

# Project Management Plan

<b>Project Name:</b>	Environmental Management System, ISO 14001
<b>Location:</b>	Mid-Brazos Project
<b>Date:</b>	August 2004

**1. Introduction** -This PMP provides specific actions to be taken by the Mid-Brazos Project in its development and implementation of an Environmental Management System (EMS) in compliance with Executive Order 13148 of April 21, 2000, ISO 14001, DOD, DA and USACE policies. This plan becomes effective upon approval by the Chief, Operations Division. Annual revisions of all or certain portions of this plan will be accomplished as needed or required on a scheduled basis.

**2. Objective** - The objective of the PMP is to identify and plan step-by-step actions that will enable the development and implementation of an EMS for the Mid-Brazos Project utilizing ISO 14001 standards.

**3. Regulatory Authority** - Executive Order (EO) 13148, "Greening the Government Through Leadership in Environmental Management," directs all federal agencies as follows:

- By 31 December 2005, each agency shall implement an [EMS] at all appropriate agency facilities based on facility size, complexity, and the environmental aspects of facility operations.
- The facility [EMS] shall include measurable environmental goals, objectives, and targets that are reviewed and updated annually.
- Once established, [EMS] performance measures shall be incorporated in agency facility audit protocols.

**4. Army Policy** - The Deputy Assistant Secretary of the Army signed an action memorandum on EMS, which directs appropriate facilities to meet the following requirements:

- Adopt the internationally recognized management system standard, ISO 14001, as a goal.
- Third party registration to the standard is not required.
- Comply with EO 13148 by meeting the Army/Department of Defense (DoD) implementation metrics by 31 December 2005 (see below).
- Use continual improvement to build the remaining parts of a mission-focused, ISO 14001-conformant EMS by December 2009.

**5. References** – Appendix B

**6. Definitions** – Appendix C

## 7. Scope

A. Goal: The goal of this effort is to implement an Environmental Management System for the Mid-Brazos Project Office, which includes Whitney Lake, Aquilla Lake, Waco Lake, Somerville Lake, Proctor Lake, Hord's Creek Lake, O.C. Fisher Lake and Whitney Power Plant.

B. Focus Areas: There are six major business focus areas which will be included in the EMS: Hydropower, Recreation, Natural/Cultural Resource Management, Construction/Maintenance Activities, Administrative Activities

C. Principles: The Mid-Brazos EMS will be based on the following principles:

- Cost Effective and economically viable,
- Practical, usable and useful,
- Focused on continual improvement;
- Improvement rests on changing attitudes & behaviors
- The EMS serves the organization and its mission, not the reverse
- EMS becomes a process, not an event
- The EMS is advanced and sustained by people & their actions, not dialog & aspirations
- Starts at the top, implemented throughout

D. Implementation Roadmap – Appendix D

**8. Project Delivery Team** - The EMS Project Delivery Team (PDT) is comprised of individuals who represent the six major business focus areas of the EMS. These focus areas are divided into Sub-PDTs, which will consist of two to three members. Several members of Sub-PDTs are geographically co-located to effectively facilitate development of the EMS. The following is a list of the following team members and their Sub-PDT assignment.

Name	Title	Phone	Focus Area/Sub-PDT
Anjna O'Connor	Environmental Specialist	254-622-3332	Project Manager/ Hydropower
Chris Byrd	Natural Resources Spec	817-886-1571	Administrative/Procurement
Cliff Brite	Park Ranger	325-625-2322	Recreation
Charles Burger	Operations Manager	254-622-3332	
Lynn Cook	Pwrhouse Mechanic	254-622-3268	Hydropower
Ernest Eberle	Conservation Specialist	979-596-1622	Natural/cultural Resources
Willard Haning	Civil Engineering Tech	254-622-3332	Construction/Maintenance
Margie Higginbotham	Administrative Officer	254-622-3332	Administrative/Procurement
Al Joe Hunt	Recreation Specialist	254-879-2424	Recreation
Bill Keienburg	Park Ranger	979-596-1622	Natural/cultural Resources
Bill Key	Park Ranger	254-755-7173	Recreation
Eddie Lippe	Civil Engineering Tech	254-879-2424	Construction/Maintenance
Linda Mckethan	Contract Specialist	254-622-3332	Administrative/Procurement
David Rush	Civil Engineering Tech	325-625-2322	Construction/Maintenance

## 9. Work Breakdown Structure - WBS 90300

**10. Funding** - The Mid-Brazos Project Office is scheduled to receive \$200K from HQUSACE (pass back dollars) in FY05 to implement the EMS. Due to the regulatory deadline, funding was requested in FY04 to begin training and purchase software. Under the contingency of reimbursement upon receipt of the FY05 funding, SAD and Mobile District provided the Mid-Brazos Project Office with \$8300 startup funding in FY04.

**11. Schedule** - Details for each task are available in Appendix A.

ISO 14001 Task/Milestone	Responsible Party	Suspense	Date Completed
Management Commitment	PM/Charles Burger	August 2004-Continuous	
Structure and Responsibility	PM	August 2004	
EMS Self Assessment	PM	August/September 2004	
Funding	PM	August 2004	
Aspects/Impacts workshop	PDT	August 2004	August 2004
Environmental Policy	PM	September 2004	
Awareness Training	All Sub PDTs and PM	September/October 2004	
Document Control	Sub-PDT	September 2004	
Communication	Sub-PDT	October 2004	
Legal and Other Requirements	PM	October 2004	
Objectives and Targets	All Sub-PDTs	December 2004	
Environmental Management Programs	PM	January 2005	
Operational Controls	All Sub PDTs	February 2005	
Competence Training	All Sub PDTs	February 2005	
Monitoring and Measurement, Records	All Sub PDTs	March 2005	
Nonconformance	Sub-PDT	March 2005	
Emergency Preparedness	Hydropower & Natural Res. Sub PDTs	April 2005	
EMS Documentation	PM	May 2005	

EMS Audit Procedures	PM	June 2005	
EMS Audit	PDT	August 2005	
Management Review Respond to Management Review Findings	Operations Manager	September 2005	
Corrective /Preventative Action	Sub PDTs	October 2005	
EMS Implementation Complete	PM	December 2005	

**12. Project Quality Control Plan and Objectives** – Internal and external audits will be conducted to assess how well the EMS meets established procedures. Quality assurance of the EMS will be based on the following responsibilities:

- Operations Manager - responsible for overall environmental policy quality
- EMS Project Manager – responsible for overall quality of Mid-Brazos Project Office EMS and environmental program.
- Lake Managers - responsible for lake office level EMS implementation
- Individual team members - responsible for EMS conformance in performing tasks

**13. Acquisition Strategy**

Training: Consulting services will be obtained for implementation training and for an aspects/impacts workshop. It is anticipated all procurement needs under \$25K will be accomplished through the Mid-Brazos Project Office. Contract procurements and activities will be closely coordinated with CESWF-CT as necessary.

Software: EMS software will be procured to facilitate development of the EMS. Procurement strategy will be as described above.

**14. Risk Analysis** – Schedule delays will result in non compliance with requirements of the EO.

**15. SOH Hazard Analysis and Monitoring** –N/A

**16 Change Management Plan** – The development of an EMS is required by Executive Order (EO) 13148, “Greening the Government Through Leadership in Environmental Management”. The development of the Mid-Brazos EMS will be undertaken under current regulations and modified to reflect future regulation change/amendments set forth by the EO. Changes to scope, schedule and cost will be updated as required until the EMS is fully developed and implemented.

**17. Communications Strategy**-The PDT will communicate the progress of the EMS development to all staff members within Mid-Brazos. Each PDT member will provide monthly updates to their respective duty station team members and ensure everyone understands the project and its requirements. The PDT and PM will utilize a software package to maintain communication and task assignments

Lake Managers – PM will provide Executive Summary and status of Mid-Brazos of EMS  
– January 2005

Lake Office and Powerhouse Staff – PDT and PM will provide EMS awareness training  
and EMS Policy distribution – January 2005

PDT Members – PDT Members will communicate EMS progress at local lake offices -  
Continuously

**18. Value Management** – In order to maximize the funding received for this project, the Sub-PDTs are organized in a manner, which will allow groups of two and three team members to work on specific focus areas. Distribution of the workload in such a manner will ensure completion of the project on time. The Sub-PDTs are also assigned in a manner which utilizes the geographic locations of the team members as means to collaborate easily. This will minimize travel costs for those Sub-PDT members who are co-located or closely positioned geographically. The use of Netmeeting will facilitate online meetings and sharing project documents. Consulting services will be obtained for those areas, which are labor intensive to lower startup labor costs.

**19. Closeout Plan** – Once the initial funding is expended, the respective account will be closed. If there are remaining activities, funding sources will be sought and /or will be accomplished with O&M funds as they become available. Once all the requirements of the EO have been met, the project will be closed out in P2.

**20. Statement of Approval** -By approving this document, the undersigned agree to follow the provisions of this Project Management Plan. Each will focus efforts and influence to provide complete comprehensive, up-front planning and to meet the objectives set forth by the EMS. Changes to this plan must be coordinated with and approved by the undersigned or their designated representatives.

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Anjna O'Connor  
Environmental Specialist (PM)

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Charles L. Burger  
Operations Manager

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Kenneth M. Howell  
Chief, Operations Division

APPENDIX A – TASK DETAILS

Task/Milestone	Task/Milestone Details	Suspense	Completion
Management Commitment	<ul style="list-style-type: none"> <li>Appoint and train EMS Project Manager and Implementation Team</li> </ul>		
Structure and Responsibility	<ul style="list-style-type: none"> <li>Establish scope (fenceline) for EMS</li> <li>Define roles for all employees</li> <li>Org chart</li> <li>EMS responsibilities table</li> </ul>	August 2004	
EMS Self Assessment Funding	<ul style="list-style-type: none"> <li>Complete Gap Analysis</li> <li>Develop budget for EMS implementation</li> <li>Determine percentage of time EMS Team will dedicate to the implementation process</li> </ul>	August 2004	
Aspects/Impacts workshop	<ul style="list-style-type: none"> <li>Identify all activities, products and services within the scope of the EMS</li> <li>Establish procedure(s) to determine the environmental aspects and impacts of activities, products and services</li> <li>Implement procedure to determine environmental aspects and impacts Determine environmental aspects and impacts of activities, products or services within the scope of the EMS</li> <li>Develop installation-specific criteria for determining the significance of environmental impactsComplete aspects and impacts determination.</li> <li>Determine significant aspects/impacts</li> </ul>	August 2004	
Environmental Policy	<ul style="list-style-type: none"> <li>Obtain Operations Manager signature on Environmental Policy that includes commitments to continual improvement, P2 and compliance</li> <li>Document Policy</li> <li>Communicate Policy to all personnel</li> <li>Make Policy available to the public</li> <li>Establish procedure for implementation and maintenance of Environmental Policy</li> </ul>	September 2004	
Awareness Training	<ul style="list-style-type: none"> <li>Provide project-wide EMS awareness training</li> </ul>	September 2004	
Document Control	<ul style="list-style-type: none"> <li>Identify all documents required by ISO 14001</li> <li>Identify the appropriate locations where documents should be available</li> <li>Establish procedures for controlling all documents required by ISO 14001</li> <li>Implement document controls</li> </ul>	September 2004	
Communication	<ul style="list-style-type: none"> <li>Establish procedures for internal and external communication on environmental aspects and the EMS</li> </ul>	October 2004	

Legal and Other Requirements	<ul style="list-style-type: none"> <li>• Review all current mechanisms for identification of legal requirements</li> <li>• Review current mechanisms for identification of DoD and other requirements</li> <li>• Review resources for accessing legal and other requirements</li> <li>• Establish a procedure for identification of and access to legal and other requirements for all activities, products and services within the scope of the EMS</li> </ul>	October 2004	
Objectives and Targets	<ul style="list-style-type: none"> <li>• Establish objectives and targets</li> <li>• Document objectives and targets</li> <li>• Designate responsibility for achieving objectives and targets at each relevant level</li> <li>• Determine the resources needed to achieve each objective/target and obtain funding</li> <li>• Establish a time frame for achieving each objective/target</li> </ul>	December 2004	
Environmental Management Programs	<ul style="list-style-type: none"> <li>• Inventory existing programs for relevance to the significant impacts and the EMS elements: Environmental Compliance, Pollution prevention</li> <li>• Develop EMPs for significant aspects if necessary</li> <li>• Establish procedure to ensure that environmental management applies to new or modified activities</li> </ul>	January 2005	
Operational Controls	<ul style="list-style-type: none"> <li>• Review operational controls for operations and activities associated with significant aspects/impacts</li> <li>• Establish procedures with operating criteria for those operations and activities</li> <li>• Document operational control procedures</li> <li>• Establish procedures for control of significant aspects of goods and services and communication with suppliers and contractors</li> </ul>	February 2005	
Competence Training	<ul style="list-style-type: none"> <li>• Identify training needs.</li> <li>• Set up training for staff in operations with significant impacts</li> </ul>	February 2005	
Monitoring and Measurement Records	<ul style="list-style-type: none"> <li>• Establish procedures to monitor and measure key characteristics, track performance and conformance with objectives and targets</li> <li>• Document procedures to monitor and measure</li> <li>• Establish procedures for the identification, maintenance and disposition of environmental records, including training records and the results of audits and reviews</li> <li>• Calibrate and maintain monitoring equipment and retain records of this process</li> <li>• Establish procedure for evaluating compliance with environmental laws and regulations.</li> </ul>	March 2005	
Nonconformance	<ul style="list-style-type: none"> <li>• Define responsibility and authority for managing findings of nonconformance</li> </ul>	March 2005	

	<ul style="list-style-type: none"> <li>• Define responsibility for completing corrective and preventive action</li> <li>• Establish procedures for investigating non conformance and determining and implementing corrective or preventive action</li> <li>• Implement non conformance procedures</li> </ul>		
Emergency Preparedness	<ul style="list-style-type: none"> <li>• Identify potential for accidents and emergency situations</li> <li>• Determine environmental impacts that may be associated with accidents and emergency situations</li> <li>• Establish procedures for emergency preparedness and response</li> <li>• Test procedures for emergency preparedness and response</li> <li>• Revise procedures as necessary</li> </ul>	April 2005	
EMS Documentation	<ul style="list-style-type: none"> <li>• Establish paper or electronic EMS documentation that: <ol style="list-style-type: none"> <li>1. Describes the core elements of the system and their interaction</li> <li>2. Provides direction to related documentation</li> </ol> </li> </ul>	May 2005	
EMS Audit Procedures	<ul style="list-style-type: none"> <li>• Identify responsibility and requirements for conducting EMS audits</li> <li>• Determine audit scope and frequency</li> <li>• Determine audit methodology</li> <li>• Establish procedures for periodic EMS audits</li> </ul>	June 2005	
EMS Audit	<ul style="list-style-type: none"> <li>• Conduct EMS internal audit</li> <li>• Report audit findings to management</li> </ul>	August 2005	
Management Review	<ul style="list-style-type: none"> <li>• Document Management Review</li> </ul>	September 2005	
Respond to Management Review Findings	<ul style="list-style-type: none"> <li>• Corrective Action, as required</li> <li>• Record any changes to procedures, policies</li> </ul>	September 2005	
Corrective/Preventative Action	<ul style="list-style-type: none"> <li>• Corrective Action, as required by audit findings</li> <li>• Record any changes to procedures, policies</li> </ul>	October 2005	
EMS Implementation Complete	<ul style="list-style-type: none"> <li>• Continual improvement cycle</li> </ul>	December 2005	



## **APPENDIX B – REFERENCES**

### **EXECUTIVE ORDERS**

Executive Order 13148 of April 21, 2000. Greening the Government Through Leadership in Environmental Management.

### **DOD/ARMY POLICY**

DOD EMS Policy of April 5, 2002

DA EMS Policy of August 6, 2001

### **ISO STANDARDS**

ISO 14001 of 1996

### **US ARMY CORPS OF ENGINEERS GUIDANCE**

U.S. Army Corps of Engineers Environmental Management System Implementation Guide (Draft)

Fact Sheet; from CECW-ON; Subject: Environmental Management Systems (EMS); 12 Mar 02

Army Corps of Engineers EMS Policy of May 19, 2003.

Army Corps of Engineers Environmental Operating Principles.

## APPENDIX C – DEFINITIONS

- ISO 14001 – Developed by the International Organization for Standardization (ISO) specifies requirements for an environmental management system, to enable an organization to formulate a policy and objectives taking into account legislative requirements and information about significant environmental impacts. It applies to those environmental aspects which the organization can control and over which it can be expected to have an influence. It does not itself state specific environmental performance criteria.
  
- Environmental Management System - Part of an organization's overall management system that integrates environmental concerns and issues into the organization's management processes.
  - Addresses organizational structure, planning activities, responsibilities, practices, procedures, processes, and resources for developing, implementing, achieving, reviewing, and maintaining environmental policy.
  - An EMS enables an organization of any size or type to control the impact of its activities, products, or services on the natural environment, allowing it to not only achieve and maintain compliance with current environmental requirements, but to recognize and proactively manage future issues that might impact mission sustainability.
  - Generally will not require USACE elements to create an entirely new system. Many of the required elements of an EMS are already in place as part of existing programs. Whenever existing plans or programs are already in place that fulfill EMS requirements, they should be incorporated into the EMS to the maximum extent possible.
  
- Environmental aspect – element of an organization's activities, products or services that can interact with the environment.
  
- Environmental impact – any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization's activities, products or services.

# APPENDIX D – IMPLEMENTATION ROADMAP

