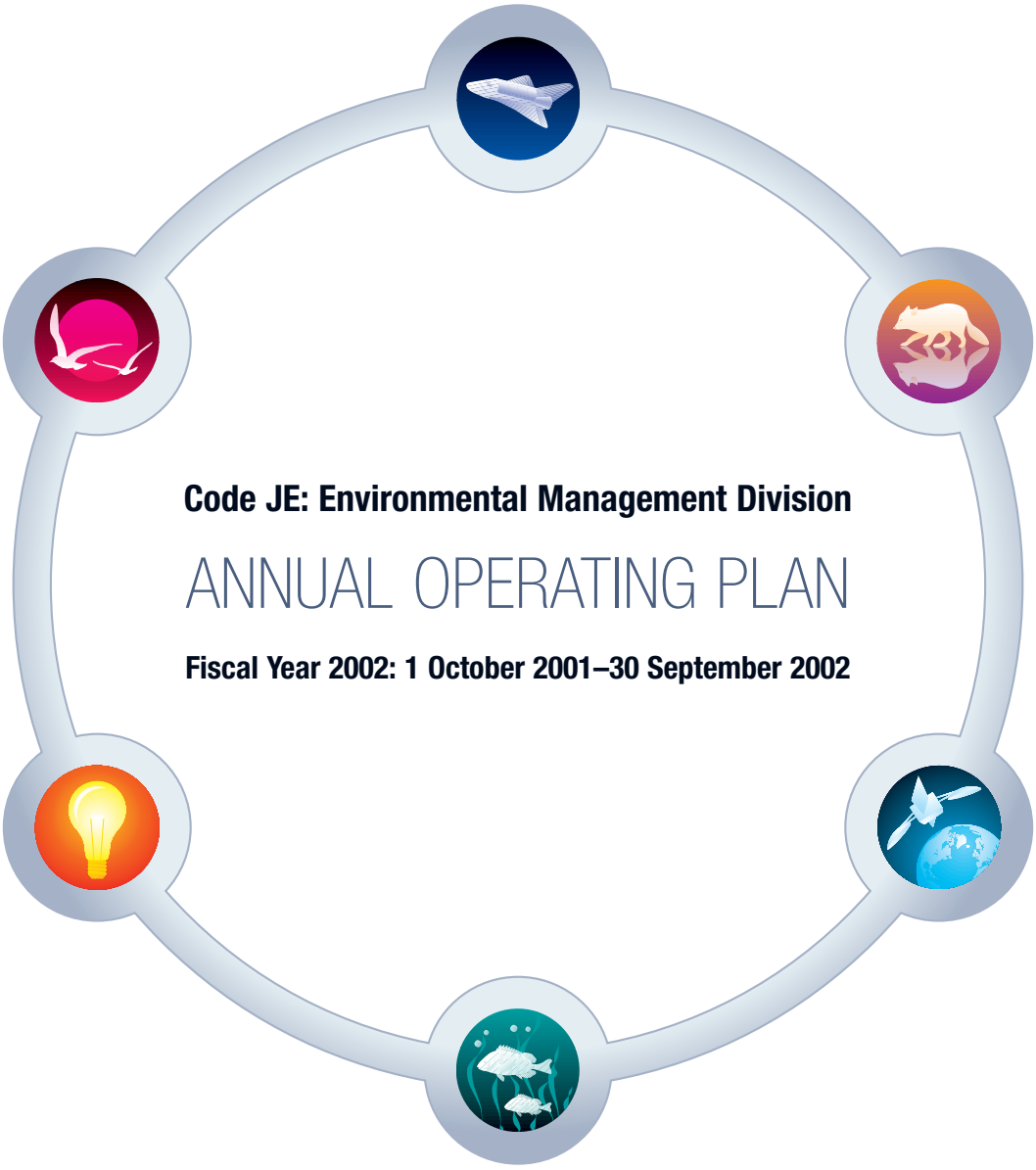
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION



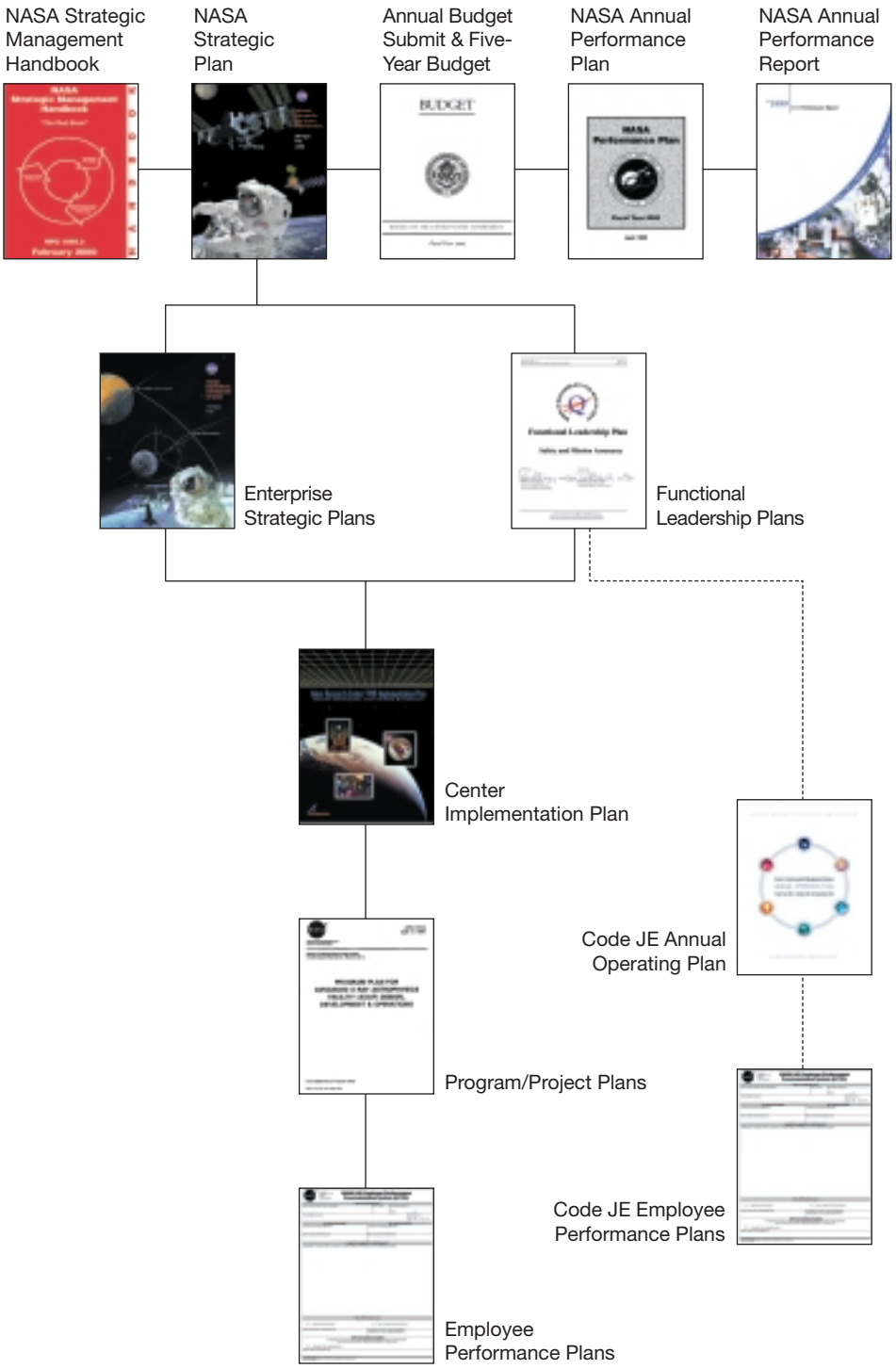
Code JE: Environmental Management Division

ANNUAL OPERATING PLAN

Fiscal Year 2002: 1 October 2001–30 September 2002

"We enable environmentally sound mission success."

Strategic Management System Documentation



CONTENTS

A great blue heron seems oblivious to the tremendous spectacle of light and sound generated by a Shuttle liftoff as the Space Shuttle *Columbia* (STS-73) soars skyward from Launch Pad 39B.

INTRODUCTION

Who are we? We are NASA's Headquarters' Environmental Management Division. What do we do? We provide leadership and coordination for NASA's environmental management issues. Why do we exist? We enable environmentally sound mission success. We assure that NASA meets its environmental and stewardship responsibilities. We accomplish this through developing and carrying out NASA-wide environmental and energy policies and procedures. We provide technical guidance to others within NASA. We advocate NASA's requirements and needs to governmental regulators and external stakeholders.

In our Annual Operating Plan you will learn how we will meet present environmental needs and prepare for future environmental challenges. Our Annual Operating Plan explains to you how we will achieve our vision of the future and perform our mission. You will learn how we focus and organize our work tasks through our mission statement and our vision of the future, core values, strategic actions, goals and objectives, and special initiatives. Our Plan provides a framework for dialogue between you and us.

OUR MISSION

"We enable environmentally sound mission success."

OUR VISION OF THE FUTURE

- NASA is recognized nationally and internationally as a role model of how to do high-risk missions successfully through environmental stewardship and sustainability.
- NASA Programs and Projects voluntarily assess environmental impacts at the earliest planning stages.
- Environmental management is routine at NASA—Senior Management considers environmental issues in the normal course of conducting core business.
- There is no need for environmental audits or "over the shoulder" policing—all NASA employees and contractors embody the environmental ethic as a core value and take responsibility for environmental functions.
- "Full cost" life cycle cost is an integral part of NASA's decision-making process, and environmental life cycle considerations are fundamental to that process.
- NASA goes beyond compliance through innovation in environmental management, demonstrating the use of best technologies, methods, and science.
- NASA is a net benefit to the environment—as good stewards, we no longer do damage to the environment, and we correct the damage for which we are responsible that was done in the past.

I. OUR MISSION AND VISION OF THE FUTURE

Our mission and vision of the future are important to you and us. Our mission tells you why we exist. Our vision of the future tells you our view of the future. We express our vision of the future in seven statements (see opposite page).

How do our mission and vision of the future relate to NASA's vision and mission statements (see Figure 1)? First, we see our work as benefiting the quality of life on Earth. Second, we see our work as communicating knowledge and understanding of the Earth's environment to others within NASA and to governmental regulators.

FIGURE 1

NASA'S VISION	NASA'S MISSION
NASA is an investment in America's future. As explorers, pioneers, and innovators, we boldly expand frontiers in air and space to inspire and serve America and to benefit the quality of life on Earth.	• To advance and communicate scientific knowledge and understanding of the Earth, the solar system, and the universe • To advance human exploration, use, and development of space • To research, develop, verify, and transfer advanced aeronautics and space technologies

II. OUR CORE VALUES

What values do we believe in? Our core values are stated below. These guide us in how we serve you and how we approach our work.

Our core values are more than just a nice model; they are something we take seriously. We explicitly provide you with examples of our core values in action (see Figure 2).

OUR CORE VALUES

- **Leadership**—We champion a collaborative Agency environmental process, serving as a role model for enabling environmentally sound mission success. We are willing to take a tough stand on controversial issues.
- **Preserving Life**—We contribute to the safety and survival of both our astronauts in space and of life on Earth in all its forms. We enable NASA's mission through environmental stewardship and sustainability.
- **Integrity**—We deal honestly with everyone, live up to our commitments, and contribute to the integrity of the Agency as a whole.
- **Excellence**—We deliver excellent products and services—we do the right thing, and we do it well.
- **Effectiveness**—We use both the Agency's and the Earth's resources wisely to enable NASA's mission and influence others to do the same.
- **Exploration**—We push the envelope through balanced risk-taking. We're not afraid to ask "Why?"
- **Systems Thinking**—We recognize our interconnectedness within the Agency and NASA's with the environment. We see the whole "web", and strive to understand the impacts of everything NASA does. We build relationships and collaborate across the system to benefit the whole.

FIGURE 2
OUR CORE VALUES IN ACTION

- **Leadership—**We champion a collaborative Agency environmental process, serving as a role model for enabling environmentally sound mission success. We are willing to take a tough stand on controversial issues.

  This value in action:
  - We advocate Center needs, remove obstructions, and act as a conduit between Centers and Agency leadership.
  - Through the NASA Environmental Tracking System, we reduce the impacts of environmental bureaucracy on Center and mission operations.
  - With programs like Environmental Management System, we motivate others with the vision for environmentally sound mission success.
  - We build strong partnerships across NASA, the Federal Government, and beyond.

- **Preserving Life—**We contribute to the safety and survival of both our astronauts in space and of life on Earth in all its forms. We enable NASA's mission through environmental stewardship and sustainability.

  This value in action:
  - We are taking the lead in the Greening the Government movement.
  - We actively support environmental awareness, biodiversity, and outreach to the community.
  - We codify our stewardship of the public trust through NASA National. Environmental Policy Act and Executive Order 12114, "Environmental effects abroad of major Federal actions," regulations.

- **Integrity—**We deal honestly with everyone, live up to our commitments, and contribute to the integrity of the Agency as a whole.

  This value in action:
  - We openly share information internally, with the public, and with other agencies, and explain when things don't work out the way we planned.
  - We report what we don't know and identify potential contingencies.
  - We qualify our data accuracy whenever necessary (e.g., sites database).
  - We submit our reports on time.

- **Excellence—**We deliver excellent products and services—we do the right thing, and we do it well.

  This value in action:
  - We undergo continuous training to sharpen our expertise.
  - We solicit customer feedback and strive to maintain high ratings.
  - We receive recognition for our efforts and are invited to give presentations and provide training to others (e.g., Closing the Circle Award, U.S. Department of Energy Awards, Energy Score Cards).

OUR CORE VALUES IN ACTION CONTINUED

- **Effectiveness—**We use both the Agency's and the Earth's resources wisely to enable NASA's mission and influence others to do the same.

  This value in action:
  - We help Centers secure outside resources to implement projects (e.g., alternative financing, recycling funds, rebates, U.S. Department of Energy resources).
  - We conserve and leverage NASA's and partner organizations' resources to protect threatened and endangered species and maintain biodiversity.
  - We ensure Environmental Compliance and Restoration resources are focused on the Agency's highest environmental priorities.

- **Exploration—**We push the envelope through balanced risk-taking. We're not afraid to ask "Why?"

  This value in action:
  - We keep a step ahead of traditional Agency doctrine (e.g., Energy Savings Performance-Based Contracting).
  - We implement cutting-edge technology applications such as the Geographic Information System.
  - We create hybrid environmental processes (e.g., separate but linked Environmental Impact Statements for the Mars Program and Sample Receiving Facility).
  - We explore nontraditional alternatives even when it makes others uncomfortable (e.g., "solar power" verses "nuclear power").

- **Systems Thinking—**We recognize our interconnectedness within the Agency and NASA's with the environment. We see the whole "web", and strive to understand the impacts of everything NASA does. We build relationships and collaborate across the system to benefit the whole.

  This value in action:
  - We use information generated in day-to-day environmental work (e.g., hazardous waste generation, air permit monitoring, environmental audit findings) to adjust resource level training programs, policies, etc. at the macro level.
  - We seek out what is working and trying to germinate these ideas at other NASA Centers.
  - We measure benefits from these practices in support of further change.
  - We identify existing systems and networks, and link them in a logical, effective fashion.

III. FULFILLING OUR VISION OF THE FUTURE

How will we fulfill our vision of the future? To accomplish this, we identified specific strategies and actions stated in Table 1. We started working on these strategies and actions this year. Like the wildflowers in a sea of prairie grasses shown on the next page, we hope these strategies and actions take root in NASA.

TABLE 1
KEY STRATEGIES AND ACTIONS FOR FULFILLING OUR VISION OF THE FUTURE

STRATEGIES	ACTIONS
Develop and utilize performance metrics to communicate a sound business case in NASA's own language.	• Develop Headquarters Environmental Management Division performance metrics and leverage across Centers (consider the "balanced scorecard" model). • Develop sound, compelling environmental business case (include metrics, case studies, etc.).
Work from an Agencywide perspective and expand our concepts and tools to have Agency and Federal Government-wide value (e.g., Environmental Management Systems, Geographic Information Systems, NASA Environmental Tracking System, "full-cost" life cycle cost).	• Expand Environmental Management System across the Agency. • Expand value of the Geographic Information System across NASA and other Federal agencies.
Leverage communications technology to link Centers and partners on existing opportunities, events, etc.	• Take prototype Web page to implementation.
Utilize existing conferences and develop new conferences to communicate our vision of the future.	• Re-orient environmental conference to align with and communicate the Environmental Management Division's (Code JE) vision for NASA. • Explore inter-Agency environmental conference in alternate years.
Raise awareness of environmental management—use every opportunity to communicate our vision of the future and strategy.	• Develop a comprehensive, strategic communications approach (e.g., leverage existing national events, calendar dates). • Leverage functional reviews to communicate our environmental vision of the future and strategy.
Be cognizant of strategic partnerships—expand the network beyond Institutional Program Offices.	• Identify existing and potential strategic partnerships, and facilitate communication.

Wild flowers at NASA's Plum Brook Station, Sandusky, OH. (Photograph by Tim Polich.)

IV. ACCOMPLISHING OUR MISSION

A. Goals and Objectives

How will we accomplish our present mission? We will do this through 10 goals (or core activities) and 39 objectives. Our mission goals and objectives were first identified in NASA's Environmental Excellence for the Twenty-First Century, signed by NASA's Administrator (see Attachment 1). Our goals and objectives are shown in the "Environmental Strategy Roadmap," Table 2.

B. Four Focus Areas

To better understand our program, we categorize our goals and objectives into the following focus areas (see Table 2.): prevention, conservation, compliance, and restoration. The focus areas are defined as:

- Prevention—reduce future problems through an active pollution prevention program;
- Conservation—preserve our rich natural and cultural heritage for future generations;
- Compliance—bring all operations into compliance with current environmental requirements; and
- Restoration—clean up all problems resulting from past operations.

C. Top 10 Environmental Priorities

Our mission goals and objectives are linked to our NASA-wide "Top 10 Environmental Priorities." We use these to prioritize environmental work across NASA. The Top 10 Priorities are shown as the bolded items in the "Environmental Strategy Roadmap" (see Table 2).

NASA's Plum Brook Nuclear Reactor Facility, Sandusky, OH.
NASA's "Top 10 Environmental Priorities": Number 1—Safely decontaminate and decommission the Plum Brook Nuclear Reactor Facility.

TABLE 2
ENVIRONMENTAL STRATEGY ROADMAP

PRESENT STATE	
FOCUS AREAS (OR FUNCTIONAL MISSION)	**GOALS (OR CORE ACTIVITIES)**
PREVENTION: Implement an integrated approach to minimize environmental contamination and pollution.	I. Incorporate pollution prevention considerations in all Agency decisions. II. Develop visibility for implementing pollution prevention.
CONSERVATION: Protect and enhance natural and cultural resources.	*III. Assess and protect natural, cultural, and historic resources.* *IV. Enhance recycling and affirmative procurement programs.* *V. Enhance energy and water conservation.*
COMPLIANCE: Ensure that all operations meet and maintain compliance with environmental laws and regulations.	*VI. Bring all current operations into regulatory compliance.* *VII. Enhance management visibility of environmental requirements.* VIII. Develop and implement a compliance monitoring program.
RESTORATION: Clean up contaminated sites.	*IX. Clean up contaminated sites as rapidly as possible.* X. Establish and maintain a positive reputation with regulators and the public.

Italic/magenta items are NASA's Top 10 Environmental Priorities.

TABLE 2 (CONTINUED)
ENVIRONMENTAL STRATEGY ROADMAP

	FUTURE STATE	
	OBJECTIVES (SHORT TERM)	**OBJECTIVES (LONG TERM)**
	• Incorporate environmental values into economic analyses and process re-engineering as an integral part of the program and project management process. • Establish partnerships with public and private groups to promote sharing of technical resources. • Enhance programmatic and institutional NEPA processes. *• Test and implement NASA's Environmental Management System.* *• Establish pollution prevention partnerships.*	• Instill a pollution prevention ethic throughout NASA through training and awareness programs. • Reduce or eliminate hazardous and toxic materials in operations and processes. • Pursue new technologies using environmentally benign substances and processes.
	• Obtain natural, cultural, and historic resources baseline data. • Establish partnerships with Federal and State agencies, and others, to manage cultural, natural, and historical resources. • Divert solid waste from landfills and incineration through waste prevention, reuse, and recycling. • Reduce energy and water usage. • Develop an energy efficiency plan that incorporates the principles of sustainable design and continuous commissioning. • Advocate for water conservation programs that include the use of reclaimed water for landscaping and nonpotable water for irrigation and noncontact cooling.	• Develop a strategy to better manage NASA's natural, cultural, and historical resources. • Incorporate natural, cultural, and historical resource considerations and constraints into land-use planning and into Agency programs. • Establish an acquisition culture that favors items made of recycled materials and embraces "green" products and services. • Establish an energy efficiency culture that embraces the use of renewable energy sources.
	• Identify areas of noncompliance and develop a tracking system. • Build and adequately staff at the Centers an organization to manage compliance. • Establish a risk-based priority system for all compliance actions. • Implement compliance activities and projects utilizing the preference principle of (1) prevention, (2) recycling, (3) control, and (4) ship waste to an approved location. • Identify management indicators that accurately measure achieving environmental results. • Provide policy direction for the environmental program. • Identify and validate environmental funding and personnel requirements. • Conduct comprehensive compliance reviews. • Partner with EPA and the regulatory community to resolve problems. • Monitor pending environmental regulations for advance planning and to be proactive.	• Develop management information systems.
	• Identify and prioritize all sites. • Initiate removal actions. • Allocate resources based on human health and environmental risks. • Aggressively defend resource requirements. • Seek innovative cleanup strategies. • Negotiate agreements and consent orders with EPA and States. • Work closely with regulators and jointly seek solutions. *• Safely decommission the Plum Brook Reactor.* *• Clean up WSTF and JPL groundwater contamination.*	• Utilize community awareness and outreach programs and involve local communities.

D. Performance Measures

How do you know how we are doing? We track and monitor the four performance measures related to our mission (see Table 3). These performance measures provide you with "health" indicators of NASA's environmental management program. Also, Table 3 shows you the relationship between the focus areas and the performance measures.

TABLE 3
PERFORMANCE MEASURES

STRATEGIC FOCUS AREAS	PERFORMANCE MEASURES	REMARKS (SOURCE OF REQUIREMENT)
PREVENTION: Implement an integrated approach to minimize environmental contamination and pollution.	Toxic release inventory: Achieve an Agency 40 percent reduction of toxic chemical releases and transfers by 2007 from the 2000 calendar year baseline.	Executive Order
CONSERVATION: Protect and enhance natural and cultural resources.	Energy: Achieve a 35 percent reduction in energy usage per square foot of building by the year 2010 from the 1985 baseline.	Executive Order
COMPLIANCE: Ensure that all operations meet and maintain compliance with environmental laws and regulations.	Noncompliance and releases: Reduce in FY2002 the level of Agency environmental noncompliance incidents and releases in order to achieve a 5 percent reduction from the FY2000 level by FY2005.	"Results Act"
RESTORATION: Clean up contaminated sites.	Unfunded liability: Reduce the Agency's unfunded environmental liability through a long-term strategy annually investing an amount of not less than 3–5 percent of the Agency's environmental liability in environmental compliance and restoration (ERC) funding.	"Results Act"
OTHER: Customer service	Customer survey: Achieve an aggregate composite score of 4.5 on the scale of 5.0 by 2003.	General Accounting Office Report Suggestion

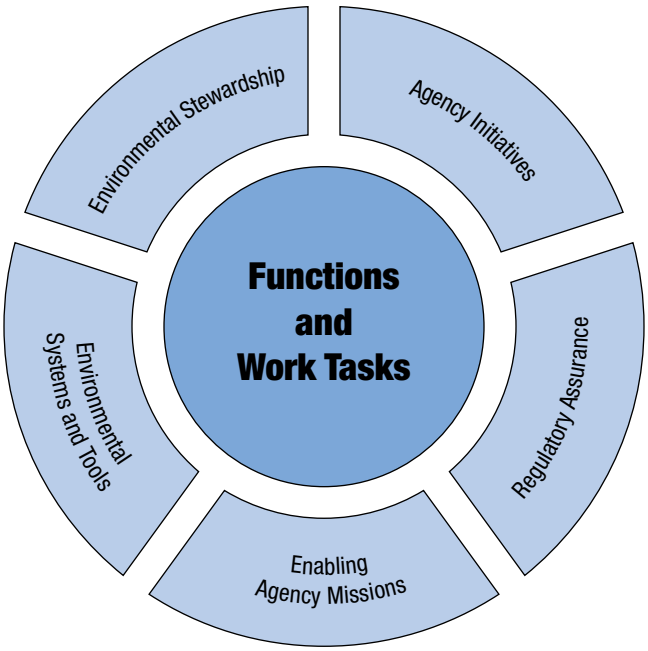
E. Crosscutting Five Functions

How do we organize our daily work to accomplish our mission? We use our crosscutting five functions, which are listed below (see Figure 3).

- Enable Agency missions—working with NASA programs and environmental regulators to accomplish NASA's missions in a manner consistent with law and requirements;
- Environmental stewardship—incorporating public trust and stewardship for the Nation's natural resources under NASA's control;
- Regulatory assurance—assuring that NASA's operations and facilities are in compliance with environmental laws and requirements;
- Environmental systems and tools—increasing NASA's environmental management capacity or productivity, including training, career and professional development, information technology and management, partnerships with other organizations, and teams and teambuilding;
- Agency initiatives—including NASA special actions and activities determined important or significant to the Agency.

You can see our crosscutting five functions and our daily work tasks in Appendix A. You can also see our lists of reports (Appendix B) and meetings (Appendix C).

FIGURE 3



V. SPECIAL INITIATIVES

Currently, we have one special initiative (or functional initiative project). We want to continually improve our management of environmental concerns. To accomplish this continual improvement, we decided to establish an Environmental Management System (EMS) based on ISO 14000 (International Organization for Standardization) principles and procedures. We are establishing an EMS at NASA Headquarters and at NASA Centers. NASA's EMS is an outward-growing spiral (see Figure 3) composed of five repeating elements that are described in Table 4.

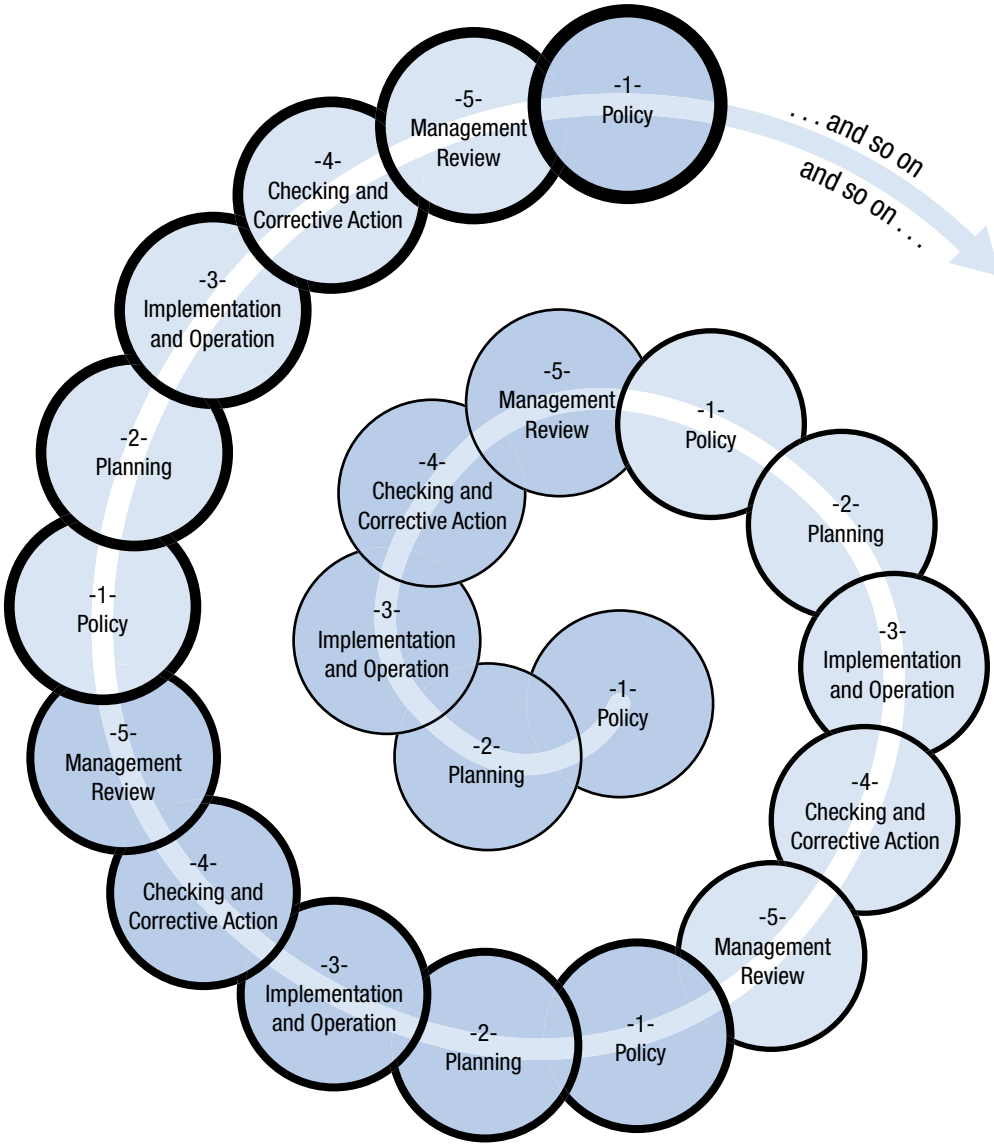


TABLE 4
ENVIRONMENTAL MANAGEMENT SYSTEM (EMS): ELEMENTS

ELEMENTS	DESCRIPTION	NASA ENVIRONMENTAL MANAGEMENT DIVISION'S RELATED ACTIVITIES
1. Policy	Top management needs to clearly define the organization's environmental policy. It must provide a framework for setting and reviewing goals.	• Establish and maintain NASA's Environmental Management policy directive.
2. Planning	Identify environmental "aspects" of activities the organization controls (the interaction with the environment) and understanding how those aspects impact the environment. Goals and objectives can be set to reduce the identified impacts, and managerial programs and strategies can be developed for achieving them.	• Establish the Agency list of environmental aspects. • Establish NASA's Environmental Management priority impact risk criteria. • Evaluate Federal and State statutes, regulations, and executive orders that might apply to NASA locations. • Regularly update information on Federal and State statutes, regulations, and executive orders. • Ensure that legal requirements information is communicated in a timely manner to the appropriate NASA installation. • Evaluate NASA-wide agreements and commitments. • Establish and maintain NASA Environmental Policy and Guidelines.
3. Implementation and Operation	Define roles and responsibilities, developing programs for training and awareness, establishing communications networks inside and outside the organization, maintaining documents and records, and planning for operational control and emergency response.	• Establish the basic framework and structure of the EMS. • Periodically assess, review, and report on the condition of the EMS. • Seek continual improvement opportunities for the EMS. • Determine EMS training needs. • Conduct training as required at each relevant level and function of the organization. • Verify and record that the necessary EMS training has occurred. • Define and maintain the EMS Procedures Manual.
4. Checking and Corrective Action	Measure performance against goals and objectives, and compliance with laws and requirements; developing corrective measures for nonconformance.	• Establish oversight and evaluation of installation operations through functional assessments, EMS audits, performance metrics, or other means. • Provide functional oversight and conduct functional assessments. • Establish and maintain programs and procedures for functional assessments.
5. Management Review	Top management must review the system and address needed changes.	• Report to the Capital Investment Council on the results of the functional assessments and on the status and viability of the EMS. • Establish and document management review.

VI. HOW DO WE PRIORITIZE OUR WORK?

We have limited people, money, and time to accomplish our work. So, we must use criteria to prioritize our work. Sometimes, we must re-prioritize our work within a fiscal year because political, legal, or administrative changes occur. Our criteria to prioritize work are given in Table 5.

TABLE 5
CRITERIA TO PRIORITIZE WORK

- Safety and Health of the Public and the NASA Workforce
- Mission-Critical Support
- Environmental Effectiveness and Efficiency
- Regulatory Requirements
- Resource Savings
- Customer Demand
- Time-Sensitive Issues

VII. WHO ARE OUR STAKEHOLDERS AND CUSTOMERS?

We know that our stakeholders and customers play an important role in environmental management. They are defined and identified in Table 6.

Our stakeholders are critical to making and implementing sound, cost-effective, and informed environmental management decisions. We collaborate with them because it provides an opportunity to understand each other's values and perceptions. When we collaborate with stakeholders there are exchanges of information and ideas that enable us all to make informed decisions.

Our customers are the end users of our services and products. We have customers that are both internal and external to NASA. We understand that we must satisfy our customers' needs. We realize that they are interested in timely, cost-effective, quality services and products.

TABLE 6
STAKEHOLDERS AND CUSTOMERS

TERM	DEFINITION	NASA ENVIRONMENTAL MANAGEMENT DIVISION LIST
Stakeholders	Stakeholders are persons who are concerned about or affected by a decision.*	• American public • Congress • Local communities • States • Tribes • Business community • Council on Environmental Quality • Department of Energy • Environmental Protection Agency • Federal Environmental Executive • General Accounting Office • Office of Federal Procurement Policy • Office of Management and Budget • Other Government departments and agencies
External Customers	External customers are persons who use or are directly affected by the organization's products or services—those for whom the organization is in business.**	
Internal Customers	Internal customers are employees within the organization who receive goods and services produced elsewhere in the organization and act upon them in the production chain, ultimately leading to the organization's final output of goods and services.**	• NASA Administrator • NASA Strategic Enterprises • NASA Centers • NASA Headquarters' Functional Offices • NASA Headquarters' Code J • NASA Inspector General

* The Presidential/Congressional Commission on Risk Management (1997) Framework for Environmental Health Risk Management.
** U.S. Office of Personnel Management (1999) The President's Quality Award Program.

Photograph from the U.S. Environmental Protection Agency's Strategic Plan 1997–2002, EPA/190-R97-002, September 1997.

APPENDICES

A. FUNCTIONS AND WORK TASKS—STAKEHOLDERS, FREQUENCY, VALUE TO NASA

I. Enabling NASA Missions	**Priority**	**Stakeholder**
Ames Development Plan/EIS	Mandatory	Enterprise
Vandenberg/Cape Canaveral Launch EA	Mandatory	Enterprise
Keck Outrigger Historic/NEPA Compliance	Mandatory	Enterprise
Mars Program Scoping	Mandatory	Enterprise
Congressional Activities	Mandatory	Administrator
Regulatory Waivers and Exemptions Coordination	Mandatory	Enterprises
Represent Agency at Interagency and Intergovernmental Meetings	Mandatory	Administrator
Shuttle Environmental Assurance Coordination	High Priority	Enterprise/Centers
NESHAP's Regulatory Review and Interface	High Priority	Enterprises/Centers
Downey Transfer	High Priority	Centers
External Coordination for Federal and Private (44 Groups)	High Priority	Enterprise
Congressional Monitoring (Partnering with L)	Functional	Enterprise/Centers

II. Stewardship	**Priority**	**Stakeholder**
Native American Consultation Procedure	Mandatory	Administrator
Sustainable Design for the Environment	Mandatory	Administrator
Agency Program Operation Plan (POP) Support	Mandatory	Administrator
ECR Program Validation and Prioritization	Mandatory	Administrator
WSTF and JPL Cleanup of Groundwater Contamination	Mandatory	American Public
Code J Implementation Plan	Mandatory	Administrator
Code JE Annual Operating Plan	Mandatory	Administrator
Code JE Metrics	Mandatory	Administrator
National Election Transition Plan for Environment	Mandatory	Administrator
Global Climate Change Coordination	High Priority	Administrator
Super-ESPC/Free Savings Support	High Priority	Centers
Occupational Health and Safety Coordination	High Priority	Functinal Staff Offices
Cultural Resources Baseline	High Priority	HQ/Code J
Natural Resources Baseline	High Priority	American Public
Advocate Center Requirements	High Priority	Centers
Consultation to Center Counterparts	High Priority	Centers
Customer/Stakeholder Briefings	High Priority	American Public, Administrator, and Enterprise
Intra-Agency Energy/Environmental Coordination	High Priority	Administrator
JPL NMO Superfund Support	High Priority	Centers
Chesapeake Bay Program	High Priority	American Public
Continuous Commissioning	Functional	Enterprises
Biodiversity Program	Functional	American Public

III. Regulatory Assurance	**Priority**	**Stakeholder**
EPA and DOE Coordination	Mandatory	Administrator
Freedom of Information Act	Mandatory	HQ Code L
Regulation Review	Mandatory	Administrator
Environmental Functional Reviews	Mandatory	Administrator
Energy Functional Reviews	Mandatory	Administrator
ECR Program Management	Mandatory	Centers/Enterprises
Annual Energy Implementation Plan	Mandatory	
External Reports (JE Generated)		
Internal Reports (Support to Other Codes: A, B, L, Z . . .)		
NEPA EA/EIS	Mandatory	Enterprises
NEPA Regulation Rewrite	Mandatory	Administrator
Plum Brook Decommissioning	Mandatory	American Public
EO 13148 Manifest and Implementation Plan	Functional	Centers
Water Conservation: New Rules Coordination and Implementation	Mandatory	Enterprises
EO 13101 Greening the Government		
Through Waste, Prevention, Recycling, and Federal Acquisition	Mandatory	Agency
EO 13123 Greening the Government		
Through Efficient Energy Management	Mandatory	Agency
EO 13148 Greening the Government		
Through Leadership in Environmental Management	Mandatory	Agency

IV. Environmental Systems and Tools	**Priority**	**Stakeholder**
Environmental Management Studies	High Priority	
Administrator/Enterprises		
"Dirty 1/2 Dozen" (Affirmative Procurement Items)	High Priority	Code H
Environmental Management Board	Mandatory	NASA Administrator
Code JE Budget Management	Mandatory	Agency
Environmental Contracts Management	High Priority	HQ/Code J
P2 NPG's Creation and Maintenance	Mandatory	Centers
Energy Efficiency Board	Mandatory	NASA Administrator
Code J "Synergy" Activities	Functional	Code J
Environmental Conference (Biannual)	High Priority	Centers
Root-Cause Analysis	Functional	Administrator
Environmental Alternative Dispute Resolution Support	High Priority	Agency
Agency Environmental/Energy Awards Program	High Priority	Agency
Organization Documents/Records Management	Mandatory	Agency
Training Agencywide Environmental and Energy Training Initiatives	High Priority	Administrator
Training Competency-Based Environmental Training Program	High Priority	Administrator
Web Page Revitalization and Maintenance	Functional	Agency
Environmental Database Management and Analysis:	Mandatory	Administrator
Sites, FEDPLAN, CTC, NETS, ECRS, GIS		
Principal Centers:	High Priority	Enterprises
AP2, NESHAPs, GIS, NETS, Recycling		
External MOA/MOU Coordination	High Priority	Enterprises
Advisory Council, AFCEE, ATSDR, DoE, DoD, DoT, GSA, Navy, NOAA		
Environmental Management Systems Initiative Implementation	High Priority	Administrator

V. Agency Initiatives	**Priority**	**Stakeholder**
Asset Management	Mandatory	Code B
ISO 9001	Mandatory	Administrator
NASA Strategic Plan/Handbook	Mandatory	Administrator
ADP Support	Mandatory	HQ/Code J
Code J Synergy Activities	Mandatory	HQ/Code J
DSRs	Mandatory	HQ/Code J
Action Items/Special Tasks	High Priority	HQ/Code J
Code J Customer Survey Support	High Priority	HQ/Code J
FAIR Act and Report	Mandatory	

B. REPORTS

TYPE/ TITLE OF REPORT (or PLAN)	**PRIORITY**	**STAKEHOLDER**	**FREQUENCY**	**VALUE TO NASA**
Advisory Council on Historical Preservation Reports to Congress	Mandatory	Administrator	Irregular	Fulfills regulatory requirement
Biennial Hazardous Waste Report	Mandatory	Administrator	Biennial	Fulfills regulatory requirement
DoE Energy and Water Report	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Energy Budget Exhibit—OMB A-11, Exhibit 55	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Environmental Budget Exhibit to OMB	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Environmental Justice	Mandatory	Administrator	Annual	Fulfills regulatory requirement
EO 13123 Scorecard	Mandatory	Administrator	Annual	Fulfills regulatory requirement
EO 13148 Annual Summary Report	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Federal Archeological Report to Congress	Mandatory	Administrator	Annual	Fulfills regulatory requirement
GPRA Metrics	Mandatory	Code B	Annual	Fulfills regulatory requirement
Mixed Waste Report	Mandatory	Administrator	Annual	Fulfills regulatory requirement
RCRA 6002/Recycling Report	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Section 18 Endangered Species Cost Report to Congress	Mandatory	Administrator	Annual	Fulfills regulatory requirement
State of the Environment Report (CEQ) to Congress	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Superfund Report	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Threats to NASA National Historic Landmarks	Mandatory	Administrator	Irregular	Fulfills regulatory requirement
Threats to NASA National Natural Landmarks	Mandatory	Administrator	Irregular	Fulfills regulatory requirement
Support Others: Accountability Report to the President (Code B)	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Report—Support to Others: EO 13149 Annual Report (Code JG)	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Report—Support to Others: ECR Budget Report	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Annual Plans: EO 13123 Implementation Plan	Mandatory	Administrator	Annual	Fulfills regulatory requirement
Annual Plans: Code JE Operating Plan	Strategic		Annual	
Plan—Support to Others: EO 13149 Agency Implementation Strategy (Code JG)	Mandatory	Administrator	One Time	Fulfills regulatory requirement

C. STAKEHOLDER COORDINATION

TITLE	PRIORITY*	SHAREHOLDER*	FREQUENCY	VALUE TO NASA
Biodiversity Symposium Series (Code Y)	F	P	Semi-Annual	Represent NASA-HQ Environmental Management Division on biodiversity techniques
U.S. Environmental Protection Agency—Clean Air Act Office's (Triangle Park, NC) Steering Committee on New National Emission Standards for Hazardous Pollutants	F	E, C	Bimonthly	Partnering with other Federal agencies
Computer-Aided Design and Drafting (CADD)—Geographic Information Systems (GIS) Executive Working Group	H	E	Semi-Annual	Represent NASA-HQ Environmental Management Division JE in interagency meetings on GIS standardization
Council on Environmental Quality—National Environmental Policy Act Liaison Meetings	H	A, E, C, J	Bimonthly	Exchange of information, awareness
U.S. Army Construction Engineering Research Laboratories' and Federal Agencies' Committee on The Environmental Assessment and Management Guide—Functional Assessments	H	A, E, C, J	Annual	Decisionmaking body for environmental compliance protocols
Cooperative Ecosystem Studies Units' (CESU) Chesapeake Bay Program (CBP) Federal Agencies Committee	H	P	Bimonthly	Represent Agency in regional Chesapeake Bay program effort
Civilian Federal Agencies Task Force on Environmental Compliance	F	C	Monthly	Partnering with other Federal agencies
Climate Change	H	A, E, C	Occassional	Represent Agency in Federal policy development, information
Cost Engineering Group	F	A, E, C, J	Occassional	Exchange of information, cost information sharing
Defense Acquisition Regulation (DAR) and Federal Acquisition Regulation (FAR) Environmental Subcommittee	M	E, C	Monthly	Agency interests in Federal policy/regulation development
U.S. Department of Energy Federal Energy Management Program's (FEMP) Restructuring Subcommittee	F	E, C	Bimonthly	Cost savings

TITLE	PRIORITY*	SHAREHOLDER*	FREQUENCY	VALUE TO NASA
U.S. Department of Energy Federal Energy Management Program's Utility Working Group	F	E, C	Quarterly	Cost savings
U.S. Department of Energy's Federal Energy Management Program's (FEMP) Water Working Group	F	E, C	Quarterly	Cost savings; enhanced compliance
Energy Efficiency Board	M	A	Semi-Annual	Policy, cost savings
Environmental Management Board	M	A	Quarterly	Policy, budget
Environmental/Energy Conference	H	C	Biannual	Information exchange, awareness
U.S. Environmental Protection Agency's Interagency Group for Executive Order 13101	H	A	Monthly	Agency interests in Federal policy development
U.S. Environmental Protection Agency's Environmental Management Systems Subcommittee Work Group for Executive Order 13148	H	A, E, C, J	Monthly	Ensure implement policies; meet NASA needs
U.S. Environmental Protection Agency's Interagency Priority Chemical Working Group for Executive Order 13148	H	A	Monthly	Represent Agency interests in Federal implementation strategies
NASA Working Group for Executive Order 13148	H	A	Monthly	Lead Agency in Executive Order 13148 implementation strategies
U.S. Environmental Protection Agency's Steering Committee for Executive Order 13148	M	A	Monthly	Agency interests in Federal policy development
U.S. Environmental Protection Agency and Federal Agencies Roundtable Meetings	F	A, E, C, J	Monthly	Exchange of information
Federal Energy Management Task Force	M	A	Quarterly	Agency interests in Federal policy development
Federal Environmental Executive (FEE)	M	A	Semi-Annual	Agency interests in Federal policy development
Federal Facility Council Committee on Procurement and Contracting	H	E, C	Monthly	Federal Agency coordination and partnerships
Federal Native Plant Conservation Initiative	F	E	Bimonthly	Federal Agency partnership/information
Federal Preservation Officers	H	A, E, C, J	Occassional	Represent Agency in Federal policy development, information
Federal Remediation Technologies Roundtable	F	E, C	Biannual	Sharing technology/partnering with Federal agencies
Interagency Perchlorate Steering Committee	H	A, E, C, J	As Required	Standards based on science, sharing technology
Interagency Working Group on Dioxin	F	A, E, C, J	As Required	Represent Agency in Federal policy development
Joint Army-Navy-NASA-Air Force (JANNAF) Safety and Environmental Protection Subcommitee	F	A, E, C, J	Annual	Forum to ensure environmental issues addressed in propulsion systems

TITLE	PRIORITY*	SHAREHOLDER*	FREQUENCY	VALUE TO NASA
Joint Acquisition Sustainment Pollution Prevention Activity (JASPPA) Meetings and Joint Group-Pollution Prevention (JG-PP) Quarterly meetings	F	E, C, J	Bimonthly	Partnering with Federal agencies and industry—Cost leveraging
Joint Group on Pollution Prevention—Principals Meeting	M	E, C	Biannual	Policy development and partnering with U.S. Department of Defense—Cost leveraging
NASA Jet Propulsion Laboratory's Monthly Management Review Meetings	H	E, C	Monthly	Saving time and cost; improving environmental compliance
NASA Emergency Preparedness Coordinators	F	A	Annual	Environmental input on disaster recovery
NASA Geographic Information Systems (GIS) Working Group	H	E	Semi-Annual	Assist in developing institutional environmental GIS for NASA Centers
NASA MARS Internal Working Group	H	A	Bimonthly	Saving time and cost; improving environmental compliance
NASA Occupational Health Managers Meeting (Code AM)	F	E	Annual	NASA environmental health and safety coordination
NASA Safety Managers Meeting (Code QS)	F	E	Biannual	NASA environmental health and safety coordination
National Research Council—Federal Facilities Council's Standing Committee on Environment Engineering	F	C	Quarterly	Partnering with other Federal agencies
Office of Management and Budget's (OMB) Senior Energy Officials	M	A	Semi-Annual	Represent Agency interests in Federal policy development
General Services Administration's (GSA) Planet Meetings	F	A	Bimonthly	Agency environmental executive meeting
Pollution Prevention National Roundtable	F	C	Semi-Annual	Partnering with other Federal agencies and private sector
NASA's Shuttle Environmental Assurance	H	E, C	Bimonthly	Partnering with Federal agencies
You Have the Power Agency Coordinators	F	E, C	Quarterly	Cost savings; positive recognition; increased awareness

* Priority - Functional, High, Mandatory
Shareholders - Stakeholders: Administrator, Enterprises, Center, Code J, American Public

ATTACHMENTS

1. ENVIRONMENTAL EXCELLENCE FOR THE TWENTY-FIRST CENTURY

Environmental Excellence is not a program nor can it be achieved through a policy statement. Environmental excellence is a way of life and must be ingrained as part of our culture. This strategic plan is an important first step to building global stewardship into everything NASA does. Whether it is designing and fabricating robotic spacecraft, launching the Shuttle, or conducting basic research, we must seek solutions which are environmentally benign. NASA must be a leader in reducing the use of ozone-depleting substances and continue to identify program and process revisions to reduce any possible adverse environmental impacts.

Our Agencywide impact on the global environment must be able to withstand the scrutiny of the international community. No one person can do this alone, but working together, the entire NASA community—civil service and contractor alike—can make the vision a reality.

Administrator

Prologue

Environmental Excellence for the Twenty-First Century defines the commitment of the Agency's leadership and sets forth a framework for meeting today's environmental needs and preparing for future challenges. It does not limit flexibility to meet environmental challenges; rather, it provides a philosophical context by which all efforts can be guided. The strategy provides for a unity of purpose, direction, and fosters an environmental ethic of leadership and national resource stewardship in everyone associated with NASA. Environmental excellence requires a strong environmental ethic throughout the entire NASA community.

This strategy takes its direction from a clear vision of the future. The strategy is expanded into four focus areas—prevention, compliance, restoration, and conservation. These focus areas are further defined by a group of objectives which will form the basis of implementation plans. This multilevel approach is essential, since future goals can only be achieved by passing the present-day tests of fiscal and scientific reality.

Working on the immediate priority of bringing all NASA activities into compliance with current environmental requirements, while simultaneously restoring previously contaminated sites as quickly as funds allow, is a key part of the overall plan. Conservation and pollution prevention shall be considered in all new projects and programs to minimize environmental impacts and preserve our natural and cultural resources. NASA will actively seek partnership arrangements with Federal and State agencies, academic institutions, industry, and other nations to leverage our efforts and share our knowledge to the benefit of all mankind.

VISION

NASA will Continue as a World Leader in Space Exploration and Aeronautics While Maintaining Environmental Excellence.

NASA'S environmental vision statement serves as a cornerstone on which this Agency will build its future. While the Agency's science and research missions are primary, they should not be pursued at the expense of the environment. The vision conveys our commitment to being an exemplary steward of the environment while continuing to be the preeminent organization in space exploration and aeronautics research and development. Excellence is measured, in part, by other organizations using NASA as a benchmark to judge their own success.

NASA'S ENVIRONMENTAL STRATEGY

NASA's environmental strategy provides the framework and guidance necessary to attain our environmental vision. This strategy consists of focus areas, goals, and objectives, all leading to implementation plans. The strategy is supported by NASA's ability to identify and fully use existing Centers of excellence within the Agency. The implementation plan allows the strategy to be readily translated into cohesive activities and takes into account resource realities and priorities.

The full spectrum of environmental needs can be expressed in four principal areas—prevention, compliance, restoration, and conservation. These focus areas, when viewed in the simplest of terms, can be expressed as minimizing future problems through an active pollution-prevention program; bringing all operations into compliance with current environmental requirements; cleaning up all problems resulting from past operations; and preserving our rich natural and cultural heritage for future generations. Woven throughout the fabric of the plan are crosscutting issues of awareness, community outreach, and resource advocacy. Attainment of that vision depends on the support of the entire NASA family and dedication of the resources required to execute the plan.

PREVENTION

Implement an Integrated Management Approach to Minimize Environmental Contamination and Pollution.

This area focuses on using a holistic approach to pollution prevention to instill an environmental ethic that will avoid future compliance and restoration problems. This requires strengthening the National Environmental Policy Act (NEPA) planning process, modifying industrial processes, and developing substitute materials. Since there may be slightly higher initial costs, final decisions will be based on the project's life cycle costs, while seeking the most environmentally benign solution.

Goal 1: Incorporate Pollution-Prevention Considerations in All Agency Decisions

Objectives:
- Consider life cycle costs and pollution prevention in Agency decisions, including research and development, facility construction, and operations, as part of the Program and Project Management review cycle.
- Establish and develop environmental partnerships with public and private groups to promote sharing of technical resources and to enhance commitments.
- Promote and expand the use of NASA's environmental monitoring systems technology in all aspects of environmental decisionmaking.

Goal 2: Develop Visibility for Implementing Pollution Prevention

Objectives:
- Instill a pollution-prevention ethic throughout the NASA Team through an aggressive awareness program.
- Systematically reduce or eliminate the use of hazardous materials and operations or processes that produce hazardous/solid waste and other emissions, both by NASA and its contractors and suppliers.
- Establish pollution-prevention partnerships with Federal and State agencies, academic institutions, industry, and the public.
- Pursue new technologies using environmentally benign substances and processes, and transfer this technology to industry.

COMPLIANCE

Ensure that All Operations Meet and Maintain Compliance with Environmental Laws and Regulations.

This focus area addresses all activities, ensuring that NASA's current and future operations meet all Federal, State, or local environmental regulations. Compliance will be the highest priority item in the entire NASA environmental strategy. Since total compliance is a fast-moving target, we will be proactive in monitoring changing requirements. We will strive to be in compliance with all new requirements in advance of the regulatory date to further demonstrate our commitment to the environment.

Goal 1: Bring All Current Operations into Compliance

Objectives:
- Identify all areas not currently in compliance and develop a tracking system for all known compliance issues, notices of violations, or any long-standing problems.
- Build and adequately staff, at the Center level, a high-quality, multidisciplined organization to manage and execute the compliance attainment program.
- Establish a priority system to ensure timely funding and correction of all compliance actions.

Goal 2: Enhance Management Visibility

Objectives:
- Identify management indicators that accurately measure the impact of pollution control and other compliance activities in achieving environmental results.
- Provide clear, concise policy direction for implementing the environmental program.
- Develop a comprehensive management information system to identify the cost of compliance and the appropriate fund source, and ensure adequate multi-year budget coverage.
- Identify, promote, quantify, and gain support for validated environmental funding and personnel requirements.
- Provide continuing environmental awareness training for all members of the NASA team.

Goal 3: Develop and Implement a Compliance Monitoring Program

Objectives:
- Conduct comprehensive in-house compliance assessments.
- Establish contractor environmental performance, which will be an evaluation factor in all major contract decisions.
- Solicit assistance from the Environmental Protection Agency (EPA) and other regulatory bodies to resolve long-standing problems.
- Closely monitor pending environmental regulations to permit advanced planning which would enable a proactive program to maintain compliance.

RESTORATION

Clean Up Contaminated Sites.

This focus area stresses cleaning up all contaminated sites as rapidly as possible to protect human health and the environment. Funds availability and technical limitations require that this effort be carried out in prioritized sequence. The priority system must be clear and easily understood to permit NASA managers to make funding decisions and communicate the basis for decisions on which sites to clean up first. The Agency will actively seek public involvement in the decisionmaking process.

Goal 1: Clean Up Contaminated Sites as Rapidly as Funds Permit

Objectives:
- Identify and prioritize all sites.
- Initiate removal actions to prevent the spread of contamination.
- Allocate resources based on human health and environmental risks.
- Aggressively identify, justify, and defend resource requirements.
- Seek and employ innovative cleanup strategies, including technology, contracting, and project management approaches.

Goal 2: Establish and Maintain a Positive Reputation with the Regulators and the Public

Objectives:
- Negotiate and sign Federal Facility Agreements and consent agreements with EPA and States for contaminated sites.
- Work closely with all regulators and jointly seek solutions to environmental cleanup issues.
- Utilize community awareness and outreach programs, and involve local communities in the restoration process, decisions, and activities.

CONSERVATION

Protect and Enhance Natural and Cultural Resources.

Conservation is the essence of good stewardship for all the resources NASA controls. It extends to careful land-use planning, enhancing existing natural resources, and preserving those cultural resources associated with significant aspects of our historic and prehistoric heritage. Conservation reduces the impact of our activities on the environment, especially through programs such as recycling and energy conservation.

Goal 1: Assess and Protect Natural Resources

Objectives:
- Obtain natural and cultural resources baseline data.
- Establish an innovative funding strategy for natural resource programs.
- Incorporate natural and cultural resource considerations and constraints into land-use planning decisions.
- Establish partnerships with Federal and State agencies, academic institutions, industry, special action groups, and the general public to manage cultural and natural resources and make them available to the largest possible community.

Goal 2: Enhance Recycling and Energy Conservation Programs

Objectives:
- Use recycled materials whenever such materials are available, including those used by contractors and suppliers.
- Conduct an aggressive, continuing awareness program to build an understanding of the opportunities for and benefits of recycling.
- Seek to stimulate industry to develop recycling and other environmentally associated technologies by encouraging business opportunities.
- Reduce energy usage to meet or exceed legislated goals.

2. FISCAL YEAR 2001 ACCOMPLISHMENTS

1. Enable Mission Strategy

- Issued two documents on the Genesis (sampling of solar wind) mission: Environmental Assessment (EA) and Finding of No Significant Impact (FONSI)
- Issued a written public notice on the Mars mission 2003 to prepare an Environmental Impact Statement (EIS)
- Issued two documents on the Mars mission 2001: Environmental Impact Statement and Record of Decision (ROD)
- Held public meetings on the proposed Ames Research Park project and issued written public notice to prepare an Environmental Impact Statement
- Developed an agreement for NASA's Downey industrial plant and Hopkins Airport on historic preservation
- Held a historic preservation meeting on the upgrading of the Keck astronomic observatory and surrounding area as traditional cultural scared site
- Issued two documents on TIMED and WIRE: Environmental Assessment and Finding of No Significant Impact
- Initiated an innovative programmatic Environmental Assessment document for routine space launch payloads from NASA's Space Sciences Enterprise and Earth Sciences Enterprise; over 10 years this will result in reducing the number of documents from 40 to 1, and an estimated $3.5M in savings

2. Regulatory Assurance Strategy

- Consistent with Executive Order 13175, designated a Tribal Consultation Officer within NASA Headquarters' Environmental Management Division
- Completed oversight reviews of environmental programs at four NASA Centers (Glenn Research Center, Stennis Space Center, Johnson Space Center, and Kennedy Space Center)
- Completed oversight reviews of energy efficiency and water conservation programs at four NASA Centers (Ames Research Center, Dryden Flight Research Center, Johnson Space Center, and White Sands Test Facility)
- Successfully passed environmental management audits (ISO 14001) at Glenn Research Center and Stennis Space Center
- External auditor recognized NASA as "exceptional" in an Environmental Functional Review
- Established and tested environmental management systems at three NASA Centers
- Established internal agreement with Marshall Space Flight Center to be the NASA lead on Clean Air Act issues
- Created NASA's Clean Air Act work group
- NASA transferred to the Navy the lead for cleaning up contamination at the Jet Propulsion Laboratory

3. Environmental Systems and Tools Strategy

- Nationally recognized "Closing the Circle Award" presented to the NASA's Environmental Management Systems Team
- Issued NASA-wide guidelines on energy and water conservation (NPG 8570.1)
- Added new modules to the NASA environmental tracking system (NETS FEDPLAN/ECR) to support the budgeting and planning processes for environmental compliance and environmental cleanup (ECR) projects
- Completed staffing model to estimate personnel requirements for energy efficiency programs at NASA facilities
- Created and established NASA's Introductory Environmental Management Program training course as part of NASA's regularly offered courses
- Created and established NASA's Energy Efficiency and Water Conservation training course as part of NASA's regularly offered courses
- Established a new Web page for NASA Headquarters' Environmental Management Division
- Revised the NASA Headquarters' Environmental Management Division Web page to meet information management rules
- Proposed guidelines for managing environmental award program within NASA
- Lead NASA's Geographic Information System team
- Started applying Geographic Information System to manage environmental data
- Drafted NASA's Environmental Project Handbook for solid and hazardous wastes (RCRA) and the cleaning up contaminated sites (CERCLA)
- Published an Annual Operating Plan for NASA Headquarters' Environmental Management Division
- At NASA's Plum Brook Reactor Facility, organized contractors and Government agencies into teams to better manage the dismantling of the facility
- Drafted three documents for evaluating Agencywide environmental compliance programs to support the U.S. Environmental Protection Agency's interagency work group on environmental management systems
- Negotiated with the U.S. Navy to provide NASA with information on proposed and new environmental regulations
- Drafted NASA policy on establishing the environmental management system

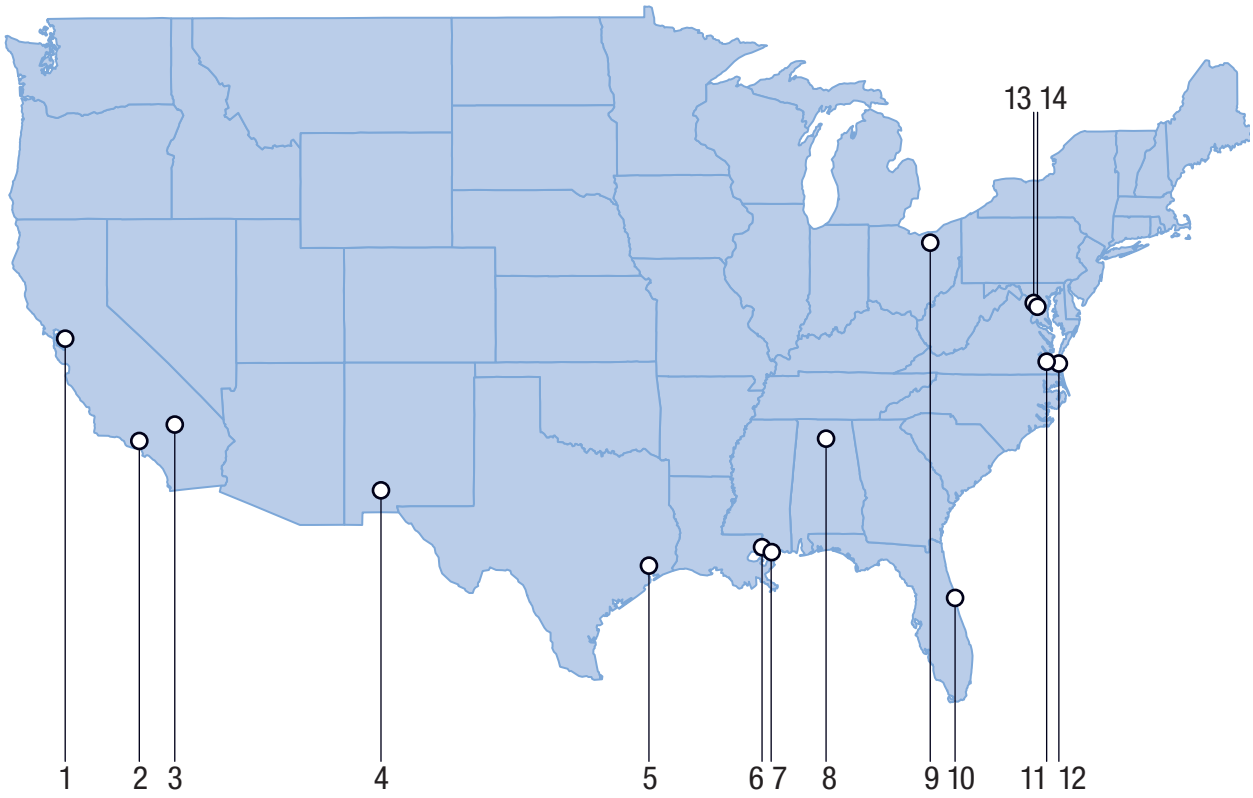
4. Environmental Stewardship Strategy

- Established NASA's Energy Efficiency Board
- Hosted a Government-wide workshop on "Greening the Government"
- Issued a report on NASA archeological sites using Web-based data from NETS
- Drafted NASA's sustainable design policy with NASA Headquarters' Facilities Engineering Division
- Assumed NASA-wide lead for sustainability policy and issues
- Established federal showcase facility for energy efficiency at Dryden Flight Research Center's Hangar Building #1623
- Two energy-efficient buildings at Kennedy Space Center and Stennis Space Center designated "energy STAR" program by the U.S. Environmental Protection Agency and the U.S. Department of Energy
- Committed NASA Headquarters' Office of Procurement to participate in the Federal-wide "environmental friendly" procurement program

- Expanded participation in NASA Headquarters' Earth Day (April 22) celebration to include the following: Office of the Administrator, Office of Biological and Physical Research, and Office of Earth Science
- Established CESU MOA with U.S. Department of Interior
- Obtained approval on co-sponsor an inter-Agency biodiversity symposium with participation from NASA Headquarters' Office of the Administrator, Office of Space Science, Office of Biological and Physical Research, and Office of Earth Science
- Received national recognition for NASA's peregrine falcon study

5. Agency Initiatives Strategy

- Issued Environmental Assessment and Finding of No Significant Impact for dismantling NASA's Plum Brook Reactor Facility
- Updated the environmental information management section of the Integrated Management Project (IAM) in support of the NASA-wide Integrated Financial Management Program (IFMP) re-planning effort



NASA INSTALLATIONS

1.	**Ames Research Center**	Moffett Field, California
2.	**Jet Propulsion Laboratory**	Pasadena, California
3.	**Dryden Flight Research Center**	Edwards Air Force Base, California
4.	**White Sands Test Facility**	Las Cruces, New Mexico
5.	**Johnson Space Center**	Houston, Texas
6.	**Michoud Assembly Facility`**	New Orleans, Louisiana
7.	**Stennis Space Center**	Mississippi
8.	**Marshall Space Flight Center**	Huntsville, Alabama
9.	**Glenn Research Center**	Cleveland, Ohio
10.	**Kennedy Space Center**	Florida
11.	**Langley Research Center**	Hampton, Virginia
12.	**Wallops Flight Facility**	Wallops Island, Virginia
13.	**Goddard Space Flight Center**	Greenbelt, Maryland
14.	**NASA Headquarters**	Washington, DC

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CODE JE: ENVIRONMENTAL MANAGEMENT DIVISION

http://www.hq.nasa.gov/office/codej/codeje/codeje.html