC/EQCC is composed of representatives from each functional area who have familiarity with the business practices of that directorate.

The FLARNG eMS Resources, Roles, Responsibilities, and Authority Procedure is located in Section 2.5.

1.6.4.2 Competence, Training, and Awareness (ISO 14001 4.4.2)

Section 4.4.2 of the ISO 14001 Standard requires that the organization identify training needs. It further requires that all personnel whose work may create a significant impact upon the environment receive the appropriate training. The organization shall further establish and maintain procedures to make its employees at each relevant function and level aware of: the importance of conformance with the environmental policy and procedures and with the requirements of the eMS; the significant environmental impacts, actual or potential, of their work activities and the environmental benefit of improved personal performance; their particular roles and responsibilities in achieving conformance including emergency response; and the potential consequences of departure from specified operating procedures. The ISO Standard further states that personnel performing the tasks that can cause significant environmental impact shall be competent on the basis of appropriate education, training, and experience.

The FLARNG eMS requires both general awareness and competence training. General awareness training for all FLARNG personnel focuses on the importance of the environmental policy, the role and responsibility of personnel, the potential consequences to mission and the environment of not following the procedures, and the benefits to the mission and environment associated with their improved personal performance. Competence training is prescribed for FLARNG personnel that work in proximity to significant environmental aspects and focuses on the possible significant impacts of those aspects, their specific roles and responsibilities, the objectives and targets for those aspects, and the operational controls in place to prevent potential impacts. The SPM ensures that both types of training are conducted as appropriate to satisfy these requirements.

The FLARNG eMS 2.6 Training Procedure identifies the specific training requirements, courses and target audience. This procedure is located in Section 2.6.

1.6.4.3 Communication (ISO 14001 4.4.3)

Section 4.4.3 of the ISO 14001 Standard requires that: with regard to its environmental aspects and its eMS, the organization shall establish and maintain procedures for internal communication among the various levels and functions of the organization; receiving, documenting, and responding to relevant communication from external interested parties; and that it shall consider processes for external communication of its significant environmental aspects and record its decision.

Communications within and outside the organization are critical to the successful implementation of the FLARNG eMS. Effective communications allow for all personnel to work towards the same goals. Internal communication should be used to provide updates to the eMS, the significant aspects, and changes that can affect the environment and progress towards sustainability goals. External communications are normally directed to and from the FLARNG Director of Public Affairs and the Public Affairs Office (PAO). The FLARNG eMS Communication Procedures (Internal and External) are located in Section 2.7.

1.6.4.4 Environmental Management System Documentation (ISO 14001 4.4.4)

The FLARNG eMS website on EagleNet provides the information that is essential for FLARNG personnel to know about eMS issues. This eMS Manual provides an overview of the FLARNG eMS documentation and refers to and links to other essential eMS documents. Those documents that cannot be made available on the website are maintained and referenced in the eMS Manual.

The eMS documentation provides a standardized structure for organizing FLARNG policies, procedures, work instructions, and records. The eMS documentation structure is broken into four tiers. Tier One (eMS Manual) and Tier Two (Procedures) are controlled documents and are maintained in accordance with the established Document Control Procedure (eMS 2.8). Tier Three and Tier Four documents support the Tier One and Two documents and provide evidence of FLARNG's eMS implementation. Figure 3 provides the structure of FLARNG's eMS documentation.

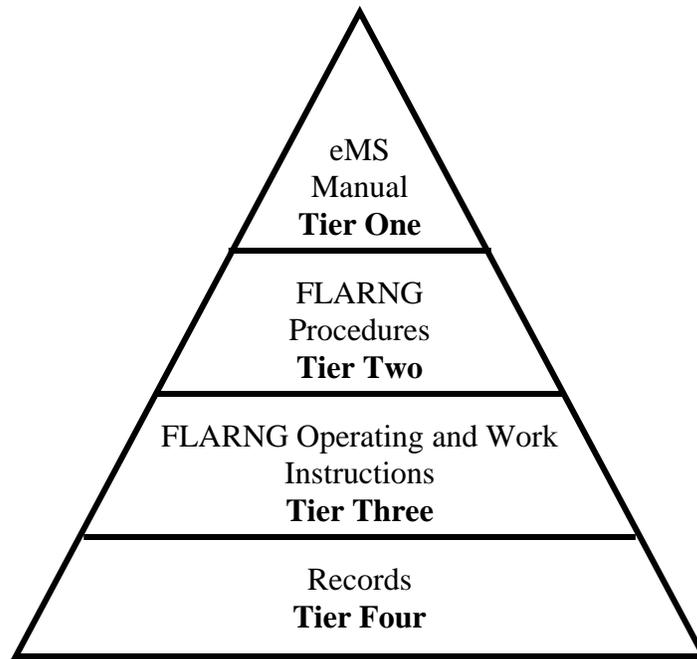


Figure A-3: eMS Documentation Structure

This Environmental Management System Manual (Tier One) describes the core elements of the management system, including their interrelationships (Section 1 of this Manual). The Manual provides an overview of the eMS. It refers to and cross-references related documentation such as eMS Procedures (Section 2 of this Manual), Programs that have been implemented (Section 3 of this Manual), Controls that are in place (Section 3 of this Manual) and the Master eMS Record Tables (Section 4 of this Manual).

FLARNG eMS Procedures (Tier Two) detail specific eMS requirements and the roles, responsibilities and authorities to fulfill the requirements. As appropriate, Tier Two procedures reference related documentation such as Environmental Management Programs and Tier Three work instructions. Environmental compliance procedures are also referenced as appropriate in the Tier Two level of the eMS documentation.

FLARNG facility or unit-level (Tier Three) work instructions or procedures for meeting eMS and related environmental requirements are documented and maintained electronically on the EagleNet website and in hardcopy in the Environmental Officer's binders.

Records (Tier Four) support and facilitate the implementation of the eMS. Records provide historical, objective evidence that activities have been performed and requirements have been met.

1.6.4.5 Control of Documents (ISO 14001 4.4.5)

Section 4.4.5 of the ISO 14001 Standard requires that procedures must be established and maintained for controlling documents required by the Standard to ensure that: the documents can be located; the documents are periodically reviewed, revised as necessary, and approved for adequacy by authorized personnel; the current versions of relevant documents are available at all locations where operations essential to the effective functioning of the system are performed; obsolete documents are promptly removed from all points of issue and use, or otherwise assured against unintended use; and any obsolete documents retained for legal and/or knowledge preservation purposes are properly identified.

FLARNG eMS 2.8 Document Control Procedure is located in Section 2.8. This document control procedure establishes a process to ensure that personnel have the most current eMS documents available, that they have been reviewed and approved, and obsolete documents are removed or suitably identified.

1.6.4.6 Operational Control (ISO 14001 4.4.6)

Section 4.4.6 of the ISO 14001 Standard requires that operations and activities associated with the identified significant environmental aspects must be identified in line with policy, objectives, and targets. These operations and activities, including maintenance, must be planned in order to ensure that they are carried out under specified conditions by: establishing and maintaining documented procedures to cover situations where their absence could lead to deviations from the environmental policy and the objectives and targets; stipulating operating criteria in the procedures and establishing and maintaining procedures related to the identifiable significant environmental aspects of goods and services used by the organization; and communicating relevant procedures and requirements to suppliers and contractors.

The FLARNG eMS Operational Control Procedure is located in Section 2.9.

1.6.4.7 Emergency Preparedness and Response (ISO 14001 4.4.7)

Section 4.4.7 of ISO 14001 requires that an organization establish and maintain procedures to identify the potential for accidents and emergency situations, respond to accidents and emergency situations, and prevent and mitigate any associated environmental impacts. The procedure should be reviewed and revised if necessary, particularly after an occurrence of an accident or emergency situation. The procedure must be tested periodically where practical. This procedure must take into account both normal and abnormal operational conditions.

The FLARNG eMS Emergency Preparedness and Response Procedure is located in Section 2.10.

1.6.5 Checking

1.6.5.1 Monitoring and Measurement (ISO 14001 4.5.1)

Section 4.5.1 of the ISO 14001 Standard requires that documented procedures be established and maintained to routinely monitor and measure key characteristics of operations and activities that can have a significant impact on the environment. Information should be recorded to track performance, relevant operational controls, and performance with the objectives and targets. Monitoring equipment must be calibrated, maintained, and records of this process must be retained. Furthermore, a documented procedure for periodically evaluating compliance with relevant environmental requirements must be established and maintained.

Monitoring and measurement is fundamental to our eMS, it ensures that management plans; controls, and training are effective. Furthermore, it enables our organization to identify its progress toward achieving objectives and targets, and the reasons for our level of achievement. Without effective monitoring and measurement it would be impossible for us to continually improve - which is the basis of our eMS. We will periodically monitor performance, operational controls, and general conformance with eMS objectives and targets.

The FLARNG eMS Monitoring and Measuring Procedure is located in Section 2.11.

1.6.5.2 Evaluation of Compliance (ISO 14001 4.5.2)

Section 4.5.2 of the ISO 14001 Standard requires that the organization should be able to demonstrate that it has evaluated compliance with the legal requirements identified, including applicable permits or licenses. In addition, FLARNG should be able to demonstrate that it has evaluated compliance with the other identified requirements to which it has subscribed. The results of our compliance evaluations are reviewed, and any adjustments deemed necessary are made as part of the Management Review process.

The FLARNG eMS Evaluation of Compliance Procedure for evaluation of compliance is located in Section 2.12.

1.6.5.3 Nonconformity, Corrective Action, and Preventive Action (ISO 14001 4.5.3)

Section 4.5.3 of the ISO 14001 Standard requires that an organization establish and maintain procedures for defining responsibility and authority for handling and investigating nonconformances, taking action to mitigate any impact caused by a nonconformance, and for initiating and completing corrective and preventive action. Any corrective or preventive action taken to eliminate the causes of actual and potential nonconformance shall be appropriate to the magnitude of the problems and commensurate with the environmental impact. The Standard further states that the organization must implement and record any changes in the documented procedures resulting from corrective or preventive action.

When there is a weakness or an ineffective part of the FLARNG eMS, changes and corrections will be made. The FLARNG eMS has procedures to receive, document and investigate problems that indicate nonconformance, and this process ensures that we understand the root causes, identify solutions, implement corrective actions that prevent recurrence, and identify responsibility for taking corrective action and preventive action. The actions taken are appropriate to the magnitude of the problems and the environmental impacts encountered.

Correction of problems ensures continual improvement and results in effectively supporting our mission. Identification and correction of potential problems eliminates adverse mission impacts before they occur.

The FLARNG eMS Nonconformance, Corrective, and Preventive Actions Procedure is located in Section 2.13.

1.6.5.4 Control of Records (ISO 14001 4.5.4)

Section 4.5.4 of ISO 14001 states that procedures must be established and maintained for the identification, maintenance, and disposition of environmental records. The records must include training records, and results of audits and reviews. Records should be legible, identifiable, easily traceable, and protected against damage and loss. Records must be maintained to demonstrate compliance with the requirements of the Standard and the eMS.

It is critical to effectively implement and carry out all the various elements of the eMS, and it is also important to be able to demonstrate that you have done so. Records provide evidence that FLARNG is meeting the requirements of ISO 14001 and the eMS. This includes evidence of compliance with legal requirements. FLARNG records are managed so that they can be easily accessed and retrieved. Records are assigned retention dates that specify how long they need to be kept by FLARNG.

A summary of the records that FLARNG maintains to support conformance to the ISO 14001 Standard is located in Section 4 eMS Records.

The FLARNG eMS Control of Records Procedure is located in Section 2.14 and documents the process we use in identifying which records to control, how we ensure they are legible and traceable, how we store and protect the record, how we determine retention time, and how we dispose of records.

1.6.5.5 eMS Audits (ISO 14001 4.5.5)

Per the requirements of Section 4.5.5 of ISO 14001, an organization shall establish and maintain a program and procedures for periodic eMS audits to be carried out in order to: determine whether or not the eMS conforms to planned arrangements for environmental management, including the requirements of the Standard and the eMS documentation; and determine whether the eMS has been properly implemented and maintained and to provide information on audit results to management.

We conduct internal eMS audits to test whether the system has been implemented and maintained as designed and to ensure that personnel are conforming to and understanding the eMS requirements. Internal audits can drive continual improvement and enhanced effectiveness of the eMS. Effective internal audits are conducted by a competent reviewer in a positive and proactive form, are performed objectively and independently, occur regularly, and follow documented methods and formats. The results of all internal audits will be provided to Senior Leadership. The audit procedures will include the audit criteria, scope, frequency, and methodology.

The FLARNG eMS Internal Audits Procedure is located in Section 2.15.

1.6.5.6 Management Reviews (ISO 14001 4.6)

Section 4.6 of ISO 14001 requires that Senior Leaders periodically review the eMS to ensure its continual suitability, adequacy, and effectiveness. The review process must ensure that all necessary information is collected for the evaluation. The review must be documented. The review will address possible needs for changes to the policy, objectives, and the eMS with consideration for eMS audit results, changing circumstances, and the commitment to continual improvement.

The FLARNG Senior Leadership must not only formulate and articulate the environmental commitments of our organization in the environmental policy, but must also render judgment on whether the eMS continues to be suitable, adequate, and effective. This is accomplished through the periodic management review that provides Senior Leadership the opportunity to judge the eMS and its results. Additional goals of the management review are to assess the eMS for continued suitability, to make changes as needed, to monitor the effectiveness of the eMS, and to launch the eMS into the next cycle of improvement through objectives and targets. On that basis, management is expected to make decisions relative to the eMS so that it continues to perform and deliver as expected.

Input to the management reviews includes the results of internal audits and evaluations, communications received from external interested parties, the environmental performance of the organization, the extent to which the objectives and targets have been met, the status of corrective and preventive actions, follow-up from previous management reviews, changing legal requirements, and recommendations for improvement. The outputs from the management reviews include any decisions and actions related to changes in environmental policies, objectives, targets, and other elements of the eMS.

The FLARNG eMS Management Review Procedure is located in Section 2.16.

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2.0 eMS Procedures and ISO 14001 Required Documentation

This section contains the FLARNG eMS procedures. Each procedure describes the methodology used by FLARNG to execute various elements of the mission-focused eMS. The purpose of these procedures is to enable FLARNG personnel to understand the requirements of the eMS and to ensure a reliable and consistent execution of those requirements for an effective system.

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2.1 Environmental Policy (ISO 14001 4.2)



STATE OF FLORIDA
Department of Military Affairs
Office of the Adjutant General

St. Francis Barracks, P.O. Box 1008
St. Augustine, Florida 32085-1008

TAG

1 February 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum - Environmental Policy Statement

1. **SUPERSESSON:** This policy memorandum supersedes Command Policy Memorandum, subject as above, dated 24 September 2003.

2. **PURPOSE:** This policy expresses the Adjutant General's guidance regarding establishment of an environmental strategy consistent with DoD and Army Environmental Management systems (EMS) policies.

3. **APPLICABILITY:** This policy is applicable to both Army and Air Components of the Army and Air National Guard and the Department of Military Affairs.

4. GENERAL.

a. As Adjutant General, I am deeply committed to sustaining Florida's natural environment. I believe we can achieve mission requirements while acting forcefully to protect the environment.

b. Environmental awareness and accountability is an obligation that we all share. I expect each of us to be environmentally responsible, to implement sound environmental decisions, and to bring risks or deficiencies to the attention of leaders and supervisors.

c. The Florida National Guard/Department of Military Affairs is dedicated to:

1) *Implementing measures which ensure we interact appropriately with the environment while accomplishing our mission.* Our intent is to address environmental issues in a manner which minimizes the impact upon training and prevents constraints that would affect mission accomplishment.

2) *Recognizing the importance of environmental sustainment in planning and decision-making.* Environmental requirements and impact assessments will be fully integrated in the decision planning cycle.

3) *Complying with all applicable environmental laws, regulations, executive orders, and requirements.* Such actions will ensure our organization is a leader in the minimization of pollution, conservation of our natural resources, reuse and/or recycle, the purchase of "green" products, and the reduction of energy use.

TAG

SUBJECT: Command Policy Memorandum - Environmental Policy Statement

4) *Continuously review environmental targets and objectives.* These reviews will ensure mission success and continuous environmental sustainment.

5. POC for this policy is the Environmental Program Manager, (904) 823-0277.



DOUGLAS BURNETT
Major General, FLANG
The Adjutant General

DISTRIBUTION
SPECIAL

2.2 Aspect and Impact Analysis Procedure (ISO 14001 4.3.1)

Purpose

This document details the FLARNG procedure for re-evaluating significance of the aspects of the FLARNG core business processes that impact the environment.

Background information is given on the process that FLARNG initially used to identify and prioritize environmental aspects and determine the significant aspects.

Scope

This procedure applies to the process used by FLARNG personnel for identifying, assessing, and prioritizing environmental aspects within the eMS framework.

Responsibility and Authority

FLARNG personnel – are responsible for identifying activities, products, or services that impact or have the potential to impact the environment.

Sustainability Program Manager (SPM) – is responsible for facilitating discussions with the SC/EQCC regarding the need to review and revise FLARNG’s list of identified aspects.

Sustainability Committee/Environmental Quality Control Committee (SC/EQCC) – is responsible for evaluating and prioritizing FLARNG’s environmental aspects.

Background

1. *Identify the major activities performed by the FLARNG.* The FLARNG SPM, at the direction of the SC/EQCC, identified four core business processes of the FLARNG (Infrastructure, Procurement, Transportation, and Readiness and Deployment) and developed lists of the major activities associated with each of the core business processes.
2. *Selection of Environmental Aspects.* FLARNG used a list of ten environmental aspects based on the list in the U.S. Army Environmental Management System Implementers Guide.

eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-33

3. *Evaluation of Environmental Aspects/Impacts.* The FLARNG SPM evaluated the environmental aspects of each the major activities associated with the core business processes, using the following significance scoring criteria:
- Frequency or likelihood of the environmental impact;
 - Severity of the environmental impact;
 - Associated impact to mission;
 - Associated regulatory impact; and,
 - Community concerns associated with the impact.

The significance scores were then calculated using the following formula:

Significance score = frequency x (environmental impact severity + mission impact severity) + regulatory status + community concern.

4. *Prioritization of Aspects.* To assess and prioritize the environmental aspects for the core business processes, the FLARNG SPM reviewed the significance score totals and the resulting aspect prioritization. Based on this information and input, a prioritized list of environmental aspects was developed.
5. *Determination of the Significant Aspects.* The aspects that scored highest address almost every core business process that is conducted by the FLARNG that can impact the environment and the FLARNG mission in multiple ways. For these reasons, and because initiatives to reduce the negative impacts of these aspects will contribute to meeting the goals of EO 13423, the SPM recommended to the SC/EQCC that these be the significant aspects for the FLARNG eMS.

Procedure

1. The SC/EQCC reviews and updates FLARNG’s aspects/impacts when the following situations are encountered:
 - Changes to the scope of the eMS.
 - New activities are planned or implemented.
 - Changes to existing activities are planned or implemented.
2. At a minimum, the following items are reviewed and any adjustments deemed necessary are made as part of the Management Review process.
 - List and prioritization of aspects that impact the environment.
 - Significant aspect(s) determination.

Attachments

FLARNG SMS Aspect and Impact Analysis and Prioritization Worksheets

eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-34

References

U.S. Army eMS Implementer's Guide:

http://www.sustainability.army.mil/tools/programtools_emsIG.cfm

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-35

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eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-36

2.3 Legal and Other Requirements Procedure (ISO 14001 4.3.2)

Purpose

The purpose of this procedure is to describe the way in which the FLARNG identifies and accesses the legal and other requirements applicable to the environmental management of the core business processes. It is also used to determine how these requirements apply to its environmental aspects.

Scope

This procedure lists the environmental laws, regulations, and other requirements established at the federal, state, and local levels that apply to FLARNG core business processes.

Responsibility and Authority

Environmental Program Specialist (EPS) – is responsible for disseminating information regarding any changes in regulations that could affect the FLARNG’s operations or administration.

Program Managers (PM) – are responsible for understanding and developing methodologies for complying with the environmental laws and regulations pertinent to their program. They are also responsible for informing their staff and management regarding any changes in regulations that could affect their program operations or administration. Program managers shall forward relevant updates concerning regulatory requirements for incorporation into the eMS website via the SPM or designee.

Sustainability Program Manager (SPM) – is responsible for maintaining links to regulatory agencies, associated with the regulation of environmental activities in FLARNG, on the EagleNet eMS website.

Regional Environmental Specialists (RES) – are responsible for disseminating environmental laws and regulations to FLARNG personnel within their region. Therefore, ensuring compliance within their region.

FLARNG Staff – All FLARNG personnel shall conduct their work in a manner that complies with the environmental laws and regulations associated with their job responsibilities. FLARNG staff shall not knowingly violate such laws and regulations during the performance of their duties unless in an emergency to mitigate damage to property, life, or limb.

eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-37

Procedure

1. The legal and other requirements applicable to environmental activities are routinely monitored by the EPS and Program Managers. Applicable legal and other requirements are documented in program-specific management plans, compliance checklists, and as attachments.
2. Program Managers will employ a variety of techniques and information sources to regularly track, identify, and evaluate applicable laws and regulations. These include, but are not limited to:
 - o The Federal Register
 - o Commercial services and databases
 - o Internet and intranet websites
 - o The Judge Advocate’s Office
 - o Information made available and provided by trade associations and membership organizations
 - o Communications with federal, state, and local regulatory agencies and authorities
 - o Seminars, training, and workshops where new or proposed legislation is presented (NEW and CFMOU)
3. Program Managers monitor one or more of these information sources on a regular basis (i.e. at least quarterly) to ensure that new regulations and issues are identified in a timely manner.
4. “Off-site” resources (i.e., consultants and NGB) may be called upon to assist in evaluating applicable laws and regulations or in developing programs in response to applicable laws and regulations. Where off-site resources are used for this purpose, the Program Manager is responsible for coordinating the effort with appropriate FLARNG staff.
5. Program Managers disseminate information on applicable laws and regulations to RES and appropriate personnel. The determination of which personnel must be informed and the method for providing the information is at their discretion, based upon the circumstances of each situation.
6. Program Managers compile and maintain copies of significant applicable environmental laws and regulations when necessary. Where copies of such laws and regulations are not maintained at the Environmental Program Office, the Program Manager or SPM will ensure that ready access is available from other sources (i.e., EagleNet webpage).

eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-38

7. If periodic site visits (i.e. planned regulatory inspections, internal/ external environmental compliance audits, ISO 14001 environmental management system audits, etc.) or management reviews indicate or identify additional laws and regulations that must be tracked and evaluated, the EPS ensures that these activities take place.
8. Where regulatory requirements identify environmental aspects/ impacts these aspects/ impacts will be identified as significant (see significance criteria) and prioritized first when developing environmental management programs.
9. The SPM will ensure that appropriate changes to this procedure are developed and implemented in cases where new environmental regulations, division policies and/or industry standards could affect the continued performance of the eMS.

Attachments

List of Applicable Legal and Other Environmental Requirements by Programs

References

Program Management Plans – HWMP, INRMP, ICRMP, IPMP, Spill Plans
 FLARNG SEOP 4.3.1 “Environmental Aspects”
 FLARNG SEOP 4.3.3 “Objectives, Targets, and Programs”
 FLARNG SEOP 4.5.1 “Monitoring and Measurement”

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-39

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eMS Controlled Document			
Legal and Other Requirements Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.2
eMS 2.3, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-40

2.4 Objectives and Actions Procedure (ISO 14001 4.3.3)

Purpose

This document details the FLARNG procedure for re-evaluating objectives and actions to meet sustainability goals. Background information on the initial process that FLARNG used to develop objectives and actions is also provided.

Scope

This procedure ensures that the SC/EQCC, SPM, Program Managers, and other FLARNG personnel as assigned review the eMS objectives, targets, and actions at least annually and make revisions or additions as necessary to achieve continual improvement.

Responsibility and Authority

EQCC – is responsible for reviewing and approving the environmental objectives, targets, and programs for the Division, monitoring program performance via management reviews and internal communications and use in the development of the FLARNG budget.

Sustainability Committee (SC) – is responsible for the development of annual objectives, targets, and programs, with the assistance of the SPM.

Program Managers – are responsible for providing monthly updates on the progress of their programs toward meeting objectives and targets in compliance with SEOP 4.4.3, Communication.

Sustainability Program Manager (SPM) – is responsible, in cooperation with Program Managers, for assisting in the development of the FLARNG’s environmental objectives, targets and programs on an annual basis. The SPM is also responsible for ensuring that environmental objectives and targets are developed in time to support FLARNG Environmental Office’s annual planning and budgeting activities. In addition, the SPM will ensure that the Environmental Programs (EPs) address the objectives and targets in each area of the FLARNG’s operations, where practicable and for overall program monitoring including annual reviews.

eMS Controlled Document			
Objectives and Actions Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.3
eMS 2.4, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-41

Background

FLARNG developed initial sustainability objectives and actions during a Sustainability Workshop held 18-19 February 2009. The FLARNG Sustainability Committee members worked with a facilitator during the workshop to develop objectives and identify actions to support FLARNG’s long range sustainability goals. During the workshop, facilitated exercises were used by the committee to:

- Document current activities of FLARNG;
- Determine impacts to mission, environment, and community;
- Review established goals to identify threats that may prevent FLARNG from being sustainable and to develop challenge statements; and
- Develop objectives and actions towards meeting goals.

The Sustainability Committee also identified measures for assessing progress of objectives and actions, established primary responsibility for implementation of actions, and resources required to achieve the objectives.

Procedure

1. In establishing environmental objectives, targets and programs, the FLARNG considers:
 - applicable laws and regulations,
 - major organizations goals,
 - significant environmental aspects and impacts of its activities, processes, products, and services,
 - major business realities, technological, financial, operational, etc.,
 - views of employees and other stakeholders.
2. FLARNG’s Senior Staff shall work in unison to establish objectives, targets, and actions on an annual basis. Actions shall be prepared once the objectives and targets have been finalized and assigned to responsible parties.
3. SC will seek and consider input from the Directorates within the FLARNG when developing annual objectives and targets.
4. SC and Directorates shall anticipate the potential impacts associated with each environmental objective, establish a target/s to achieve the objective/s and develop appropriate measures to track progress toward meeting the objective/s and target/s.
5. The SC shall clearly define the level of responsibility and participation within the functional areas of the FLARNG and the means and timeframe to achieve the actions.
6. The EQCC will review the proposed objectives to ensure consistency with the FLARNG’s Environmental Policy.

eMS Controlled Document			
Objectives and Actions Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.3
eMS 2.4, Revision 0			Sustainability Management Plan
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7. The SPM will present for review and approval, at the EQCC, annual objectives, targets, and actions. This requirement may be satisfied via email networking where feasible.
8. Progress toward meeting environmental objectives and targets is reviewed on a regular basis at Environmental Office Staff meetings and during SC Management Reviews. The progress is also communicated to FLARNG personnel via EagleNet postings or other appropriate means. Approved programs with defined objectives and targets will be posted to the EagleNet website.
9. Objectives, targets, and progress of the actions shall be reviewed quarterly by the SPM and during biannual management reviews by the SC. Respective action owners or designee submit progress of their actions during such reviews.
10. Actions can be amended to provide for changes in product, process and new developments. Amendments to the actions shall be reviewed as outlined in this section. Program Managers shall initial amendments to the actions subject to approval.
11. The SPM shall prepare an annual report for submission to the COM indicating the results, completion or continuation of each action assigned for the year. Action owners/ directorate designee are required to submit final results of their directorate's activities for meeting their objectives and targets to the SPM for incorporation into this report.
12. The Sustainability Committee/Environmental Quality Control Committee (SC/EQCC) reviews and updates FLARNG's eMS objectives and actions when the following situations are encountered:
 - o Changes to long range goal;
 - o New activities are planned or implemented;
 - o Changes to existing activities are planned or implemented; and/or
 - o Changes in significant aspects.
13. The following items are reviewed at least annually and any adjustments deemed necessary are made.
 - o Objectives
 - o Actions
 - o Measures
 - o Targets
 - o Responsibility
 - o Resources
14. The Sustainability Program Manager tracks progress toward accomplishing the eMS actions and meeting the eMS short-term objectives and reports to FLARNG SC/EQCC as part of the annual Management Review.

eMS Controlled Document			
Objectives and Actions Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.3
eMS 2.4, Revision 0			Sustainability Management Plan
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15. As the eMS matures, the SC/EQCC may identify additional objectives, targets, and actions that support sustainability goals. The SC/EQCC will develop objectives and actions to address new significant aspects. The SC/EQCC will review and approve the direction for expansion of the eMS.

Attachments

Objectives and Actions Spreadsheet

References

FLARNG SEOP 4.3.1 “Environmental Aspects”

FLARNG SEOP 4.4.5 “Control of Documents”

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Objectives and Actions Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.3.3
eMS 2.4, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-44

2.5 Resources, Roles, Responsibilities, and Authority (ISO 14001 4.4.1)

Purpose

The purpose of this procedure is to identify the eMS responsibilities within the FLARNG.

Scope

The eMS roles, responsibilities and authorities of FLARNG personnel shall be defined, documented and communicated to the MACOMs and Directorates in order to facilitate an effective eMS within the FLARNG.

Procedure

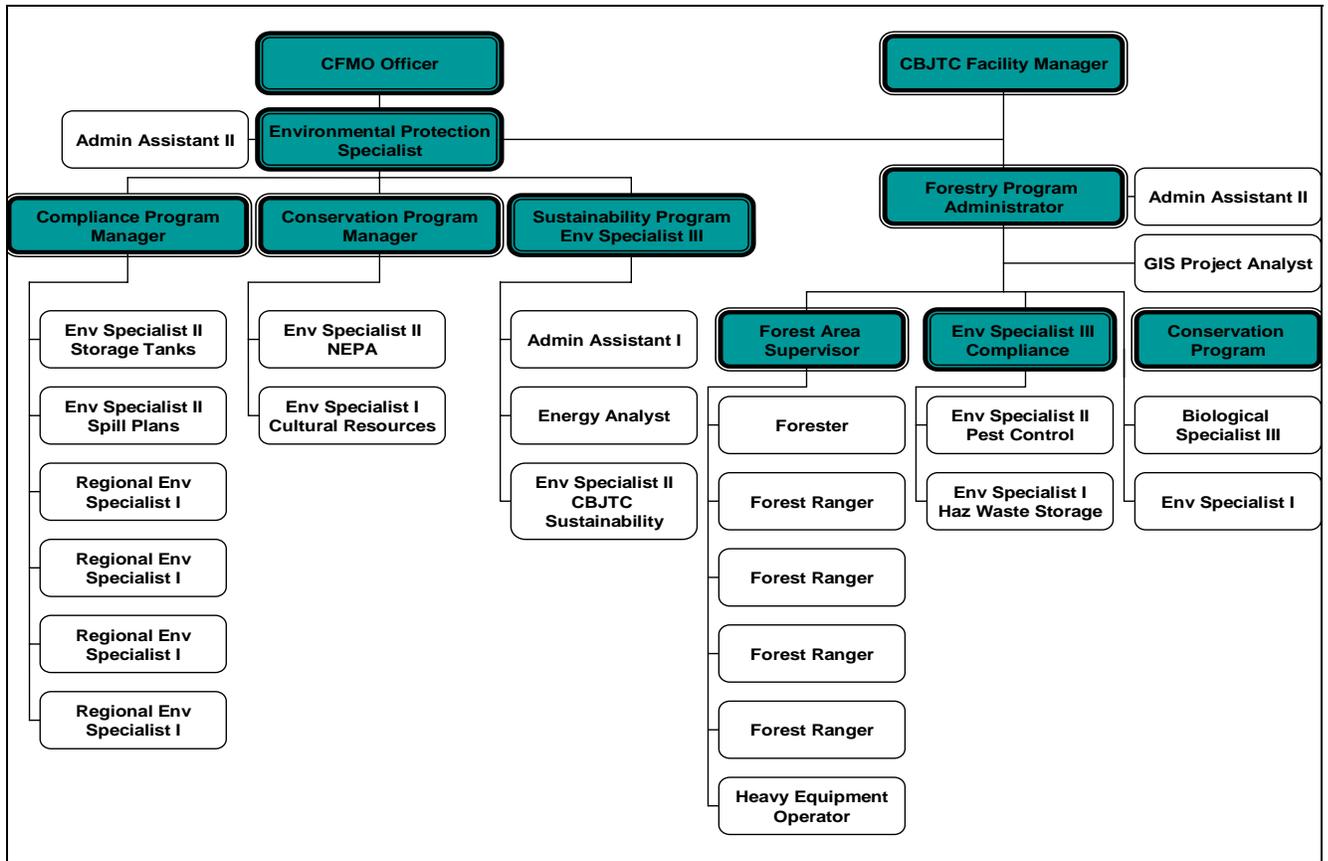


Figure A-4: Organizational Chart

eMS Controlled Document			
Resources, Roles, Responsibilities, and Authority Procedure eMS 2.5, Revision 0 Effective Date: 10 June 2009	Document Owner:	Document Approver:	ISO 14001:2004 4.4.1
			Sustainability Management Plan Page A-45

The Adjunct General (TAG): TAG has overall authority and responsibility for development, implementation, and maintenance of the eMS, but has delegated authority to the Construction Facility Management Office (CFMO) for executing the process. TAG will be actively involved in management reviews and approval of eMS programs. TAG is responsible for providing the resources necessary to implement and maintain the eMS. These resources include staff, training, organizational structure, consultants, software, hardware, funding, and management support.

Environmental Quality Control Committee (EQCC): The EQCC provides installation-wide oversight and support of the eMS development and implementation efforts. The EQCC is chaired by TAG, or his representative, and includes the MACOM Commanders and Program Directors from across FLARNG. This Committee is comprised of the Installation's top management.

Sustainability Program Manager (SPM): The SPM functions as the Management Representative (MR) and oversees the eMS implementation effort and arranges training, guidance, and assistance for the Sustainability Committee (SC). The SPM is responsible for getting the eMS program off the ground, reporting eMS performance to FLARNG top management at EQCC management reviews, and making recommendations for improvement. The SPM also carries out the day-to-day implementation and maintenance of the eMS including: gathering and providing information for procedures, documents, and references; reviewing and coordinating additional reviews of new and revised procedures, documents, and references; setting up eMS meetings; and working with the eMS support contractor. The SPM is designated as the eMS MR by the CFMO Officer.

Sustainability Committee (SC): The SC is comprised of the program experts and representatives from the various functional areas across FLARNG; i.e., the cross-functional team. Their role is to assist with development of the management system, implement many portions of it, and carry out the continual improvement cycle. Their responsibilities include: gathering, organizing, and disseminating information pertinent to the eMS; providing input to and information for eMS procedures; and advising, coordinating, facilitating, executing, and monitoring eMS implementation. The SC members were appointed by MACOM Commanders and Program Directors.

Environmental Program Managers (EPM): The EPM are responsible for managing FLARNG environmental programs. The EPM are responsible for developing, maintaining, documenting, and controlling their specific program management plans. The EPM are also responsible for identifying and maintaining the legal and other requirements for their respective program areas. Their specific roles and responsibilities are defined below.

Conservation Program Manager specific responsibilities include oversight of environmental specialists managing NEPA, endangered species, cultural and natural resource issues, noise and pest management issues. The Conservation Program Manager is also responsible for maintaining and updating the following plans: Integrated Cultural Resource Management Plan; Integrated Natural Resource Management Plan; Integrated Pest Management Plan; and Noise Management Plan for the FLARNG.

eMS Controlled Document			
Resources, Roles, Responsibilities, and Authority Procedure eMS 2.5, Revision 0 Effective Date: 10 June 2009	Document Owner:	Document Approver:	ISO 14001:2004 4.4.1
			Sustainability Management Plan Page A-46

Compliance Program Manager specific responsibilities includes oversight of environmental specialists managing the hazardous waste management plan, all spill plans, storage tank compliance, and facility assessments, findings, and corrective actions. The Compliance Program Manager or their designee drafts all correspondence with regulatory agencies over non-compliance issues within the FLARNG for review and approval by the FLARNG Command. The Compliance Program Manager provides supervision on emergency response to spills and hazardous material incidents within the FLARNG operations. The Compliance Program Manager is also responsible for maintaining and updating WEBCASS – the NGB Compliance website.

Regional Environmental Specialists (RES): The RES serves as the internal eMS Assessors. The RES are responsible for conducting periodic evaluations of the eMS to determine if it meets the requirements of ISO 14001:2004 and if it has been implemented as stated in eMS documentation. The RES report to the Compliance Program Manager.

Environmental Officer (EO): Army Regulation 200-1 and the FLARNG Hazardous Waste Management Plan require each unit and civilian operated activity to appoint an EO or their civilian equivalent. EOs are responsible for ensuring that their units are knowledgeable of and follow federal, state, local, and Installation-specific environmental requirements pertaining to their activities.

Environmental Training Coordinator (ETC): The ETC coordinates and teaches the environmental training courses that all EOs are required to take. The ETC provides these courses quarterly, at a minimum, as well as additional training opportunities for EOs on an as needed basis. The ETC is also responsible for ensuring all installation personnel and contractors are provided with eMS Awareness Training.

Installation Personnel and Contractors: FLARNG personnel and contractors working for FLARNG are responsible for implementing eMS programs. They provide the essential ground-floor level information that directs eMS priorities and carries out the initiatives to comply with environmental laws, reduce mission/environmental impacts, and achieve conformity with ISO 14001 standards. Installation personnel and contractors notify their superiors of any environmental issues or concerns relating to their work activities so these issues can be brought to the attention of the CFMO or CBJTC Environmental Office for review and action.

Attachments

Appointments and Designations Memoranda

References

Army Regulation 200-1

eMS Controlled Document			
Resources, Roles, Responsibilities, and Authority Procedure eMS 2.5, Revision 0 Effective Date: 10 June 2009	Document Owner:	Document Approver:	ISO 14001:2004 4.4.1
			Sustainability Management Plan Page A-47

Document Change History

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eMS Controlled Document			
Resources, Roles, Responsibilities, and Authority Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.1
eMS 2.5, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-48

2.6 Training Procedure (ISO 14001 4.4.2)

Purpose

This document establishes the procedures for FLARNG eMS Awareness Training.

Scope

Any persons performing tasks for FLARNG or on its behalf that have the potential to cause a significant environmental impact identified by the organization are provided with eMS Awareness Training.

Responsibility and Authority

SC/EQCC (SC) – is responsible for reviewing and approving FLARNG eMS Awareness Training.

SPM – coordinates with the ETC to ensure FLARNG eMS Awareness Training is prepared, delivered, and documented.

Environmental Training Coordinator (ETC) – is responsible for coordinating and teaching the environmental training courses that all EOs are required to take. The ETC provides these courses quarterly, at a minimum, as well as additional training opportunities for Environmental Officers (EO) on an as needed basis. The ETC is also responsible for ensuring all installation personnel and contractors are provided with eMS Awareness Training.

Procedure

1. FLARNG provides eMS Awareness Training to all FLARNG personnel and contractors. Training is provided to ensure individuals' competency regarding significant environmental aspects and impacts associated with their work, and the environmental benefits of improved personal performance.
2. The SPM and SC are responsible for developing and implementing the eMS and need detailed eMS Training to be equipped to fulfill their roles. This training is also provided to newly designated SC members. This training covers the following topics: eMS basics; background on ISO and ISO 14001; sustainability; integration of sustainability, eMS and strategic planning, FLARNG Sustainability Policy and aspects and impacts.

eMS Controlled Document			
Training Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.2
eMS 2.6, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-49

3. AR 200-1 and the FLARNG HWMP require each unit and activity to appoint an EO and require these individuals to attend EO training as soon as possible after appointment. These EOs are responsible for ensuring that their units are knowledgeable of and follow federal, state, local, and Installation-specific environmental requirements pertaining to their activities. Because of their important role in ensuring environmental stewardship across the Installation, EOs need Awareness Training on the eMS and sustainability. The CFMO Environmental Office provides a 24-hour EO training course to each of the four regions within FLARNG and provides additional training opportunities on an as needed basis. Each EO must attend this course at least once to be certified as an EO and complete an on-line annual refresher course during their appointment. The PowerPoint presentations, handouts, and tests used for this course meet the requirements of eMS Awareness Training, including introduction of the Sustainability Policy and information on the environmental aspects.

4. The EQCC is chaired by TAG, or his designee, and is comprised of MACOM Commanders and Program Directors from all FLARNG units and activities. These are FLARNG's senior level military and civilian staff, and because of their leadership role in setting priorities and making decisions, they need executive-level eMS Awareness Training. This training is provided to the EQCC members at their regularly scheduled EQCC meetings.

5. The PowerPoint presentations, handouts, and associated materials for eMS Awareness Training are maintained within the CFMO Environmental Office. Attendee records and copies of training certificates are maintained in the CFMO Environmental Office. Records of eMS Awareness Training events are maintained as stated in the eMS Records Procedure.

Attachments

References

AR 200-1

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Training Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.2
eMS 2.6, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-50

2.7 Communication Procedures (Internal and External) (ISO 14001 4.4.3)

Purpose

Effective internal communication is a necessity in implementing a successful and valuable eMS.

This document details the FLARNG procedures for:

- 1) Internally communicating eMS information among the various levels and organizations that are part of FLARNG; and,
- 2) Receiving, tracking, and responding to relevant communication from external interested parties on eMS issues.

Scope

This procedure guides all FLARNG personnel in both internal and external communications concerning eMS, sustainability, and environmental issues within and outside of FLARNG.

Responsibility and Authority

CFMO Environmental Office - is responsible for internally communicating eMS information among the various levels and organizations that are part of FLARNG

FLARNG personnel - are responsible for reporting hazards, accidents, and emergency situations immediately upon discovery.

FLARNG Public Affairs Office (PAO) – is responsible for addressing and tracking external communication and community questions or concerns regarding the eMS and sustainability.

Procedure

1. Internal Communication.
 - a. The CFMO Environmental Office responsible for internally communicating eMS information among the various levels and organizations that are part of FLARNG. EQCC meetings are used as a forum for communicating with the MACOM Commanders and Program Directors about environmental aspects, eMS, and sustainability. The EQCC meets quarterly.

eMS Controlled Document			
Communications Procedures (Internal and External)	Document Owner:	Document Approver:	ISO 14001:2004 4.4.3
eMS 2.7, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-51

- b. Other methods of internal communication to disseminate information and receive feedback include:
 - o EagleNet - FLARNG Intranet Site
 - o CFMO Environmental Officer (EO) Training
 - o eMS Awareness Training
 - o Sustainability Committee Meetings (Semi-annual)
 - o TAG Sustainability Policy Letter
 - o Posters, bulletin boards, flyers

- 2. Communication of Emergency Situations. FLARNG personnel are responsible for reporting hazards, accidents, and emergency situations immediately upon discovery in accordance with the Emergency Preparedness and Response Procedure.

- 3. External Communication.
 - a. FLARNG communicates externally about their significant environmental aspects addressed by their eMS through several means including:

 - b. The CFMO Environmental Office is the primary interface with representatives of regulatory agencies for routine matters and emergency notifications. All communication is tracked to ensure responses are submitted on time. Official communication to or from regulatory agencies regarding enforcement matters is addressed by TAG and coordinated with JAG where appropriate.

 - c. External communication and any community questions or concerns regarding the eMS and sustainability are addressed and tracked by the FLARNG Public Affairs Office (PAO) and forwarded to the SPM for response. The SPM will either respond or designate an appropriate individual to respond to relevant communications. The FLARNG PAO is also responsible for external communications regarding emergency situations or accidents.

 - d. The Congressional Liaison Office coordinates and tracks any questions or concerns raised by members of Congress regarding the SMS and forwards them to the MR for response. The MR will either respond or designate an appropriate individual to respond.

 - e. The FLARNG public website is <http://www.floridaguard.army.mil/>. The public can view general information about FLARNG as well as information specifically about the sustainability programs. The FLARNG sustainability policy is also posted to the site. Other eMS information may be posted to the public website as the system matures, as deemed appropriate.

eMS Controlled Document			
Communications Procedures (Internal and External)	Document Owner:	Document Approver:	ISO 14001:2004 4.4.3
eMS 2.7, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-52

4. Communication Records. Communication records are stored and maintained in accordance with the eMS Records Procedure.

Attachments

References

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Communications Procedures (Internal and External)	Document Owner:	Document Approver:	ISO 14001:2004 4.4.3
eMS 2.7, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-53

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eMS Controlled Document			
Communications Procedures (Internal and External)	Document Owner:	Document Approver:	ISO 14001:2004 4.4.3
eMS 2.7, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-54

2.8 Document Control Procedure (ISO 14001 4.4.5)

Purpose

The purpose of this procedure is to ensure that FLARNG personnel are using the most up-to-date eMS procedures and information as they perform their work and establishes and provides the framework for the control of documents relating to the eMS throughout the FLARNG organization.

Scope

This procedure applies to all FLARNG personnel who are required to establish, utilize, distribute, and maintain documents in accordance with the requirements of the FLARNG eMS.

Responsibility and Authority

All FLARNG personnel – are responsible for identifying the need for the production of a controlled document relating to the eMS. If a FLARNG employee receives a document from an external source that they feel should be included in the eMS, that employee is responsible for providing a copy of the document to the SC/EQCC for consideration of inclusion in the eMS.

SC/EQCC – is responsible for determining the need for controlling a document, for reviewing controlled documents on a regular basis, for determining the obsolescence of a controlled document, for determining if a document from an external source should be included in the eMS, and for determining the appropriate person(s) for review and approval of controlled documents.

SPM – is responsible for facilitating discussions with the SC/EQCC regarding the need to draft, review, approve, and revise controlled documents as necessary. The SPM will interface with J6 to maintain the eMS file on the FLARNG intranet.

Procedure

1. Document Identification – Documents related to the FLARNG eMS, including, but not limited to, procedures, records, training materials, eMS awareness publications, and management plans, etc. will be provided a unique title and identification number for tracking purposes. eMS documents will be labeled with Document Control Information, including document or procedure name, a unique identification number, document owner, document reviewer/approver, revision number, date of last revision, original date, and ISO 14001 reference, where applicable.

eMS Controlled Document			
Document Control Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.5
eMS 2.8, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-55

2. Document Maintenance and Storage - Hard copies of controlled documents are maintained at the FLARNG CFMO. An electronic copy of each controlled document is maintained on the FLARNG eMS Website on EagleNet. The SPM is responsible for ensuring that the most recent version of all controlled documents is included in the eMS file and is posted to EagleNet. Whenever a hard copy of a controlled document is printed from the website, the following note is included in the footer of the document:

“This document is UNCONTROLLED and is for reference purposes only. The controlled version is maintained on the FLARNG eMS Website on EagleNet”.

3. Document Origination, Revision and Replacement
 - a. eMS controlled documents can be originated or revisions proposed by FLARNG personnel who have a need for a new document or a change to an existing document. New documents and proposed revisions are submitted to the SPM and the SC/EQCC for consideration, as applicable. The SPM and/or SC/EQCC may revise or reject the draft document.
 - b. The SPM and/or the document owner reviews unchanged controlled documents at least once every 24 months to ensure documents are up to date. Controlled documents contain a Document Change History table at the beginning of the document that includes the revision number, revision date, nature of revision and document review/approval participants. Revision numbers begin with 0, which is the original version of the document under the eMS, and continue numerically as revisions are made. The document owner ensures that the document control and change history information are correctly noted on the document. The SPM updates the hard copy of the eMS file with the revised controlled document and removes obsolete documentation.
 - c. The SPM is responsible for providing an electronic version of the revised document to for inclusion on the FLARNG eMS website on EagleNet. Should the SPM or the SC/EQCC determine that an old version of a controlled document is important for retention for legal and/or knowledge preservation purposes, the document is clearly identified as: “This Document May be Obsolete. Retained for Historical Use Only.” Controlled documents are also assessed during the Management Review (Procedure 2.16) and the Internal Audit (Procedure 2.15), to determine their effectiveness and potential need for revision.

4. Document Approval - Controlled documents are approved prior to inclusion in the eMS and use. The SPM, SC/EQCC, and the document owner determine who within FLARNG is appropriate to review and approve new and revised controlled documents. Groups within FLARNG that are affected by the documentation are given the opportunity to review the controlled document as availability allows. The SC/EQCC is responsible for ensuring that the approver(s) of a controlled document have sufficient technical capability and organizational authority to approve controlled documents. The approver signs each controlled document.

eMS Controlled Document			
Document Control Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.5
eMS 2.8, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-56

5. **Obsolete Documents** - The SPM ensures that obsolete controlled documents are disposed of in accordance with the FLARNG records management procedures. The SPM or the SC/EQCC may determine that an old version of a controlled document is important for retention for legal and/or knowledge preservation purposes. If this is the case, the document is clearly identified as: “This Document May be Obsolete. Retained for Historical Use Only.” These documents are stored separately from active eMS documentation, and are neither maintained nor controlled.

6. **Documents of External Origin** - FLARNG may receive documentation from outside the organization that is required to be included in the eMS. Any person within FLARNG that receives documentation that they believe should be included in the eMS will provide the documentation to the SPM and/or the SC/EQCC. The SPM and/or the SC/EQCC determines, with input from the FLARNG source, if the document of external origin should be designated as a controlled document. If the SC/EQCC determines that the document should be controlled within the eMS, the document is identified following the process set forth above.

Attachments

List of FLARNG eMS controlled documents.

References

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Document Control Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.5
eMS 2.8, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-57

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eMS Controlled Document			
Document Control Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.5
eMS 2.8, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-58

2.9 Operational Control Procedure (ISO 14001 4.4.6)

Purpose

The purpose of this procedure is to establish the process FLARNG uses to identify, track, communicate, and access standard operating procedures (SOPs), work instructions, check sheets, visual aids, training aids and other operational controls to meet the objectives and targets developed for the significant aspects of FLARNG activities.

Scope

This procedure applies to all FLARNG personnel and contractors performing activities associated with FLARNG’s environmental aspects or identified as having a potential to have a significant impact on the environment.

Responsibility and Authority

All FLARNG personnel – are responsible for understanding the FLARNG Environmental Policy and the significant environmental aspects and associated objectives and targets that their work activities may impact. FLARNG personnel are responsible for knowing the operational controls applicable to their work and for conducting their work activities in accordance with the control in order to minimize or eliminate potential impacts to mission or the environment.

SC/EQCC – assists with determining which activities conduct work activities that could impact a significant environmental aspect and developing, reviewing and approving operational controls affecting all FLARNG personnel.

SPM – assists with determining which activities conduct work activities that could impact a significant environmental aspect and developing, reviewing and approving operational controls affecting all FLARNG personnel. The SPM is responsible for maintaining a list of all operational controls in place at FLARNG.

Directors – are responsible for identifying personnel responsible for developing operational controls for work activities that may impact the identified significant environmental aspects, reviewing and approving the operational control, and ensuring that all personnel affected by the operational control are notified of the control.

Tasked Personnel for developing operational controls – are responsible for determining which type of operational control is necessary (i.e., SOP, visual aid, training aid, check sheet, etc.) and for drafting the operational control and facilitating its review and finalization.

eMS Controlled Document			
Operational Control Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.6
eMS 2.9, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-59

Procedure

1. FLARNG activities that may result in significant environmental impacts are controlled with documented SOPs and other operational controls. Administrative operational controls may include local regulations, work instructions, guidance documents, standard operating procedures, and management plans. Physical operational controls may include pollution control devices or structures, signs, flagging, and barricades.
2. SOPs and other operational controls are developed as required by law, Army, or NGB regulation, or as needed based on the environmental impacts of FLARNG activities. Managers, supervisors, and directors periodically review site operations and activities to identify operational control needs. They are responsible for ensuring necessary SOPs and other operational controls are identified or developed for affected personnel under their direction.
3. SOPs and other administrative operational controls are developed, approved, reviewed, updated, and distributed by operational control owners. SOPs and other administrative operational controls must address responsibilities and tasks. Reviews are conducted annually, at a minimum, and updates are conducted as appropriate. Approved operational controls are communicated internally in accordance with the FLARNG eMS Communication Procedures (Internal and External) located in Section 2.7.
4. Managers, supervisors, and directors ensure personnel under their direction receive appropriate training in applicable operational controls, and that applicable SOPs and other operational controls are used.
5. Relevant SOPs and other operational controls are communicated to outside contractors that are affected by the operational controls. FLARNG personnel managing outside contractors are responsible for communicating the relevant SOPs and other operational controls to them.

Attachments

Identify where to locate a list/where maintained of operational controls here.

References

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Operational Control Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.6
eMS 2.9, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-60

2.10 Emergency Preparedness and Response Procedure (ISO 14001 4.4.7)

Purpose

The purpose of this procedure is to describe FLARNG’s process for identifying the potential for accidents and emergency situations, responding to such accidents and emergency situations, and preventing and/or mitigating the environmental impacts associated with such events.

Scope

This procedure applies to all FLARNG personnel and ensures that potential emergency situations and accidents that can impact the environment are identified and response procedures are communicated to FLARNG organizations and personnel. Effective emergency identification and response will reduce the potential for, and magnitude of, negative mission impacts.

Responsibility and Authority

All FLARNG personnel – are responsible for preventing and minimizing accidents and other emergency situations and understanding and following emergency preparedness and response procedures.

Supervisors, Manager and Directors – are responsible for ensuring that their operations and personnel comply with FLARNG emergency preparedness and response plans.

Program Managers – are responsible for preparing and maintaining appropriate plans in accordance with document control procedures.

On Scene Coordinator – is responsible for leading an emergency response action. Depending on the emergency, the on scene coordinator may be an FLARNG employee or a first responder from a community organization.

Procedure

1. Despite FLARNG’s best efforts, accidents and other emergency situations can occur. Effective emergency preparation and response can reduce injuries, prevent or minimize environmental impacts, protect employees and neighbors, reduce asset losses, and minimize mission impacts. FLARNG has developed plans that address various types of accidents and emergencies. These plans form the basis for FLARNG’s emergency preparedness and response actions.

eMS Controlled Document			
Emergency Preparedness and Response Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.7
eMS 2.10, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-61

2. All required emergency preparedness plans will be reviewed and updated, as appropriate, at least annually by the plan POC. Plans will be reviewed to ensure they meet all current regulatory requirements and to identify changes on the installation that may affect plan execution. The review should include plan attachments, such as contact names, phone numbers, maps, facility floor plans, and material safety data sheets (MSDS).
3. Plans will be readily accessible to potentially affected personnel, to include community first responders as appropriate, and hard copies will be posted in work areas with high risk or the potential for significant environmental impact.
4. Emergency preparedness procedures will be exercised and tested through drills and tests in accordance with regulatory and plan requirements, and to ensure all mitigated actions are considered and implemented.
5. Responses to all accidents and emergencies will be conducted in accordance with the procedures specified in the applicable response plan.
6. After action reviews or summary reports conducted or prepared following accidents or emergencies are forwarded up the chain of command as appropriate. These records are maintained in accordance with the FLARNG eMS Records Procedure, 2.14.

Attachments

References

SPCC Plan
 FRP
 RMP
 HWMP Contingency Plan

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Emergency Preparedness and Response Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.4.7
eMS 2.10, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-62

2.11 Monitoring and Measuring Procedure (ISO 14001 4.5.1)

Purpose

This document provides the process used by FLARNG for monitoring and measuring the key characteristics of FLARNG operations that may have significant environmental impacts. Information from monitoring and measurement activities is used to track the overall environmental performance of the FLARNG, progress toward achieving eMS objectives and targets, and the effectiveness of eMS operational controls.

Scope

This procedure ensures that the SC/EQCC, SPM, Program Managers, and other FLARNG personnel as assigned monitor and measure eMS operations and activities to ensure that FLARNG is meeting its environmental policy, objectives and targets.

Responsibility and Authority

All FLARNG personnel - are responsible for understanding the FLARNG Environmental Policy, the significant environmental aspects, and associated objectives and targets that their work activities may impact. Personnel are also responsible for understanding the requirements of operational controls applicable to their activities and for conducting their work activities in accordance with the control in order to minimize or eliminate potential impacts to mission or the environment.

Program Managers and/or Action Owners – are responsible for verifying performance in meeting environmental objectives and targets through the monitoring and measurement of specified performance indicators, evaluating the results of the monitoring and measuring efforts, and tracking how well objectives and targets are being met.

SPM/SC/EQCC– is responsible for review the reports and meeting with Program Managers, Action Owners, or other appropriate personnel if non-conformances are found or progress is falling significantly behind schedule. If it is determined that objectives and/or targets are not being met, this nonconformance should be addressed in accordance with the FLARNG eMS Nonconformance, Corrective Actions, and Preventive Action Procedure 2.13.

Procedure

1. Monitoring and measuring of key characteristics and environmental performance associated with significant aspects will be specified in environmental management programs.

eMS Controlled Document			
Monitoring and Measuring Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.1
eMS 2.11, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-63

2. Monitoring and measuring is also used to track progress towards meeting sustainability objectives and targets. The measures used for each objective and target are identified in the Sustainability Action Plans.
3. Program Managers and Action Owners will tabulate monitoring and measuring data quarterly to evaluate progress on assigned objectives and submit a progress report to the SPM and/or SC/EQCC. The report will include planned activities for the following quarter and identify any changes resulting from the monitoring and measurement efforts.
4. All information collected from the monitoring and measuring of progress in attaining the objectives and targets of the eMS is included in the periodic eMS Management Review by FLARNG Leadership/SC/EQCC. The effectiveness of the eMS is in large measure determined by its effectiveness in meeting the objectives and targets.
5. Monitoring equipment used to monitor and measure indicators of performance for the eMS will be maintained, and those instruments requiring calibration will be calibrated and maintained in accordance with the manufacturer's recommended procedures. SOPs are developed as needed for the calibration and maintenance of specific monitoring equipment in accordance with the FLARNG eMS Operational Controls Procedure 2.9 and are maintained at applicable facilities. Monitoring and measurement equipment maintenance and calibration records are maintained in accordance with the FLARNG eMS Records Procedure, 2.14.

Attachments

References

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Monitoring and Measuring Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.1
eMS 2.11, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-64

2.12 Evaluation of Compliance Procedure (ISO 14001 4.5.2)

Purpose

This document details the FLARNG procedure for periodically evaluating compliance with applicable legal and other requirements.

Scope

This procedure ensures that applicable legal and other requirements are continually being evaluated by FLARNG to reduce the risk of noncompliance.

Responsibility and Authority

SPM – is responsible for coordinating with FLARNG Program Managers and JAG to maintain a current list of the legal and other requirements that are applicable to the environmental aspects of the FLARNG.

Program Managers and Directors – are responsible for ensuring their operations support and comply with all applicable regulations and other requirements.

Internal EPAS Team – is responsible for evaluating the list of legal and other requirements for completeness and compliance and for presenting findings to the EQCC.

Procedure

1. Legal and other requirements are determined according to the FLARNG eMS Legal and Other Requirements Procedure 2.3.
2. Both internal and external compliance reviews are conducted during regular audits and management reviews performed at FLARNG. FLARNG ensures compliance with legal and other requirements by incorporating applicable legal and other requirements into training and orientation sessions, inspection checklists for compliance inspections, and contract specifications and procurements.
3. Adherence to legal and other requirements applicable to FLARNG’s environmental aspects is reviewed to ensure compliance.
4. The FLARNG participates in the Army National Guard (ARNG) Environmental Performance Assessment System (EPAS). EPAS assessments identify environmental compliance deficiencies, and FLARNG develops corrective actions to address these deficiencies.

eMS Controlled Document			
Evaluation of Compliance Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.2
eMS 2.12, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-65

5. FLARNG uses periodic external EPAS audits conducted by NGB to evaluate compliance with applicable environmental laws and other regulations using The Environmental Assessment and Management (TEAM) Guides. FLARNG develops an Installation Corrective Action Plan (ICAP) to address negative findings.
6. Records of external EPAS audits and the ICAP are maintained in the ARNG Web Compliance Assessment and Sustainment Software (WEBCASS) system. The ARNG WEBCASS is the interactive web-based compliance assessment system that provides multi-level and simultaneous quality assurance reviews and allows for monitoring, management, and real-time tracking of FLARNG's ICAP.
7. Each issue of noncompliance is linked to a legal or other requirement in WEBCASS. Noncompliance issues identified during external audits are tracked and resolutions are documented through the WEBCASS system.
8. Noncompliance items revealed during compliance reviews are reported by the audit team to the EQCC, SPM, applicable Program Managers and Directors.
9. Responsibility and authority for handling, investigating and mitigating nonconformance, corrective and preventive actions are outlined in FLARNG eMS Nonconformance, Corrective and Preventive Actions Procedure 2.13.

Attachments

References

The Environmental Assessment and Management (TEAM) Guides (U.S., Florida, and Army National Guard Supplements)

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Evaluation of Compliance Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.2
eMS 2.12, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-66

2.13 Nonconformance, Corrective Actions, and Preventive Actions Procedure (ISO 14001 4.5.3)

Purpose

The purpose of this procedure is to describe the process used by FLARNG for identifying, documenting, investigating and managing actual and potential nonconformities, taking actions to mitigate impacts from nonconformity, implementing controls to prevent repeating nonconformities, and making changes to procedures as a result of corrective or preventive actions.

Scope

This procedure ensures that FLARNG personnel address nonconformities in a timely manner, take corrective and/or preventive actions, and conduct investigations to determine their cause to prevent recurrence.

Responsibility and Authority

SPM – is responsible for ensuring nonconformities are corrected and actions are taken to avoid their recurrence.

Program Managers, Supervisors, Directors – are responsible for assisting the SPM in determining the root cause of the potential or actual nonconformity, and to identifying the corrective actions to be taken to correct to avoid its recurrence.

Procedure

1. Potential or actual nonconformities can be identified from internal or external audits and other reviews; compliance reviews and inspections; findings, conclusions, and recommendations as a result of measuring and monitoring; environmental incidents such as accidents or spills; employee observations or comments; and changes to FLARNG’s mission, activities, or structure. Typical causes of nonconformities include poor communication, faulty or missing procedures, equipment malfunctions, lack of training, lack of understanding of requirements or procedures, failure to enforce rules or procedures, and corrective actions that fail to address root causes of problems.

eMS Controlled Document			
Non-Conformance, Corrective Actions, and Preventive Actions Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.3
eMS 2.13, Revision 0 Effective Date: 10 June 2009			Sustainability Management Plan Page A-67

2. The SPM will be notified whenever a nonconformance in the eMS is identified. The SPM, along with the Program Manager/Supervisor/Director, will determine the root cause of the potential or actual nonconformity and identify the corrective actions to be taken to correct to avoid its recurrence. The SPM, along with the Program Manager/Supervisor/Director, will designate an individual to develop a corrective or preventive action plan to correct and avoid the recurrence of the nonconformity. The corrective or preventive action plan will include as a minimum, responsibilities, actions that need to be taken to correct and/or prevent the nonconformity, resources required, and completion schedules. Actions taken shall be sufficient to eliminate the causes of the potential or actual nonconformance or its repetition. The SPM/Program Manager/Supervisor/Director will sign off on the corrective action plan. The Program Manager/Supervisor/Director is responsible for ensuring that the corrective action is completed.
3. The SPM will maintain a log of all nonconformities that includes the responsible office and dates of key actions, and results of the preventative or corrective actions taken. Noncompliance and corrective actions identified during formal audits will be documented and tracked in the WEBCASS system.
4. The Program Manager/Supervisor/Director will notify the SPM on progress toward completing the corrective actions and notify the EPM if situations arise that require a schedule delay or re-evaluation of the proposed corrective action.
5. A repeat audit of the functional area will occur within 6 months of the completion of the corrective or preventative action to determine the effectiveness of the corrective actions taken.
6. The status of preventive and corrective actions will be presented at the Management Review to the EQCC and the SC.

Attachments

ICAP

References

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Non-Conformance, Corrective Actions, and Preventive Actions Procedure eMS 2.13, Revision 0 Effective Date: 10 June 2009	Document Owner:	Document Approver:	ISO 14001:2004 4.5.3
			Sustainability Management Plan Page A-68

2.14 Control of Records Procedure (ISO 14001 4.5.4)

Purpose

The purpose of this procedure is to describe FLARNG’s process for the identification, storage, protection, retrieval, retention, and disposal of records that document FLARNG’s eMS operation and performance.

Scope

This procedure applies to all FLARNG personnel who are required to establish, use, and maintain records in accordance with the requirements of the FLARNG eMS.

Responsibility and Authority

All FLARNG personnel – are responsible for identifying and maintaining records relating to the eMS under their control in accordance with this procedure.

SPM – has overall responsibility for the identification, storage, protection, retrieval, retention, and disposal of FLARNG’s eMS records. However, many types of records are generated, managed, and stored by the record owner. The SPM will maintain a master list of records within the FLARNG eMS and interface with J6 to maintain identified eMS records to be maintained on the FLARNG intranet.

J6 – is responsible for managing and maintaining the FLARNG intranet and posting records as identified by the SPM or SC/EQCC. J6 will provide for the safe guard and protection of records posted to the FLARNG intranet.

Procedure

1. Record Formats. Records are generated and stored in an electronic format whenever possible. However, hard copy records may be generated and maintained when FLARNG determines that maintenance of electronic records is ineffective or not feasible.

eMS Controlled Document			
Control of Records Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.4
eMS 2.14, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-69

2. Identification of Records. FLARNG has identified records that must be generated and maintained to demonstrate the effective operation of the eMS. These records include, but are not limited to:
 - Training records.
 - Monitoring equipment calibration and maintenance records.
 - Compliance evaluation records.
 - Permits, licenses, or other forms of legal authorization.
 - Evidence of fulfillment of objectives and targets.
 - Results of operational controls (e.g., checklists, SOPs, etc.).
 - eMS audit records.
 - eMS Management Review records.
 - Records of results of corrective action(s) and preventive action(s) taken.

3. Record Maintenance. Electronic and hard copy records are maintained in a manner that ensures that they are legible, identifiable, and traceable to the activity involved. Records are completed and filed in a timely manner, either electronically or in an appropriate storage area, to ensure they are protected and retrievable. The following information is easily identifiable on records whenever feasible:
 - Type and/or nature of the record;
 - Date the record was created; and,
 - Name of person who created or completed the record.
 - a. Hard Copy Records. The following requirements are specific to the maintenance of hard copy records.
 - Handwritten entries are screened for legibility by document owners during normal record processing.
 - Records are stored in an environment to ensure they are protected and retrievable. Record storage areas are secure from unauthorized access and reasonably protected against environmental threats (e.g., water leaks, extreme temperatures, etc.).

 - b. Electronic Records. The following requirements are specific to the maintenance of electronic records.
 - Electronic records are stored on the workstation, server, or public folder of the record owner.
 - Electronic records are backed up periodically to ensure they are protected and retrievable.

4. Records Retrieval. Personnel granted access to the FLARNG intranet eMS Web site may review and retrieve records from the site.

eMS Controlled Document			
Control of Records Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.4
eMS 2.14, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-70

5. **Record Review:** The SPM will review all records contained with the FLARNG intranet eMS Web site record system on an annual basis to determine if they are still current and appropriate to retain.

6. **Record Retention and Disposal.** A record is a permanent document that typically will not be revised. However, most records will eventually be superseded or replaced by a more current record, such as new permit, new audit report, etc. FLARNG eMS records, other than on-going records, are retained for at least two years or as required by permit or regulation. When an ongoing record is revised, the preceding record may be deleted and/or discarded. Records retained beyond two years or the time periods required by permit or regulation are not considered eMS records. They are historic records and are no longer managed under the requirements of the eMS. In most cases, the FLARNG intranet eMS Web site will contain the most recent record. Older records will be stored in an archive section of the intranet eMS Web site. The SPM will decide which records to retain or archive, and which records can be disposed. FLARNG eMS records may be disposed after they have been stored at least two years, or the time period required by permit or regulation. Potentially sensitive records, such as legal or personnel-related records, are shredded prior to disposal. Prior to disposing of any record, the SPM or record owner should coordinate with the JAG, as applicable.

Attachments

eMS Records Log provides a list of the types of records maintained to manage and demonstrate conformity of the system with ISO 14001:2004.

References

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Control of Records Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.4
eMS 2.14, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-71

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eMS Controlled Document			
Control of Records Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.4
eMS 2.14, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-72

2.15 Internal Audits (ISO 14001 4.5.5)

Purpose

This procedure establishes minimum requirements for planning, performing, and documenting periodic internal audits of the ISO 14001-based Environmental Management System (eMS) established for the FLARNG.

Scope

Internal audits will cover key elements of the eMS and will include necessary and sufficient information for management to assess whether the installation is in conformance with all ISO 14001 requirements and internal procedures, in compliance with applicable legal requirements, and for making decisions or authorizing actions that need to be taken by FLARNG personnel to ensure the continual improvement of its environmental program.

Responsibility and Authority

SPM – The Sustainability Program Manager is responsible for establishing audit schedules and for designation or selection of Lead eMS Auditors who are independent of the day-to-day management of the functions to be audited. The SPM shall also review and approve eMS audit plans and reports.

EPAS/ IPAS Program Manager – The EPAS/ IPAS Program Manager is responsible to the SPM for the organization, planning, and direction of eMS audits, as well as the selection, training, and supervision of the audit team. The EPAS/ IPAS Program Manager prepares audit plans and reports, and is responsible for the evaluating and recommending any required corrective and preventive action responses resulting from audit findings.

Regional Environmental Specialist (RES) – Under the direction of the EPAS/ IPAS Program Manager, RESs are responsible for assisting in audit preparation, conducting audit investigations, and reporting results in compliance with this procedure. When requested, audit observers shall assist in audit preparation and in conducting audit activities in areas in which they have specific expertise.

Facility/ Program Managers – Facility Managers shall provide time, work space, and personnel as necessary to support the performance of eMS audits, and are responsible for supervising the prompt and effective resolution of any audit findings.

FLARNG Personnel – Staff shall cooperate fully with auditors and their supervisors by ensuring that their audit participation is prompt, courteous, and professional.

eMS Controlled Document			
Internal Audits Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.5
eMS 2.15, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-73

Procedure

The audit process is described in the following steps:

1. **Audit Scheduling:** eMS Audits shall be conducted at least once annually. Audit frequency may be increased at the discretion of the SPM or when specifically requested by upper management.
2. **Audit Notification:** The Lead eMS Auditor shall notify the Facility/ Program Supervisors of the audited organization at least ten days prior to the projected audit date. The notification shall set the date, time, location, subject matter and method of the opening meeting, and shall request that appropriate facility personnel participate. Audit notification, opening and closing meeting requirements may be met via email communication.
3. **Audit Plan:** The Lead eMS Auditor shall prepare an audit plan 30 days prior to the start of the fiscal year. At a minimum, the audit plan shall include the following:
 - The audit number (consecutive, by calendar year),
 - A statement of the audit objectives; an identification of the specific section areas being audited,
 - A discussion of any special emphasis or focus; references to appropriate plans, procedures, or required documents
 - The date(s) of the audit; and an identification of the audit team and the members' assigned roles.
4. Records of previous audits and corrective and preventive actions requests for the audited organization shall be reviewed prior to preparation of the audit plan. Identification of trends or repeated problems identified during the review shall be reflected in the scope of the audit, as appropriate. Any areas of special emphasis shall also be noted in the audit plan.
5. Audit team selection shall be based on consideration of the particular areas of emphasis for the audit and qualifications and capabilities of the prospective team members. Audit team members should be sufficiently independent of the day-to-day management of the audit areas that they are responsible for so that the potential for a conflict of interest is minimized. Completed audit plans shall be submitted to the SPM and affected facility managers for review and comments prior to the audit.

eMS Controlled Document			
Internal Audits Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.5
eMS 2.15, Revision 0			Sustainability Management Plan
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6. **Audit Checklist Preparation:** The Lead eMS Auditor shall prepare or direct the preparation of an audit checklist based on the elements of the ISO 14001 international standard and the requirements of the FLARNG Environmental Management System Plan (EMSP). eMS auditors or observers may be assigned the preparation of specific checklist sections, especially in areas for which they will assume auditing responsibilities. Checklist content shall be consistent with the scope of the audit presented in the Audit Plan. Copies of the checklist, the audit plan, and any required reference specification, procedures or plans shall be distributed to the audit team prior to the audit. The Lead eMS Auditor shall brief the audit team on the general scope of the audit and the details of the audit plan as well as discuss audit checklist assignments prior to the pre-audit opening meeting.
7. **Opening Meeting:** When requested, the pre-audit opening meeting shall be conducted by the Lead eMS Auditor, and shall be attended by the Lead Auditor (minimum) and appropriated representatives of the audited section or facility. Participation shall be documented. The scope of the audit and duties of the auditors or any technical observers shall be briefly presented. Questions from the audited organization shall be answered, proper lines of communication established, and a time set for the closeout meeting. Note: The opening meeting requirement may be met via email communication.
8. **Conducting the Audit:** Each auditor shall proceed with the investigations required by their assigned portion of the checklist. General guidance on auditing methods is provided in Attachment 1 of this procedure. Auditing methods may include records review, interviews with individual FLARNG staff members, and/or direct observation of site activities.
9. The audit team shall meet and report on audit progress as directed by the Lead eMS Auditor. Observed conditions that require immediate corrective action shall be promptly reported to the management of the audited group or organization.
10. Demands on resources and time may not be increased beyond the level presented in the opening meeting without first discussing and obtaining approval of such requests from the affected Program Manager.
11. When the checklist items have been completed, the audit team shall input their findings into WEBCASS. The Lead eMS Auditor shall review the auditors' input, obtain additional clarification where required, and prepare or direct the preparation of a draft list of potential findings.
12. **Closing Meeting:** When requested, a draft list of potential findings and observations shall be presented to representatives of the audited organization in a brief-post-audit closing meeting. Participation shall be documented. Discussion shall generally be limited to the presentation of findings and the clarification of any misunderstandings. This requirement may be met via email communication.

eMS Controlled Document			
Internal Audits Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.5
eMS 2.15, Revision 0			Sustainability Management Plan
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13. **Audit Report Preparation:** After the post-audit meeting, the auditors shall prepare final copies of the completed checklist sections and submit them to the Lead eMS Auditor. The Lead eMS Auditor shall prepare a formal audit report, which shall include the following items: a brief description of the audit scope; the identification of the audit team and key personnel contacted from the audited organization; a general statement summarizing the effectiveness of the eMS; and a brief discussion of any findings.
14. Each finding shall also be recorded in compliance with the requirements of Corrective and Preventive Action, and submitted to the SPM. The audit report and copies of any ICAP shall be submitted to the SPM for review and appropriate action, with copies provided (upon request) to the Environmental Protection Specialist or managers of any audited section.
15. **Review of Corrective Action Responses and Audit Closeout:** The Lead eMS Auditor shall participate in the development of corrective actions as necessary to ensure that each finding or observation has been adequately addressed. When proposed corrective actions have been determined to be acceptable, the Lead eMS Auditor shall document in WEBCASS and, notify the SPM and the affected facility managers that the audit is considered to be closed.
16. **Audit Documentation:** Once the audit has been closed, the Lead eMS Auditor shall forward a complete copy of the audit documentation to the SPM in compliance with Section 4.5.4 of the FLARNG eMS-Manual and 4.5.4 “Control of Records.” At a minimum, audit documentation shall include copies of the audit notification memo, the audit plan, audit opening and closing meeting participation sheets, the audit report and copies of any closed ICAPs.

References

- eMS Manual Section 4.5.3, “Corrective and Preventive Action”
- Section 4.5.4, “Control of Records”
- FLARNG SEOP 4.5.3 “Corrective and Preventive Action”
- FLARNG SEOP 4.5.4 “Control of Records”

Attachment

Supplementary Guidance for Conducting eMS Audits

Prepared by: Sustainability Program Manager
 Reviewed by: Environmental Protection Specialist

eMS Controlled Document			
Internal Audits Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.5
eMS 2.15, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-76

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
Internal Audits Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.5
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eMS Controlled Document			
Internal Audits Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.5.5
eMS 2.15, Revision 0			Sustainability Management Plan
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2.16 Management Review Procedure (ISO 14001 4.6)

Purpose

The purpose of this procedure is to define the process and schedule by which periodic management reviews of FLARNG’s eMS are performed. Implementation of this procedure will ensure the periodic review of the FLARNG eMS for its continued suitability, adequacy, and effectiveness. In addition, periodic management reviews will address the need for modifications to policy, objectives and targets, and other elements of the eMS.

Scope

This procedure applies to all FLARNG personnel with roles and responsibilities associated with management reviews of the eMS. Participants in FLARNG eMS management reviews includes the following but is not limited to:

- The Adjutant General (TAG) or designee
- Sustainability Program Manager (SPM)
- Sustainability Committee/Environmental Quality Control Committee

Responsibility and Authority

TAG or designee – will serve as the chairperson for the management review.

SC/EQCC – is responsible for actively participating in the management reviews and for providing input and ideas for continual improvement of the eMS. The participants are responsible for understanding the requirements of the eMS, for providing information on changes to mission, legal requirements, or other changes that may impact the eMS, and for disseminating information discussed during the management reviews their personnel, as appropriate.

SPM – is responsible for scheduling, coordinating, and facilitating management reviews of the eMS. The SPM is also responsible for preparing the agenda and briefing, minutes, action items list, and any other documentation related to the briefing, for providing copies of all meeting materials to all attendees, and for tracking action items generated during management reviews to ensure they are being completed.

Procedure

1. The management review of FLARNG’s eMS will be conducted on an annual basis unless circumstances warrant a more frequent review such as significant changes to mission, legal requirements, environmental aspects, etc. Where appropriate, the management reviews shall be combined with other regularly scheduled meetings, rather than as a standalone meeting, to take advantage of currently scheduled briefings or meetings.

eMS Controlled Document			
Management Review Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.6
eMS 2.16, Revision 0			Sustainability Management Plan
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2. The management review will cover key elements of the FLARNG eMS and will include necessary and sufficient information for management to make informed decisions on whether the eMS continues to be suitable, adequate, and effective for its intended purposes, and for making decisions or authorizing actions that need to be taken by FLARNG personnel to ensure the continual improvement of one or more of its elements. At a minimum, the following items will be discussed during the eMS management reviews:
 - Results from recently completed eMS audits;
 - Communication from external interested parties to include complaints received;
 - Status report on the progress of attaining objectives and targets (refer to the eMS Procedure for Objectives and Targets);
 - Status of regulatory compliance;
 - Status of corrective and preventive actions to include information on violations received since the last eMS review;
 - Status of action items from previous eMS management reviews;
 - Developments in legal and other requirements (refer to the eMS Procedure for Legal and Other Requirements) related to FLARNG’s environmental aspects (refer to the eMS Procedure for Identifying Significant Environmental Aspects); and
 - Recommendations for improvement of the FLARNG eMS.

3. In addition, the management review will evaluate the need to change the environmental policy, objectives and targets, and other elements of the eMS due to the following:
 - Changes in mission;
 - Addition of new facilities;
 - Changes in expectations and requirements of interested parties;
 - Changes in the products or activities of FLARNG;
 - Advances in science or technology;
 - Lessons learned from environmental incidents or emergency response; and,
 - Changes in reporting and communication structures within FLARNG.

4. The SPM will document and track action items and modifications to the FLARNG eMS identified from the management reviews to ensure that they are performed.

5. A summary of management reviews conducted is maintained in Section 3.4 of the FLARNG eMS Manual. Results of the management review will include:
 - Identification opportunities for continual improvement of the eMS;
 - Identification of the root cause(s) of non-conformance or deficiencies;
 - Management approval for new corrective and preventative action plans or concurrence that existing plans continue to be adequate and effective;
 - Identification of procedural changes resulting from process improvement; and
 - Identification of needed changes to the environmental policy, objectives and targets or other elements of the eMS.

eMS Controlled Document			
Management Review Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.6
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6. Records generated by this procedure include:

- Minutes or notes of the management review that include attendees, information presented, and determinations and/or decisions made; and
- Records of follow-up actions initiated and completed during the review.

References

Attachments

Document Change History

Revision #	Revision Date	Nature of Revision	Document Review Participants
0		Original Document Issued	

eMS Controlled Document			
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eMS 2.16, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-81

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eMS Controlled Document			
Management Review Procedure	Document Owner:	Document Approver:	ISO 14001:2004 4.6
eMS 2.16, Revision 0			Sustainability Management Plan
Effective Date: 10 June 2009			Page A-82

3.0 Programs and Controls

3.1 Programs

This section addresses programs that have been implemented or are being implemented to address the significant aspects, the established targets, objectives, actions, metrics, and progress. This section provides hyperlinks to the program details.

3.2 Controls

This section addresses mechanisms we have established to make sure the eMS continually improves. The Sustainability Committee (SC), as part of the Environmental Quality Control Committee (EQCC), is critical in the success of the eMS and supports the continual improvement model in all phases of Plan, Do, Check, and Act.

3.2.1 SC/EQCC Support in Continual Improvement of the eMS

The SC/EQCC is composed of representatives from each functional area who have familiarity with the business practices of that unit. The SC/EQCC supports and assists the SPM in implementing the eMS.

This section contains information about the SC/EQCC meetings (Table 2) and will help document implementation actions and continual improvements of the eMS. The table provides a list of information and files including meeting announcements, agenda, attendees, presentations, and after action reports.

Table A-2: Documents from SC/EQCC eMS Implementation Meetings

#	Description	Date
1	eMS Organizational Meeting	19 February 2004
2	Memorandums to establish SC/EQCC Team	June 2004
3	SC/EQCC Meeting and Awareness Training	17 August 2004
4	SC/EQCC Meeting	11 November 2005
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
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22		
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24		
25		
26		
27		

3.3 Audits

FLARNG conducts both internal and external audits. The results of audits performed are summarized in Table 3.

Table A-3: Summary of Internal Audits

			Results of Audit		
#	Audit	Date	Conformance (number)	Non-Conformance	Observation
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					

3.4 Management Reviews

This section contains information regarding management reviews that have taken place, dates, information provided during reviews, outcome of reviews, and actions taken.

Table A-4: Summary of Management Reviews

#	Review	Date	Information Provided	Outcome	Actions
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					

4.0 eMS Records

This section contains the master records required by the ISO 14001 Standard, location of eMS records, responsible party, retention time, etc.

Records required by ISO 14001 include:

- Training Records
- External Communication
- Monitoring and Measuring Records
- Calibration Records
- Required Due to Compliance
- Audit Records
- Management Review Records
- Training Records

Table A-5: Sample Training Record Format

Record	Responsibility	Storage location	Minimum Retention Time	Disposal Method
Awareness Training Rosters				
Training Needs Assessment				
Competence Training Rosters				

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4.1 External Communication Records

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4.2 Monitoring and Measuring Records

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4.3 Calibration Records

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4.4 Records Required Due to Compliance

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4.5 *Audit Records*

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4.6 Management Review Records

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5.0 References

International Organization for Standardization. November 2004. 14001 Standard Environmental management systems – Requirements with guidance for use. ISO 14001:2004(E).

Memorandum, Departments of the Army and the Air Force Florida National Guard. 30 November 2004. Subject: Submission of FLARNG Environmental Management System (eMS) Implementation Plan.

Memorandum, Departments of the Army and the Air Force Florida National Guard. 7 March 2005. Subject: Environmental Management System (eMS) Awareness Package and Accomplishment of the DA eMS Training Metric.

Memorandum, State of Florida, Department of Military Affairs, Office of the Adjunct General. 1 February 2008. Subject: Command Policy Memorandum -Environmental Policy Statement.

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Appendix B: FLARNG Sustainability Planning Baseline - May 2009

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Florida Army National Guard (FLARNG)

Sustainability Baseline Survey

2009





Goal Drivers Identified



- Executive Order (EO) 13423 (26 Jan 07)
- Energy Policy Act (EPAAct 2005)
- Florida EOs 07-126 and 127 Greenhouse Gas (GHG) Reduction
- Florida EO 05-241 Energy Conservation
- Florida Statute §403.7032 Recycling, Green Procurement, Toxics Minimization
- Army Integrated (Non-Hazardous) Solid Waste Management Policy (2 Sep 08)



Goal Requirements Categories



- Sustainability Management
- Energy Conservation
- Water Conservation
- Acquisition and Green Procurement
- Pollution Prevention (P2) and Toxic and Hazardous Materials Reductions
- Solid Waste Diversion and Recycling
- Sustainable Design
- Vehicle Fleet Management
- Electronics Stewardship



Sustainability Management



Goals Identified

Required by:	Goals:
EO 13423	<ul style="list-style-type: none">• Develop, implement, and maintain an EMS to be used to identify, manage, and improve sustainable practices to address environmental, transportation, and energy issues. The EMS objectives shall include the goals identified in Section 2 of EO 13423.
EO 13423	<ul style="list-style-type: none">• Use the EMS as the primary management approach for addressing environmental aspects of operations and activities, including environmental aspects of energy and transportation functions.
EO 13423	<ul style="list-style-type: none">• Designate a cross-functional team to expedite implementation of EO 13423 goals.
EO 13423	<ul style="list-style-type: none">• Ensure all personnel receive awareness and refresher training including the environmental impacts of the employees' actions.
EO 13423	<ul style="list-style-type: none">• Establish objectives and targets to ensure implementation of EO 13423 requirements.
EO 13423	<ul style="list-style-type: none">• Collect, analyze, and report information to measure performance in the implementation of EO 13423.



Sustainability Management



Where You Are Today

- The FLARNG eMS is being developed to implement the Sustainability Plan and to provide feedback to management on the status of the implementation of various actions to be identified in the Sustainability Plan.
- The eMS will address the environmental aspects of FLARNG operations and activities, including energy and transportation functions, through implementation of the Sustainability Plan.
- The Sustainability Committee/Environmental Quality Control Committee (SC/EQCC) has been designated to implement EO 13423 goals.
- All FLARNG personnel receive both eMS awareness and refresher training which includes information on the environmental impacts of their actions.
- Objectives, targets and actions will be established as part of the FLARNG Sustainability Management Plan to meet EO 13423 goals.
- The eMS will provide the framework for measuring progress towards meeting the FLARNG sustainability goals, including EO 13423 goals.



Energy Conservation



Goals Identified

	Required by:	Goals:
Energy Efficiency	EO 13423	Reduce energy consumption per gross square foot of building space (relative to FY 2003 baseline) by 3% annually through 2015 or 30% by 2015.
Renewable Energy	EO 13423	Obtain 3% of consumed electricity from renewable sources (5% by 2010; 7.5% by 2013; 25% by 2025).
Metering	EO 13423	Meter all electric, gas, and steam by 2012
Building Energy Efficiency Standards	EO 13423	Design for 30% less energy than 2004 standard. Reduce fossil fuel-generated energy use 55% by 2010. Reduce fossil fuel-generated energy use 100% by 2030.
Greenhouse Gas (GHG) Reduction	Florida EO 07-126	Reduce GHG emissions: 10% below current (FY06-07) emissions by 2012; 25% below current (FY06-07) emissions by 2017; and 40% below current (FY06-07) emissions by 2025.
	Florida EO 07-127	By 2017, reduce GHG emissions to 2000 levels. By 2025, reduce GHG emissions to 1990 levels. By 2050, reduce GHG emissions by 80% of 1990 levels.
Energy Conservation	Florida EO 05-241	Develop and implement long-term energy conservation initiatives.



Energy Conservation



Energy Efficiency Baseline Development:

- For EO 13423 goals:
 - Calculate a baseline of FY 2003 energy use, defined as energy consumption per gross square foot of building space. Reduction goals are measured relative to this baseline.
 - Develop an energy intensity number, which is defined as energy consumption per gross square foot of building space.
- For Florida EO goals:
 - Electricity and fuel consumption for all agency-owned facilities over 5,000 ft².
 - Consumption is reported quarterly and DMS provides GHG emissions factors.

Data Sources:

- Utility Manager Pro data (IMA-E)
- Facilities Inventory and Support Plan (FISP)
- Florida Dept. of Management Services (DMS)
 - GHG Emissions Quarterly Update Data Call
 - Energy Conservation Guidelines for State Facilities



Energy Conservation



Where You Are Today

Energy Efficiency:

Year	(a) Energy Consumption (kBtu)			Total Energy Consumption (kBtu)	(b) Total ft ²	Energy Consumption per ft ² (kBtu/ ft ²)	Percent Change from 2003 Baseline
	(c) Natural Gas	(d) Propane	Electric				
2003	316,100	5,560,534	128,550,751	134,427,384	3,693,608	36.39	N/A
2004	807,100	19,711	138,728,020	139,554,831	3,693,608	37.78	3.84%
2005	670,400	99,546	138,563,937	139,333,793	3,693,608	37.72	3.65%
2006	336,300	369,742	154,945,099	155,651,141	3,693,608	42.14	15.79%
2007	1,021,000	5,245,335	123,090,241	129,356,575	3,693,608	35.02	-3.77%
2008	2,597,400	25,219,873	121,337,950	149,155,223	3,693,608	40.38	10.96%

- (a) Consumption data obtained from Utility Manager Pro database provided 17 February 2009. Usage data based on pro-rated calendar year.
- (b) Data gap: Need historical (2003-2007) building square footage to accurately annual calculate energy intensity number (energy consumption per gross square foot).
- (c) Increase in natural gas consumption due to addition of usage reported for AASF #1 Jacksonville 2007-2008.
- (d) Data gap: No propane usage reported for CBJTC for 2004-2005 and only one month usage reported for 2006. Spike in propane usage in June 2008 at CBJTC due to one time LPG storage tank fill-ups (e.g., RTI).



Energy Conservation

Where You Are Today

Renewable Energy:	<ul style="list-style-type: none">• More petroleum-fired electricity, in absolute terms, is generated in Florida than in any other State.• Florida leads the U.S. in the production of electricity from municipal solid waste and landfill gas, although generation from those sources contributes only minimally to the electricity grid.• Florida depends on renewable or “green” energy for about 1 percent of its electricity needs• Although Florida has few renewable energy resources, researchers are looking for ways to produce ethanol using citrus peel waste from Florida’s juice processing industry. <p>Florida Energy Profile: http://tonto.eia.doe.gov/state/state_energy_profiles.cfm?sid=FL</p>
Metering:	<ul style="list-style-type: none">• Two facilities (Ensslin and Camp Blanding) have advanced metering.• Fourteen (14) additional sites have been identified that require advanced metering. NGB already has these in the plan for funding.



Energy Conservation

Where You Are Today

Building Energy Efficiency Standards:

- [Memorandum for CFMO dated 13 May 2008](#) – Sustainable Design and Energy Requirements for FLARNG Construction and Remodel Projects. Incorporates sustainable design and energy standards into all FLARNG construction and renovation projects.
- Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#). DA and NGB, Installations Division sustainable design and development goal for all projects is a U. S. Green Building Council Leadership in Energy and Environmental Design-New Construction & Major Renovations Version 2.2 (LEED-NC 2.2) Green Building Rating System of Silver. All ARNG MILCON projects will be certified by U S Green Building Council starting with FY09 MILCON projects.



Energy Conservation

Where You Are Today

Greenhouse Gas Reduction:

Year	Electricity Usage ^(a) (kWh)	CO2 Emissions ^(b) (kg)	Natural Gas Usage ^(a) (cf)	CO2 Emissions ^(b) (kg)	Propane Usage ^(a) (gal)	CO2 Emissions ^(b) (kg)	Total CO2 Emissions (kg)	% Change from 2006 ^(c)	% Change from 2003 ^(d)
2003	37,676,070	22,695,311	306,499	15,325	61,780	344,115	23,054,751	NA	NA
2004	40,658,857	24,492,082	782,929	39,146	219	1,220	24,532,449	NA	6.28%
2005	40,610,767	24,463,114	650,339	32,517	1,106	6,160	24,501,791	NA	18.82%
2006	45,411,811	27,355,167	326,188	16,309	4,108	22,882	27,394,358	NA	-4.12%
2007	36,075,686	21,731,272	990,301	49,515	58,278	324,608	22,105,395	-19.31%	0.23%
2008	35,562,119	21,421,909	2,519,302	125,965	280,204	1,560,736	23,108,611	-15.64%	0.23%

- (a) Usage data obtained from Utility Manager Pro database provided 17 February 2009.
- (b) GHG calculations based on Florida DMS FY08-09 Carbon Footprint Agency Reporting Sheet.
- (c) Data based on pro-rated CY reporting period.
- (d) Data prior to 2003 not available.



Water Conservation



Goals Identified

Required by:	Goals:
EO 13423	<p>Beginning in FY 2008, reduce facility water consumption intensity, relative to the baseline of the agency's water consumption in FY 2007, through life-cycle cost-effective measures by:</p> <ul style="list-style-type: none">• 2% annually through the end of FY 2015, or• 16% by the end of FY 2015.



Water Conservation



Baseline Development:

- Calculate a baseline of FY 2007 water use intensity (WUI) (gallons/gross square foot of facility space/year).
- Include all uses of potable water (include landscape irrigation water use but not area)
- Estimate water consumption for sites without metered potable water use.

Data Sources:

- Utility Manager Pro data
- FISP



Water Conservation

Where you are today

Year ^(a)	Annual Potable Water Use (CCF)	Annual Potable Water Use (gal)	Gross ft ² ^(b)	Water Use Intensity (gal./ft ² /yr.)	Percent Change from 2007 Baseline
2007	33,040	24,713,920	3,693,608	6.69	Baseline Year
2008 ^(c)	518,468	387,814,064	3,693,608	105.00	1,469%

- (a) Data obtained from Utility Manager Pro database, 17 February 2009.
- (b) Data gap: Need historical (2003-2007) building square footage to accurately calculate energy intensity number (water consumption per gross square foot).
- (c) Increase in use due to additional reporting in 2008 for 11 sites (including CBJTC). Significant increase shown possibly due to data entry errors in usage recorded for 2008 for Sarasota RC, Ennslin RC, Tampa RC, and West Palm Beach RC.



Acquisition and Green Procurement



Goals Identified

	Required by:	Goals:
Recycled Content Paper	EO 13423	<ul style="list-style-type: none"> • Purchase printing and writing paper containing 30% postconsumer fiber support. • Require 30% postconsumer fiber when purchasing support services that include the supply of written documents. • Purchase 20% postconsumer fiber, if papers containing 30% postconsumer fiber are not reasonably available, do not meet reasonable performance requirements, or are only available at an unreasonable price.
Environmentally preferable products and services	EO 13423	<ul style="list-style-type: none"> • Purchase recycled content products designated in EPA's Comprehensive Procurement Guidelines. • Purchase Environmentally preferable products and services, including Electronic Product Environmental Assessment Tool (EPEAT)-registered electronic products.
Energy efficient products	EO 13423	Purchase Energy Star® products identified by DOE and EPA, and FEMP-designated energy-efficient products
Water efficient products	EO 13423	Purchase water-efficient products, including those meeting EPA's WaterSense standards.
Renewable energy	EO 13423	Purchase energy from renewable sources.



Acquisition and Green Procurement



Goals Identified (continued)

	Required by:	Goals:
Bio-based products	EO 13423	Purchase bio-based products designated by the USDA in the BioPreferred program.
Alternative fuel vehicles	EO 13423	Purchase alternative fuel vehicles and alternative fuels required by EPA Act.
Toxics reduction	EO 13423	Purchase products with low or no toxic or hazardous constituents.
Ozone-depleting substances (ODS)	EO 13423	Purchase non-ozone depleting substances, as identified in EPA's Significant New Alternatives Program.



Acquisition and Green Procurement



Baseline Development:

- Identify implementation status for green procurement.
- Identify any measures in place for monitoring and documenting green procurements.

Data Sources Identified:

- USPFO (CPT Moore)
- Agency Reporting on Green Purchasing (OMB/OFEE Requirement)
- RCRA 6002
- FLARNG Policy Memoranda
- Army National Guard Design Guides



Acquisition and Green Procurement



Where you are today

Recycled Content Paper and Environmentally Preferable Products and Services:

- The required green procurement/environmentally preferable purchasing (GP/EPP) specifications are included in solicitations in accordance with Federal Acquisition Regulation (FAR).
- The FLARNG Green Procurement Plan has been drafted and is under review by the USPFO and CFMO, but no formal GP/EPP program has been implemented.
- Florida Statutes [287.045](#) and [403.7065](#) all relate to green procurement. By Statute, state agencies have an obligation to purchase products made with recycled content.
- [Florida Climate Friendly Preferred Products List](#) – Over 10,000 products available on current Florida State Term Contracts.
- Government purchasers are encouraged to use this list to find potential green products that may meet their agency's needs.

Energy and Water Efficient Products:

- [Memorandum for CFMO dated 13 May 2008](#) – Sustainable Design and Energy Requirements for FLARNG Construction and Remodel Projects, incorporates sustainable design & energy standards into all FLARNG construction and renovation projects regardless of funding source in order to improve energy efficiency, lower water consumption and reduce the overall environmental impacts of facility operations.



Acquisition and Green Procurement



Where you are today

Renewable Energy:

- Major providers of energy to FLARNG are Florida Power and Light (FPL), Progress Energy, TECO, and Gulf Power which have R&D and renewable energy programs.
- Florida depends on renewable energy for about 1% of its electricity needs.
- Most of FPL's biomass resources are in Florida, where electricity is purchased from power plants that produce energy using fuel from:
 - solid waste,
 - landfill gas,
 - waste paper, and
 - sugar cane wastes.

Bio-based Products:

- Use of bio-based products included in Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#).

Alternative Fuel Vehicles:

- DMA Fleet (state) – No alternative fuel vehicles. Data on state vehicles area available from the Florida DMS Equipment Management Information System (EMIS) through the DMS Fleet Manager.
- GSA Fleet (federal) – Data on GSA fleet vehicles are available from Reports Carryout, GSA Fleet's web-based inventory reporting system, through FLARNG's GSA Fleet Service Representative.



Acquisition and Green Procurement

Where you are today



Toxics Reduction:

- Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#), includes the objective to use materials with minimum environmental impact and a sample strategy to minimize toxins in materials.

Ozone Depleting Substances (ODS):

- Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#), includes the objective to support international ozone protection protocol and a sample strategy to specify highly efficient HVAC equipment without the use of chlorofluorocarbons (CFC) or hydro-chloro-fluorocarbons (HCFC) chemicals (e.g., refrigerants).



P2 and Toxic and Hazardous Materials Reductions



Goals Identified

	Required by:	Goals:
Toxic and Hazardous Materials	EO 13423	<ul style="list-style-type: none"> • Develop written goals and support actions to identify and reduce the release and use of toxic and hazardous chemicals and materials.
Ozone-Depleting Substances (ODS)	EO 13423	<ul style="list-style-type: none"> • Maximize the use of safe alternatives to ODS, as approved by the EPA's Significant New Alternatives Policy (SNAP) program. • Eliminate the use of ODSs in new equipment and facilities. • Phase-out ODS as existing equipment reaches its expected service life. • Amend personal property management policies and procedures to prevent the disposal of ODS removed or reclaimed from facilities or equipment without prior coordination with DoD, including disposal as part of a contract, trade, or donation. • Transfer recovered ODS to DoD.
Emergency Planning and Community Right-to Know Act (EPCRA)	EO 13423	<ul style="list-style-type: none"> • Continue to comply with sections 301 through 313 of EPCRA. • In contracts providing for contractor performance at Federal facilities, include a requirement that the contractor provide the information needed by the facility to comply with EPCRA, Pollution Prevention Act and EO 13423.



P2 and Toxic and Hazardous Materials Reduction



Baseline Development:

- Identify status for developing pollution prevention, hazardous materials minimization, and ODS elimination goals.
- Identify EPCRA reporting status

Data Sources:

- Hazardous Waste Disposal Data
- Army National Guard Design Guides
- EPCRA Reports



P2 and Toxic and Hazardous Materials Reduction



Where you are today

Hazardous Waste Generation:

Year	Quantity Disposed (lbs)	% Change from previous year	Disposal Cost	% Change from previous year
2004	96,456	--	\$26,498.54	--
2005	87,656	-9.12%	\$26,727.36	0.86%
2006	79,453	-9.36%	\$30,008.20	12.28%
2007	86,675	9.09%	\$20,059.24	-33.15%
2008	88,473	2.07%	\$12,691.98	-36.73%

Data Source: FLARNG Hazardous Waste Disposal Data.

P2 and ODS Goals Established:

- Army National Guard Design Guide (DG) 415-5 General Facilities Information, [Chapter 3, Sustainable Design](#), includes goals for toxics and ODS reductions.
- No specific goals identified.

EPCRA Reports:

- EPCRA Section 312 Reports (Tier II Emergency and Hazardous Chemicals Inventory) are submitted annually and meet goal.



Solid Waste and Recycling



Goals Identified

Required by:	Goals:
EO 13423	Reduce quantity of toxic/hazardous chemicals and materials, increase diversion of solid waste, and maintain cost-effective waste/recycling programs.
FL Statute 403.7032	Reduce the amount of recyclable solid waste disposed of in waste management facilities, landfills, or incineration facilities by at least 75% by 2020.
Army Integrated (Non-Hazardous) Solid Waste Management Policy (2 Sep 08)	Divert no less than 40% of the non-hazardous solid waste (without C&D wastes) and at least 50% of the C&D wastes from disposal in a landfill or by incineration.



Solid Waste and Recycling



Baseline Development:

- Solid waste disposal and diversion
- C&D waste disposal and diversion

Data Sources:

- Some data in UM Pro
- CBJTC CY06-CY07 Recycling Data
- No data tracked at facility level (except CBJTC)



Solid Waste and Recycling



Where you are today

Construction and Demolition (C&D) Waste:

Fiscal Year	C&D Waste Diversion (Recycle/Reuse) (tons)	C&D Waste Disposed (tons)	C&D Waste Generated (tons)	C&D Diversion Rate
2007	620.60	291.81	912.41	68.02%
2008	78.88	20.30	99.18	79.53%

Data Source: FLARNG FY07 and FY08 Demolition Reports.

Municipal Solid Waste (MSW):

Calendar Year	MSW Diversion* (Recycle/Reuse) (tons)	MSW Disposed (tons)	MSW Generated (tons)	MSW Diversion Rate
2007	128.98	No data available	No data available	No data available
2008	77.34	No data available	No data available	No data available

*MSW data is for Camp Blanding only.



Sustainable Design



Goals Identified

Required by:	Goals:
EO 13423	Develop and implement sustainable design/high performance buildings implementation plan.
EO 13423	Report projects to High Performance Federal Buildings Database.
EO 13423	Ensure new construction and major renovations of buildings comply with the <i>Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings</i> .
EO 13423	Ensure 15% of the existing Federal capital asset building inventory incorporates the sustainable practices in the <i>Guiding Principles</i> by the end of FY 2015.



Sustainable Design



Baseline Development:

Five Guiding Principles

- Employ Integrated Design Principles
- Optimize Energy Performance
- Protect and Conserve Water
- Enhance Indoor Environmental Quality
- Reduce Environmental Impact of Materials

Data Sources:

- [High Performance and Sustainable Buildings Implementation Guidance](#) Final (12/1/08)
- Model contract and specification language per the [Federal Green Construction Guide for Specifiers](#).



Sustainable Design



Where you are today

- Army National Guard Design Guides contain sustainable design requirements.
- [Memorandum for CFMO dated 13 May 2008](#) – Sustainable Design and Energy Requirements for FLARNG Construction and Remodel Projects, incorporates sustainable design & energy standards into all FLARNG construction and renovation projects regardless of funding source in order to improve energy efficiency, lower water consumption and reduce the overall environmental impacts of facility operations.



Vehicle Fleet Management



Goals Identified

Required by:	Goals:
EO 13423	<ul style="list-style-type: none">Starting with FY 2007 data, annually, by December 31:<ul style="list-style-type: none">Submit fleet compliance data to DOE
EO 13423	<ul style="list-style-type: none">Relative to baselines for fiscal year 2005:<ul style="list-style-type: none">Reduce petroleum consumption in fleet vehicles by 2% annually through 2015.Increase alternative fuel consumption (non-petroleum based) by at least 10% annually.
EO 13423	<ul style="list-style-type: none">Use plug-in hybrid (PIH) vehicles when commercially available and/or cost effective.



Vehicle Fleet Management



Baseline Development Requirement:

- Include fuel use from all vehicles, including light-duty, medium-duty, and heavy-duty vehicles except for:
 - Military tactical vehicles
 - Vehicles that are not licensed for use on all roads and highways.
- Annual increase in the use of alternative fuels by 10% is measured relative to the prior year's alternative fuel usage levels. If the 10% increase is not met in any year, in the following year, must attain both the percentage missed and the 10% increase due for that following year.
- Reduction in petroleum use by 2% annually is measured relative to the baseline year 2005 petroleum usage levels. If an agency fails to meet the 2% petroleum reduction goal in any year, in the following year it shall reduce both the percentage it missed and the 2% reduction due for that following year.

Data Sources Identified:

- Federal (GSA) Fleet:
 - Federal Automotive Statistical Tool (FAST)
- State Fleet:
 - Equipment Management Information System (EMIS)



Vehicle Fleet Management



Where you are today

- **Federal (GSA) Fleet:**
 - No alternative fuel GSA vehicles
 - Federal Automotive Statistical Tool (FAST)
 - Data available from Reports Carry-Out through FLARNG's GSA Fleet Service Representative
- **State (DMA) Fleet:**
 - Fleet data maintained in the Florida DMS Equipment Management Information System (EMIS)
 - Awaiting data from state Fleet Manager



Electronics Stewardship



Goals Identified

Required by:	Goals:
EO 13423	<ul style="list-style-type: none">• Implement environmentally sound management of electronic equipment at end of useful life:<ul style="list-style-type: none">– Reuse, donate, sell, or recycle 100% of electronic products using environmentally sound management practices.
EO 13423	<ul style="list-style-type: none">• Join Federal Electronics Challenge (FEC) or implement equivalent program
EO 13423	<ul style="list-style-type: none">• Purchase Electronic Product Environmental Assessment Tool (EPEAT)-registered electronic products:<ul style="list-style-type: none">– Meet 95% of electronics needs with EPEAT-registered products.
EO 13423	<ul style="list-style-type: none">• Enable Energy Star® feature on 100% of computers and monitors.
EO 13423	<ul style="list-style-type: none">• Establish and implement policies to extend the useful life of agency electronic equipment.



Electronics Stewardship



Baseline Development Requirement:

- Life-Cycle Activities:
 - Reduce the environmental and energy impacts of electronic equipment purchase, use, and disposal through continual improvements to the acquisition, design, specifications, material choices, distribution, and use of new electronic equipment, and the reuse, de-manufacturing, and recycling of surplus electronic equipment.
- Electronics Stewardship Plan:
 - Develop and submit to the Office of the Federal Environmental Executive (OFEE) a plan to implement electronics stewardship practices for all eligible owned or leased electronic equipment.
- Federal Electronics Challenge (FEC):
 - Become a partner in the FEC or implement an equivalent electronics stewardship program that addresses purchase, operation and maintenance, and end-of-life management strategies for electronic assets consistent with FEC's recommended practices and guidelines.



Electronics Stewardship



Data Sources Identified:

- Florida Department of Management Services, State Purchasing
- EPEAT tool, <http://www.epeat.net>
- Assistance and technical support on purchasing Energy Star Compliant Electronics and implementing power management features in PCs, laptops and monitors, <http://www.energystar.gov/index.cfm?c=ofc equip.pr office equipment>
- EPA's guidance to improve the operation and maintenance of electronics products, www.federalelectronicchallenge.net/resources/docs/oandm.pdf
- GSA procedures for the transfer, donation, sale and recycling of electronic equipment, www.federalelectronicchallenge.net/resources/docs/gsa_eolfact.pdf
- EPA's Guidelines for Materials Management for Plug-In To eCycling partners, www.epa.gov/epaoswer/osw/consERVE/plugin/guide.htm
- GSA's Computers for Learning Program (CFL) website, www.computers.fed.gov
- FEC website, www.federalelectronicchallenge.net



Electronics Stewardship



Where you are today

State Procurements

- [Florida Climate Friendly Preferred Products List](#) – Includes Energy Star
- [Florida State Procurement Green Standards](#)
- Use of State Term Contracts is mandatory for state agencies, in accordance with §287.056 Florida Statutes. Exceptions to mandatory usage are set forth in Rule 60A-1.044, Florida Administrative Code (FAC). Other eligible users of State Term Contracts include those local government entities identified in Rule 60A-1.005, FAC.

Federal Procurements

- CHES - Computer Hardware, Enterprise Software and Solutions - Primary source for Army IT, <https://ascp.monmouth.army.mil/scp/index.jsp>