INTRODUCTION

FLEACT, Yokosuka Environmental Division's Environmental Quality Programs are among the largest and most diverse within the DOD service components. FLEACT, Yokosuka is a forward-deployed naval base located in the Tokyo Bay area on the Pacific Ocean side of Honshu, one of the five major islands of Japan. The Yokosuka naval complex is approximately 43 miles south of Tokyo, and 18 miles south of Yokohama with an Area of Responsibility (AOR) that includes housing complexes in Ikego and Negishi; fuel terminals at Hakozaki and Tsurumi; an ordnance depot at Urago; Yokohama North Dock and the Nagai ULM-4 firing range. As the Navy's largest and most strategically important overseas installation, FLEACT, Yokosuka hosts over 80 tenant commands supporting operating forces throughout the Western Pacific, from Hawaii to the Arabian Gulf. 24,000+ military and civilian personnel and dependents live and work in 1,500 buildings spread over 1,700 acres of land and 8,200 feet of berth with 233 million gallons of Petroleum, Oil and Lubricants (POL) storage facilities. It's primary mission is to maintain and operate base facilities for the logistical, recreational and administrative support/service to Naval Forces Japan, 7th Fleet and other forces assigned to the Western Pacific. These include eleven high operational tempo warships forward-deployed to the Yokosuka Naval Complex, among which are the 7th Fleet flagship (USS BLUE RIDGE (LCC 19) and the only permanently forward-deployed nuclear aircraft carrier, USS GEORGE WASHINGTON (CVN 73).

BACKGROUND

FLEACT, Yokosuka's Environmental Division manages over twenty multi-media environmental programs, integrated through a capstone Environment Management System (EMS). Its diverse workforce is staffed with more than thirty U.S. and Japanese environmental professionals composed of engineers, environmental specialists, program managers, program analysts, and technicians. It is organized to focus on compliance, conservation, hazardous waste management, and recycling, establishing itself as a leader in environmental performance, resource protection, and mission orientation. Its EMS program is rigorously measured against performance metrics in order to monitor and demonstrate continuous improvement of all significant environmental aspects and implement environmentally sound measures in accordance with the Japan Environmental Governing Standards (JEGS) and applicable Japanese and U.S. regulations, laws, policies, and requirements. Through Environmental Working Groups (EWG), EMS Management Reviews, Executive Environmental Compliance Boards (EECB), and comprehensive community outreach and public awareness initiatives, FLEACT, Yokosuka strengthens fleet, family, community, and mission readiness and bolsters U.S.- Japan relations. eleven management plans and inventories were updated/developed and implemented: Lead Based Paint (Nov 2011), Bacteriological Monitoring (Jan 2012), Pollution Prevention (Feb 2012), Pest Management (Feb 2012), Internal Assessment (Mar 2012), Hazardous Waste Segregation Area (HWSA) Closure (Jun 2012), EMS Manual and Documentation (Sep 2012), Air Source Inventory (Oct 2012), PCB Inventory (Jun 2013), Storm Water Pollution Prevention (Jun 2013), and Portable Water Emergency Contingency (Sep 2013). These have kept the environmental team busy while ensuring they have proactively kept all plans current to the ever-changing requirements in the AOR.

SUMMARY OF ACCOMPLISHMENTS

Foregoing the normal single annual requirement standard, FLEACT, Yokosuka implemented a continuous fence-line-to-fence-line compliance assessment program that subjects all media areas to internal assessment, including years in which no external assessment is scheduled. Over 180 discrepancies were identified and corrected in FY12 and 63 discrepancies in FY13 (a non-external audit year). A comprehensive Internal Assessment Plan was formalized that details internal Environmental Management Systems (EMS Audits) and Environmental Quality Assessments (EQAs) over a 12-month period. The entire division was reorganized to ensure all program media areas were covered by a primary manager as well as an alternate, who received extensive training to ensure zero loss of program management support to the Fleet. A side effect of this effort was improved teamwork and professional development through extensive cross-training. This proved an insightful move and critical to fleet support as the compliance branch experienced a 20% decrease in manpower due to promotional and career enhancing opportunities for employees. 100% (200+) of pre-constructions meetings we attended and more than 1,000 projects were reviewed with zero delays in work schedules while maintaining a 99% environmental compliance rate for new contracts, including strict compliance with recycling program requirements. An innovative "in-house" approach was taken in order to develop and upload over 500 environmental media-specific questionnaires that allowed program managers to incorporate regulatory changes at zero cost to the government. A standardized internal review process was also developed whereby outstanding environmental discrepancies were subject to quarterly review with Plans of Action and Milestones (POAMs) approved within ten days by which a closure rate of 85% was achieved. Finally, the environmental division oversaw development and submission of $18M in projects for FY16-20, including related statements of work and cost estimates. FLEACT, Yokosuka was also the recipient of six USFJ Installation Environmental Excellence Awards for Compliance (FY12 and 13), Pollution Prevention (FY12 and 13), Host Nation Coordination (FY12), and Spill Response (FY13).

PROMOTION, AWARENESS, AND EDUCATION: FLEACT, Yokosuka environmental division participated in the annual Health, Safety and Environmental Awareness Fair targeting base residents. An environmental newsletter is distributed each month throughout the AOR to tenant organizations, the installation newspaper and housing message boards. Additionally, the Armed Forces Network (AFN), public radio, and projector screens at each theater on base are utilized in the team's efforts to promote environmental awareness. The Historical/Cultural Tour remains the largest joint community relations projects with the city of Yokosuka, structured to maintain and strengthen relations with the host nation. The tour was conducted seven times in each year of the reporting period consisting of five groups of 50 to 60 visitors, all selected by the Yokosuka City Hall. Annual tours of the cogeneration plant, incinerator, wastewater treatment facility, and recycling center are incorporated into the installation's school curriculum. The first ever annual Environmental Fair was hosted by the team and included outside companies and organizations coordinating with FLEACT, Yokosuka

on a regular basis. This event also included an "amnesty" call to promote annual spring cleaning of household recyclables.

COMPLIANCE AND ASSESSMENT: The environmental division provided oversight and consultation services to the U.S. Naval Hospital's annual internal self-assessment as well as the tri-annual Environmental Quality Assessment (EQA) for the local Naval Ship Repair Facility – Japan Regional Maintenance Center (NSRF-JRMC). This tri-annual EQA was a first of its kind and identified 12 compliance discrepancies for which POAMs were developed and resulted in a 40% closure rate by the end of the assessment. Continuous improvement efforts lead to an aggressive assessment practice resulting in a 40% discrepancy rate for 158 Aboveground Storage Tanks (ASTs) for which a no-cost/low-cost in-house remedy was developed. Instructions were modified to require primary and alternate points of contact for each tank, tank inspection training was conducted, and bi-lingual checklists were developed. This reduced inspection times from hours per month to minutes per tank and provided an estimated cost avoidance from not doing this via contract of $300K. It was also mandated that all refueling operations must include the presence of the environmental office in order to mitigate spills and provide rapid response when spills occur. Weekly base inspections were established in order to identify and collect improperly disposed waste and improve base beautification efforts. These efforts resulted in a 20% decrease in EQA findings, zero finding in Special Interest Items (SSI), positive recognition for AST management, and a 25% reduction in both the number and volume of spills.

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS): The environmental division set and achieved more aggressive goals for EMS and expanded the program despite an increased workload and reduced funding. Approximately 12,000 aspects and processes were reassessed through tabletop reviews and site surveys of over 2,500 facilities enabling identification, ranking, and establishment of new significant aspects. All targets and objectives were exceeded, including a 1% improvement in solid waste diversion, a 23% reduction in energy consumption, and a 24% reduction in water usage. Over 2,000 bi-lingual wallet-sized EMS information cards were distributed, contributing to zero external audit findings in the area of Competence, Training, or Awareness.

Senior leadership performed a comprehensive program review and the EMS Cross-Functional Team (CFT) met quarterly to ensure good feedback and transparency in the policy review process. Two EMS significant aspects (energy and water reduction) were outside "normal" environmental activities. They highlight the environmental division's commitment to integrating Executive Order (EO) 13423 and 13514 into the EMS program. Awareness training was revamped to provide simplified awareness training in order to improve participation either by online resources or face-to-face meetings with the EMS program manager. Over 600 personnel were trained in each of the reporting years. In-house supplemental training/briefs were developed to enhance greater commitment throughout the FLEACT, Yokosuka community and to provide added support in light of high turnover rates typical of overseas installations. At any given time, the environmental office maintained no less than a 93% training rate. There were zero major non-conformances during the FY13 external audit and the program was recognized by the audit team as the most robust program ever encountered. Amazingly, immediate re-declaration of conformance to the ISO 14001 standard

was achieved. As a bonus, cooperative efforts with the host-nation ensured zero host-nation issued notices as well. The EMS program was measured against performance metrics each month to ensure continuous improvement in each of its significant environmental aspects and implementation of modern environmental standards in accordance with the Japan Environmental Governing Standards (JEGS) and other applicable Japanese and U.S. laws and regulatory drivers. Through Environmental Working Groups (EWGs), EMS Management Reviews, Executive Environmental Compliance Boards (EECBs) and a pro-active approach to program management a variety of public awareness and outreach programs were set up to target areas of interest vital to successfully supporting all the needs of the forward-deployed operating forces of the Western Pacific.

WASTE REDUCTION EFFORTS:

Waste Diversion: The FLEACT, Yokosuka Qualified Recycling Program (QRP) diverted over

6,000 tons of recyclable material each year from landfills and incinerators. And additional 50,000 tons were recycled each year through DLA and off-installation recycling facilities that captured huge volumes of construction and demolition debris. Improved data tracking, expanded collection efforts, and increased contract oversight by the recycling office contributed to a 1% increase in the overall recycling rate (from 84% to 85%), despite a loss of more than 1,000 tons of recyclable material direct to the QRP as sequestration-related budget cuts adversely impacted production throughout the AOR. FLEACT, Yokosuka continues to far exceed the Executive Order (E.O.) 13514 mandate for 50% diversion by FY15. The diversion rate for construction and demolition debris continues on at an impressive 91%, due in large part to the development of an environmental Statement of Work template for all new contracts requiring participation in the installation recycling program, a better accounting of recyclable material, and an aggressive campaign by the recycling office to spot check approximately 40% of all construction and demolition contracts while they are being performed. The QRP implementation of easily accessible recycling program, commitment to a flexible collections program, and the availability of recycling containers encourage contractors to contact the QRP as a means to reduce their own overhead costs.

Recycling Efforts and Accomplishments: QRP revenues exceeded $1M for the second consecutive year of the reporting period with over $600K diverted back into the AOR for various eligible projects that include a variety of small energy/water conservation projects, promotion of energy conservation, $201K to install a new dock at the MWR Marina, $150K to support single sailor programs, and $120K to revitalize the MWR field maintenance program with new tools and equipment. Over $200K was reinvested into QRP program to purchase new recycling containers, tools and equipment for disassembling/processing recyclable in order to improve profits, $60K was used to purchase recycling containers for DoDDS schools within the AOR and implement a recycling program whereby kids could be engaged as part of a larger effort to educate the base community about recycling and environmental stewardship. The QRP underwent a tri-annual external audit and received zero minor hits, zero major hits, and zero recommendations for improvement. All records, files, and supporting documents were in order and the depth/detail achieved by the QRP's in-house developed and implemented tracking system exceeded the audit team's expectations. The QRP's business plan and annual report were

insightful, contained a solid out-years projection, explained market dynamics affecting QRP performance, and contained a plan for growing and developing the QRP over the next three years, including a strategy to further increase its already impressive 85% diversion rate. The QRP continues to be a force for improving diversion rates of installations in the region, providing full programmatic support to the Atsugi Naval Air Facility, Camp Zama Army Base, Yokota Air Base, The New Sanno Hotel, and even the U.S. Consulate.

Hazardous Waste Reduction: Hazardous Waste (HW) Reduction: The FLEACT, Yokosuka environmental division has always placed a high level of importance on the need to reduce HW as well. Close coordination has allowed the environmental division to level HW generation out 750 tons per year, with 200 tons diverted each year for recycling. The HW and recycling center continue to work together to identify additional recycling opportunities.

ENVIRONMENTAL COMPLIANCE ASSESSMENT AND MANAGEMENT: Fifteen (15) environmental assessors were professionally developed to cover 19 environmental media and trained to support the environmental division's continuous fence-line-to-fence-line compliance assessment program. Over 140 program discrepancies were noted and corrective actions coordinated with process owners. An installation-specific Compliance Assessment Protocol manual was developed, as well as media-specific questionnaires that were uploaded into the Navy's compliance assessment program and contained over 400 sub-categorized questions. Internal review and POAM processes were also standardized. A cyclical review of unresolved discrepancies resulted in an 83% closure rate. Eight management plans were developed and updated internally providing a cost avoidance of $565K versus completing this effort via contract. An additional $2.1M was requested for the remaining 17 plans/inventories. $18M in projects were developed and submitted for POM 16-20.

ENVIRONMENTAL OPERATIONS AND PROGRAMS:

Air Emissions: Over 300 air emission sources were visited, doubling previous inventories. 25 sources were eliminated and 155 new sources identified. In response to changes in the 2012 JEGS a Volatile Organic Compound (VOC) emissions monitoring procedure was developed for 14 facilities and tanks.

Drinking Water: Drinking water met all JEGS and Consumer Confidence Report (CCR) criteria. A $20K Bacteriological Monitoring Plan identified the number, frequency, and location of representative samples and outlined procedures for collecting and delivering samples to an approved laboratory. A $238K 5-year Drinking Water Master Plan was developed to serve as a model for future year's water consumption, including a comprehensive drinking water system assessment and its eight distinct distribution points. There were zero compliance issues.

Spill: 100% direct on-site oversight of refueling operations was achieved in both years of the reporting period, spills decreased by 20%, and FLEACT, Yokosuka entered a 5-year agreement with the Maritime Disaster Prevention Center (MDPC) to enhance its capabilities and skill-set diversity. Major revisions to the Spill Prevention Response Plan

included: 1) site surveys of all Oil and Hazardous Substance (OHS) storage facilities and handling/transfer locations and related operating procedures and secondary maintenance protocols and 2) site specific data from all storage, handling, and transfer sites, evaluation of key spill response personnel, maintenance of emergency equipment, known deficiencies and facility mapping, and storm water conveyance systems.

Wastewater: A $73K Storm Water Pollution Prevention Plan (SWPPP) was revised utilizing in-house resources. A physical survey of storm water conveyance-systems was also performed in-house by which guidelines and best management practices could be improved. The environmental division completed a $250K wastewater survey that characterized discharges to storm drains as well as the sanitary sewer system. It further established a drainage map for all industrial facilities within the AOR.

Training: Training was provided via weekly Area Orientation Briefs, supplemental bilingual Hazardous Waste Accumulation Point (HWAP) training, monthly environmental newsletter, lectures and information booths at Safety and Environmental Fairs, safety stand-downs, program-specific training to primary and alternate media managers, the Environmental Compliance Training and Tracking System (ECATTS) (English and Japanese), outside training sources or in-house On-the-Job Training (OJT), updated Statements of Work for new contracts, and specialized FLEACT Yokosuka-hosted training.

EFFECTIVE USE OF FUNDS: 11 management plans were updated and developed in-house, saving the government over $600K. An aggressive assessment/audit program has resulted in cost savings in all significant aspects related to the EMS program by focusing on compliance issues before they become problematic. Revamping the assessment program, expanding the training program, employing new technology and utilizing in-house resources has created immeasurable cost savings due to the environmental division doing more with less. Despite budget cuts related to sequestration/furlough in FY13, 100% of environmental team members received developmental training either by computer-based training or one-on-one training time outs with program managers. A P2 facilitator role was assigned in-house to conduct a first-ever pollution prevention feasibility study that saved $15K contract costs.

COMMUNITY RELATIONS: Whether relying on volunteers, civilian, military, contractor, or Japanese employees, the environmental division's successful management of its environmental program media correlate to the successes in its public awareness initiatives. The environmental division went to great lengths to educate personnel base-wide and to brief tenant organizations, residents, and family members via weekly Area Orientation Briefs, one-on-one training, electronic and social media, articles in the installation newspaper, and public announcements via Armed Forces Networks and the installation's command channel. Military and civilian personnel, base residents, and their Japanese neighbors were also brought together by numerous community events as part of a larger effort to maintain positive working relations with the host country and sustain successful execution of the military's mission. These include such events as cultural and historical resource tours, environmental/safety fairs, monument clean up/base beautification events, eelgrass planting and Flounder (fish) releasing events, and the implementation of an Adopt-A-Monument program.