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SECRETARY OF THE AIR FORCE**



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ENVIRONMENTAL MANAGEMENT

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This Instruction implements Department of Defense Instruction (DoDI) 4715.17, *Environmental Management System*, and Air Force Policy Directive (AFPD) 32-70, *Environmental Quality*, and is consistent with AFPD 90-8, *Environment, Safety, and Occupational Health*. This Instruction establishes the framework for an Environmental Management System (EMS) at Headquarters, United States Air Force (HQ USAF), major commands (MAJCOMs), and at installations. Unless otherwise noted, the guidance and procedures outlined in this Instruction apply to all Air Force (AF) installations within the United States (US), its territories, and in foreign countries. Additionally, this Air Force Instruction (AFI) applies to the Air National Guard (ANG), government-owned, contractor-operated (GOCO) facilities, direct reporting units (DRUs), Air Force Reserve (AFRC) Units and field-operating agencies (FOAs) not located on AF installations. For the purposes of this AFI, the ANG will operate as a MAJCOM. Any organization may supplement this Instruction. MAJCOMs, FOAs, and DRUs must send a draft copy of their proposed supplement to HQ USAF/A7CA for coordination; all other commands send one copy of each supplement to the next higher headquarters (HHQ). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123 (will convert to AFMAN 33-363), Management of Records,

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(HOLLOMANAFB) This instruction implements Air Force Instruction (AFI) 32-7001, *Environmental Management*, and interfaces with AFI 90-201, *The Air Force Inspection System*, AFI 32-7047, *Environmental Compliance, Release and Inspection Reporting*, AFI 90-801, *Environment, Safety, and Occupational Health Councils (ESOHC)* and AFI 90-803, *Environment, Safety, and Occupational Health Compliance Assessment and Management Program (ESOHCAMP)*. In addition, this instruction defines Holloman Air Force Base’s (HAFB) Environmental Management System (EMS). Compliance with this guidance is mandatory. To the extent its directions are inconsistent with other Air Force publications; the information herein prevails, in accordance with AFI 33-360, *Publications and Forms Management*. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. Contact supporting records managers as required. Refer recommended changes and questions to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*, to 49th Civil Engineer Squadron Environmental Office (49 CES/CEIE), 550 Tabosa Avenue, Holloman AFB, NM 88330-8458.

SUMMARY OF CHANGES

This document includes substantial revisions and responsible parties must completely review. It replaces the former AFI 32-7001, *Environmental Budgeting*, and incorporates elements from deleted AFI 32-7006, *Environmental Program in Foreign Countries*, and AFI 32-7080, *Pollution Prevention Program*. This Instruction also formally implements the DoDI 4715.5, *Management of Environmental Compliance at Overseas Installations* and the AF EMS. This instruction also includes updates to many of the roles and responsibilities for AF personnel in regards to environmental management.

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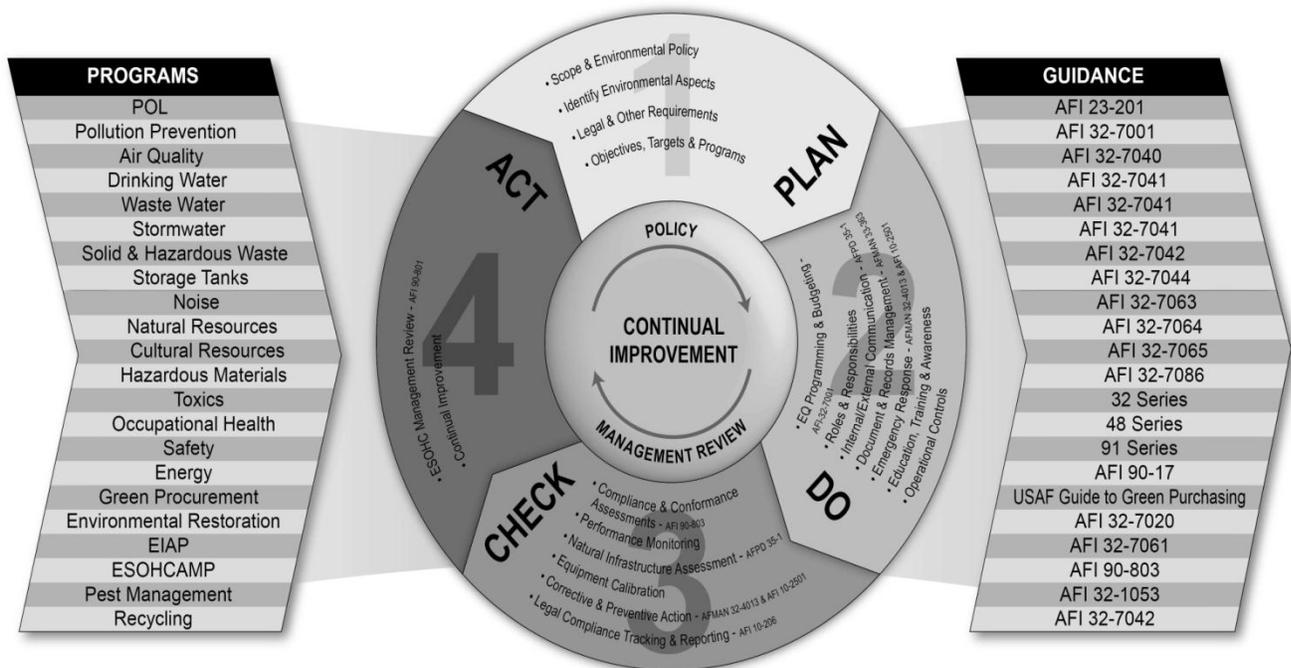
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Chapter 1

INTRODUCTION

1.1. Purpose. This Instruction establishes an EMS as the framework for continual program and process improvement through clearly defined environmental roles and responsibilities, planning requirements, budgeting, effective implementation and operation, and management review. Figure 1.1 illustrates the linkage between the EMS framework and Air Force (AF) guidance.

Figure 1.1. Air Force EMS Vision.



1.2. Concepts.

1.2.1. Per Executive Order (EO) 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, the AF shall establish and maintain an EMS. The EMS shall conform to the International Organization for Standardization (ISO) 14001 Standard, *Environmental Management Systems – Requirements with guidance for use*, in accordance with (IAW) federal and Department of Defense (DoD) guidelines. The EMS shall sustain and enhance mission capability by:

1.2.1.1. Maintaining compliance with all applicable environmental laws, regulations, and policy requirements.

1.2.1.2. Reducing compliance burden by implementing pollution prevention (P2) solutions that reduce the quantity and impact of pollutants.

1.2.1.3. Sustaining natural, cultural, built, and human resources.

1.2.1.4. Incorporating EMS and Environmental, Safety, and Occupational Health (ESOH) considerations into installation Air Force Smart Operations for the 21st Century (AFSO21) Lean Events to improve mission capacity and prevent waste.

1.2.1.5. Providing community outreach to increase awareness of environmental issues.

1.2.1.6. Incorporating EMS elements into specific operations of appropriate organizational-levels and installations.

1.2.1.7. Meeting or exceeding current Office of Management and Budget (OMB), DoD, and AF performance measures.

1.3. Methodology.

1.3.1. Enhancing the existing compliance-focused Environmental Quality (EQ) Program with Asset Management (AM) and EMS principles allows the AF to: sustain and modernize its asset portfolio; increase mission capability; achieve federal sustainability goals; maintain compliance with federal, state, and local laws, country-specific Final Governing Standards (FGSs) or DoD Overseas Environmental Baseline Guidance Document (OEBGD) standards if no FGSs exist, binding obligations under international agreements, and DoD and AF policy and guidance; and restore contaminated sites with reduced environmental mission impacts.

1.3.2. This Instruction provides Headquarters (HQ) AF, MAJCOMs, FOAs, DRUs, installations, and all other AF units with a framework for developing and maintaining either an organizational-level EMS or an installation EMS. It integrates environmental impact analysis, operational risk management, and P2 methodologies into the EMS to institute sustainable practices across the AF mission and reduce both ESOH risk and the AF's environmental footprint. This Instruction establishes key requirements using EMS principles for planning, programming, implementing, and monitoring to ensure an effective environmental program.

1.3.3. Weapon system acquisition and sustainment program offices follow the systems engineering policy and guidance in DoDI 5000.02, *Operation of the Defense Acquisition System*, the Defense Acquisition Guidebook, AFI 63-101, *Acquisition and Sustainment Life Cycle Management*, and AFI 63-1201, *Life Cycle Systems Engineering*, to manage the environmental aspects and possible impacts of the systems they develop and sustain. These systems engineering policies and procedures comply with the intent and the requirements of an EMS. AFI 32-7001 and AFI 32-7086, *Hazardous Materials Management*, link the installation and organizational-level EMS to these acquisition and sustainment systems engineering processes. When an EMS cross-functional team identifies environmental aspects that need to be addressed by changes to the weapon system design or procedures, the EMS team will use the procedures in these 32-series documents to insert those needs into the weapon system change processes.

1.3.4. Additional and more detailed information can be found in the non-directive process EMS playbook published on the AF Civil Engineering A7C Portal: <https://cs.eis.af.mil/a7cportal/Pages/default.aspx>.

Chapter 2

RESPONSIBILITIES

2.1. The Assistant Secretary of the Air Force (AF) for Installations, Environment, and Logistics (SAF/IE):

- 2.1.1. Establish overarching environmental policy/guidance, including AF EMS guidance, for all AF installations IAW 33-360, *Publications and Forms Management*.
- 2.1.2. Identify applicable legal and other requirements that the AF must subscribe to as part of its environmental and AM processes.
- 2.1.3. Develop environmental program strategic goals and objectives IAW EO 13423, and EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, DoDI 4715.17.
- 2.1.4. Establish EMS performance measures and assign responsibility.
- 2.1.5. Collect, analyze and report AF-wide performance information to Office of the Secretary of Defense (OSD).
- 2.1.6. Serve as the principal AF representative on all environmental management issues with OSD staff, federal agencies, and Congress.
- 2.1.7. Establish procedures for communication with interested external parties.
- 2.1.8. Coordinate with Assistant Secretary of the Air Force for Acquisition (SAF/AQ) to:
 - 2.1.8.1. Ensure incorporation of federal, state, local, and OSD/DOD environmental laws/requirements into official AF policy and guidance publications IAW AFI 33-360.
 - 2.1.8.2. Support changes to contracting policies, regulations, and procedures that facilitate reducing environmental impacts to include compliance with federal regulations and guidelines.
 - 2.1.8.3. Provide policy that implements the AF Green Procurement Program (GPP) in a manner that meets or exceeds the requirements of all relevant laws, regulations, EOs, and DoD policy.
 - 2.1.8.4. Monitor GPP compliance and report status to OSD.
- 2.1.9. Conduct Headquarters United States Air Force (HQ USAF) Environmental, Safety, and Occupational Health Council (ESOHC) and ESOH Steering Committee meetings. Conduct senior level review of the AF EMS IAW *AFI 90-801, Environment, Safety, and Occupational Health Councils*.
- 2.1.10. Advocate for the purchase of environmentally preferable products and services, and the use of environmentally benign materials that minimize risk to human health and the environment under the GPP.
- 2.1.11. Perform, or delegate through the appropriate chain of command, overseas responsibilities (including maintenance of the OEBGD) as outlined for Heads of DoD Components in DoDI 4715.5, *Management of Environmental Compliance at Overseas Installations*.

2.2. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ):

- 2.2.1. Include ESOH risk management concepts and responsibilities in the education and training of acquisition personnel.
- 2.2.2. Incorporate ESOH risk management/risk reduction into systems engineering and the acquisition decision-making process. Ensure that these ESOH risk management policies and processes are aligned with the tenets and requirements of an EMS. Work with AF/A7C to build links between installation and organizational-level EMSs and systems engineering ESOH risk management that are consistent with the AF Integrated Life Cycle Management approach.
- 2.2.3. Ensure environmental compliance at GOCO facilities.
- 2.2.4. Support and incorporate changes to contracting policies, regulations, and procedures that facilitate reducing environmental impact to include compliance with federal regulations and guidelines.
- 2.2.5. Provide policy that implements the AF GPP in a manner that meets or exceeds the requirements of all relevant laws, regulations, EOs, and DoD policy.
- 2.2.6. Monitor GPP compliance and report status to OSD.
- 2.2.7. Develop guidance on the application of P2 technologies in AF contracts.
- 2.2.8. Develop guidance on the application and inclusion of EMS language in appropriate contracts.

2.3. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM):

- 2.3.1. Include ESOH risk management concepts and responsibilities in the education and training of financial management/comptroller personnel.
- 2.3.2. Ensure scoring of ESOH risk data analysis for financial project management and programming.
- 2.3.3. Ensure fiscal oversight for environmental compliance at GOCO plants.
- 2.3.4. Develop and incorporate comprehensive environmental requirements into financial policies and procedures.

2.4. Assistant Secretary of the Air Force, Office of Public Affairs (SAF/PA):

- 2.4.1. Communicate AF environmental messages, initiatives, and successes to internal and external audiences including international, national, regional, state, and local audiences, utilizing AF, MAJCOM, FOA, and installation-level Public Affairs (PA) offices.

2.5. Assistant Secretary of the Air Force, General Counsel of the AF (SAF/GC):

- 2.5.1. Provide legal advice on policies associated with major environmental laws and safety laws.
- 2.5.2. The General Counsel is the principal legal adviser to the SAF and HAF on policy development matters associated with major environmental laws, environmental restoration (cleanup), environmental management, and safety laws. SAF/GC consults with AFLOA /JACE on significant, or non-routine, matters as required by AFIs.

2.6. Headquarters, United States Air Force, Deputy Chief of Staff for Logistics, Installations, & Mission Support, The Civil Engineer (A7C):

- 2.6.1. Maintain HQ USAF Civil Engineering (CE) organizational EMS. Develop environmental implementing instructions and programmatic guidance for operations worldwide.
- 2.6.2. Monitor and analyze AF-wide overall environmental program performance and the capacity of Natural Infrastructure (NI) and Built Infrastructure (BI) to meet mission requirements and promote sound asset management. Identify trends, resource requirements, and corrective actions.
- 2.6.3. Support the development of NI resource measures and direct the Natural Infrastructure Assessment (NIA) process.
- 2.6.4. Identify the applicable legal and other requirements that the AF must subscribe to as part of its environmental and AM processes, to include NI assets.
- 2.6.5. Develop environmental program goals and objectives. Coordinate with A4 (Logistics) and ensure consideration of the environmental aspects of energy and transportation IAW EO 13423 and EO 13514.
- 2.6.6. Establish EMS performance measures and assign responsibility.
- 2.6.7. Collect, analyze and report AF-wide performance information to SAF/IE.
- 2.6.8. Advocate for environmental funding and NI/BI Sustainment, Restoration, and Modernization (SRM), through the Planning, Programming, Budgeting, and Execution (PPBE) process.
- 2.6.9. Provide review and approval of EQ Program Objective Memorandum (POM).
 - 2.6.9.1. Maintain EQ programming matrix.
 - 2.6.9.2. Provide oversight of the EQ Integrated Priority List (IPL) and approve the final IPL.
 - 2.6.9.3. Fund centralized EMS information technology (IT) tools.
- 2.6.10. Serve as process-owner for overall EQ and media-specific requirements development for AF-owned IT systems.
- 2.6.11. Establish and maintain cooperative working relationships with HQ/federal-level environmental regulators, OSD, AF MAJCOMs and other stakeholders.
- 2.6.12. Coordinate and analyze environmental performance reporting, compliance tracking and resource needs.
- 2.6.13. Participate in HQ USAF ESOHC and ESOH Steering Committee.
- 2.6.14. Oversee process to validate and approve environmental education and training requirements through the CE Governance Structure and AF Learning Committee process. Issue environmental education and training implementing instructions and programmatic guidance consistent with DoD and Headquarters, United States Air Force, Deputy Chief of Staff for Manpower and Personnel (HQ USAF/A1) policy.

2.6.15. Review and provide input on environmental requirements to capabilities documents, performance-based agreements for weapon system product support, performance work statements (PWS), and statements of work (SOW).

2.6.16. Provide guidance to implement an awareness program to promote the AF GPP.

2.6.17. Implement complementary Environmental Impact Analysis Plan (EIAP) and EMS and the National Environmental Policy Act (NEPA) in a manner that supports AFI 32-7061, *The National Environmental Program Analysis Process*, 12 Mar 03.

2.7. Headquarters, United States Air Force, Deputy Chief of Staff for Manpower and Personnel (A1):

2.7.1. Develop and oversee environmental training guidance for the development and management of formal technical training (non-flying), Advance Distributive Learning (ADL), on-the-job training (OJT), ancillary and additional duty training, automated training record and learning management systems, Mission Readiness Training (MRT) and Basic Military Training (BMT).

2.7.2. Conduct the Air Force Learning Committee (AFLC) process that vets and approves ancillary training requirements, including applicable environmental requirements meeting ancillary training criteria.

2.8. Headquarters, United States Air Force, Deputy Chief of Staff for Air, Space, and Information Operations Plans and Requirements (A3O):

2.8.1. Incorporate environmental and sustainment principles into strategic and mission planning, policies, procedures, and training.

2.8.2. Support the development of NI element mission requirements and methodology for conducting NIAs.

2.8.3. Appoint A3 environmental point of contacts (POC) to serve as the Office of Primary Responsibility (OPR) for EMS to provide guidance to the MAJCOM and installation A3 environmental coordinators.

2.9. Headquarters, United States Air Force, Deputy Chief of Staff for Logistics, Installations, & Mission Support and Director of Logistics (A4L):

2.9.1. Advocate projects and equipment that reduce the operational environmental burden through the PPBE process.

2.9.2. Incorporate EMS principles in policies, procedures, and training.

2.9.3. Appoint environmental POCs to serve as the OPRs for EMS to provide guidance to the MAJCOM and installation A4 environmental coordinators.

2.9.4. Integrate ESOH risk management and risk reduction into the sustainment decision-making process.

2.9.5. Align responsibilities of this AFI with Logistics (20 series) AFI's.

2.9.6. Ensure A4 personnel receive education and training on their environmental responsibilities.

2.9.7. Develop environmental program goals and objectives. Coordinate with A7C and ensure consideration of the environmental aspects of energy, transportation and supply chain management IAW EO 13423 and EO 13514.

2.10. Headquarters, United States Air Force, Surgeon General (SG):

2.10.1. Plan, program, and budget funding for drinking water surveillance associated with the protection of public health.

2.10.2. Ensure SG personnel receive education and training on their environmental responsibilities.

2.11. Headquarters, United States Air Force, Safety (SE):

2.11.1. Plan, program and budget funding for applicable sampling, analysis, and compliance monitoring requirements to comply with regulations and advocate for projects and equipment through the PPBE process to reduce human health risks.

2.11.2. Ensure SE personnel receive education and training on their environmental responsibilities.

2.12. Headquarters, United States Air Force, Deputy Chief of Staff for Strategic Plans and Programs (A8):

2.12.1. Incorporate sustainment and environmental principles into strategic and mission planning, policies, procedures, and training.

2.12.2. Assist in formulating and implementing corporate investment strategies for EMS, and NI/BI assets, and establish communication with Air Force Civil Engineer Support Agency (AFCESA) regarding the achievement of mandated EO 13423 and EO 13514 goals.

2.12.3. Integrate environmental requirements into the USAF long-range planning process in cooperation with OSD-designated Environmental Executive Agent (EEA), MAJCOM Directors of Plans and Programs, and other appropriate offices.

2.12.4. Consider NIA results in strategic planning and basing decisions.

2.12.5. Support the development and identification process for incorporating new NI requirements into NIAs.

2.13. Air Force Center for Engineering and the Environment (AFCEE):

2.13.1. Provide program guidance and maintain Regional Environmental Offices (REOs).

2.13.2. Ensure EMS and compliance audits are conducted IAW requirements outlined in AFI 90-803, *Environmental, Safety, and Occupational Health Compliance Assessment and Management Program*.

2.13.3. Assist in the collection, quality assurance, and analysis of data including environmental monitoring and reporting, life-cycle analysis of AF projects and processes, and NI/BI status, to include NIA results and sustainable community reporting.

2.13.4. Assist Headquarters United States Air Force Asset Management and Operations Division (HQ USAF/A7CA), AFCESA, MAJCOMs, and installations in identifying, developing, and executing EQ and NI/BI asset sustainability requirements. Provide review and validation of EQ POM. Manage development of EQ IPL.

- 2.13.5. Manage the natural resource reimbursement account budgets and issue an annual call to the MAJCOMs for budget proposals.
- 2.13.6. Support and consult on weapon system pollution prevention initiatives (WSP2).
- 2.13.7. Assist in integrating sustainable concepts into planning and architectural design guidance.
- 2.13.8. Analyze and identify trends in AF compliance performance and distribute analysis as needed. Provide lessons learned.
- 2.13.9. Provide subject matter experts (SMEs) for AF EQ programs. AFCEE SMEs have an advisory/integrating role in WSP2.
- 2.13.10. Participate in DoD/HQ USAF working groups, as appropriate.
- 2.13.11. Participate in the A7C environmental education and training process. Identify education and training requirements for the Environmental Education Training (EET) Panel and Environmental Program Group. Obtain HQ USAF/A1 approvals of ancillary and additional duty environmental education and training requirements.
- 2.13.12. Conduct or participate in conferences, meetings, symposia (e.g., Air Force Institute of Technology (AFIT) Environmental Management Courses, and AF/MAJCOM/installations meetings).

2.14. Air Force Civil Engineer Support Agency (AFCESA):

- 2.14.1. Integrate environmental controls for activities that have significant environmental aspects to promote cost-effective planning, design, construction, Operations and Maintenance (O&M), repair, replacement, and disposal of the facility infrastructure and ensure that all life-cycle elements of facility programs are incorporated.
- 2.14.2. Provide SMEs for AFCESA managed programs. AFCESA SMEs have an advisory/integrating role in WSP2.
- 2.14.3. Participate in various cross-functional working groups to help identify and develop strategies to achieve mandated environmental targets and objectives.
- 2.14.4. Engage with HQ USAF, AFCEE, and MAJCOMs on achieving goals of EO 13423 and EO 13514.
- 2.14.5. Provide engineering technical and professional support to MAJCOMs and installations for operational issues on pollution control facilities and equipment in support of environmental compliance programs and implementing EMS and energy conservation programs.
- 2.14.6. Promote AF energy conservation and efficiency standards and water conservation Best Management Practices (BMPs). Incorporate renewable energy technologies into building design criteria based upon life cycle cost and maintainability considerations.
- 2.14.7. Consult with AFCEE on facility-related matters and sustainable development programs, as appropriate.

2.14.8. Integrate P2, GPP, Ozone Depleting Substances (ODS), Greenhouse Gas refrigerant management issues, and other sustainability requirements across facility program management.

2.14.9. Integrate ESOH risk and compliance burden reduction into decision-making processes.

2.14.10. Find technical solutions to recurring infrastructure compliance problems and incorporate the appropriate requirements into AF O&M documents.

2.14.11. Analyze deficiencies and develop corrective actions for CE training and management.

2.14.12. Develop and host web-based environmental education and training courses and deliver via the AFCESA Virtual Learning Center.

2.15. United States Air Force School of Aerospace Medicine/Occupational and Environmental Health (USAFSAM/OE):

2.15.1. Assist MAJCOM SG to achieve and maintain Safe Drinking Water Act (SDWA) compliance by providing laboratory analytical, consultant, contractual, and field survey services.

2.15.2. Ensure analytical services meet all applicable federal, state, and local regulatory requirements for timeliness and correct analytical methods.

2.16. Air Force Legal Operations Agency, Environmental Law, and Litigation Division (AFLOA/JACE):

2.16.1. Provide legal advice, through the Field Support Center (FSC), the Regional Counsel Offices (RCO), and the Litigation Center, on new and emerging issues, litigation matters and on compliance with environmental laws, applicable Host Nation standards that are generally in effect and enforced, and obligations under binding international agreements.

2.16.2. Provide legal advice on state and regional issues through the AFLOA/JACE-RCO that supports each AFCEE Regional REO.

2.16.3. Review proposed federal environmental laws and regulations for potential impact to AF and communicate potential impacts.

2.16.4. Participate in the ESOHC meetings and review environmental laws, issues, and questions presented by JA.

2.17. Headquarters, Air Education Training Command (AETC):

2.17.1. Incorporate A1-approved requirements into its basic training, Professional Military Education (PME), and technical training programs, as appropriate. Publish A1-approved training courses and sources, including A1-approved environmental courses, in the Education and Training Course Announcement (ETCA). Perform other duties as specified in AFI 36-2201.

2.17.2. Conduct a periodic review of AETC instructional programs to ensure appropriate environmental content has been incorporated across all education and training venues.

2.17.3. Work with AFCEE to ensure education and training content is technically accurate and current with relevant environmental laws, regulations, and DoD and Air Force policy.

2.18. MAJCOM Commander and/or ESOH Council Chair:

2.18.1. Implement the EMS with MAJCOM CE to fulfill EMS responsibilities.

2.18.2. Advocate for resources necessary to meet EMS maintenance requirements.

2.19. MAJCOM Civil Engineer (A7):

2.19.1. Manage the MAJCOM organizational-level EMS under the direction of the MAJCOM commander:

2.19.1.1. Develop supplemental guidance, as necessary, to implement this Instruction.

2.19.1.2. Identify unique environmental aspects and impacts associated with MAJCOM mission activities.

2.19.1.3. Appoint a MAJCOM EMS Program Manager.

2.19.1.4. Analyze EMS effectiveness across the MAJCOM.

2.19.1.5. Ensure established programs achieve AF defined goals, targets and objectives to reduce impacts of environmental aspects.

2.19.1.6. Program, budget, and allocate resources to achieve EMS objectives, mitigate significant impacts, and achieve compliance, and validate installation environmental requirements in AF approved project management software.

2.19.1.7. Provide oversight and management of environmental assessment programs.

2.19.1.8. Conduct external Environmental, Safety, and Occupational Health Compliance Assessment and Management Program (ESOHCAMP) Tier 3 assessments IAW AFI 90-803 and staff assistance assessments.

2.19.1.9. Participate in MAJCOM ESOHC reviews and ensure it includes a review of the MAJCOM organizational EMS as well as their installations' EMS performance at least annually.

2.19.1.10. Appoint integrated process teams (IPTs) to support ESOHC, as necessary.

2.19.1.11. Coordinate MAJCOM revisions to the EQ programming matrix, EQ Standard Titles, Caps and Scores, and the EQ Scoring model.

2.19.1.12. Consult with MAJCOM Acquisitions Function on GPP issues and provide guidance to installations.

2.19.2. Additional Overseas Requirements:

2.19.2.1. Coordinate environmental issues and policy with the appropriate DoD-designated Environmental Executive Agent, in-theater unified combatant commands, HQ USAF/A7C, and other military departments in the country, as appropriate.

2.19.2.2. Seek permission from the EEA, if required to meet or consult with host nation environmental regulatory authorities to discuss AF efforts to achieve and maintain environmental quality.

2.19.2.3. Inform HQ USAF of current overseas environmental developments and trends, and any new compliance and remediation requirements that would significantly affect AF operations abroad. Provide a copy of the latest version of host nation FGS to HQ USAF for information purposes.

2.19.2.4. Consult with the installations on environmental disputes with the EEA, as required.

2.19.2.5. Lead an inter-service working group to review and update country-specific FGS IAW DoDI 4715.5, including distribution of all revisions (when the MAJCOM is the EEA).

2.20. MAJCOM Surgeon General (SG):

2.20.1. Plan, program, and budget funding for drinking water surveillance associated with the protection of public health.

2.20.2. Participate in the MAJCOM ESOHC and IPTs.

2.21. MAJCOM Safety (SE):

2.21.1. Ensure SE personnel receive education and training on their environmental responsibilities.

2.21.2. Participate in the MAJCOM ESOHC and IPTs.

2.22. MAJCOM Logistics Environmental Management (A4/EM):

2.22.1. Manage the A4's ESOH program to ensure compliance (e.g., when purchasing hazardous materials (HAZMAT) or implementing GPP requirements).

2.22.2. Serve as focal point to develop A4 environmental program requirements and review environmental initiatives.

2.22.3. Coordinate/consult initiatives with A7. Ensure proposed process changes or green product substitutions comply with applicable technical orders (TO).

2.22.4. Review and provide input on environmental requirements to Mission Area Plans, Mission Support Plans, Mission Needs Statements, Performance Requirements Documents, PWSs, and SOWs.

2.23. Installation/Center Commander (ESOHC Chair unless delegated to the Vice Wing Commander) (*at some AF Materiel Command [AFMC] installations, they may choose this to be a Center Commander function):

2.23.1. Comply with all applicable DoD and AF policies and instructions, federal, state, and local environmental laws, regulations, and standards. Overseas installations must comply with applicable overseas requirements, including the provisions of DoDI 4715.5, standards in country-specific FGS, or the OEBGD if no FGS exist, and the obligations of any binding international agreement.

2.23.2. Ensure the installation level EMS is established and maintained IAW ISO 14001, including but not limited to:

2.23.2.1. An environmental policy IAW AFI 33-360.

- 2.23.2.1.1. **(Added-HOLLOMANAFB)** The HAFB Environmental Policy is as follows:
- 2.23.2.1.1.1. **(Added-HOLLOMANAFB)** HAFB is dedicated to protecting the environment and preventing pollution by identification of environmental impacts and significant aspects of our activities, products and services. HAFB will comply with all federal, state and foreign environmental legislation, as required by law. We will work to continuously improve the Environmental Management System (EMS) and clean up areas where our predecessors have failed to comply.
 - 2.23.2.1.1.2. **(Added-HOLLOMANAFB)** The EMS will set up a Cross-Functional Team (CFT) to identify, document, implement and maintain all records pertaining to the significant environmental aspects on HAFB.
 - 2.23.2.1.1.3. **(Added-HOLLOMANAFB)** The CFT will set targets and objectives and examine green and environmentally-friendly ways to reduce, manage and control our environmental impact. The CFT will, also, develop educational and training programs to inform all base personnel and contractors on the HAFB EMS and its role in the performance of their everyday duties and tasks.
 - 2.23.2.1.1.4. **(Added-HOLLOMANAFB)** The HAFB CFT will meet quarterly to review our significant aspects, and to set targets and objectives to measure and reduce our environmental impacts. The EMS will be communicated to all persons working for HAFB and its tenant organizations and shall, also, be available to the public.
 - 2.23.2.1.1.5. **(Added-HOLLOMANAFB)** Commanders must take responsibility for areas under their supervision and understand the requirements and standards of compliance. Commanders shall appoint a Unit Environmental Coordinator (UEC). The UEC's role is to be the Commander's advisor and liaison to identify non-conformities and verify areas of compliance, attend CFT meetings and contribute to the HAFB EMS.
- 2.23.2.2. Identification and ranking of environmental aspects and impacts of installation mission activities.
- 2.23.2.3. Identification of legal and other requirements to which the units must subscribe.
- 2.23.2.4. Development of objectives and targets to minimize environmental risks.
- 2.23.2.5. Implementation of environmental action plans to achieve objectives and targets.
- 2.23.2.6. Implementation of operational controls for activities that could cause significant environmental impact.
- 2.23.2.7. Providing education and training for employees (including contractor personnel), as required by legal requirements, AF, or local policies.
- 2.23.2.8. Conducting internal EMS and compliance assessments IAW AFI 90-803.
- 2.23.2.9. Conducting annual EMS review with ESOHC to ensure continuing adequacy of the EMS.
- 2.23.2.10. Providing resources to maintain EMS conformance.

2.23.2.11. Providing environmental performance reports to their appropriate MAJCOM.

2.23.3. Identify and provide necessary resources to achieve sustainability.

2.23.4. Assign roles and responsibilities in writing:

2.23.4.1. Appoint an EMS Cross-Functional Team (CFT) Chair (no lower than a deputy group commander).

2.23.4.1.1. **(Added-HOLLOMANAFB)** 49 MSG/CCD shall serve as the EMS CFT Chair for HAFB.

2.23.4.2. Establish an installation-wide CFT composed of personnel from a variety of disciplines (such as CE environmental media managers, CE operations, Logistics & Maintenance Operations, Installation Operations, Force Support Squadron, Contracting, PA, Legal, SE and Bioenvironmental Engineering (BE), the Hazardous Materials Management Process (HMMP) team, other working groups, and tenants). This CFT reviews EMS and NIA elements. Teams can be separate or combined.

2.23.4.2.1. **(Added-HOLLOMANAFB)** HAFB CFT member organizations will include, but not be limited to those described in the following installation EMS Scope:

2.23.4.2.1.1. **(Added-HOLLOMANAFB)** The 49th Wing provides leadership to HAFB and consists of the following base organizations: Operations Group, Maintenance Group, Mission Support Group, Medical Group and Materiel Maintenance Group. Tenants at HAFB include: German Air Force (GAF) Flying Training Center, 56th Fighter Wing, 4th Space Control Squadron, 96th Test Group and the 44th Fighter Group.

2.23.4.2.1.2. **(Added-HOLLOMANAFB)** The scope of EMS at HAFB includes all the activities, services, and products associated with sustaining the operations listed above. All base organizations supporting these functions are included in this scope. Organizations that do not support these operations, those that have no significant impact to the environment and those which fall under the EMS scope of a different command authority are not included in this scope. HAFB shall establish, document, implement, maintain, and continually improve their EMS in order to support base goals and objectives associated with its significant environmental aspects.

2.23.4.3. Appoint an EMS Coordinator.

2.23.4.3.1. **(Added-HOLLOMANAFB)** 49 CES/CEIE Environmental Office shall serve as the EMS Coordinator.

2.23.4.4. Ensure organizational and/or squadron commanders appoint Unit Environmental Coordinators (UECs). UECs shall participate on CFT(s).

2.23.4.4.1. **(Added-HOLLOMANAFB)** See organizational/Squadron Commanders responsibilities at 2.28.3.1.

2.23.4.5. Ensure NIAs are reviewed annually and revised at a minimum of every three years, but not to exceed annually, as specified by MAJCOMs or the most current NIA

guidance (e.g., policy memorandums, playbooks, and handbooks). Submit assessment reports to the MAJCOM for distribution to HQ USAF/A7C.

2.24. Installation ESOHC:

2.24.1. Conduct the senior management review IAW ISO 14001 requirements, to determine the adequacy and effectiveness of the installation EMS.

2.24.2. Provide senior leadership input and direction for EMS continual improvement.

2.25. Installation Cross-Functional Team (CFT) Chair:

2.25.1. Represent management to ensure that compliance, P2, and NIA requirements are developed, implemented, and maintained within the EMS framework, and reflect the direction of the ESOHC.

2.25.2. Report to the ESOHC on the performance and progress of the EMS, including recommendations for improvement.

2.25.3. Facilitate the management review, or as delegated.

2.26. Installation EMS Coordinator:

2.26.1. Develop CFT meeting agendas and schedules.

2.26.2. Highlight EMS best practices at CFT meetings.

2.26.3. Provide day-to-day support to the CFT and CFT Chair.

2.26.4. Function as the recorder for the CFT.

2.26.5. Assist with management review (e.g., ESOHC) preparations and assessment processes.

2.26.6. Provide EMS-related issues to the CFT Chair for inclusion in the ESOHC agenda.

2.26.7. Identify and program resource (budget) requirements.

2.26.8. Coordinate with the MAJCOM EMS Program Manager on data calls.

2.27. Installation Cross-Functional Team (CFT):

2.27.1. Support the ESOHC by implementing, establishing, and maintaining an ISO 14001-conforming EMS for the installation. Team may work with other established working groups such as the Installation Facilities Board and Installation Encroachment Committee depending on identified EMS objectives.

2.27.1.1. **(Added-HOLLOMANAFB)** CFT working groups at HAFB include the Encroachment Working Group (EWG), Energy Management Steering Group (EMSG), NIA Team and Asset Management (AM) Council.

2.27.2. Develop quarterly CFT meeting(s), internal review and management review schedules, and provide documented minutes.

2.27.2.1. **(Added-HOLLOMANAFB)** CFT meeting minutes and internal assessment reports will be posted within 30 days on the HAFB EMS website, specifically eDASH. (<https://acc.eim.acc.af.mil/org/a7/A7A/edash/holloman/default.aspx>.)

2.27.3. Develop and update a prioritized listing of environmental aspects and impacts at least annually or as activities, products, and/or services change.

2.27.4. Develop EMS objectives and targets. Incorporate P2 targets and objectives developed by other working groups, such as the HMMP and GPP, into the installation EMS.

2.27.5. Develop Action Plans for identified aspects to improve, eliminate, or decrease impacts (as determined appropriate by the CFT). Identify resource requirements (EQ funds - Conservation, Compliance, P2 and other non-EQ funded sources). Regularly review objectives and targets and monitor performance. Evaluate organizational-level proposed objectives and targets against the P2 hierarchy. Review and monitor Action Plans at CFT meetings. Provide input updates to Activity Management Plans (AMPs) and Base Comprehensive Asset Management Plan (BCAMP) managers for information continuity.

2.27.5.1. **(Added-HOLLOMANAFB)** An Environmental Action Plan (EAP) will be developed for all significant aspects, as determined by the CFT and approved at the annual ESOHC management review.

2.27.5.2. **(Added-HOLLOMANAFB)** The CFT will review EMS objectives and targets no less than annually, to ensure they are achievable and updated as necessary. Following each quarterly CFT meeting, any updates to EMS objectives and targets will be provided to the Base Comprehensive Asset Management Plan (BCAMP) manager in order to update applicable Activity Management Plans (AMPs).

2.27.5.3. **(Added-HOLLOMANAFB)** The CFT will determine which EMS objectives and targets apply to individual organizations and identify those organizations within the installation aspect list.

2.27.6. Establish and maintain an EMS Manual, a documented procedures listing (may be part of manual), and an EMS assessment schedule.

2.27.6.1. **(Added-HOLLOMANAFB)** The HAFB EMS Manual, documented procedures and EMS assessment schedule are found on eDASH. (<https://acc.eim.acc.af.mil/org/a7/A7A/edash/holloman/default.aspx>.)

2.27.7. Develop procedures to identify legal and other requirements.

2.27.8. Ensure adequate operational controls exist to control impacts.

2.27.9. Identify EMS training requirements.

2.27.9.1. **(Added-HOLLOMANAFB)** UEC Training requirements can be found at **Attachment 4**. CFT members together with shop supervisors will determine the level of training required for individual personnel within their organization, to ensure compliance with EMS requirements.

2.27.10. Review and ensure conformance to EMS guidance documents, ISO 14001 standard, DoD metric reports, and the installation EMS Manual. Facilitate the successful implementation and maintenance of the EMS at each member's respective squadron/organization.

2.27.11. Review adequacy of the installation Environmental Policy Statement and recommend changes.

2.27.12. Review and update NIA information.

2.27.12.1. **(Added-HOLLOMANAFB)** The installation Environmental Policy Statement will be reviewed no less than annually by the CFT, with recommended changes presented and approved by the ESOHC during the annual EMS management review.

2.28. Organizational and/or Squadron Commanders/Directors:

2.28.1. Ensure environmental compliance within the organization.

2.28.2. Support installation and organizational specific EMS objectives and targets.

2.28.2.1. **(Added-HOLLOMANAFB)** See 2.27.5.3.

2.28.3. Appoint UECs, in writing, and keep appointee letter current.

2.28.3.1. **(Added-HOLLOMANAFB)** All HAFB organization or Squadron commanders/directors shall appoint a primary and alternate UEC in writing, with the appointment letter documented on eDASH. Commanders/directors will provide the EMS coordinator with updated appointment letters within 30 days of an appointee separating from the organization (i.e. PCS, retirement).

2.28.4. Implement corrective actions for identified environmental discrepancies.

2.28.5. Ensure organizational personnel know the environmental requirements that apply to their daily duties and receive the appropriate level of environmental education and training commensurate with those duties.

2.28.5.1. **(Added-HOLLOMANAFB)** Each organization's UEC will ensure implementation of an EMS training curricula based on assigned duties, and will accomplish updates to training to address any gaps identified during Stage 1 and Stage 2 internal EMS assessments. HAFB EMS training will be made available on eDASH or ESOHTN (POC: 49 CES/CEIE).

2.29. Unit Environmental Coordinators (UECs):

2.29.1. Serve as the EMS conduit between installation environmental function and their unit.

2.29.1.1. **(Added-HOLLOMANAFB)** Under the guidance of 49 CES/CEIE and the CFT, the UEC assumes duties to directly support maintenance of environmental compliance on base.

2.29.2. Attend CFT and other working group meetings as requested.

2.29.2.1. **(Added-HOLLOMANAFB)** The UEC attends all environmental meetings (i.e., CFT, NIA Team, HMMP team, planning and emergency response subcommittees and other working groups, where appropriate).

2.29.3. Advise the work area supervisor on any EMS policies.

2.29.4. Manage and monitor the EMS requirements for the unit. Provide any information required for installation environmental and sustainability performance measures.

2.29.5. Participate and support EMS and compliance assessments. Assist with developing corrective actions to address identified findings.

2.29.5.1. **(Added-HOLLOMANAFB)** UECs will be responsible for execution of Stage 1 EMS assessments except as delegated IAW 2.29.5.2. UECs will also participate in Stage 2 assessments as scheduled by the EMS Coordinator and CFT.

2.29.5.2. **(Added-HOLLOMANAFB)** UECs may delegate execution of Stage 1 EMS assessments to shop supervisors and will indicate such delegation in writing, to be approved by the organization commander/director.

2.29.6. Attend formal UEC training or equivalent (e.g., AFIT classes, AF Symposium training).

2.29.6.1. **(Added-HOLLOMANAFB)** HAFB UECs will accomplish the required training curricula as outlined in **Attachment 4** within 60 days of appointment by their respective commander/director.

2.29.7. **(Added-HOLLOMANAFB)** HAFB UEC duties include, but are not limited to:

2.29.7.1. **(Added-HOLLOMANAFB)** Relay advice on environmental issues and concerns throughout the respective group/squadron/flight/organization.

2.29.7.2. **(Added-HOLLOMANAFB)** Provide oversight and management of the overall group/squadron/flight organization environmental program.

2.29.7.3. **(Added-HOLLOMANAFB)** Make recommendations on required training programs.

2.29.7.4. **(Added-HOLLOMANAFB)** Provide guidance and assistance to subordinate environmental coordinators or shops in the authorization, receipt, storage, handling and disposal of hazardous materials and wastes.

2.29.7.5. **(Added-HOLLOMANAFB)** Oversee and evaluate facilities and areas such as storage sections, work centers and hazardous waste generation and accumulation points for compliance with HAFB management plans and guidance.

2.29.7.6. **(Added-HOLLOMANAFB)** Maintain continuous coordination with subordinate coordinators or shops and working closely with 49 CES/CEIE and the Bioenvironmental Engineering Flight.

2.30. Installation Asset Management (AM) Flight or Environmental Function:

2.30.1. Serve as the lead and technical representative for installation environmental programs.

2.30.2. Serve as members of the CFT, and aid the development of comprehensive EMS policy and guidance that incorporates compliance and mission requirements, IAW 33-360.

2.30.3. Ensure environmental requirements are programmed IAW AF guidance using AF approved project management software.

2.30.4. Provide information for HHQs data calls, which may include placing data in official AF databases.

2.30.4.1. **(Added-HOLLOMANAFB)** EMS related data calls for HAFB will be accomplished using eDASH, unless otherwise specified by the AFCEC (Air Force Civil Engineer Center) or MAJCOM.

2.30.5. Act as the overall environmental lead for the installation and assume responsibility for all environmental compliance issues, unless otherwise specified in a host-tenant support agreement. In situations where the host installation does not take the lead, it will be an agreed-upon decision approved by both parties and HHQs to include the budgeting and accounting for all environmental requirements, refer to AFI 25-201, *Support Agreement Procedures*.

2.30.6. Support management of ESOHC with installation ESOH functional offices IAW AFI 90-801.

2.30.7. Schedule and coordinate internal ESOHCAMP Tier 1 and Tier 2 assessments and EMS audits IAW AFI 90-803. Track findings to closure using AF approved tools. Provide ESOHC with a briefing on findings requiring senior leadership action.

2.30.7.1. **(Added-HOLLOMANAFB)** Stage 1 and Stage 2 replace Tier 1 and Tier 2, respectively, as the official ESOHCAMP assessments IAW AFI 90-201.

2.30.8. Serve as liaison with external stakeholders on installation environmental issues that may also require coordination with PA and/or installation Judge Advocate (JA).

2.30.9. Notify the installation commander via chain of command, the installation Staff Judge Advocate (SJA), and MAJCOM/A7AN of any formal written notices of non-compliance from regulatory agencies. Refer to AFI 32-7047.

2.30.9.1. **(Added-HOLLOMANAFB)** In addition to MAJCOM/A7AN, HAFB will also notify AFCEC of any written notices of non-compliance.

2.30.10. Coordinate with installation contracting officer to ensure appropriate environmental requirements are included in contracts and communicate to contractors potential environmental impacts.

2.30.11. Support the GPP according to DoD policy and GPP Strategy.

2.31. Installation Staff Judge Advocate (SJA):

2.31.1. Provide legal advice to the Installation Commander, the installation AM organization and any other installation personnel on compliance with relevant environmental laws. Request support from the REO, RCO, AFLOA/JACE-FSC and/or Environmental Liaisons Officer (ELO), as needed.

2.31.2. Participate, as needed, on installation CFT to provide legal advice and direction.

2.31.3. Participate, as needed, in the internal ESOHCAMP process. Review findings for accuracy.

2.31.4. Coordinate with the RCO, AFLOA/JACE-FSC, and/or ELO on all compliance agreements/orders and other dispute resolution issues.

2.32. Installation Contracting Office:

2.32.1. Include appropriate installation-specific environmental and EMS requirements into contracts that have the potential to impact the environment after consultation with the installation AM flight, BE, SJA, and other installation offices.

2.32.2. Ensure contracts require contractor employees to receive appropriate environmental training and provide proof of completion to the contracting officer when necessary.

2.32.3. Designate an individual as the Contracting representative on the CFT.

2.32.4. Support installation GPP according to DoD policy and strategy.

2.33. Public Affairs Office:

2.33.1. Support the installation EMS as liaison between the installation and external communities.

2.33.1.1. **(Added-HOLLOMANAFB)** HAFB Public Affairs (49 WG/PA) will establish a procedure to externally communicate information regarding significant environmental aspects at HAFB (see 5.3.1.4.1).

2.33.2. Support the installation EMS through internal media publications and communications.

2.33.2.1. **(Added-HOLLOMANAFB)** The installation Environmental Policy at 2.23.2.1.1. will be distributed to all HAFB personnel (including tenant units and contractors) annually and when updated by the CFT and ESOHC.

Chapter 3

PLANNING REQUIREMENTS

3.1. Types of Environmental Management Systems (EMSs). The AF has three types of EMSs: organizational-level, multi-site-level, and installation-level. Attachment 3 lists the requirements for each type.

3.1.1. Organizational-Level EMS. An organizational-level EMS contains those elements necessary for setting and transmitting objectives and targets to lower units and for collecting, packaging, and reporting accomplishments and compliance. An organizational-level EMS will seldom contain all the elements of an International Organization for Standardization (ISO) 14001 conforming EMS and those elements that it does contain may/may not conform to the ISO 14001 specifications. The Federal Environmental Executive has exempted organizational-level EMSs from the Federal requirement for periodic Declaration of Conformance.

3.1.1.1. Headquarters United States Air Force (HQ USAF) EMS. The HAF ESOH Council's Steering Committee oversees the HQ USAF EMS. This organizational-level EMS serves to flow down environmental requirements through the MAJCOMs and other appropriate organizational-levels to the installations. The ESOH Steering Committee members responsible for military activities with environmental impacts shall:

3.1.1.1.1. Include specific environmental sustainability objectives and targets into their appropriate operational/ implementing instructions. Develop action plans that shall be met by subordinate organizations and installations in order for the AF to comply with requirements imposed by Federal authorities including OMB, Council on Environmental Quality (CEQ), Office of the Federal Environmental Executive (OFEE), Environmental Protection Agency (EPA), DoD, etc.

3.1.1.1.2. Include mandated Federal regulations and guideline goals in the HQ USAF EMS as objectives and targets that will be reflected in action plans created under installation-level EMSs.

3.1.1.1.3. Include procedures for establishing and/or reviewing: legal and other requirements, objectives and targets, ESOHC, communications and data gathering, assessments, environmental sustainability performance measures, management review and reporting.

3.1.1.1.4. Collect, analyze and report AF performance information and significant aspects to higher authority (ESOHC, OSD, etc.).

3.1.1.1.5. Track performance toward meeting environmental sustainability performance measures and DoD sustainability goals, and determine return on investment and reduction of environmental impact.

3.1.1.2. MAJCOM EMS. MAJCOM organizational-level EMSs serve to flow down environmental requirements from the MAJCOMs and other intermediate level organizations to the installations.

3.1.1.2.1. Include procedures for establishing and/or reviewing: legal and other requirements, objectives and targets, ESOHC, communications and data gathering, assessments, environmental sustainability performance measures, management review and reporting.

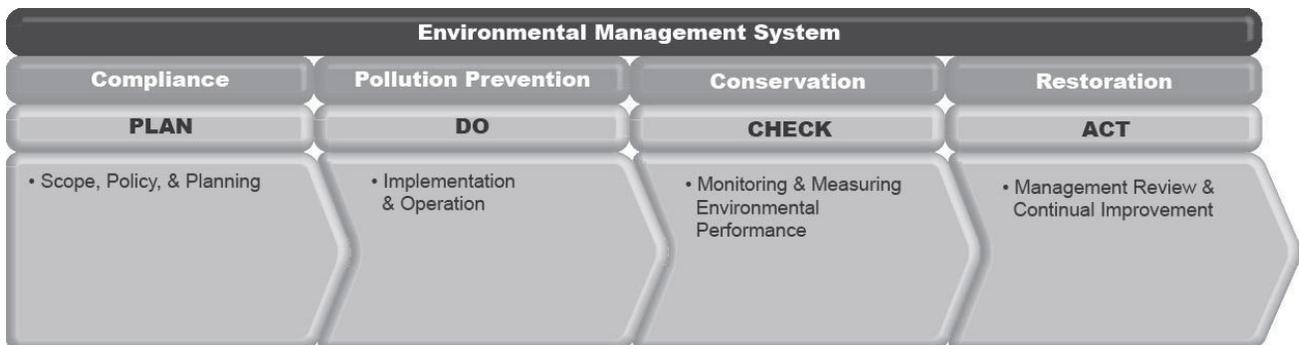
3.1.1.2.2. Collect, analyze and report MAJCOM performance information and significant aspects to higher authority.

3.1.1.2.3. Track performance toward meeting environmental sustainability performance measures and DoD sustainability goals, and determine return on investment and reduction of environmental impacts.

3.1.2. **Multi-site EMS.** A multi-site EMS must be in conformance with the specifications in the ISO 14001 standard. The multi-site EMS encompasses more than one installation or facility. The key attribute of a multi-site EMS is the management of environmental aspects of all the sites' activities, products, and services as one EMS. This type of EMS is not exempt from the federal requirement for periodic Declaration of Conformance (every three years). A multi-site EMS may be appropriate and useful where a number of small locations have little to no environmental resources and receive support and direction from another higher-level organization, location, or installation. One example of a multi-site EMS is a Wing EMS that includes the parent installation and all of its geographically separated units.

3.1.3. **Installation EMS.** Installation EMSs are not exempt from the federal requirement for periodic Declaration of Conformance (every three years). They must be in conformance with the specifications in the ISO 14001 standard. The scope of an installation EMS includes all organizations and facilities within the boundary and/or span of control of an "appropriate facility." Installations shall consider and may include MAJCOM EMS objectives and targets in the installation level EMS.

Figure 3.1. EMS Policy and Planning.



3.2. Required Elements. The following are required EMS elements for AF multi-site and installation level EMSs:

- 3.2.1. EMS Scope (paragraph 3.3.1.).
- 3.2.2. Environmental Policy (paragraph 3.3.2.).
- 3.2.3. Environmental Aspects & Impacts (paragraph 3.3.3.).
- 3.2.4. Legal and Other Requirements (paragraph 3.3.4.).

- 3.2.5. Objectives, Targets, and Programs (Action Plans) (paragraph 3.3.5.).
- 3.2.6. Resources, Roles, Responsibility, and Authority (paragraph 5.2.).
- 3.2.7. Communication (paragraph 5.3).
- 3.2.8. Documentation and Documentation Control (paragraph 5.4).
- 3.2.9. Emergency Preparedness and Response (paragraph 5.5).
- 3.2.10. Competence Training and Awareness (paragraph 5.6).
- 3.2.11. Operational Controls (paragraph 5.7).
- 3.2.12. Monitoring and Measurement (paragraphs 7.1.-7.5.).
- 3.2.13. Evaluation of Compliance (paragraph 7.2.).
- 3.2.14. Nonconformity, Corrective Action, and Preventive Action (paragraph 7.6.).
- 3.2.15. Control of Records (paragraph 5.4.).
- 3.2.16. Internal Audit (paragraph 7.2.).
- 3.2.17. Management Review (paragraphs 8.1.-8.3.).

3.3. EMS Planning Phase. This section describes elements included in an installation's EMS planning phase. The EMS planning phase includes scope, environmental policy, environmental aspects and impacts, legal and other requirements, objectives and targets, and action plans (Figure 3.1). Effective planning allows the installation's leadership to focus resources on mitigating risks that present the greatest threat to mission capability. Planning is a critical component of reducing the burden of maintaining compliance and conformance, and ensuring NI asset capacity, of which both support sustaining existing and future mission capability.

3.3.1. **EMS Scope.** Define and document the scope of the EMS. The scope may be limited by excluding certain organizations such as those with different line of command authority (i.e., Army Air Force Exchange Service (AAFES), ANG installations) if they are covered under a separate EMS and aspects which are deemed outside of the installation's ability to effectively control or influence. Installations shall consult with their MAJCOM EMS program manager on the scope of their EMS.

3.3.2. **Environmental Policy.** The Environmental Policy Statement articulates senior leadership's vision of what they desire the EMS to accomplish. For a multi-site EMS, application of one policy statement may be appropriate for multiple locations. Installation EMSs must have a local policy approved annually by the Installation Commander or the ESOHC Chair. The environmental policy has the following requirements:

- 3.3.2.1. Is appropriate to the nature, scale, and environmental impacts of its activities, products, and services.
- 3.3.2.2. Includes a commitment to continual improvement and prevention of pollution.
- 3.3.2.3. Includes a commitment to comply with applicable legal and policy requirements (including standards in the country specific FGS or OEBGD, if an FGS does not exist) and with other requirements to which the organization subscribes which relate to its environmental aspects.

3.3.2.4. Provides the framework for setting and reviewing environmental objectives and targets, including those required by HQ USAF and/or MAJCOM.

3.3.2.5. The policy statement must be:

3.3.2.5.1. Documented, implemented, and maintained.

3.3.2.5.2. Communicated to all persons working for or on behalf of the organization.

3.3.2.5.3. Available to the public.

3.3.3. **Environmental Aspects and Impacts.**

3.3.3.1. The installation CFT shall document aspects and impacts for the installation's activities, products, and services. Aspects are elements of activities, products, and services that can interact with the environment and produce either a negative or positive environmental impact. Aspects classified as significant are managed formally in the EMS through the setting of objectives and targets, the establishment of environmental action plans, and the application of operational controls. All significant aspects need to be addressed in this manner though the resources and timeframes allocated to each will vary based on its priority as determined by requirements, contingencies, and the needs of the organization. Significant aspects should be reported to the MAJCOM and AFCEE annually.

3.3.3.2. The CFT shall establish, implement, and maintain a procedure to update/identify the environmental aspects of its activities, and products and services within the defined scope of the EMS. This is an annual requirement and the CFT shall consider planned new facilities and new or modified missions during this review. They shall consider the requirements of the Base General Plan, NIA results, AMPs, Strategic Plans (AF/A7C), regulatory and other requirements (e.g., EOs).

3.3.3.2.1. **Base General Plan.** The General Plan guides the installation commander and decision-makers in determining the installation's capability to support the current mission and potential future development. The General Plan is the executive summary of the BCAMP, and relates to the installation strategic vision.

3.3.3.2.2. **NIA.** The NIA identifies opportunities and deficiencies associated with NI assets, as well as encroachment pressures and other factors that degrade or deny resource availability.

3.3.3.2.3. **Environmental Action Plans (EAPs).** EAPs capture program specific requirements and management actions for a significant aspect that are designed to achieve the objectives/targets, tasks and the reliable application of operational controls. EAPs shall include environmental compliance, conservation, and P2 requirements, and may include related EMS objectives and associated NI concerns found during the NIA or through other assessments. For CE, these should be consistent with CE AMP requirements.

3.3.3.2.4. **AMPs.** AMPs capture all the requirements necessary for providing particular services in the following areas: facilities, utilities, pavements, NI, and waste management. AMPs shall include elements from the EAPs that address operational controls and the tasks to be done in order to achieve the environmental objectives and targets.

3.3.4. Legal and Other Requirements. Installations shall identify and have access to the legal requirements and other requirements that are applicable to the environmental aspects of its mission activities, products, and/or services. AF installations shall conduct ongoing review of new and emerging requirements. These may include:

3.3.4.1. AF and/or MAJCOM requirements to achieve specific sustainability objectives and targets.

3.3.4.2. National and state/local/departmental legal requirements.

3.3.4.3. International legal requirements including applicable Host Nation standards that are in effect and enforced, and obligations under binding international agreements.

3.3.5. Objectives, Targets, and Programs (Action Plans).

3.3.5.1. Objectives and Targets. Deputy Assistant Secretary of the Air Force (Energy, Environment, Safety, and Occupational Health) (SAF/IEE), Air Staff, HQ USAF, MAJCOMs, installations, and other relevant organizational-levels shall set, manage, and update objectives and targets to achieve the federal compliance and sustainability goals; reduce environmental risk; and sustain mission capability. Federal, state, DoD, AF, and overseas requirements should be considered when setting objectives and targets.

3.3.5.2. SAF/IEE, HQ USAF, MAJCOMs, and installations shall:

3.3.5.2.1. Set measurable objectives and targets consistent with AF environmental policy, in compliance with applicable legal requirements, and provide continual improvement. Use the P2 methodology to set objectives and targets, taking into account significant environmental aspects and legal and other requirements.

3.3.5.2.2. Consider feasible technological options, financial, operational, and business requirements and the views of interested parties.

3.3.5.2.3. Incorporate identified NI asset needs (e.g., as identified in the NIA, to improve mission capability/capacity).

3.3.5.2.4. Review and approve objectives and targets through the ESOHC Chair annually.

3.3.5.2.5. Develop action plans to meet their objectives and targets. It is through these concise action plans that the installation begins to translate guidance and objectives into concrete actions.

3.3.5.2.6. Identify sustainability requirements within action plans and related programming/planning requirements.

3.3.5.3. The CFT and the ESOHC shall review and approve the action plans at least annually. Each plan shall:

3.3.5.3.1. Identify the environmental aspects, impacts, any related NI assets, and the organizations/installation locations where those aspects are present.

3.3.5.3.2. Identify the associated objective and targets, including those required by HQ USAF and/or MAJCOM.

3.3.5.3.3. Identify the performance indicators for each of the targets.

3.3.5.3.4. List the legal and other requirements (e.g., management plans, AMPs, AFIs, and policy letters) related to the aspects or NI asset.

3.3.5.3.5. Provide an overall description of how the objective will be achieved (e.g., steps, methods, equipment, manpower, and funding.).

3.3.5.3.6. Identify the operational controls associated with the activities (e.g., shop, process, and site) that contain those environmental aspects. Also, include person or position responsible for each operational control, and the documents or records associated with each operational control.

3.3.5.3.7. Identify individuals responsible for each task. Identify any special skills, training, certification, and other resources required to complete the assigned tasks.

3.3.5.3.8. List the records and or documents generated by the action plan and list storage location and retention times of the records or documents.

3.3.5.3.9. For aspects that generate a pollutant, document the application of the P2 methodology IAW this AFI.

3.4. Natural Infrastructure Assessments (NIA).

3.4.1. Major installations and Continental United States (CONUS) ranges shall conduct NIAs and consider the assessment results during the installation's annual aspect inventory review, when determining scope and objectives and during the EMS management review.

3.4.1.1. Annually review the NIA and revise it at a minimum of every three years or more frequently as necessary.

3.4.1.2. Submit a report of the assessment to the MAJCOM for distribution to AF/A7C. Specific information is contained on the AF/A7C Portal.

3.4.2. NIAs identify the capability and capacity of the NI to support the mission.

3.4.2.1. Managing NI assets requires a holistic approach linking all organizations using NI assets (e.g., airspace, frequency spectrum, test and training areas, etc.) and management actions to mission sustainment.

3.4.2.2. NIA integrates associated operational and environmental information to provide decision makers with a complete picture regarding current operational opportunities, deficiencies, and impacts.

3.4.3. Assess trends using continued data collection to determine the sustainability of vital NI assets.

3.4.3.1. At installation and MAJCOM levels, this process assists in identifying and prioritizing initiatives to address mission inefficiencies and encroachment, and leverages excess capacities for mission growth.

3.4.3.2. At the HQ USAF and DoD levels, when combined with similar data from other commands and Services, senior leaders can understand the impacts of high-level decisions, such as basing.

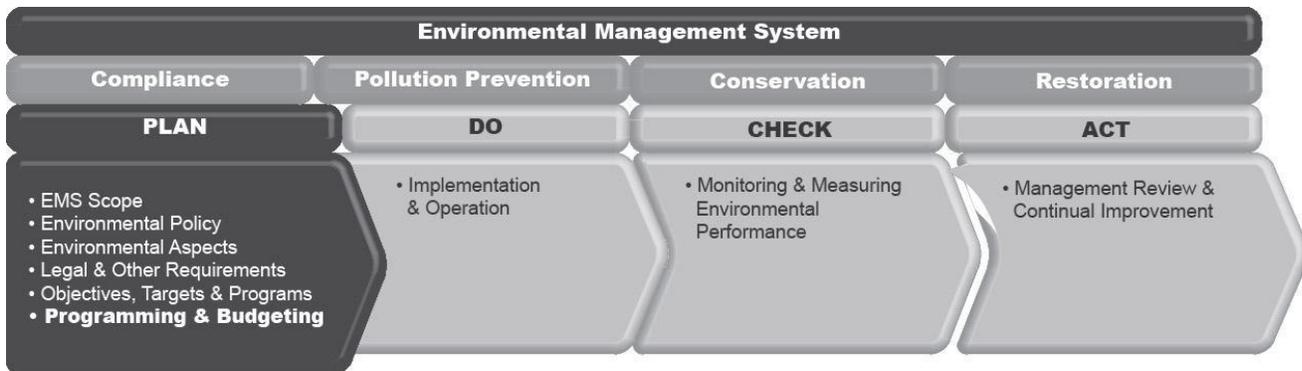
3.4.4. NIAs identify degradations and encroachments that may be limiting the mission. In addition, it allows determination of feasible solutions to prevent further degradation of or to enhance mission capability.

Chapter 4

ENVIRONMENTAL QUALITY PROGRAMMING AND BUDGETING

4.1. Environmental Quality (EQ) Programming and Budgeting. This chapter is part of the EMS Plan phase (Figure 4.1) and provides guidance on programming and budgeting for the AF EQ Program. The EQ Programming and Budgeting process: provides the necessary resources to achieve the goals and objectives of the Air Force Strategic Plan, the multi-site, or installation EMS, or other major program objectives; and provides instructions resulting in an auditable and transparent budget. The EQ program includes the Program Elements (PE) of compliance, conservation, and P2. For Environmental Restoration Account instruction, refer to AFI 32-7020, *The Environmental Restoration Program*.

Figure 4.1. EMS Planning.



4.1.1. Programming Guidance. Three documents govern the EQ Programming and Budgeting process: EQ Programming Matrix; EQ Standard Titles, Caps and Scores; and Scoring Model. Specific information is located on the AF/A7C Portal.

4.1.1.1. The environmental quality Program Element Codes (PEC) for Compliance, Conservation, and P2 comprise the EQ Programming Matrix. Each PEC is further divided by Level 0, Valid-Recurring Level 1, 2, 3, and Not Valid requirements. Use the EQ Programming Matrix to determine if the requirement is valid or not valid for EQ funding.

4.1.1.2. The EQ Standard Titles, Caps, and Scores document is organized by major work tasks, (e.g., TDY, Training, Reports, Plans, and Assessments) and includes specific details for Level 0 recurring projects only. Use the EQ Standard Titles to program Level 0 projects.

4.1.2. Scoring Model. Each installation shall apply the EQ Prioritization Model to each requirement. Five scoring factors comprise the EQ Priority Model: Return on Investment (ROI); Environmental Risk; Regulatory Implications; Mission Degradation; and Community Concern.

4.1.2.1. Enter all EQ requirements into AF-approved software following the EQ Programming guides and supplemental budgeting policy and guidance. MAJCOMS shall review all requirements for validity, AFCEE provides assessment, and HQ USAF/A7C submits for funding. MAJCOMs are responsible for ensuring consistent interpretation of

the scoring model across the installations. In turn, HQ USAF/A7C will use the individual scores, for validated projects, to prepare an AF-wide EQ IPL.

4.1.2.2. Prioritization of EQ projects should reflect the results from the prioritized list of EMS aspects.

4.1.3. **Program Elements (PEs).** PEs are the primary data elements in OSD’s Future Year Defense Program. They are the building blocks of the programming and budgeting system and are tied to one or multiple Major Force Programs (MFP).

4.1.3.1. All MFPs can attach environmental compliance, conservation, and P2 PEs.

4.1.3.2. Program Element Codes (PECs) can receive funding from a variety of appropriations (see Table 4.1).

Table 4.1. PEC Applicability by Appropriation.

	Program Element Code		
	P2 xxx54	Conservation xxx53	Compliance xxx56
Military Family Housing (0745)	<input type="radio"/>		<input type="radio"/>
Aircraft Procurement (3010)		<input type="radio"/>	<input type="radio"/>
Missile Procurement (3020)		<input type="radio"/>	<input type="radio"/>
Other Procurement (3080)		<input type="radio"/>	<input type="radio"/>
Military Construction (3300)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operation and Maintenance (3400)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research, Development, Test and Evaluation (3600)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Military Construction, Air Force Reserve (3730)	<input type="radio"/>		<input type="radio"/>
Operation and Maintenance, Air Force Reserve (3740)	<input type="radio"/>		<input type="radio"/>
Military Construction, Air National Guard (3830)	<input type="radio"/>		<input type="radio"/>
Operation and Maintenance, Air National Guard (3840)	<input type="radio"/>		<input type="radio"/>
Wildlife Conservation, etc. (5095)	<input type="radio"/>		

4.2. Project Planning and Programming – Program Objective Memorandum (POM).

4.2.1. **Installation Project Planning and Programming.** Installation AM Program Managers shall ensure, plan, and program, per MAJCOM tasking using AF approved program management software.

4.2.1.1. Installations should develop their POM submittals to achieve the EMS objectives reflective of the prioritized environmental aspects.

4.2.1.2. Installation Asset Managers will work with the CFT to formally present and advocate prioritized projects to the ESOHC or applicable subcommittee to obtain appropriate approvals.

4.2.2. **MAJCOM Programming.** MAJCOMs will review, evaluate, and validate all installation project submittals.

4.2.2.1. **P2 Programming.** POM submittals for the P2 element should be based upon the analyses in EMS Action Plans as outlined in this AFI. POM submittals shall address factors such as the EMS aspect ranking, risk assessments, total operating costs, compliance burdens, and projected gains in mission productivity, health and safety, and transferability to other AF/DoD organizations. Consolidate requirements where economies of scale will provide a cost savings.

4.2.2.2. If the objectives or targets require changes to Weapon System (WS) or WS support processes, work with the appropriate MAJCOM WS lead(s) to submit the requirement to the appropriate WS program manager(s) as a formal WS change requirement IAW AFI 32-7086. Submit technology need requirement to AFMCs Sustainment Technology Process (STP) IAW AFI 61-101, *Applied Technology Council*. Once the program manager is involved, multiple sources of funding are available for executing a WSP2 project. The preferred method of funding is the standard WS funding stream. Under certain conditions, O&M funding is appropriate. If the funding guidance allows, CFTs may develop and submit WS Program Element P2 inputs to their AF Panel.

4.2.3. **Program Execution.** Enter funding approval into AF approved program management software for tracking purposes by project line item. Upon obligation, enter other relevant information. HQ USAF/A7C shall track the rate of obligation. In preparation for the execution year prior to distribution, MAJCOMs and installations shall ensure that the validated EQ Program established in the POM and/or financial/execution plan is still supported, ensuring that all environmental compliance requirements are met.

4.3. Environmental Quality Requirements Introduction. AF EQ requirements are recurring (Level 0) or non-recurring (Levels 1-3). The EQ Programming Matrix provides specific examples of supported and non-supported EQ requirements.

4.3.1. **Level 0 – Maintain Compliance (Operations and Services).** Level 0 requirements include activities such as the recurring administrative, personnel, and other costs associated with managing EQ programs. These programs are necessary to maintain environmental compliance, meet EO goals/objectives, and prevent natural resource degradation that may affect military readiness. Refer to the HQ USAF/A7CA EQ Programming Matrix for examples of supported and non-supported Level 0 requirements and for the EQ Standard Titles list for Level 0 projects.

4.3.2. **Nonrecurring Environmental Quality Requirements Introduction.** AF EQ non-recurring funding requirements have three levels:

4.3.2.1. **Level 1 – Fix Noncompliance.** A Level 1 requirement corrects a non-conformance or out-of-compliance condition with a supported driver in the programmed year and must receive funding. A supported driver includes federal, state, and local laws and regulations; legal or regulatory mandates (e.g., consent orders, judicial decrees, etc.); tribal laws; EOs; and DoD or AF regulations. For installations outside the US or its

territories, supported drivers include the OEBGD, FGS, obligations under binding international agreements (e.g., the German Supplementary Agreement to the North Atlantic Treaty Organization (NATO) Status of Forces Agreement (SOFA)), and other applicable DoD policy and AF directives that specifically apply to overseas locations. Level 1 projects also include those that currently conform or comply with applicable requirements but are necessary to prevent non-conformance and non-compliance in the programmed year, as well as P2 projects with a 10-year or less return on investment and/or an elimination or significant reduction of a significant aspect (to include reduction of compliance burdens). See the HQ USAF/A7CA EQ Programming Matrix for examples of supported and non-supported Level 1 requirements.

4.3.2.2. **Level 2 – Prevent Noncompliance.** Level 2 requirements are for activities and projects that are currently in compliance, but are necessary to prevent non-compliance with an applicable driver or mission deadline beyond the programmed year. These requirements are generally the same as Level 1 requirements except for the timing of the non-compliance.

4.3.2.3. **Level 3 – Enhance Environment.** Level 3 requirements are for activities and projects and non-recurring requirements not explicitly required by an applicable driver, but are needed to enhance the environment beyond otherwise compliant conditions or to achieve overall environmental goals and objectives.

4.4. Balanced Program Management. Large Level 1 requirements may be phased over multiple years (consistent with AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects*). These projects are not to exceed a POM cycle and should satisfy all required compliance dates. The primary reason for programming and budgeting multi-year projects as Level 1 is to sustain a balanced program and avoid costly “spikes” and shortfalls in the programmed year.

4.5. SRM, EQ, and Military Construction (MILCON). Existing infrastructure systems should be maintained, repaired, and replaced with SRM funds and not EQ, with the following exceptions:

4.5.1. An infrastructure repair, replacement, or upgrade project is eligible for EQ funding if the project is required to comply with new federal or state environmental laws or regulations with discharge limits, or, if overseas, OEBGD or country-specific FGS, and/or international agreement requirements. This does not include new requirements levied from infrastructure or capacity deficiencies.

4.5.2. An infrastructure repair, replacement, or upgrade (that is of MILCON scope) is eligible for funding as an Environmental, Health, and Safety MILCON project if the project is required to comply with new federal and state discharge limits or, if overseas, OEBGD or country-specific FGS, and applicable international agreement requirements. This does not include new requirements levied from infrastructure capacity deficiencies. Health and Safety MILCON projects must compete with other MAJCOM MILCON priorities IAW current HQ USAF/A7CA policy. For more information on MILCON, see AFI 32-1001, *Operations Management*, and AFI 32-1021, *Planning and Programming MILCON Projects*.

4.5.3. If an installation receives a formal notice of non-compliance or has received a major finding in an ESOHCAMP assessment (validated by the appropriate MAJCOM and

Headquarters United States Air Force Asset Management and Operations Division, Environmental Branch (HQ USAF/A7CAN)), an infrastructure project to correct the non-compliant portion of the facility, system, or component may be eligible for EQ funding. As part of a request for EQ funding support for non-compliance, MAJCOMs shall accomplish an engineering evaluation for the non-compliant portion to document specifically what facilities, portion(s) or components(s) of the system are non-compliant, and why the EQ project scope and programmed amount are necessary to correct the non-compliance. MAJCOM and A7CAN will need to assess the seriousness of the situation based on history of compliance and preventive repair/maintenance actions taken to date.

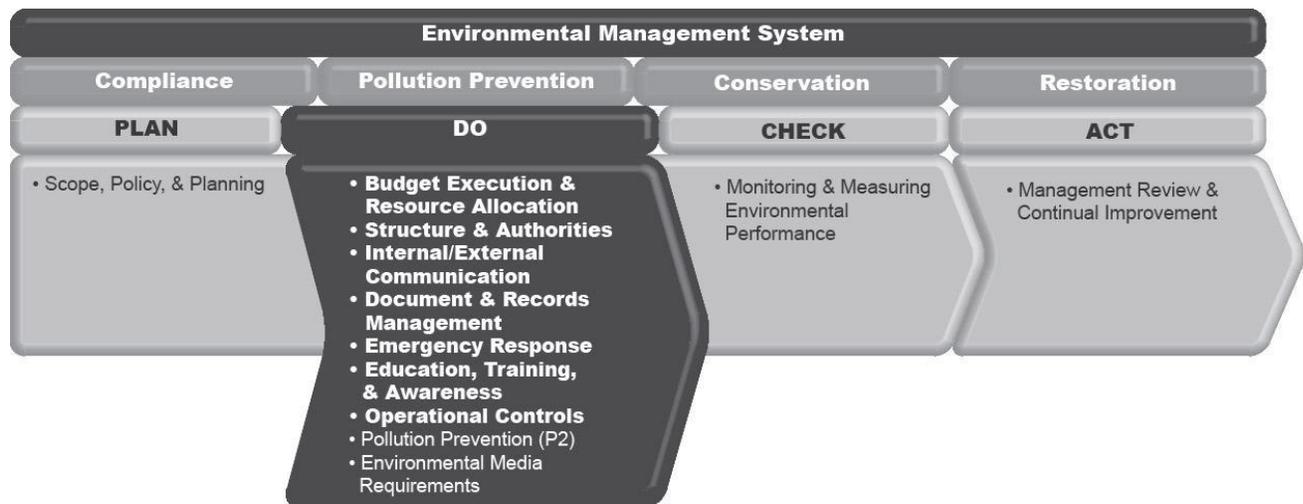
4.6. Outside the Continental United States (OCONUS) Environmental Cleanup and Overseas Remediation. For guidance, see the HQ USAF/A7CA EQ Programming Matrix for Non-Environmental Restoration Account Cleanup and Overseas Remediation, AFI 32-7020 and the associated Programming matrix.

Chapter 5

IMPLEMENTATION AND OPERATION

5.1. Implementation and Operation Phase. This chapter provides guidance on the Implementation and Operation Phase of the EMS (Figure 5.1) that facilitates long-term mission sustainability by focusing on: reducing negative environmental impacts and risk; increasing NI capacity; and continually improving environmental performance. This includes day-to-day compliance activities such as sampling activities, reporting, recordkeeping, and training, as well as working to achieve the objectives and targets and the action plans set during the Planning Phase. Installations shall define and delegate specific roles and responsibilities; implement work instructions and operating procedures; and provide training to ensure personnel understand their responsibilities and can perform their tasks appropriately. Document storage and retrieval methods shall be maintained to allow personnel access to the current versions of all plans, instructions, memoranda, permits, and other documents necessary for performance of their environmental duties. In addition, installations shall identify, implement, improve and maintain operational controls, and refine emergency preparedness, response plans, and procedures. See AF/A7C Portal for additional information.

Figure 5.1. EMS Implementation and Operation Phase.



5.2. Structure and Authorities. Installations shall clearly define and communicate the organizational structure and the responsibilities assigned to each unit and individual to support the AM, Environmental and BI programs.

5.2.1. Installations shall clearly define and document roles and responsibilities (current AFPDs) and AFIs communicate organizational structure and responsibilities but may require some additional augmentation on installation-specific requirements).

5.2.2. Each installation's ESOHC Chair or the Installation Commander must appoint a CFT chair and an EMS Coordinator. The CFT chair shall be a deputy group commander or higher and is responsible for leading the implementation and maintenance of the EMS.

5.2.3. Identify CFT members (such as environmental media managers, BE, UECs, energy managers, HMMP team members, HAZMATs emergency planning and post-emergency response team members, PA, contracting, air space manager, planners, frequency manager, and other ESOHC representatives, should also be assigned if they are not already team members).

5.2.3.1. **(Added-HOLLOMANAFB)** See 2.23.4.2.1.

5.3. Internal and External Communications. Internal communication processes can be used to identify requirements for personnel and increase overall environmental awareness. External communications allows consideration of the views of interested external stakeholders in the EMS. The current AF program provides for both internal and external communications to satisfy various regulatory and AF requirements as defined in AFD 35-1, *Public Affairs Management*, AFI 35-105, *Community Relations*, and AFI 35-101, *Public Affairs Policies and Procedures*.

5.3.1. Each installation shall clarify and document installation-specific communication procedures to ensure that:

5.3.1.1. All personnel on the installation are aware of the environmental policy.

5.3.1.2. Explain how to accomplish communication.

5.3.1.3. Communication is effective at all relevant levels and functions.

5.3.1.4. A procedure is in place to respond to relevant communications from external interested parties. The installation shall document its decision on whether it chooses to communicate information regarding significant environmental aspects externally.

5.3.1.4.1. **(Added-HOLLOMANAFB)** HAFB chooses to externally communicate appropriate information regarding significant environmental aspects. 49 WG/PA is responsible for the procedure to accomplish such communications (see 2.33.1.1.).

5.4. Document Management, Control, and Records Management. Personnel shall have access to the most current documents and up-to-date records. Installations shall follow AFMAN 33-363, *Management of Records*, to establish and maintain an effective environmental records management program.

5.4.1. Each installation shall have an electronic EMS Manual. The manual describes the main elements and procedures of the EMS and references related documents.

5.4.1.1. **(Added-HOLLOMANAFB)** The installation EMS Manual and all associated records will be maintained IAW AFMAN 33-363 on the HAFB eDASH website. (<https://acc.eim.acc.af.mil/org/a7/A7A/edash/holloman/default.aspx>.)

5.4.2. Each installation shall:

5.4.2.1. Approve documents for adequacy prior to issue.

5.4.2.2. Review and update documents as necessary.

5.4.2.3. Identify documents of external origin necessary for the planning and operation of the EMS.

5.4.2.4. Maintain version control and prevent the use of obsolete documents.

5.4.2.5. Include provisions for locating documents, reviewing documents periodically, and making them available to those who need them.

5.4.2.6. Ensure environmental documents and records are legible, identifiable, and traceable to the activity involved.

5.4.2.7. Store and maintain environmental documents and records in such a way as to be readily retrievable and protected against damage, deterioration, or loss.

5.4.2.8. Establish and record retention times, when not otherwise documented, in accordance with AFI 33-364, *Records Disposition: Procedures and Responsibilities*.

5.5. Emergency Response. Installations shall have emergency response plans and procedures in place to respond to and mitigate potential impacts arising from emergencies. Review these procedures after the occurrence of accidents or emergencies. In addition, the installation should periodically test the established procedures IAW AFI 10-2501, *Air Force Emergency Management Program Planning and Operations*.

5.6. Education, Training, and Awareness. All AF personnel (military, civilian) and contractors shall know the environmental requirements that apply to their daily duties and receive the commensurate level of environmental education and training for those duties. EMS General Awareness Training is available on the Advanced Distributed Learning System (ADLS). Personnel involved in activities negatively affecting the environment shall receive additional specialized training related to their specific duties. Individuals who manage environmental media programs (e.g. air, water, hazardous waste programs, etc.) or who are directly involved with some aspect of a media program shall obtain media-specific specialized training. Environmental education and training requirements are mandated by law or required by permit (e.g., hazardous waste (HW) training), or driven by EO, DoD policy, AF implementing instructions, and/or identified as best business practices. Funding for training may come from a variety of sources such as, but not limited, to unit funds, AFIT, the CE Environmental Function, and the Installation Education and Training Office.

5.6.1. Installations should have an established training procedure to make all installation personnel aware of:

5.6.1.1. The environmental policy and procedures of the management system (i.e., plans, instructions, checklists, etc.).

5.6.1.2. The significant environmental aspects, regulatory compliance issues, and related actual or potential impacts associated with their work, and the mission related benefits of improved personal performance.

5.6.1.3. Their roles and responsibilities in achieving regulatory compliance and conformity with the requirements of the management system.

5.6.1.4. The potential consequences of departure from specified plans, procedures checklists, and other documentation.

5.6.1.5. The need to accomplish and document training upon arrival at a new duty station.

5.6.1.6. The frequency of training.

5.7. Operational Controls. Installations shall ensure adequate operational controls are in place to control, mitigate, or prevent negative environmental impacts. Operational controls may be physical (e.g., secondary containment), engineering (e.g., alarm system), or administrative (e.g., checklist).

5.7.1. Ensure stipulated operating criteria critical to environmental performance is included in operational controls (e.g., permit requirements) that could affect mission operations.

5.7.2. Develop and implement procedures to prevent non-compliance, an adverse environmental impact, and/or to achieve stated objectives and targets or performance measures. Installations shall implement source reductions as identified in installation EMS action plans.

5.7.3. The installation shall communicate applicable procedures and requirements to suppliers and service providers, including contractors. Buying recycled content, bio-based, or energy efficient products are examples of applicable purchasing requirements from the AF GPP that installations shall communicate.

Chapter 6

POLLUTION PREVENTION INTEGRATION

6.1. Background. P2 is part of the EMS Do Phase (Figure 6.1) and is an ESOH risk reduction strategy for environmental aspects that generate pollutants. Each facility shall use their EMS to identify opportunities to optimize selected business, operational, or industrial processes or activities in terms of pollutant reduction, lower energy use, reduction in the use of natural resources, water conservation and improvements to health and safety. Installations should identify P2 and related green procurement and sustainability requirements within the installation EMS as well as incorporate into installation and MAJCOM AMPs and related programming and planning requirements/documents. Refer to the AF/A7C Portal for additional information.

Figure 6.1. P2 in the EMS Implementation and Operation Phase.



6.2. Hazardous Process Authorization (HPA). The HPA is an ESOH-based process authorization as described in AFI 32-7086. It can evaluate the aspects/impacts of discrete AF units of work or processes. This authorization can include an analysis of impacts on air, water, land, waste, safety, and occupational health. All HPA analyses shall utilize the P2 methodology to identify opportunities for ESOH risk reduction. This review should include NI impacts beyond hazardous materials. All media POCs shall be involved.

6.3. Weapon System Pollution Prevention (WSP2). AFI 32-7086 covers P2 involving WS HAZMATs. WS program managers have engineering control over WSs and their maintenance processes. All WS ESOH risk reduction projects must include the involvement of the affected WS program manager(s) and other appropriate stakeholders (such as the operations, maintenance, and customers) requirements. Once the program manager is involved, multiple sources of funding are available for executing a WSP2 project.

6.4. Green Procurement Program (GPP). Green Procurement is the purchase of environmentally preferable products and services in accordance with federally mandated "green" procurement preference programs. The purpose of the GPP is to enhance and sustain mission readiness through cost effective acquisition that achieves compliance and sound management of the AF's financial, natural, and energy resources. Through the P2 methodology outlined below,

all AF organizations making purchases or product specifications for purchases will use the GPP as a routine part of day-to-day purchasing activities to reduce resource consumption and solid and hazardous waste generation.

6.5. P2 Methodology. Organizations at all levels of the AF shall use the P2 hierarchy at Table 6.1 to select objectives and targets to eliminate, reduce, or manage the impacts of their significant aspects. Solutions adopted by the application of P2 methodology should not shift or increase risk in other areas, such as operations, safety, and/or health.

Table 6.1. P2 Methodology.

	In establishing Action Plans for aspects that generate pollutants, CFTs should evaluate proposed targets or objectives against the following P2 hierarchy of preferred approaches	Action Plans at each level of P2 preference are linked to these traditional DoD/USAF environmental programs
MORE PREFERRED >>	Elimination of an aspect's impacts through a change in policy or procedures; the reengineering of a system, facility, activity, or process; or the implementation of an environmentally benign substitute material	Traditional Facility or Weapon System (WS) P2 Projects, GPP, HMMP (authorization product substitution process), Compliance through P2 (CTP2)
	Reduction in the significance of an aspect's impacts through a change in policy or procedures; the reengineering of a system, facility, activity, or process; or the implementation of an environmentally preferred substitute material	Traditional Facility or WS P2 Projects, GPP, HMMP (authorization product substitution process), CTP2
	Reduction in the significance of an aspect's impacts through on-site recycling and re-use	Traditional Facility or WS P2 Projects, CTP2, Recycling program
<< LESS PREFERRED	Reduction in the significance of an aspect's impacts through return to off-site recycling and/or off-site reuse	Recycling program, solid waste management, disposal programs
	Reduction in the significance of an aspect's impacts through the implementation of operational controls	Integrated solid waste management, HMMP (authorization, minimization, and tracking), hazardous waste reduction and disposal, pollution control technologies, PPE, permitting
	No reduction in significance; the aspect continues to generate impacts, unmitigated; targets and objectives associated with the aspect are focused on maintaining mere compliance.	Compliance, permitting, surveillance, ESOHCAMP

6.6. P2 Opportunity Assessments (P2OAs). P2OAs integrate the study of all the environmental aspects of all media associated with a process that generates pollution. Focusing on the entire process allows identification of multiple potential opportunities for the various sub-processes.

6.6.1. Use P2OAs to examine the significant environmental aspects that generate pollutants.

6.6.1.1. Identify pollutant sources by examining the materials entering a process (or are part of the process) and the wastes and other pollutants generated by it (type and volume). Potential options for changing the process, such as alternative chemicals/materials and/or procedures (e.g., media blasting vs. chemical paint stripping), are examined against the current process to determine if a more environmentally friendly (and cost effective) approach can be taken.

6.6.1.2. Consider a cost-benefit analysis when evaluating potential P2 opportunities. The EMS Playbook on the AF/A7C Portal contains a sample procedure for conducting P2OAs.

6.6.2. **HPAs.** Each HPA is an informal P2OA. Integrate results of HPAs into appropriate Action Plans and formal P2OAs.

6.6.3. **P2 Program Budgeting.** Organizations that have significant environmental aspects shall be responsible for planning and budgeting for P2 opportunities, and shall be responsible for reporting P2 investments to the ESOHC, as required. CE funding for P2 opportunities to address activities/processes with a negative environmental impact shall be processed IAW the procedures listed in this Instruction (Chapter 4). These P2 requirements should be included in relevant A7C sponsored AMPs.

6.6.3.1. **Technology Transfer.** AFCEE/TDN will facilitate use of Broad Agency Announcements (BAA) to cross-feed or review opportunities for non-weapons related CE investment in P2 technology.

6.6.3.2. Air Force Research Laboratory (AFRL)/RX will consolidate and report information on AF-related P2 investments through SERDP/ESTCP.

Chapter 7

MONITORING AND MEASURING ENVIRONMENTAL PERFORMANCE

7.1. Overview. Environmental monitoring and measuring is part of the EMS Check phase. The purpose of environmental monitoring and measuring is to increase leadership awareness of compliance issues; identify and analyze trends of non-compliance; identify areas for improvement; provide lessons learned to prevent similar non-compliance at other installations; and to minimize or avoid environmental litigation risks. For effective EQ program management, identify, report, and track appropriate written and verbal correspondence. MAJCOMs and installations will conduct monitoring, measuring, and/or assessments for activities mandated by legal and/or other administrative requirements (such as permits, plans, and written programs). Information gathered by the monitoring activities support installation and HHQ record keeping and performance reporting. Guidance published by HQ USAF and the MAJCOM provide specific monitoring and measurement requirements and may be included in installation EMS Action Plans. For additional information, refer to the AF/A7C Portal and AFI 32-7047. Perform the activities as shown in Figure 7.1.

Figure 7.1. EMS Performance Monitoring Phase.



7.2. ESOHCAMP – Environmental, Safety, and Occupational Health Compliance Assessment and Management Program. Appropriate facilities will conduct compliance and EMS conformance assessments, and track preventative/corrective actions according to AFI 90-803, which describes the three-tier assessment process.

7.2.1. (Added-HOLLOMANAFB) HAFB will conduct compliance and EMS conformance assessments (Stage 1 and Stage 2) IAW AFI 90-201.

7.3. EMS Conformance. Conformance is the measure of an installation’s adherence to ISO 14001 and the requirements established by HQ USAF and supplemented by MAJCOMs and/or the implementing organization. The Installation Commander or ESOHC Chair formally declares conformance to the AF EMS requirements every three years after an external assessment has been conducted and major non-conformances have been corrected.

7.4. NIA Monitoring. Major installations and CONUS ranges shall assess their NI assets and consider the assessment results in their EMS. NIAs identify the capability and capacity of the NI to support the mission. Furthermore, data analysis reveals trends in NI availability and

sustainability. Consider NIA findings during the installation's annual aspect inventory review and the EMS management review. Specific information is contained on the AF/A7C Portal.

7.5. Performance Monitoring. Appropriate facilities shall establish, implement, and maintain a procedure(s) to monitor and measure, on a regular basis, the key characteristics of its operations that can have a significant environmental impact.

7.5.1. Installations shall track operational performance using established OSD, HQ USAF, and MAJCOM-level performance measures. Installations shall also develop their own installation-specific performance measures designed to achieve installation unique objectives and targets. By incorporating these performance measures into the Action Plans and ensuring their inclusion in the EMS management reviews, organizations shall focus priority actions on those areas critical for improved performance.

7.5.2. The organization shall ensure that calibrated or verified monitoring and measurement equipment is used and maintained according to AFI 21-113, *Air Force Metrology and Calibration (AFMETCAL) Program*, and shall retain associated records.

7.6. Corrective and Preventive Action. Appropriate facilities shall implement, track, and appropriately address corrective and preventive actions for all assessment findings IAW AFI 90-803, and accomplish the following:

7.6.1. Identify and correct areas of non-conformance or non-compliance (i.e., ESOHCAMP findings or Enforcement Actions (EAs)), and take action(s) to mitigate their environmental impacts.

7.6.2. Define responsibility and authority for handling and investigating non-compliance and non-conformance.

7.6.3. Define who is responsible for mitigating any impacts caused by the non-compliance and non-conformance.

7.6.4. Define responsible POCs for initiating and conducting corrective and preventive action.

7.6.5. Ensure corrective actions taken are appropriate to correct the non-compliance and non-conformance.

7.6.6. Incorporate and record any changes due to corrective and preventive actions on the documented procedures requiring change.

7.6.7. Review the effectiveness of corrective action(s) and preventive action(s) taken.

7.6.8. Conduct a root cause analysis and identify countermeasures necessary to keep the condition from reoccurring.

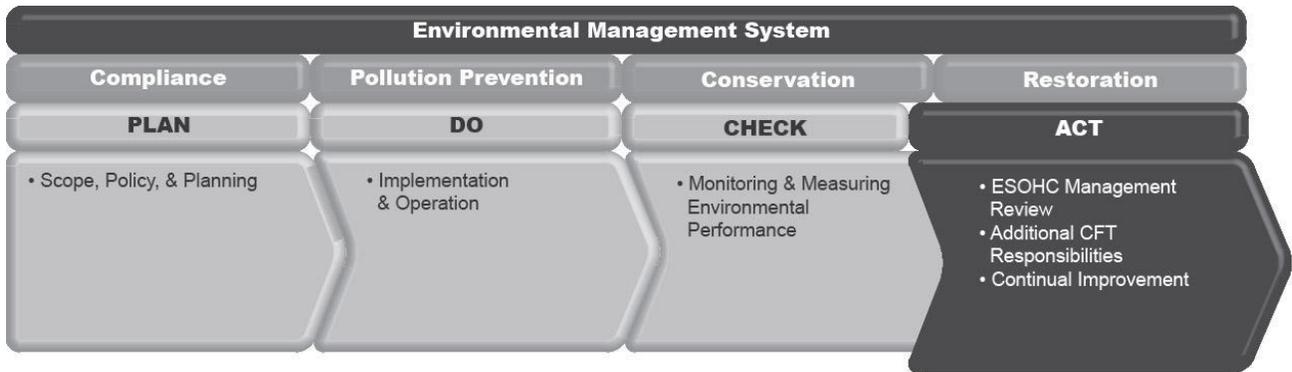
7.7. Legal Compliance Tracking and Reporting. AF installations shall track and report non-compliance with applicable federal, state, local, DoD, and AF, environmental laws and regulations IAW AFI 32-7047.

Chapter 8

MANAGEMENT REVIEW AND CONTINUAL IMPROVEMENT

8.1. Overview. The Management Review is part of the Act phase of the EMS (Figure 8.1). Management Review requirements, IAW AFI 90-801, establish an ESOHC Council at HQ USAF, MAJCOMs, and installations, to assess the suitability, adequacy, and effectiveness of the management system.

Figure 8.1. EMS Performance Monitoring Phase.



8.2. Environmental, Safety, and Occupational Health Council (ESOHC).

8.2.1. Installation ESOHCs shall conduct a management review (annual or semi-annual) of their EMS IAW ISO 14001. ESOHCs shall review the progress towards achieving the installation's objectives and targets and performance measures. The ESOHC can recommend adjustments, if necessary, to achieve the established objectives and targets and to improve efficiency. Senior leadership shall provide appropriate direction for the correction of noted deficiencies, including the need for investment, policy revision, and recalibration of objectives and targets. Additionally, review the performance measures during the ESOHC for appropriateness and relevance, and adjusted as necessary to drive performance toward established EMS objectives and targets. Document the management review.

8.2.2. The management review shall include the following:

8.2.2.1. Results of internal assessments; and evaluations of compliance with legal requirements and with other requirements such as federal regulations and guidelines and AFIs.

8.2.2.2. Communication(s) from external interested parties, including complaints.

8.2.2.3. The status of the environmental program and NI as evidenced by performance measures and assessments.

8.2.2.4. The extent to which objectives and targets have been met, including those for sustainability as mandated by HQ USAF and/or MAJCOMs, and recommendations for new objectives and targets to replace those that have been met.

8.2.2.5. Status of corrective and preventive actions.

8.2.2.6. Follow-up actions from previous management reviews.

8.2.2.7. Changing circumstances, including developments in legal and other requirements related to its environmental aspects;

8.2.2.8. Review/approval of the aspects inventory and related Action Plans.

8.2.2.9. Recommendations for improvement.

8.3. Cross-Functional Team (CFT). The installation CFT plays a key role in communicating with senior leadership. In addition to assisting with the ESOHC execution, the CFT also is responsible for other tasks to include those below.

8.3.1. Aspect Inventory Review. Installation CFTs shall complete initial and annual aspect inventory reviews. Once the CFT completes the aspect inventory, the CFT Chair shall report to the ESOHC when aspects are being added, removed, or staying as they are. The ESOHC provides final approval of aspects and related action plans.

8.3.2. Objectives and Targets. The CFT shall track progress towards achieving targets and objectives and update action plans, as required. The CFT shall provide the ESOHC updates detailing the status of achieving objectives and targets that include:

8.3.2.1. Analysis of whether targets supported the objective.

8.3.2.2. Resource adequacy.

8.3.2.3. Whether additional objectives or targets were added.

8.3.2.4. Whether HQ USAF and/or MAJCOM objectives and targets for sustainability are included.

8.3.3. At least annually, the CFT Chair shall provide the ESOHC with an overall management review report of the EMS and the state of the installation in regards to environmental or sustainability areas. This review can be done at a single meeting or over the course of a year and shall include the following:

8.3.3.1. The adequacy of the EMS policy, procedures, and practices. The presentation to the ESOHC should include discussion of any change to the installation's mission or circumstances that would change the EMS policy or procedures.

8.3.3.2. The continual improvement of the EMS.

8.3.3.3. Improvements in environmental performance, to include discussion of progress towards objectives and targets, the results of the most recent EMS assessment and internal or external ESOHCAMP (Tier 1, 2, and 3) or other compliance assessments, and any regulatory violations that the installation has received.

8.3.3.4. The ability to support the installation mission and achieve HQ USAF and/or MAJCOM objectives and targets for sustainability. Provide senior leadership with the opportunity to direct changes to the EMS.

8.4. Prescribed and Adopted Forms.

AF Form 847, *Recommendation for Change of Publication*

LOREN M. RENO
Lieutenant General, USAF
DCS/Logistics, Installations & Mission Support

(HOLLOMANAFB)

ANDREW A. CROFT, Colonel, USAF
Commander, 49th Wing

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- AFI 32-7042, *Waste Management*, 15 Apr 09
- AFI 32-7044, *Storage Tank Compliance*, 13 Nov 03
- AFI 32-7047, *Environmental Compliance, Release and Inspection Reporting*, 8 Apr 04
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Abbreviations and Acronyms

AAFES—Army Air Force Exchange Service

ACM—Asbestos-Containing Materials

AETC—Air Education and Training Command

AF—Air Force

AFCEE—Air Force Center for Engineering and the Environment

AFCESA—Air Force Civil Engineer Support Agency

AFH—Air Force Handbook

AFI—Air Force Instruction

AFIT—Air Force Institute of Technology

AFLOA—Air Force Legal Operations Agency

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFOSH—Air Force Office of Safety and Health

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFSO21—Air Force Smart Operations for the 21st Century

AICUZ—Air Installation Compatible Use Zone

AM—Asset Management

AMP—Activity Management Plans

ANG—Air National Guard

BAA—Broad Agency Announcement

BCAMP—Base Comprehensive Asset Management Plan

BE—Bioenvironmental Engineering

BI—Built Infrastructure

BMP—Best Management Practices

BRAC—Base Realignment and Closure

CE—Civil Engineer

CEAN—Civil Engineer Asset Management, Environmental

CEQ—Council on Environmental Quality

CFR—Code of Federal Regulations

CFT—Cross-Functional Team
CONUS—Continental United States
DoD—Department of Defense
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DRU—Direct Reporting Unit
EBS—Environmental Baseline Survey
EA—Enforcement Action
EET—Environmental Education and Training Panel
EIAP—Environmental Impact Analysis Process
ELO—Environmental Liaison Officer
EMS—Environmental Management System
EO—Executive Order
EPA—Environmental Protection Agency Act
EQ—Environmental Quality
ERA—Environmental Restoration Account
ERP—Environmental Restoration Program
ESOH—Environment, Safety, & Occupational Health
ESOHC—Environmental, Safety, & Occupational Health Council
ESOHCAMP—Environmental, Safety, & Occupational Health Compliance Assessment and Management Program
ESTCP—Environmental Security Technology Certification Program
ETCA—Education and Training Course Announcement
FGS—Final Governing Standards
FM—Financial Management
FOA—Field Operating Agency
FSC—Field Support Center
FYDP—Future Years Defense Program
GOCO—Government-Owned, Contractor-Operated
GPP—Green Procurement Program
HAZCOM—Hazard Communication
HAZMAT—Hazardous Materials
HHQ—Higher Headquarters

HMMP—Hazardous Materials Management Process
HQ USAF—Headquarters, United States Air Force
HW—Hazardous Waste
IAW—In Accordance With
IHMP—Installation HAZMAT Management Program
IPL—Integrated Priority List
ISO—International Organization for Standardization
IT—Information Technology
JA—Judge Advocate
LBP—Lead-Based Paint
MAJCOM—Major Command
MILCON—Military Construction
NATO—North Atlantic Treaty Organization
NI—Natural Infrastructure
NIA—Natural Infrastructure Assessment
O&M—Operations and Maintenance
OCONUS—Outside the Continental United States
ODS—Ozone Depleting Substances
OEBGD—Overseas Environmental Baseline Guidance Document
OEHSA—Occupational and Environmental Health Site Assessment
OFEE—Office of the Federal Environmental Executive
OMB—Office of Management and Budget
OPR—Office of Primary Responsibility
OSD—Office of the Secretary of Defense
P2—Pollution Prevention
P2OA—Pollution Prevention Opportunity Assessment
PA—Public Affairs
PCB—Polychlorinated Biphenyl
PE—Program Element
PME—Professional Military Education
POC—Point of Contact
POL—Petroleum, Oil, and Lubricants

POM—Program Objective Memorandum
PPBE—Planning, Programming, Budgeting, and Execution
PWS—Performance Work Statement
RCO—Regional Council Office
RDS—Records Disposition Schedule
REO—Regional Environmental Office (AFCEE)
ROI—Return on Investment
SAF—Secretary of the Air Force
SAM—Sampling Analysis and Monitoring
SERDP—Strategic Environmental Research and Development Program
SG—Surgeon General
SJA—Staff Judge Advocate
SME—Subject Matter Expert
SOFA—Status of Forces Agreement
SRM—Sustainment, Restoration, and Modernization
SW—Solid Waste
TO—Technical Order
UEC—Unit Environmental Coordinator
US—United States
USAFSAM—U.S. Air Force School of Aerospace Medicine
U.S.C.—United States Code
WS—Weapon System
WSHP—Weapon System Hazardous Materials Program
WSP2—Weapon System Pollution Prevention

Terms

A4-EM—The generic term describing the MAJCOM A4 weapon systems environmental management office or POC. Each MAJCOM has such a person or office established to work weapon system environmental issues and interact with the AFMC or joint service weapon system program offices/system groups or the EMS responsible for each Air Force or DoD weapon system. The installation weapon system ESOH indicators and candidate process information are gathered by the organization UECs or the installation weapon system UEC and forwarded through their ESOHC to the MAJCOM A4-EM offices/POC for weapon system acquisition issues and then on to the ESOH POC for each weapon system and their single manager.

Action Plan—A comprehensive plan to achieve specified objectives and targets, previously known as an EMP.

Activity Management Plans (AMP)—Plans that define the CE business processes, requirements, and risk management for providing facilities, utilities, transportation, waste management, and natural infrastructure. AMPs follow a structure that includes standardized level of services, key performance indicators, environmental compliance, programming, and training requirements.

Appropriate Facility—Any facility subject to compliance with environmental regulation or conducts activities that can have an impact on the environment, either directly or indirectly, individually or cumulatively, due to the operations of the facility's or organization's mission, processes or functions.

Asset Management (AM)—Use of systematic and integrated processes to manage natural and built assets and their associated performance, risk, and expenditures over their life cycles to support missions and organizational goals.

Capability—The attributes required to achieve operational effectiveness through a combination of regulatory compliance, management system conformance, and asset capacity.

Capacity—The ability of natural infrastructure and workforce assets to meet operational requirements. Assets that lack sufficient capacity are thought to be resource deficiencies and subject to denial of use, while assets with excess capacity are considered to provide resource opportunities.

Conformance—The measure of EMS's correspondence with PE of the ISO 14001 standard and those requirements established by HQ USAF and supplemented by MAJCOMs and/or the implementing organization.

Cross-Functional Team (CFT)—Group of SMEs representing key organizations to include operations, maintenance, safety, environment, occupational health, transportation, ranges, and any others deemed critical for development and execution of ESOH initiatives. Typically, it also includes military, civilian, and contractor personnel from all levels of the organizations. A deputy group commander or higher will chair the team. He or she may wish to contact facility tenants, non-AF entities, and other units to serve on the CFT. The team is given broad objectives, but not specific directives. Decision-making within the team is usually based on consensus.

CFT Chair (Management Representative)—No lower than a deputy group commander. The CFT Chair is the specific management representative who, irrespective of other responsibilities, shall have the responsibilities and authority for ensuring that EMS requirements are developed, implemented, and maintained; and will provide reporting to the ESOHC on the performance of the EMS, including recommendations for improvement.

DoD Component—A Military Department, Service, Agency or other organization entity within the Department of Defense.

EMS—An EMS is a systemic approach to handling environmental issues within an organization. The AF EMS is based on the ISO 14001 standard. It provides a continual cycle of planning, implementing, reviewing, and improving the process and actions that an organization undertakes to identify and correct deficiencies and improve environmental (and overall) performance.

EMS Coordinator— Provides day-to-day support to the CFT and the CFT Chair. The EMS Coordinator functions as the recorder for the CFT and works with the CFT to ensure EMS

requirements are developed, implemented, and maintained; and reported to the ESOHC on the performance of the EMS, including recommendations for improvement.

Encroachment— Degradation and/or denial of access to a resource caused by competition for that resource.

Environmental Aspect—An element of a facility’s activities, products, or services that can interact with the environment (i.e., creates the possibility for an environmental impact). An aspect can be thought of as the “cause” of an environmental impact but does not necessarily result in an environmental impact.

Environmental Executive Agent (EEA)—The OSD-designated EEA is the head of a DoD Military Department, Unified Combatant Commander, or subordinate commanders specifically designated by USD(AT&L) to execute the environmental responsibilities prescribed by DoDI 4715.5 for DoD installations within a specified foreign nation.

Environmental, Safety and Occupational Health Compliance Assessment and Management Program (ESOHCAMP)—In response to EO 12088, *Federal Compliance and Pollution Control Standards* (October 13, 1978), and the Air Force designed the ESOHCAMP to assist Air Force installations and organizations in complying with all applicable regulatory standards. ESOHCAMPs include all major and minor installations (including tenant organizations on and off the installation), support sites with one or more permits from environmental regulatory agencies (federal, state, local, DoD, or Air Force), and GOCO facilities. ESOHCAMP is one of the processes to help commanders assess the status of their EMSs, and to identify and track solutions to environmental problems.

Environmental Health—The discipline concerned with identifying and preventing illness and injury due to exposure to hazardous chemical, physical, and biological agents that may be encountered in the ambient environment – air, water, or soil at in-garrison and deployed locations.

Environmental Impact—Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization’s activities, products, or services. An impact can be thought of as an “effect” or “outcome” of an environmental aspect. A potential environmental impact is characterized by its probability and consequence. Impacts can be positive or negative.

Environmental Liaison Officer (ELO)—An environmental law action officer assigned to AFLOA/JACE-FSC. The ELO is embedded with MAJCOM legal offices and assists the MAJCOM/SJA by communicating priorities and objectives to the FSC.

Environment, Safety, and Occupational Health (ESOH)— ESOH includes environmental programs (P2, conservation, clean up, etc.), environmental health, fire protection, safety, and occupational health disciplines.

Environment, Safety, and Occupational Health Council (ESOHC)—The ESOH steering group that conducts an annual review including policies and programs, establishes goals, monitors progress, and advises leadership.

Final Governing Standards (FGS)—A set of country-specific substantive provisions (not procedural), typically technical limitations on effluent, discharges, etc. or a specific management practice.

Foreign Country—Any land, water, or airspace that is subject to competent exercise of jurisdiction by one or more foreign governments or international organizations; a nation, territory, or geographic area that is outside the customs territories of the US.

Government-owned, contractor operated (GOCO)—A facility that is owned by the Government and operated under contract by a non-government, private firm.

Hazard—Any real or potential condition that can cause injury, illness, or death to personnel; damage to or loss of a system, equipment, or property; or damage to the environment.

Host Nation—A nation other than the United States, that receives the force or supplies of allied nations or NATO organizations, the former force or supplies to be located on, to operate in, or to transit through its territories.

Host Nation Environmental Standards—Specific management practices to control pollution or those objective, numeric, or qualitative pollution control standards that are published and, in either case, are generally in effect and enforced against host-government and private sector activities. For more information, see DoDI 4715.5, *Management of Environmental Compliance at Overseas Installations*.

International Agreement—A multilateral or bilateral agreement, such as an installation's rights or access agreement, a SOFA agreement, or any other instrument defined as a binding international agreement under Department of Defense Directive (DoDD) 5530.3, *International Agreements*.

MAJCOM Equivalent—Organizations that include FOAs, DRUs, ANG, and Air Force Real Property Agency (AFRPA).

Management Review—A process used to evaluate the suitability, adequacy, and effectiveness of the EMS. Used to identify and assess opportunities to change an organization's EMS policy and objectives, to address resource needs, and to look for opportunities to improve its products.

Mishap— An unplanned event or series of events resulting in death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment.

Natural Infrastructure—Assets (air, water, land, and frequency spectrum) evaluated during a Natural Infrastructure Assessment, which are resources necessary to support current and future operational requirements.

Operational Risk Management (ORM)—The systematic process of identifying hazards, assessing risk, analyzing risk control options and measures, making control decisions, implementing control decisions, formally accepting residual risks, and supervising/reviewing the activity for effectiveness. Reference MIL-STD-882D, *Department of Defense Standard Practice for System Safety*, and DoDD 5000.01, *The Defense Acquisition System*, for appropriate guidance.

Organizational-level EMS—A EMS that contains only those elements that are necessary for the organization to carry out certain necessary functions for setting and transmitting objectives and targets to lower units and for collecting, packaging and reporting on accomplishments and compliance. It will seldom contain all the elements of an ISO 14001-conforming EMS. It is also not necessary that each of the elements conform to the ISO 14001 specifications. In recognition of this, the Office of the Federal Environmental Executive has exempted organizational-level EMSs from the Federal requirement for periodic Declaration of Conformance. Only facility-

level EMSs (including multi-site EMSs) must continue to comply with that requirement. (See reference guidance on ‘higher-tier EMS’ issued by the Office of the Federal Environmental Executive on 31 October, 2008: *Guidance on Implementing Environmental Management Systems “At All Appropriate Organizational Levels” of a Federal Agency pursuant to Executive Order 13423.*)

Overseas—A nation, territory, or geographic area that is outside the customs territories of the US, a foreign country or territory.

Overseas Environmental Baseline Guidance Document (OEBGD)—The OEBGD is a set of objective criteria and management practices developed by the DoD, pursuant to DoDI 4715.5. It specifies the minimum criteria for environmental compliance at permanent DoD installations at overseas locations where no FGS have been established. It is designed to protect human health and safety and reflects generally accepted environmental standards applicable to DoD installations and activities in foreign countries. The OEBGD is used to develop and update country-specific FGS for all DoD components located in that host nation.

Overseas Installation—A facility or group of facilities at a fixed geographical location under the control of a DoD component, and other facilities designated by a Unified Combatant Commander, base, camp, post, station, yard, center, or other activity under the jurisdiction of the Secretary of a Military Department that is located outside the U.S. and outside any territory, commonwealth, or possession of the United States.

Pollution Prevention (P2)—Source reduction and other practices that reduce or eliminate the amount of hazardous substances, pollutants, or contaminants entering the waste stream or otherwise released into the environment prior to recycling, treatment, and disposal; reduces the hazards to public health and the environment associated with the release of such substances, pollutants, or contaminants; and, increases efficiency in the use of raw materials, energy, water, or other resources; or protection of natural resources by conservation.

Regional Counsel Office (RCO)—A part of AFLOA/JACE imbedded with the AFCEE/RO and responsible for providing environmental law support to installations, MAJCOMs, and the RO.

Regional Environmental Office (REO)—A part of AFCEE responsible for providing program guidance. The Eastern REO covers Environmental Protection Agency (EPA) Regions 1-4; the Central REO covers EPA Regions 5-8; and the Western REO covers EPA Regions 9-10. The REOs do not interact with host nation environmental regulatory agencies, but can provide technical assistance to overseas MAJCOMs and installations.

Risk—An expression of the impact and possibility of a mishap in terms of potential mishap severity and probability of occurrence.

Significant Aspect—An environmental aspect that has or can have a significant environmental impact. The significance of impacts is determined by the application of significance criteria. An aspect is either significant or it is not significant, there is no significance gradations and no aspect is more or less significant than another aspect. However, once selected, all the significant aspects can be ranked either explicitly by listing them in order of priority or implicitly by varying the resources and timeframes allocated to the achievement of objectives and targets in the EAPs.

Site— Any single parcel of land, regardless of size, used and maintained by a DoD Component.

Subject Matter Expert (SME)—An expert in EMS subject matter usually located at AFCEE or AFCEA.

Sustainability—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.

Sustainment, Restoration, and Modernization (SRM)—Principle used to ensure a calculated level of investment targeted to preserve and improve all infrastructures, including natural (previously applied only to BI).

Treaty—A written international agreement between nation states or between a nation state and an international organization, which was formally signed by authorized national representatives and ratified according to a nation's laws, and which is governed and enforceable by international law. As used here, the term "treaty" includes charters, compacts, conventions, covenants, and protocols.

Unified Combatant Command—A military command which has a broad, continuing mission under a single commander and which is composed of forces from two or more military departments.

United States (US)—All States, territories, and possessions of the United States, and all waters and airspace subject to the territorial jurisdiction of the United States.

Weapons System (WS)— Items that can be used directly by the Armed Forces to carry out combat missions.

Attachment 1 (HOLLOMANAFB)**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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Abbreviations and Acronyms

49 CES/CEIE--49th Civil Engineer Squadron Environmental Office

49 WG/PA--49th Wing Public Affairs

AFCEC--Air Force Civil Engineer Center

AFRIMS--Air Force Records Information Management System

CES--Civil Engineering Squadron

CEIE--Civil Engineer Installation Management, Environmental

EAP--Environmental Action Plan

EMSG--Energy Management Steering Group

ESOHTN--Environmental, Safety, & Occupational Health Training Network

EWG--Encroachment Working Group

HAFB--Holloman Air Force Base

HQ USAF--Headquarters, United States Air Force

Attachment 2

ENVIRONMENTAL GUIDANCE BY PROGRAM AREA CHART

Table A2.1. Environmental Guidance By Program Area Chart.

MEDIA PROGRAM	SME Y/N	REFERENCE	GUIDANCE
Air Quality	Yes	40 CFR50-99: <i>Clean Air Act</i> , AFI 32-7040, <i>Air Quality Compliance and Resource Management</i> , and state and local rules implementing the Clean Air Act.	Establishes AF air quality compliance program requirements.
		40 CFR Part 63, AFI 48-145, <i>Occupational and Environmental Health Program</i> , AFI 32-7040 <i>Air Quality Compliance and Resource Management</i> .	Establishes indoor air quality program requirements.
		40 CFR Parts 51, 93 and Subpart B, 32 CFR 989.30, AFI 32-7040, <i>Air Quality Compliance and Resource Management</i> .	General Conformity Rule requires all federal actions conform to applicable State Implementation Plan and/or EPA air pollution limits and do not cause or contribute to new violations.
		The USAF Conformity Guide, 26 Aug 03.	Provides assistance in understanding and complying with the general conformity rule. Discusses conformity as it relates to EIAP, and Base Realignment and Closure (BRAC) actions.
Water Quality	Yes		Covers aspects of water.
Water Supply		AFI 32-1067, <i>Water Systems</i> AFI 48-144, <i>Drinking Water Surveillance Program</i> .	Describes overall water supply program requirements.
Storm Water		AFI 32-7041, <i>Water Quality Compliance</i> . AFI 32-1002, <i>Snow and Ice Control</i> .	Describes overall storm water program.
Wastewater		AFI 32-7041, <i>Water Quality Compliance</i> .	Describes wastewater (point sources and nonpoint sources) program requirements.
		AFI 32-7041 <i>Water Quality Compliance</i> .	Contains additional requirements for overseas installations.
Hazardous Materials	Yes	AFI 32-7086, <i>Hazardous Materials Management</i> .	Describes AF HMMP, including the Installation Hazardous Material Management Program (IHMP), the Weapon System Hazardous Materials Program (WSHP), and the ODS Program.
		DoDI 6050.05, <i>DoD Hazard Communication (HAZCOM) Program</i> . DoD 4140.1-R, <i>Supply Chain Material Management Regulation</i> . DoD 4500.9-R, <i>Defense Transportation Regulation</i> .	Describes the implementation of the Installation HAZMAT Management (IHMP) Program.
Hazardous Waste	Yes	AFI 32-7042, <i>Waste Management</i> . AF Pamphlet (AFPAM) 32-7043, <i>Hazardous Waste Management Guide</i> .	Describes the AF management of HW. Provides guidance for managing HW at AF installations to meet federal, state, interstate, DoD, and AF requirements. For overseas, the AFI applies to the extent that it does not conflict with applicable international agreement, country-specific FGS, and/or OEBGD requirements. In case of a conflict between these documents, generally the more protective standards requirement should be followed.
		AFI 48-145, <i>Occupational and Environmental Health Program</i> .	Activities may coordinate with BE to determine any occupational or environmental health risk related to their wastes.
		EO 13423, <i>Strengthening Federal Environmental, Energy, and Transportation Management</i> .	Provides goals for reduction of Hazardous Materials use.
Solid Waste	No	AFI 32-7042, <i>Waste Management</i> .	Describes the AF management of solid waste (SW).

Toxic Substance – Lead-Based Paint (LBP)	Yes	AF Policy and Guidance on LBP (latest approved edition).	Describes the overall LBP management program. Purpose is to achieve LBP compliance and prevent non-compliance with all LBP laws, regulations, and requirements. Includes sampling (CE funded), assessments and bulk sample analysis and monitoring (SAM) conducted specifically to address health concerns (funded by SG and the Defense Health Program).
Toxic Substance – Asbestos-Containing Materials (ACM)		AFI 32-1052, <i>Facility Asbestos Management</i> , and 29 CFR 1910.1001.	Details the requirements for installations to properly manage asbestos.
Toxic Substance – Polychlorinated Biphenyls (PCB)		AFI 32-7042, <i>Waste Management</i> .	Summarizes key requirements for PCB management and disposal (both liquid and non-liquid). NOTE: Overseas requirements are defined by international agreements and the country-specific FGS or OEBGD.
Petroleum, Oil, and Lubricants (POL)	No	AFI 23-201, <i>Fuels Management</i> .	Describes fuels management program.
		AFI 23-204, <i>Organizational Fuel Tanks</i> .	Describes fuel tank management.
		AFI 23-502, <i>Recoverable and Unusable Liquid Petroleum Products</i> .	Describes POL liquid product management.
		T.O. 37-1-1, <i>General Operation and Inspection of Installed Fuel Storage and Dispensing Systems</i> .	Describes installed fuel storage and dispensing systems general operation and inspection requirements.
		T.O. 42B-1-1, <i>Quality Control of Fuels and Lubricants</i> .	Describes quality control of fuels and lubricants.
		T.O. 42B-1-23, <i>Disposal of Waste Liquid Fuels and Other Petroleum Products</i> .	Describes POL and liquid fuels disposal requirements.
		UFC 3-460-03, <i>Operation Maintenance: Maintenance of Petroleum Systems</i>	Describes requirements for operation and maintenance of petroleum systems.
Storage Tanks	No	AFI 32-7044, <i>Storage Tank Compliance</i> .	Describes the AF storage tank program for both underground storage tanks (USTs) and aboveground storage tanks (ASTs).
Pest Management	Yes	AFI 32-1053, <i>Integrated Pest Management Program</i> .	Describes responsibilities and procedures for the Integrated Pest Management Program at AF installations.
Cultural Resources	Yes	AFI 32-7065, <i>Cultural Resources Management Program</i> .	Describes responsibilities and procedures for protecting and managing cultural resources (historic facilities, archaeological sites and collections, traditional cultural resources, and Native American sacred sites) and developing and implementing Integrated Cultural Resource Management Plans (ICRMPs).
		DoDI 4710.02, <i>DoD Interactions with Federally Recognized Tribes</i> .	Provides guidance for DoD Interactions with Federally Recognized Tribes, or Native Hawaiian Organizations (per Native American Graves Protection and Repatriation Act, 25 United States Code (U.S.C.) 3001 et seq., 16 November 1990).
Natural Resources	Yes	AFI 32-7064, <i>Integrated Natural Resources Management</i>	Describes the responsibilities and procedures for managing natural resources and developing and implementing INRMPs on AF property.
Environmental Impact Analysis Process (EIAP)	Yes	32 CFR Part 989.	Describes specific EIAP tasks and procedures.
		AFI 32-7061, <i>The Environmental Impact Analysis Process</i> .	Describes the responsibilities and procedures for specific EIAP tasks.
	No	AFI 32-7063, <i>Air Installation Compatible Use Zone Program (AICUZ)</i> .	Identifies the requirements to measure encroachment.
		AF Handbook (AFH) 32-7084, <i>ACUIZ Program</i>	Provides MAJCOM and installation level

		<i>Manager's Guide.</i>	Commanders and managers an overview of the Air Force's AICUZ program and specific guidance concerning the organizational tasks and procedures necessary to implement the AICUZ program.
		32 CFR Part 989 and AFOSH Standard 48-20 of the ESOH requirements.	Describes environmental requirements for noise compliance for WS changes and acquisition.
Environmental Restoration	Yes	AFI 32-7020, <i>Environmental Restoration Program.</i>	Provides guidance and procedures for executing the AF Environmental Restoration Program (ERP).
Environmental Baseline Surveys (EBSs) in Real Estate Transactions	No	AFI 32-7066, <i>Environmental Baseline Surveys In Real Estate Transactions.</i>	Details responsibilities and procedures for conducting and documenting EBSs for planned real property transactions, including the termination or expiration of temporary property interests. It includes a ranking system for unremediated property and guidance on when it is permissible to proceed with the transfer of unremediated property. This Instruction also provides a framework for complying with federal, state, and local disclosure and due diligence requirements.
Overseas Compliance Policy	No	DoDI 4715.5, applicable international agreements, and country-specific FGS or OEBCD in countries where no FGS exist.	Defines overseas media requirements however, if an applicable US law, host nation standard, international agreement, or AF policy becomes effective after publication of the current FGS or OEBCD, seek guidance from the appropriate country-specific DoD Environmental Executive Agent before implementing any changes. Also provides guidance for requesting waivers from compliance standards.

Attachment 3**AIR FORCE ORGANIZATIONAL EMS LEVELS****A3.1. HQ USAF (Highest Level – Agency Level).**

A3.1.1. Establishes AF EMS policy and guidance IAW 33-360.

A3.1.2. Develops AF-level EMS objectives and targets based on Federal, DoD, and other requirements to minimize environmental risks of selected significant aspects. Uses the P2 methodology to set objectives and targets, taking into account significant environmental aspects and legal and other requirements.

A3.1.3. Directs MAJCOM/FOA to assist installations in implementation of AF-level EMS objectives and targets.

A3.1.4. Identifies legal and other requirements that sub-ordinate units must subscribe to.

A3.1.5. Establishes procedures for communicating between various levels of the AF and informing the external community about significant environmental aspects.

A3.1.6. Assigns program management accountability and establishes performance measures.

A3.1.7. Establishes reporting mechanism to promote accountability and measure performance.

A3.1.8. Collects, analyzes, and reports AF performance information to higher authority.

A3.1.9. Establishes a compliance and audit process to ensure all AF EMSs are in conformance with federal and DoD requirements.

A3.1.10. Conducts annual reviews with Top Management (ESOHC) to ensure continuing suitability, adequacy, and effectiveness of the EMS.

A3.1.11. Conducts internal audits of the HQ USAF EMS at planned intervals to ensure its elements are properly implemented and maintained.

A3.2. MAJCOM/FOA (Mid-Level - Sub-Agency).

A3.2.1. Establishes MAJCOM/FOA supplemental and technical guidance for the installation or FOA IAW AFI 33-360.

A3.2.2. Identifies MAJCOM/FOA environmental aspects and impacts (including environmental aspects of energy and transportation) as rolled up from installation aspects; reports significant environmental aspects to higher headquarters.

A3.2.3. Identifies legal and other requirements that sub-ordinate units must subscribe to.

A3.2.4. Develops objectives and targets based on Federal, DoD, and AF requirements to minimize environmental risks of selected significant aspects. Uses the P2 methodology to set objectives and targets, taking into account significant environmental aspects and legal and other requirements.

A3.2.5. Directs installations to implement AF-level and MAJCOM/FOA objectives and targets.

A3.2.6. Develops and disseminates MAJCOM/FOA EMS procedures for installations to implement.

A3.2.7. Obtains and allocates resources necessary to ensure EMS implementation and successful pursuit of objectives and targets.

A3.2.8. Conducts external audits of their installation EMSs and environmental compliance.

A3.2.9. Conducts internal audits of the MAJCOM/FOA EMS at planned intervals to ensure its elements are properly implemented and maintained.

A3.2.10. Collects, analyzes, and reports MAJCOM performance information.

A3.2.11. Conducts annual reviews with Senior Leadership (ESOHC) to ensure continuing suitability, adequacy, and effectiveness of the EMS.

A3.3. Installation (Lowest Level – Installation/Facility).

A3.3.1. Establishes installation/facility policy and guidance IAW 33-360.

A3.3.2. Identifies environmental aspects and impacts of installation mission activities (including environmental aspects of energy and transportation).

A3.3.3. Identifies legal and other requirements that units must subscribe to.

A3.3.4. Develops objectives and targets to minimize environmental risks of selected significant aspects. Uses the P2 methodology to set objectives and targets, taking into account significant environmental aspects and legal and other requirements. Must include downward directed HQ USAF and MAJCOM objectives and targets.

A3.3.5. Directs implementation of environmental action plans to achieve objectives and targets.

A3.3.6. Develops and implements operational controls for activities that could cause significant environmental impacts.

A3.3.7. Directs and provides training to employees whose activities could cause significant environmental impacts.

A3.3.8. Conducts internal audits of the EMS and environmental compliance.

A3.3.9. Conducts ongoing reviews with Senior Leadership (ESOHC) to ensure continuing suitability, adequacy, and effectiveness of the EMS.

A3.3.10. Reports environmental performance measures and significant environmental aspects to MAJCOM.

Table A3.1. Air Force Organizational EMS Levels Required ISO EMS Elements Chart.

ISO EMS Elements	Air-staff	MAJCOM	Installation	EMS Element	Air-Staff	MAJCOM	Installation
1. Scope	Y	Y	Y	10. Training	Y	Y	Y
2. Policy	Y	N	N	11. Operational Controls	N	N	Y
3. Aspects/Impacts	Y	Y	Y	12. Monitoring & Measurement	Y	Y	Y
4. Legal & Other Requirements	Y	Y	Y	13. Evaluation of Compliance	N	Y	Y
5. Objectives & Targets	Y	Y	Y	14. Nonconformity & Corrective Action	Y	Y	Y
6. Resources, Roles & Authority	Y	Y	Y	15. Control of Records	Y	Y	Y
7. Communication	Y	Y	Y	16. Internal EMS Audit	Y	Y	Y
8. Documentation & Doc Control	Y	Y	Y	17. Management Review	Y	Y	Y
9. Emergency Preparedness	N	N	Y				

Attachment 4 (Added-HOLLOMANAFB)**UEC TRAINING****A4.1. (Added-HOLLOMANAFB) Required Training for Unit Environmental Coordinators.**

A4.1.1. **(Added-HOLLOMANAFB) UEC Quarterly Training.** This 2-hour training keeps the student up-to-date on environmental programs and requirements across the base. This training is scheduled and facilitated by 49 CES/CEIE personnel.

A4.1.2. **(Added-HOLLOMANAFB) UEC Training Class (WENV-220).** This course equips Unit Environmental Coordinators (UECs) to maintain and improve environmental compliance and performance within their organizations, recognize and address problems when they occur, and act as base-wide points of contact for environmental issues concerning their organization. Key topics discussed include UEC roles and responsibilities, overview of Air Force environmental management, and introduction to primary environmental players on the installation. Additionally, the course will discuss key functional responsibilities including the management of hazardous materials and waste; air and water resources; POL, tanks, and spills; natural and cultural resources; pollution prevention; toxic pollutants; compliance audits; project coordination; and how to minimize environmental impact during contingency operations. **This and other Environmental Management (WENV) courses are conducted by AFIT, refer to the website (<http://www.afit.edu/cess/>) for availability.**

A4.1.3. **(Added-HOLLOMANAFB) EMS Awareness Training.** This class is required for all personnel whose daily duties have a potential impact to the environment. The course is conducted on ESOHTN and has unlimited availability.

A4.2. (Added-HOLLOMANAFB) Recommended Training for Unit Environmental Coordinators, as applicable to each unit's mission activities.

A4.2.1. **(Added-HOLLOMANAFB) Qualified Recycling Program Management (WENV-160).** This ISEERB designated course emphasizes principles and techniques to assist students in implementing a sound Qualified Recycling Program. The course focuses on learning what products can be recycled, products prohibited from recycling, QRP regulations, necessary processing equipment, collection and sorting methods to maximize returns, working with your DRMO, establishing contracts, recording transactions, DoD recordkeeping, and estimating future budgets.

A4.2.2. **(Added-HOLLOMANAFB) Hazardous Material Management Process (WENV-222).** This course emphasizes hazardous materials (HAZMAT) management with a focus on the most current AF guidance and instructions supporting an ESOH Management System (ESOH-MS) with goals of hazard and risk reduction while enabling the mission. The course introduces management techniques for operating a sound Installation HAZMAT Management Program (IHMP) (including Weapon Systems HAZMAT Program (WSHP) and Ozone Depleting Substances Program (ODSP)). Specific topics include an overview of AFI 32-7086, Material Safety Data Sheet (MSDS) Management, HAZMAT storage, HAZMAT authorization process, HAZMAT procurement and shelf-life management. The course will also include a day of hands on use of the automated information system (EESOH-MIS) with

the objective being how to use the system to effectively manage the data needed to ensure an effective installation IHMP.

A4.2.3. (Added-HOLLOMANAFB) Hazardous Waste Management Class (WENV-521). This course provides fundamental principles and regulatory requirements of hazardous waste management. Methods and techniques of hazardous waste identification, characterization, accumulation, treatment, storage, and disposal are emphasized. Familiarization training on the new Enterprise Environmental, Safety and Occupational Health-Management Information System (EESOH-MIS) Hazardous Waste Module has been incorporated into this course.

A4.2.4. (Added-HOLLOMANAFB) Environmental Impact Analysis Program Training (WENV 450). This comprehensive course provides an in-depth understanding of the National Environmental Policy Act (NEPA), the associated Council on Environmental Quality (CEQ) regulations, AFI 32-7061 (The Environmental Impact Analysis Process), and the associated regulations in 32 CFR 989. Key topics include: developing the Description of Proposed Action and Alternatives (DOPAA), evaluating and predicting environmental impacts from proposed projects and their alternatives, evaluation of cumulative impacts, public involvement and review, and legal NEPA case studies. Numerous class exercises will enable students to develop the necessary skills to analyze proposed projects, determine the appropriate level of EIAP documentation, prepare CATEX justifications, assist project proponents in developing reasonable project alternatives, prepare environmental assessments (EAs), oversee successful contractor preparation of EAs and Environmental Impact Statements (EISs), and ensure proper level of public participation in the process.