

INTRODUCTION



Commander, Fleet Activities, Yokosuka (CFAY) is a forward-deployed naval base located just inside Tokyo Bay on the Pacific Ocean side of Honshu, one of the five major islands of Japan. The main naval base is approximately 43 miles south of Tokyo, and 18 miles south of Yokohama. CFAY's area of responsibility (AOR) also includes housing areas at Ikego and Negishi; fuel terminals at Hakozaiki and Tsurumi; an ordnance depot at Urago; Yokohama North Dock and Nagai. As the Navy's largest, most strategically important overseas installation, CFAY hosts 83 tenant commands that support operating forces throughout the Western Pacific, from Hawaii to the Arabian Gulf. With a population of greater than 24,000 military and civilian personnel, CFAY manages over 1,700 acres of land, 1,500 buildings, 8,200 feet of berth, and 233 million gallons of POL storage facilities. The base's primary mission is to maintain and operate base facilities for the logistical, recreational, administrative support and service of the U.S. Naval Forces Japan, SEVENTH Fleet and other operating forces assigned with in the Western Pacific. CFAY supports 11 high operational tempo warships forward-deployed to Yokosuka, including the SEVENTH Fleet flagship, the USS BLUE RIDGE (LCC 19), and the only permanently forward-deployed nuclear aircraft carrier, the USS GEORGE WASHINGTON (CVN 73).

BACKGROUND

CFAY has set the standard high for environmental management in Japan. Geographical diversity, complex organizational relationships, and the number and variety of organizations that require environmental support make environmental management here a unique and complex management challenge as well as a significant technical matter. CFAY is a waterfront industrial complex that is rich in cultural and natural resources and is integrated into Japan's largest metropolitan area. The majority of its workforce is local national personnel. CFAY has excelled at balancing environmental protection requirements, community and public relations, and military mission accomplishment. As a leader in environmental protection, CFAY works closely with U.S. and Japanese officials, ensuring fleet, family, community, and mission readiness as they relate to the participation and fulfillment of environmental objectives.

CFAY's Environmental Division manages over twenty environmental program areas. The diverse workforce is staffed with 34 US and Japanese environmental professionals and composed of engineers, environmental specialists, program managers, program analysts, and technicians. Organized to focus on Program Management, Compliance, Hazardous Waste Management, and Recycling, CFAY has established itself as a leader in environmental performance, resource protection, and mission orientation. CFAY uses its Environmental Management System (EMS) to continuously improve its environmental performance and ensure the proper implementation of environmentally sound measures in accordance with the Japan Environmental Governing Standards (JEGS) and other applicable Japanese and U.S. regulations, laws, policies, and requirements.

Environmental Working Groups (EWG), EMS Management Reviews (MR), Executive Environmental Compliance Boards (EECB), and Cross Functional Teams (CFT) develop strategic and mission oriented environmental objectives and targets, create sound and innovative solutions to environmental issues, and support communication at all levels. Couple this with forward-thinking program management, aggressive compliance monitoring, customer support, and comprehensive community outreach and public awareness programs, CFAY has an environmental quality program that has gone beyond compliance, shown extraordinary success, and taken significant strides to strengthen fleet, family, community, and mission readiness, in addition to bolstering U.S. - Japan relations.

PROGRAM SUMMARY

As the first Navy Installation in Japan to declare conformance with ISO14001, CFAY is committed to continually improving its environmental performance through the use of effective environmental management and planning. CFAY's EMS serves as the primary tool for integrating sound environmental practices into all operations and business practices, fostering communications throughout all levels of the installation, and gaining commitment from all personnel working and living at Yokosuka and its outlying areas.

EMS success is evident as CFAY has had unprecedented environmental performance over the past two years. The amount of Hazardous Waste (HW) disposed of has been reduced by over 500,000 lbs annually in FY09 and FY10 representing a 36% decrease since FY08. Doubling the amount of material recycled since FY08, CFAY has increased its Solid Waste Diversion Rate from 24% in FY08 to 69% in FY10. And, Petroleum, Oils, and Lubricants (POL) spills have been reduced by 85% since FY09. CFAY has taken a strategic approach to evaluating and optimizing environmental management processes, saving millions of dollars in funding while increasing the effectiveness of environmental planning and oversight. Combining this with the successful integration of the community into environmental management through various outreach events and awareness programs, CFAY continues to meet and exceed the high standards placed on its environmental program.



ACCOMPLISHMENTS

Environmental Management System (EMS)

➤ Setting/Meeting Goals, Objectives, and Targets

Although practicing EMS concepts for years, CFAY was proud to self-declare conformance with ISO 14001 in June 2009, well before Navy deadlines. After a comprehensive external EMS audit in spring of 2010, CFAY quickly re-declared conformance in June 2010, a requirement after external EMS audits. Leveraging the effectiveness of a properly implemented EMS, CFAY has excelled in meeting and exceeding most objectives and targets for FY 2009 and FY 2010. Through continual training of personnel at all levels, defining and establishing job specific roles and

responsibilities, developing and implementing sound Standard Operating Procedures (SOP), establishing and implementing new and improved communication processes and procedures, incorporating EMS language into contracts, and implementing aggressive weekly, monthly, and quarterly inspections, CFAY is committed to integrating environmental management into operational activities. As such, CFAY reduced POL spills by a dramatic 85% in FY10 compared to FY09, well above the target of 10%!

➤ ***Continuous Improvement***

Understanding the requirements for solid, well defined processes and procedures, CFAY's EMS team proactively ensured that all SOPs were updated and improved. In addition, new SOPs were developed, such as, Fueling Operations of Boom Boats, and Pre/Post Inspections of Industrial,/Spill Processes. New checklists were developed for Refueling and Defueling Operations, Spill Investigations, POL Refueling, and Tanker Truck Operations. Also, bi-lingual Chemical and POL Transfers guidance/checklists and Best Management Practices for Employing Drain Protectors in Nearby Storm Drains and Pier Openings were developed.

To ensure an environmental presence in the field, CFAY environmental professionals began proactively observing ship refueling/defueling operations in an effort to reduce fuel spill occurrences. Observations ultimately improved the level of supervision involved in such operations in addition to ensuring proper adherence to protocol. As a result, in addition to an 85% reduction in spill volume, spill occurrences reduced by 16% from FY09 to FY10.

Although not an ISO 14001 or Navy requirement, CFAY continues to take a hands-on approach in identifying CFAY's EMS strengths and weaknesses by conducting weekly, monthly, and quarterly site visits, which consist of one-on-one interviews and informative sessions with supervisors, subordinates, military, civilian, contractor, and local national personnel regarding CFAY's EMS and compliance program. As of the end of FY10, more than 50 organizations have been visited and more than 200 personnel have been interviewed regarding CFAY's EMS.

➤ ***Management Review (MR) and Cross Functional Team (CFT)***



EMS site visits confirm the existence of EMS awareness and an environmental consciousness amongst personnel throughout CFAY's AOR. This, in large part, is due to the strong support of CFAY's EMS by senior management. CFAY has conducted multiple MRs and Fleet Support briefings for senior management. During routine briefings, the Base Commanding Officer (CO), tenant command leadership, and other executive level personnel are informed of all pertinent EMS related issues. CFAY has also formed a proactive and engaged CFT consisting of various personnel from CFAY and major tenant commands. Meeting periodically, CFT members addressed all EMS components, including but not limited to EMS management procedure review, dissemination of pertinent EMS information, development of environmental

objectives and targets, and completion of EMS awareness training for organizational personnel.

➤ *Training*

While the Navy requires EMS awareness training for all employees, CFAY has extended that to an annual EMS awareness training requirement for all personnel throughout CFAY's AOR. This has proven to be an extremely arduous task considering all training must be provided in both Japanese and English. CFAY developed and updated bilingual training for all personnel including contractors. In addition, CFAY also offered 30 Japanese and English spill prevention and response courses in FY09 and FY10, enabling all appropriate personnel to receive proper spill prevention and response training in alignment with CFAY's EMS goals.



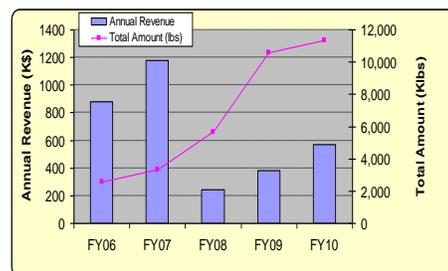
Waste Reduction Efforts

➤ *Waste Diversion*

The Qualified Recycling Program (QRP) is one of CFAY's greatest environmental successes. It diverted over 5,000 tons of material from solid waste landfills and generated revenue of over \$500K in FY10. Improved data tracking and the implementation of four pilot programs, including recycling of rechargeable batteries, wood waste, used tires, and textiles, led to remarkable increases in solid waste diversion rates; from 24% in 2008, to 38 % in FY09, and 69 % in FY10! This is well above the Executive Order (E.O.) 13514 diversion goal of 50% by FY15. The QRP also initiated a curb-side program for six townhouses and one apartment tower on Yokosuka Navy Base with residents volunteering to donate books, magazines, catalogues, newspapers, and various other paper products that would have otherwise been incinerated. CFAY also achieved an amazing 96% diversion rate, compared to the 50% E.O. 13514 goal for construction and demolition debris due in large part to CFAY contractors recycling concrete and a number of other items through the QRP and local recycling companies. CFAY also improved tracking methods not previously available in FY09 that have significantly improved CFAY's ability to capture waste disposal data.

➤ *Recycling Efforts and Accomplishments*

The QRP has seen a substantial amount of solid waste disposal cost savings and revenues from directly selling its recyclable material. The direct sales generated approximately \$380,000 for the QRP during FY09, and \$569,000 in FY10, even in a depressed market. These revenues funded a variety of projects benefitting both workers and residents of CFAY, including a project to reduce HW by recycling aerosol cans using a depressurizing system. Over 10,000 aerosol cans will be diverted from the solid waste stream annually, contributing to the QRP's bottom line, and saving CFAY \$13,000 in annual disposal costs as well. The QRP provided the Morale, Welfare, and Recreation (MWR) program with over \$270K to assist



with projects such as installation of skate park ramps at Ikego, men's lockers at the Fleet Recreation Center, and an electronic marquee for information dissemination. Funding from the QRP also supported a pilot program to evaluate a new technology for bilge water treatment, procurement of spill prevention equipment and safety gear, and funds for the CFAY 2009 Energy Conservation Awareness Fair. In total, the QRP has provided over \$500K in MWR and operational support.

➤ ***Hazardous Waste Reduction***

CFAY has always placed a high value on the need to reduce HW as well. By developing new processes for HW disposal, evaluating and enforcing authorized use lists (AUL), optimizing reuse initiatives, and finding and maximizing use of new markets for recycling materials, CFAY has significantly reduced hazardous waste disposal by more than 500,000 pounds in FY09 and FY10, as compared to FY08. Now, hazardous wastes that come off the ships are screened by the HAZMIN Center for reuse before they are brought to the HW yard for disposal. In addition, CFAY has found markets for used lead acid and rechargeable batteries, waste oil, and oily and painted rages. Overall, CFAY has seen a 36% reduction in HW volumes since FY08!

Effective Use of Funds

➤ ***Reduction of Funding Expenditures***

CFAY understands that fiscal efficiency and effectiveness are critical to ensuring mission accomplishment. Continuously evaluating processes and procedures has resulted in significant savings over the last two years. Comprehensive analysis of the drinking water and wastewater monitoring processes resulted in annual costs reductions of over \$100K per year. New methods for contaminated soil disposal have saved over \$1M in FY10. And a process improvement for environmental reviews has resulted in a 30 percent reduction in in-house support while ensuring that environmental concerns are addressed at the right time and reach the right people. In 2010, CFAY performed a comprehensive and detailed zero-based analysis of environmental program requirements for the next eight years. The results of this effort provide the groundwork for environmental management for years to come. Now future requirements will be developed and executed in a just-in-time manner, optimizing the use of scarce resources needed by the Navy to complete its operational mission.

Community Relations

➤ ***Environmental Awareness***

CFAY employs an aggressive environmental outreach program that is designed to educate installation personnel and the surrounding Japanese community about the Navy's commitment to environmental protection, promote overall environmental awareness, and involve the community in local environmental efforts. CFAY conducts outreach efforts via various media. For example, CFAY produces "Environmental Grams," which are one-page bilingual messages on new environmental topics, distributed installation-wide every quarter via email, in the installation newspaper, and posted on message boards. In addition, CFAY uses health and safety fairs to develop



two-way dialogue with military families, civilians, and students. CFAY also gives environmental tours to promote environmental awareness and educate the community on how the Navy protects the environment. This year, CFAY started providing tours of the newly constructed environmentally friendly cogeneration plant for the general public. CFAY also gives historical tours of Yokosuka and tours of the wastewater treatment plant to high school students from Nile C. Kinnick High School.

➤ ***Community Involvement***

CFAY has a wide range of programs that outreach to communities on both sides of the fence. In FY09, CFAY began sponsoring young fish release and eelgrass planting events, a cooperative effort between the local Kanagawa (Prefectural) Government and the Yokosuka Bubble (Scuba) Club. Over 100 local American and Japanese girl scouts participated this year, learning about the ecosystem in Green Bay, helping prepare eelgrass strands for planting, and releasing young marbled flounder and tiger blowfish. CFAY supported firefly viewing events at Ikego Housing.



As part of the event, a Japanese firefly expert gives a bilingual talk and answers questions about the once common and cultural significant species and explains how to help protect them on the base. This year, the event had over 50 attendees, including children, from both the Japanese community as well as the Ikego Housing area. This year, over 30 volunteers learned how to maintain culturally important cherry trees and bamboo groves at the Ikego Housing Area as part of another community outreach event. To support the maintenance and appearance of CFAY's 20 historical monuments, CFAY runs an Adopt-a-Monument Program. This program allows Commands and organizations to adopt specific monuments to clean and maintain throughout the year. Beach cleanups, walking trail maintenance, and base beautification projects, are just more examples of CFAY's commitment to environmental awareness and community outreach.

Environmental Planning and Analysis

➤ ***Integrating Environmental Planning into Planning and Decision Making***

CFAY has concentrated on developing and implementing effective and efficient processes for environmental review and planning over the past two years. Through the collective hard work of individuals at Public Works Department (PWD) Yokosuka, a new cradle-to-grave process for environmental review was developed for services and facilities work on CFAY. This included the development of environmental templates for contracts that are unique to environmental management in Japan. Previously, templates based on U.S. regulations were being used. These templates are now being considered in other contracting venues, such as Fleet Industrial Supply Center (FISC) contracts. The templates are also transferable to other Navy installations in Japan. In addition, checklists were developed to assist reviewers in inserting the right information at the right time in the process. This new process goes far beyond the baseline requirements of Executive Order 12114. It fully integrates environmental review at every stage of the facilities planning and execution process, starting from project inception and continuing well after project completion.