



75TH AIR BASE WING



2010 Environment, Energy Security & Sustainability Conference

IMPLEMENTATION OF COST REPORTING AND FUND REIMBURSEMENT TRACKING IN EESOH-MIS HW MODULE

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June, 2010

Report Documentation Page

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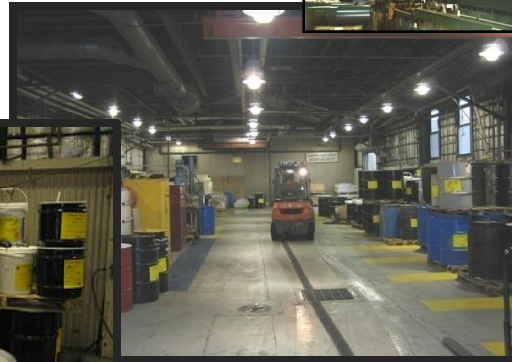
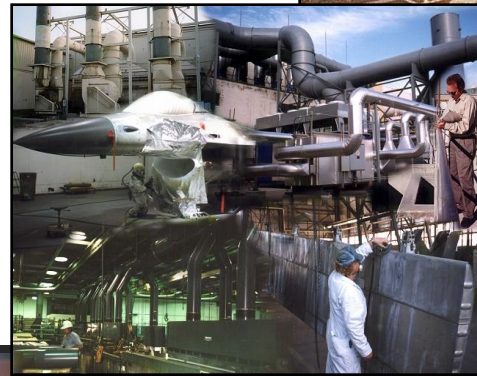
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		5c. PROGRAM ELEMENT NUMBER			
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Introduction



- Fund Reimbursement and Cost Tracking
- Why is it important?
- Tools to help; EESOH-MIS
- Benefits





➤ Why Worry About It?

- It is now Air Force policy that tenants will begin paying their own way:
 - Air Force Instruction 32-7042, *Waste Management*
 - Air Force Instruction 65-601, *Budget Guidance and Procedures*
 - AF Playbook, standardized business practices



AFI 32-7042, Waste Management

2.5. Host-Tenant Support.

2.5.1. The Air Force supports the HW disposal needs of both Air Force and DoD tenants on Air Force installations.

...

2.5.4. The tenant will reimburse the installation IAW AFI 65-601 Volume 1, for all waste disposal costs that exceed \$125 for any calendar quarter and as documented in a host-tenant agreement. If a tenant organization's accumulated charges do not exceed \$125 per calendar quarter, the installation can use its discretion to waive billing the tenant.



AFI 65-601 V1, Budget Guidance and Procedures

7.10. Billing Tenants:

...

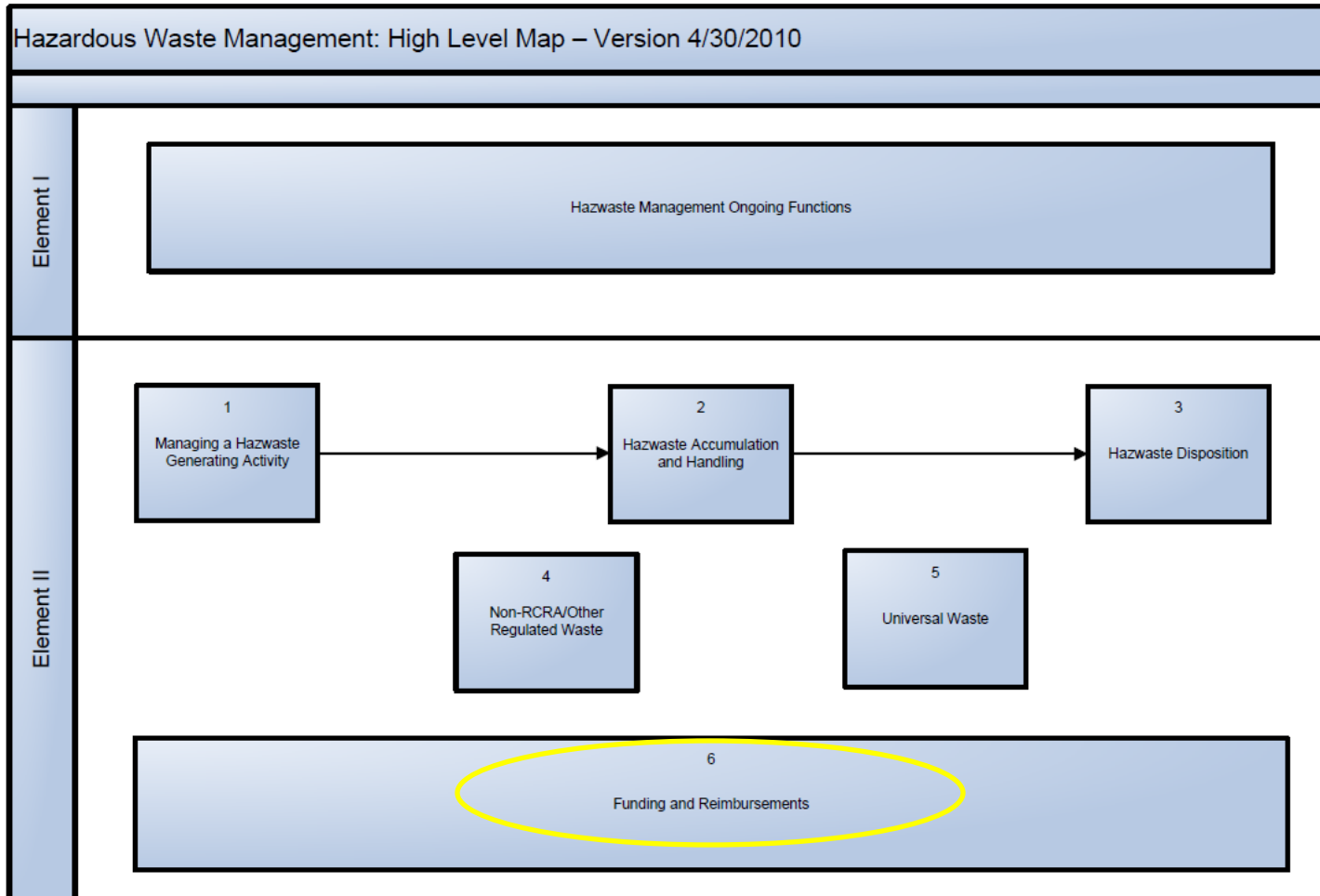
7.10.2. You may waive billings when the accumulated charges against a reimbursable tenant don't exceed \$125 for any calendar quarter.

EXCEPTION: Don't apply this waiver to DWCF transactions or support.

Air Force Policy



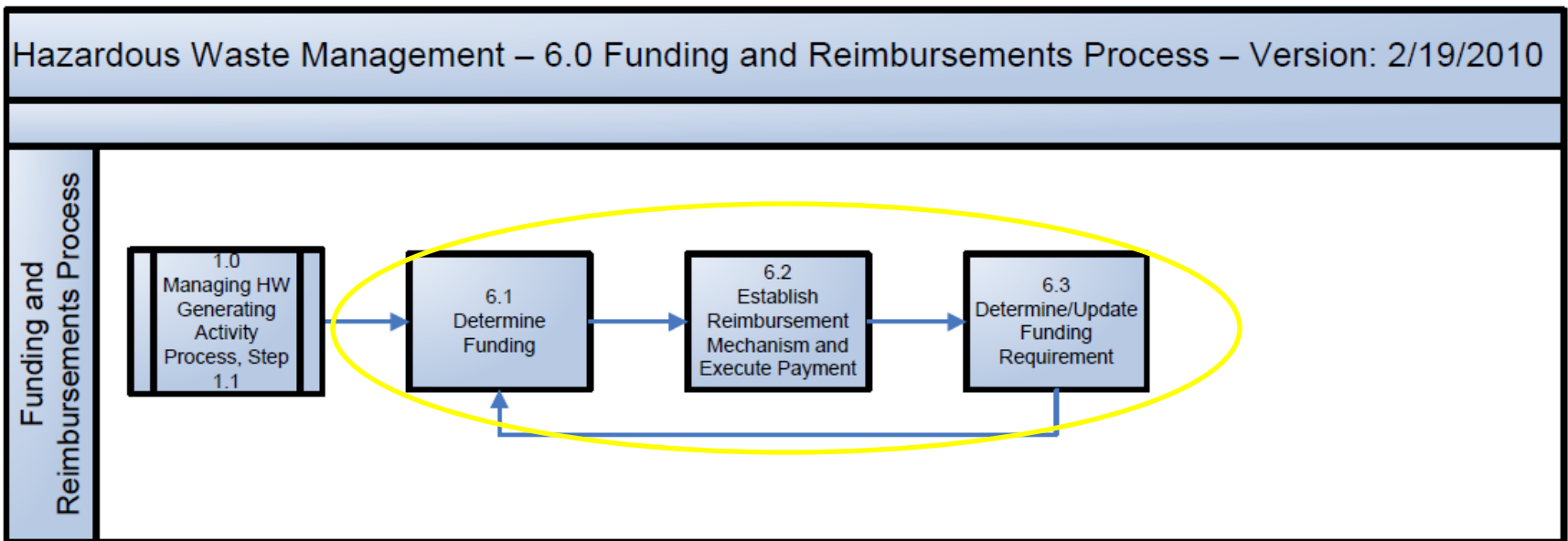
Air Force Playbook



Air Force Policy



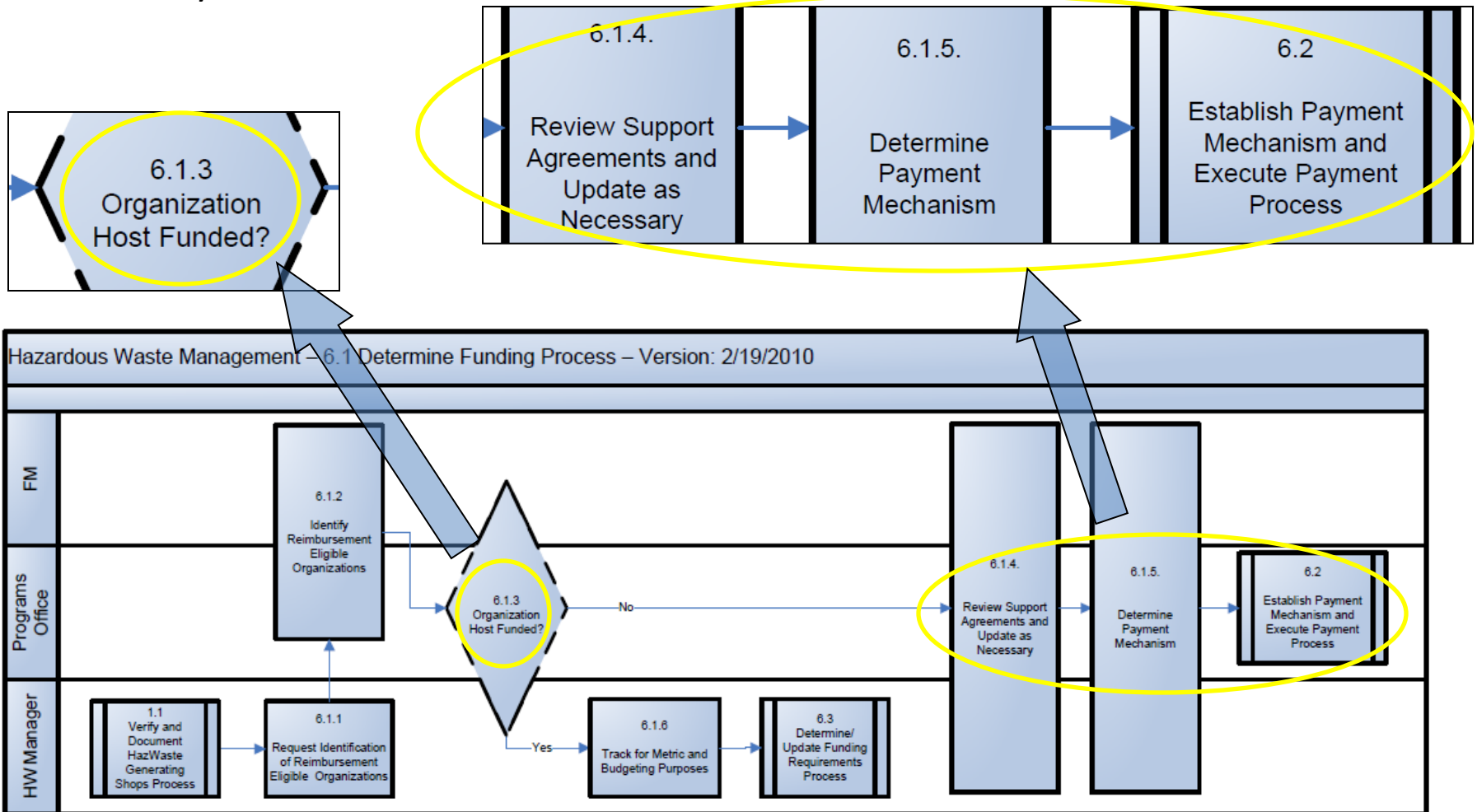
Air Force Playbook



Air Force Policy



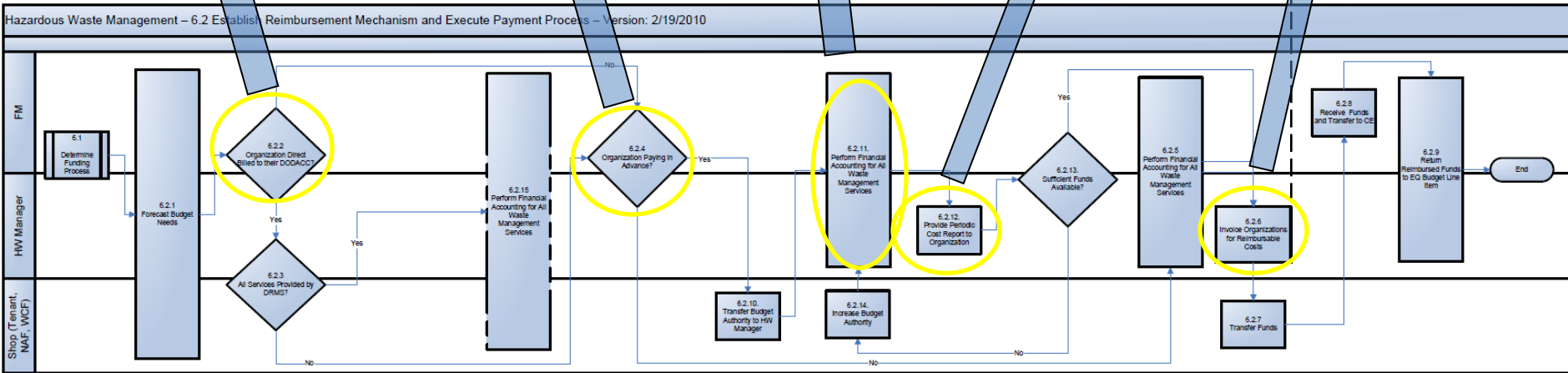
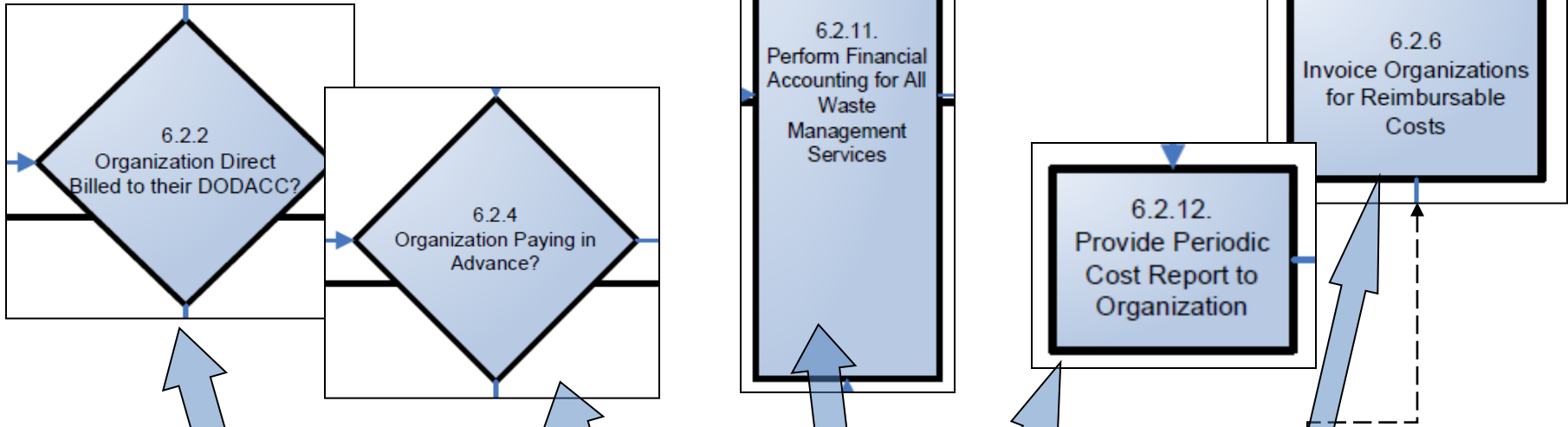
Air Force Playbook - Draft



Air Force Policy



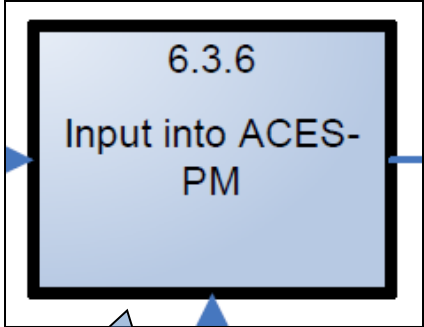
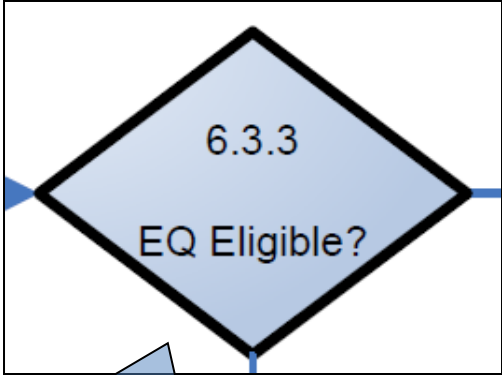
Air Force Playbook



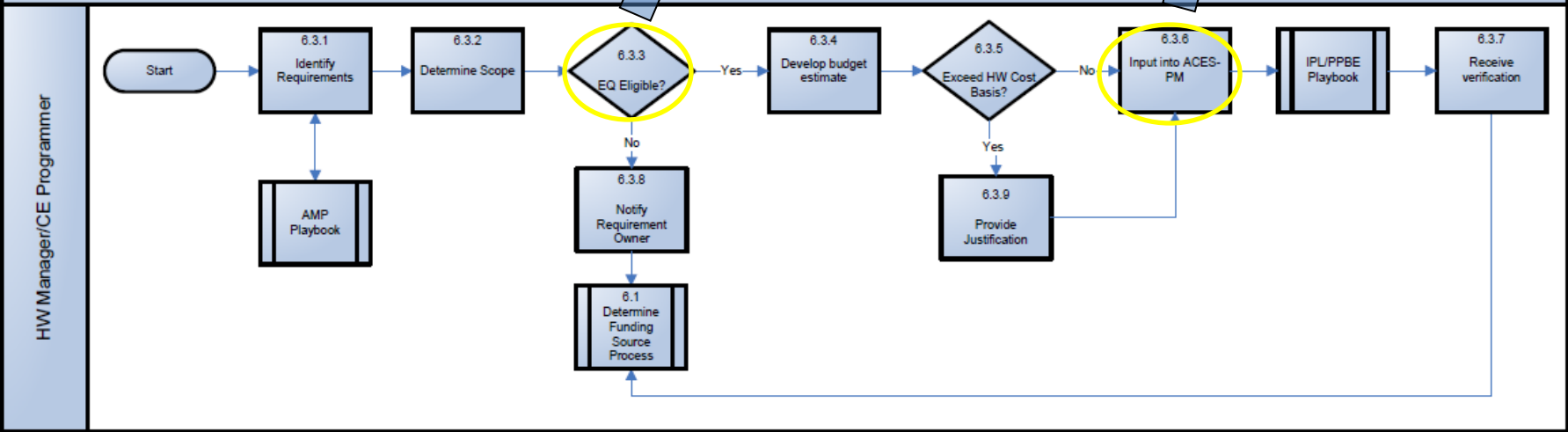
Air Force Policy



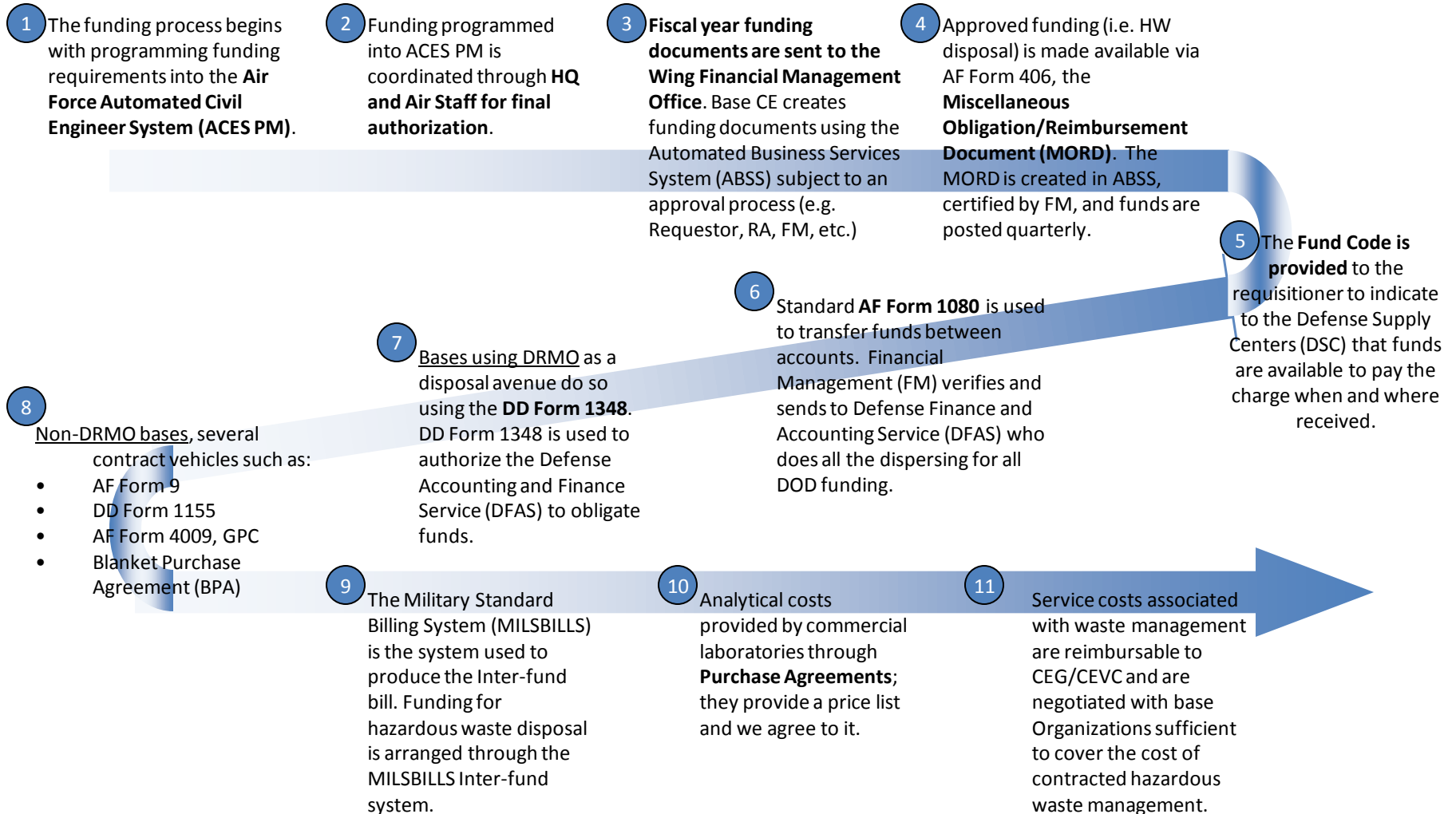
Air Force Playbook - Draft



Hazardous Waste Management – 6.3 Determine/Update Funding Requirement Process – Version: 2/19/2010



“Front-End” Process: AF Business Practice

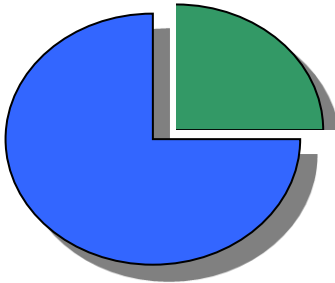


Options



➤ Two reimbursement options:

1) Macro, Estimated

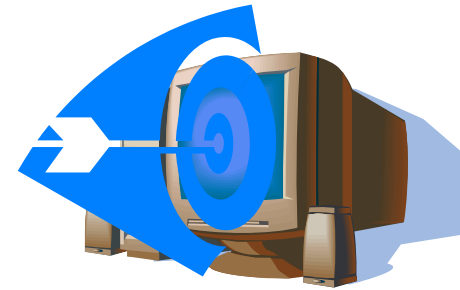


✓ Negotiate with tenants and Organizations to develop a **formula** to assign waste management costs.

The **advantage** to this method is its simplicity and ease to implement.

The **disadvantage** is that it does not have as large a waste minimization/EMS impact, it is subjective and non-standardized – each installation must develop.

2) Granular, Detailed

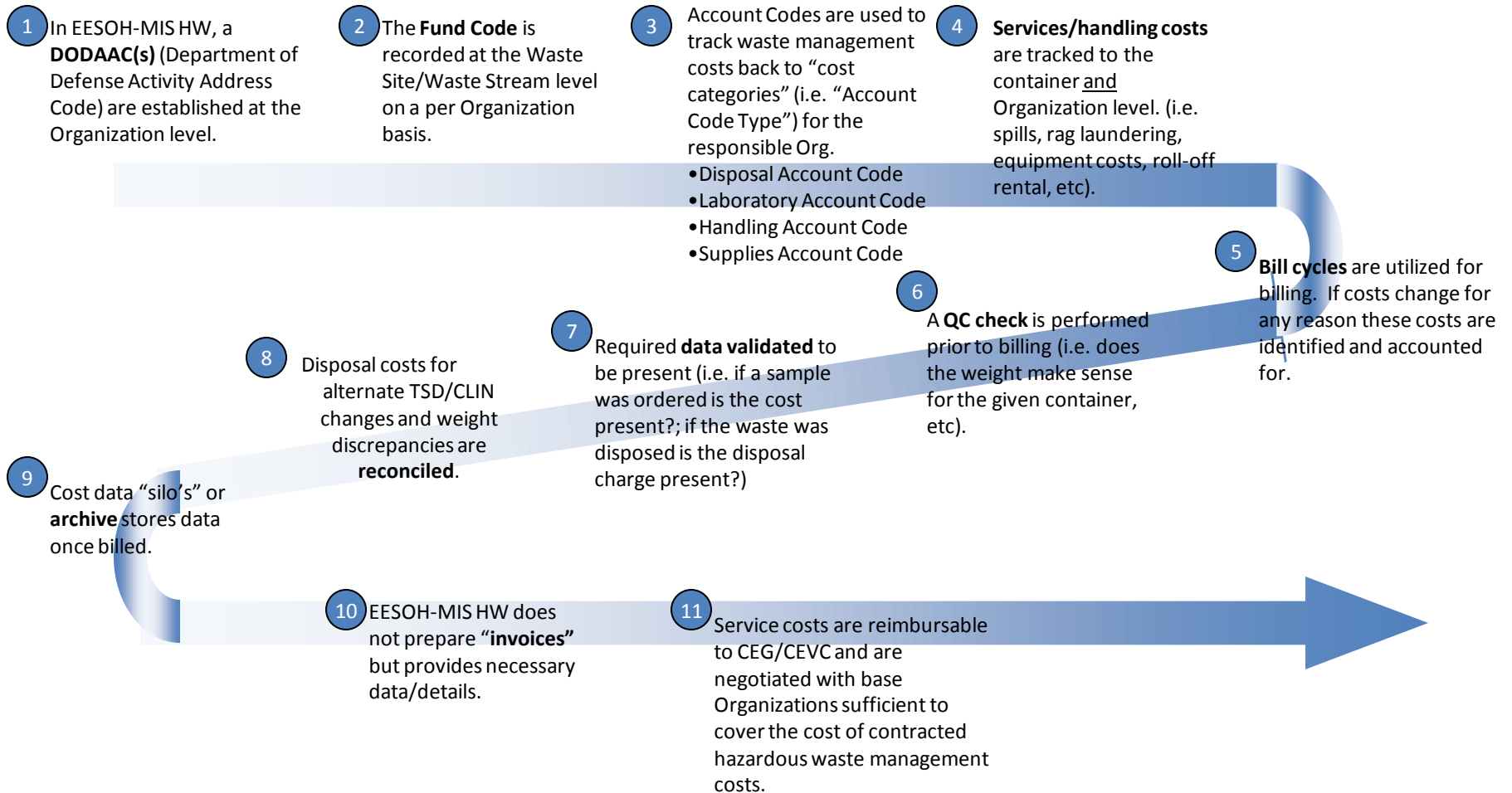


✓ Use generally-accepted accounting principles built into the **EESOH-MIS HW module** functionality to assign near exact costs to the Organization responsible for the waste management costs.

The **advantage** to this method is its defensibility, the incentives it provides for waste and cost minimization - small efforts on the generators part are immediately reflected in the next bill cycle providing an important “yard-stick” for an installations EMS effort.

The **disadvantage** is that it is more maintenance intensive and complex to implement.

“Back-end” Process: EESOH-MIS HW (Method 2)



A DODACC and Fund Code is assoc. w/ an Organization

- Home
 - EESOH Home
 - Work Basket
 - Reports
- Hazmat Management
 - Manage Inventory/Disposition
- Hazardous Waste
- Waste Site Management
 - Manage Waste Streams
 - Manage Waste Sites
- Waste Accumulation
 - Manage Empty Container Inventory
 - Initiate Container Tracking Records
 - Manage Containers
 - Manage Transfer/Deliver/RFD
- Characterization
 - Characterize Waste
 - Manage Samples
- Storage & Disposal
 - Manage Waste Storage & Disposal
 - Manage Shipping Documents
 - Manage TSDF Inventory
- Installation Management
 - Manage Shop
 - Manage Hazmat
 - Manage Contracts
 - Manage Locations
 - Manage Organizations
 - Manage Installation/Facility
 - Manage Labs
 - Manage State/Local Waste Codes
- Regulatory Compliance
 - Manage Regulatory Documents/Permits
- Interface Management
 - APIMS Interface Management
 - DRMS Interface Maintenance
- Personnel Management
 - Manage Personnel
 - Manage Work Assignments
- Administration
 - Edit Profile
 - Installation Preferences
 - Manage Barcode Printers
 - Manage Users
 - Manage Picklists
 - Manage Handling Class
 - Manage Background Tasks
 - News & Announcements

A

[Installation Management](#) » [Manage Organizations](#) » [Search Results](#) » [Edit Organization](#) » [DODAACs](#) » Fund Codes

Fund Codes

? Help

Organization: 109TH REGIONAL SUPPORT GROUP Parent: DODAAC Title: HILL AFB DODAAC: FB2027

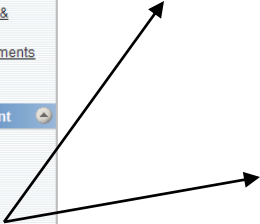
Organization	Address(es)	Contacts	DODAACs	IHPOs
DODAAC	Fund Codes			

Displaying 1 - 1 of 1 records found.

[Add Fund Code](#)

Fund Code	Description	Start Date	End Date
<input type="radio"/> 30	O&M, AF.	2009/12/08	

[Add Fund Code](#)



B

[Installation Management](#) » [Manage Organizations](#) » [Edit Organization](#) » [DODAACs](#) » [DODAAC](#) » [Fund Codes](#) » [Account Codes](#) » Add Account Code

Account Codes

? Help

Organization: **100 FLYING TRAINING SQ** Parent: **340 FLYING TRAINING GP**
 DODAAC Title: **HILL AFB** DODAAC: **FB2027** Fund Code: **11**

Organization	Address(es)	Contacts	DODAACs	IHPOs
DODAAC	Fund Codes			
Fund Code	Account Codes			

Displaying 1 - 3 of 3 records found.

[Add Account Code](#)

Account Code	Account Code Type	Start Date	End Date
<input type="radio"/> Contract Services for HW Removal	Handling Cost	2010/02/22	
<input type="radio"/> HW Sampling Costs	Lab Cost	2010/02/22	
<input type="radio"/> Offline Supplies (Non-AF Stock Fund)	Supplies Cost	2010/02/22	

[Add Account Code](#)

The disposal cost is assoc. w/ a Waste Profile via CLINS, CLINS are created via Manage Contracts

- Home
 - EESOH Home
 - Work Basket
 - Reports
- Hazmat Management
 - Manage Inventory/Disposition
- Hazardous Waste
- Waste Site Management
 - Manage Waste Streams
 - Manage Waste Sites
- Waste Accumulation
 - Manage Empty Container Inventory
 - Initiate Container Tracking Records
 - Manage Containers
 - Manage Transfer/Delivery/RFD
- Characterization
 - Characterize Waste
 - Manage Samples
- Storage & Disposal
 - Manage Waste Storage & Disposal
 - Manage Shipping Documents
 - Manage TSDF Inventory
- Installation Management
 - Manage Shop
 - Manage Hazmat
 - Manage Contracts
 - Manage Locations
 - Manage Organizations
 - Manage Installation/Facility
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 - Manage Users
 - Manage Picklists
 - Manage Handling Class
 - Manage Background Tasks
 - News & Announcements

C

[Hazardous Waste](#) » [Characterize Waste](#) » [Search Results](#) » [Disposal Avenue/Cost](#) »

Disposal Avenue/Cost

* Indicates a required field.

Waste Profile: _____ Characterization Method: _____

Waste Profile DRMO Physical Chemical MSDS Other Waste DOT Shipping EPA Waste Code(s) State/Local Waste Code(s) Biennial Disposal Avenue/Cost Approval

Disposal Avenue/Cost CLINS

Disposal Code: *

D

[Hazardous Waste](#) » [Characterize Waste](#) » [Search Results](#) » CLINS

CLINS

* Indicates a required field.

Waste Profile: _____ Characterization Method: _____

Waste Profile DRMO Physical Chemical MSDS Other Waste DOT Shipping EPA Waste Code(s) State/Local Waste Codes Biennial Disposal Avenue/Cost Approval

Disposal Avenue/Cost CLINS

Displaying 1 - 1 of 1 records found.

DTID Extension	Contractor Name	Contract #	CLIN	CLIN Description	Cost Per Unit of Measure	UOM
	CLEAN HARBORS	F967097-001	9404	Toxicity Characteristic Waste, Containerized Solids	\$5.68	PER LB

Gives you selections from the Waste Profile. CLINS are created via Manage Contracts...

E

[Installation Management](#) » [Manage Contracts](#) » [Search Results](#) » [Edit Contract](#) » CLIN

Contract Line Item Number (CLIN)

Contract #: F967097-001

Contract CLIN To/DO

Displaying 1 - 2 of 2 records found.

CLIN	CLIN Description	Cost Per Unit of Measure	UOM	Start Date	End Date
9107	Ignitable Wastes, Bulk Solids, Non-debris	\$1.78	PER LB	2009/10/01	2010/10/01
9404	Toxicity Characteristic Waste, Containerized Solids	\$5.68	PER LB	2009/10/01	2010/10/01

Handling, supplies, & lab costs and Account Codes are assoc. via. the Waste Stream (E & F)

- Home
 - ESOH Home
 - Work Basket
 - Reports
- Hazmat Management
 - Manage Inventory/Disposition
- Hazardous Waste
 - Waste Site Management
 - Manage Waste Streams
 - Manage Waste Sites
 - Waste Accumulation
 - Manage Empty Container Inventory
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 - Manage Background Tasks
 - News & Announcements

F

[Hazardous Waste](#) » [Manage Waste Sites](#) » [Search Results](#) » [Edit Waste Site](#) » [Waste Site Waste Streams](#) » [Edit Waste Stream](#) » Generator Billing

Handling/Supplies/Lab Cost

* Indicates a required field.

Waste Site #: 100-001 Type: IAP Waste Site Status: Active
 Shop Code: MC048 Organization: 22 LOGISTICS READINES SQ
 Waste Stream #: 0102H Waste Stream Name: TOXIC FILTERS Waste Site Waste Stream Status: Active

Waste Site	Contingency	Site Personnel	Waste Streams	Approval
Waste Stream	Processes	Container Info	Generator Info/Cost	Characterization
Generator Billing	Handling/Supplies/Lab Cost	Approval		

Handling Cost

Handling Cost Class: (Unverified)

Description:

Handling Cost: \$ per

Supplies Cost

Empty Container Cost: \$ 10.0

Supplies Cost per Container: \$ 10.0

Supplies Cost Description: \$5.00 each two additional HW indicator labels

Lab Cost

Total Lab Cost: \$ 1315.0

Save Cancel

[Hazardous Waste](#) » [Manage Handling Class](#) » [Search Results](#) » [Edit Handling Class](#)

Edit Handling Class

* Indicates a required field.

Handling Class: *

Cost Per Unit of Measure: *

UOM: *

Description:

Save Cancel

[Comes from "Manage Empty Container Inventory" page]

[Hazardous Waste](#) » [Manage Waste Sites](#) » [Search Results](#) » [Edit Waste Site](#) » [Waste Site Waste Streams](#) » [Edit Waste Stream](#) » Handling Supplies/Lab Cost

Generator Billing Information

* Indicates a required field.

Waste Site #: 100-001 Type: IAP
 Shop Code: MC048 Organization: 22 LOGISTICS READINES SQ
 Waste Stream #: 0102H Waste Stream Name: TOXIC FILTERS

Waste Site	Contingency	Site Personnel	Waste Streams	Approval
Waste Stream	Processes	Container Info	Generator Info/Cost	Characterization
Generator Billing	Handling/Supplies/Lab Cost	Approval		

Generator Billing

Disposal Code: *

DODAAC: (Verified)

Fund Code: (Verified)

Disposal Account Code: (Verified)

Handling Account Code: (Verified)

Supplies Account Code: (Verified)

Lab Account Code: (Verified)

Save Cancel

[Hazardous Waste](#) » [Manage Waste Sites](#) » [Search Results](#) » [Edit Waste Site](#) » [Disposal Avenue/Cost](#) » [Waste Site Waste Streams](#) » Lab Methods

Sample Analysis Plan Analytical Methods

* Indicates a required field.

Waste Site #: 100-001 Type: IAP
 Shop Code: MC048 Organization: 22 LOGISTICS READINES SQ
 Waste Stream #: 0102H Waste Stream Name: TOXIC FILTERS
 Lab Name: CONTINENTAL ANALYTICAL SERVICES INC

Waste Site	Contingency	Site Personnel	Waste Streams	Approval
Waste Stream	Processes	Container Info	Generator Info/Cost	Characterization
Sample Analysis Plan	Analytical Method(s)	Approval		

Displaying 1 - 2 of 2 records found.

Analytical Method	Cost
<input type="radio"/> EPA 1311/6010B	\$180.00
<input type="radio"/> EPA-SW-846 8260B	\$172.00
Total Cost of Analytical Methods	\$352.00

Remove

G

All costs (handling, supplies, lab and disp.) are assoc. by default w/ each container issued under a waste profile

[Hazardous Waste](#) » [Manage Containers](#) » [Search Results](#) » Edit Container

Edit Container

* Indicates a required field.

Container	EPA Waste Code(s)	State/Local Waste Code(s)	Container Journal History
Container Info			
Delivery/Transfer Data			
Location History			

Container #: HW200900001
Waste Site #: 140G
Waste Stream #: 0103H
Waste Profile #: 0114N
Current Waste Site #: 140G
Shop Code: KG050
Organization: 184 LOGISTICS READINES SQ
DTID #:
Container Age: 47
Last Action:
Container Status: AI (Verified)
Container # Issued/Declared By: Associate User
Issued/Declared Date: 2009/10/19
Regulatory Start Date: 2009/10/22 (yyyy/mm/dd)
Fill Date: (yyyy/mm/dd)
Container Location: (Unverified)
Container Type: * 55.0 GAL DM (Verified)
DOT POP Packaging Type:
Container Quantity: *
Is this an estimated quantity?
If non-weight measurement

All costs associated with a container are estimates, defaulted from the profile.

- Sample cost come from Manage Samples
- Disposal costs come from Manage Contracts / CLINS
- Handling costs come from Manage Handling Cost Class
- Supplies Cost come from Waste Site/Waste Stream Generator Billing tab.

H

(Continued...)

Billing Information

DODAAC: FB4553 (Verified)
Fund Code: 16 (Verified)
Disposal Account Code: 53411 (Verified)
Handling Account Code: 53411 (Verified)
Supplies Account Code: 61910 (Verified)
Lab Account Code: 53410 (Verified)
Handling Cost Class: NAD456 (Verified)
Handling Cost: US \$ 2008.0 per LB
Handling Cost Description:
Supplies Cost per Container: US \$ 60.05
Supplies Cost Description:
Last Comment:
New Comment:

To change this you must go to the Manage Handling Cost Class (HCC) and Update the existing HHC or add another Assign it to the container here.

Supplies cost is the only cost that is Completely editable from the container.

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➤ Important Functionality

- **EDD:** Disposal data is updated electronically via a DRMS data interface. Modifications to contract are made automatically.
- **Cost Types:** All cost types (handling or service costs; disposal costs; analytical costs (for waste verification); other ancillary waste management costs (i.e. spills, IWTP sludge, rag laundering, etc) are tracked.
- **Bill Cycle:** Billing is done based on regular periodic billing statements issued to tenants.
- **Reconciliation:** Current billing data (i.e. disposal cost, handling cost, etc) is compared to previous billed data for the purpose of correcting one or both Information Sources.
- **Data Archive:** Data “silos” will ensure that bills do not change. Subsequent billing will appear on the corresponding bill cycle.
- **Cost Report and Metrics...**

Comprehensive Waste Management Report



Cost Report

Control Number	WSN	Wt or Unit	Bill Unit	CLIN	Cost / Unit	Disposal Cost	Handling Cost	External Lab Cost	Base Lab Cost	Total
MAN 2										
LI18533301	E02	201	LB	940400		\$74.37	\$80.00	\$0.00	\$0.00	\$154.37
LI18533302	E02	180	LB	940400		\$86.60	\$80.00	\$0.00	\$0.00	\$146.60
LI18533303	E02	165	LB	940400		\$57.35	\$80.00	\$0.00	\$0.00	\$137.35
LI18533304	E02	183	LB	940400		\$67.71	\$80.00	\$0.00	\$0.00	\$147.71
LI18533305	E02	162	LB	940400		\$56.24	\$80.00	\$0.00	\$0.00	\$136.24
LI18533306	E02	175	LB	940400		\$64.75	\$80.00	\$0.00	\$0.00	\$144.75
LI18533307	E02	165	LB	940400		\$81.05	\$80.00	\$0.00	\$0.00	\$141.05
LI18533308	E02	142	LB	940400		\$52.54	\$80.00	\$0.00	\$0.00	\$132.54
LI18534701	E02	201	LB	940400		\$74.37	\$80.00	\$0.00	\$0.00	\$154.37
LI18534702	E02	142	LB	940400		\$52.54	\$80.00	\$0.00	\$0.00	\$132.54
LI18534703	E02	191	LB	940400		\$55.87	\$80.00	\$0.00	\$0.00	\$135.87
LI18534704	E02	160	LB	940400		\$59.20	\$80.00	\$0.00	\$0.00	\$139.20
LI18534705	E02	162	LB	940400		\$59.94	\$80.00	\$0.00	\$0.00	\$139.94
LI18534706	E02	156	LB	940400		\$57.72	\$80.00	\$0.00	\$0.00	\$137.72
LI18534707	E02	146	LB	940400		\$54.02	\$80.00	\$0.00	\$0.00	\$134.02
LI18534708	E02	160	LB	940400		\$59.20	\$80.00	\$0.00	\$0.00	\$139.20
LI18535401	E02	158	LB	940400		\$58.48	\$80.00	\$0.00	\$0.00	\$138.48
LI18535402	E02	172	LB	940400		\$63.84	\$80.00	\$0.00	\$0.00	\$143.84
LI18535404	E02	162	LB	940400		\$59.94	\$80.00	\$0.00	\$0.00	\$139.94
LI18535405	E02	158	LB	940400		\$58.48	\$80.00	\$0.00	\$0.00	\$138.48
LI18922001*	E09	1				\$0.00	\$80.00	\$0.00	\$0.00	\$80.00
LI82600606*	E07	1				\$0.00	\$80.00	\$0.00	\$0.00	\$80.00
LI82602504*	E07	1				\$0.00	\$80.00	\$0.00	\$0.00	\$80.00
LI82602505*	E07	1				\$0.00	\$80.00	\$0.00	\$0.00	\$80.00
LIXX530702	X5658	447	LB	940200		\$328.31	\$80.00	\$504.00		\$910.31
LIXX530703	X5690	2400				\$0.00	\$27.00	\$0.00		\$27.00
LIXX531201	X5705	209	LB	990200		\$91.98	\$80.00	\$504.00		\$675.98
LIXX531202	X5705	289	LB	990200		\$127.16	\$80.00	\$0.00		\$207.16
LIXX531203	X5705	361	LB	990200		\$158.84	\$80.00	\$0.00		\$238.84
LIXX531204	X5705	440	LB	990200		\$193.60	\$80.00	\$0.00		\$273.60
NO1C828001	E69	119	LB	953400		\$180.88	\$80.00	\$0.00		\$260.88
NO1C838501*	E69	1				\$0.00	\$80.00	\$0.00		\$80.00
NO1E532101	B58	75	LB	940400		\$27.75	\$80.00	\$0.00		\$107.75
NO1E532104	B57	925	LB	940400		\$942.25	\$80.00	\$0.00		\$422.25
NO1F533301	E01	347	LB	953400		\$527.44	\$80.00	\$0.00		\$607.44
Sludge		\$2,976.60	x	0%	Responsibility	\$0.00	\$0.00	\$0.00		\$0.00
Zero HazMat Empty Drums						\$0.00	\$0.00	\$0.00		\$0.00
Subtotal						\$3,195.16	\$2,747.00	\$0.00	\$1,008.00	\$6,945.16

Notes:
* Returned Empty Container.

Date: 1/13/2006
Last Update: 2/7/2006

Environmental Management Directorate
Rm 721/2006



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS OGDEN AIR LOGISTICS CENTER (AFMC)
HILL AIR FORCE BASE, UTAH

07 FEB 2006

MEMORANDUM

TO: 75CES/CERF
ATTN: William Stimson
FROM: 75 CEJG/DEVOG
SUBJECT: Hazardous Waste Management Handling and Disposal Cost

This is a billing statement for the cost of hazardous waste management for January, 2006. The following section gives an itemized break-down of your total cost.

Costs reimbursable to EMOC are as follows:

Total reimbursable costs **\$0.00**

Non-reimbursable cost are as follows:

Contract Lab	Costs associated with samples sent to an offsite contract laboratory for analysis	\$5,385.60
Disposal Costs	Cost for disposal of waste removed from the base to final disposition is paid by direct fund transfer from DFAS account. Amount is provided for informational purposes only.	\$15,141.87
Handling Costs	Handling cost associated with the management of containers and labels and other services provided by the HWCF.	\$5,940.52
Spill Clean-up Costs	Costs associated with cleaning spills	\$0.00
Analytical Costs	Costs associated with samples sent to the base laboratory for analysis	\$0.00
Total non-reimbursable costs		\$26,467.99

Detailed cost peel-back reports are available to Unit Environmental Coordinators via Friends of WITS R-411 report.

Please direct questions concerning this statement to Mitch Haight of EMOC at 586-2712. We consider you our customer and appreciate the opportunity to provide hazardous waste management services to your organization.

Wayne C. Downs
Wayne Downs
Hazardous Waste Program Manager
Compliance Division

DFAS Inter-Fund Bill



DEPARTMENT OF THE AIRFORCE
HEADQUARTERS OGDEN AIR DEFENSE CENTER (AFMC)
HILL AIR FORCE BASE, UTAH

1/17/2006

MEMORANDUM FOR CEVC (Attn: Jason Hipwell)

FROM: CEVOC

SUBJECT: December Interfund Bills W0412, W0580, X0256 and X0396: Disposal of Hazardous Waste/Material and/or IWTP Sludge.

This letter is to certify that DRMS bills W0412, W0580, X0256 and X0396 have been verified.

Bill No.: W0412

DMAG (Hazardous Waste Disposal)

<i>Organization</i>	<i>Total Amount</i>
649MUN	\$44.52
MABA1	\$36.89
MABA2	\$386.50
MABC1	\$2,000.67
MABC2	\$6,622.30
MABF1	\$1,249.40
MABF2	\$719.72
MABF3	\$386.12
MABF4	\$369.77
MABR2	\$2,748.15
MABR3	\$7,200.00
MABR4	\$124.02
MADL	\$283.02
MADW	\$657.52
MAKA	\$967.06
MAKB	\$34.98
MAKM	\$470.25
MAKR2	\$33.39
MAKT	\$2,818.30

Page 1 of 5



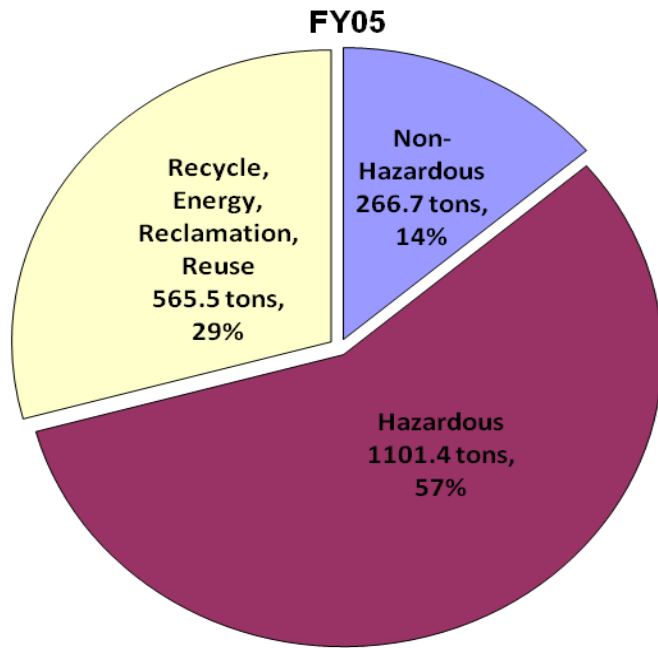
➤ Other Drivers?

- HQ will no longer subsidize hazardous waste management (services, disposal, sampling)
- Air Force Policy:
 - › Air Force Instruction 32-7042, *Waste Management*
 - › Air Force Instruction 65-601, Budget Guidance and Procedures
 - › AF Playbook, standardized business practices will drive this
- Provide visibility and accountability to waste generators to drive waste and cost reductions
- Provide defensible, reproducible and auditable data
- Streamline, automate, and standardize Air Force procedures
- Executive Order 13423: Strengthening Federal Environmental, Energy, and Transportation Management

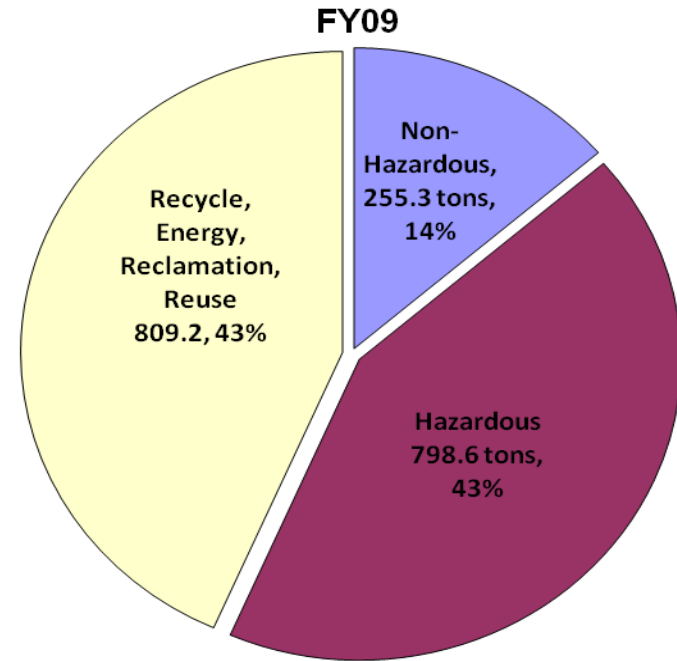
Waste Managed at Hill AFB by Category



Comparison of FY05 to FY09 Waste Metrics



1933.6 tons Total Mass

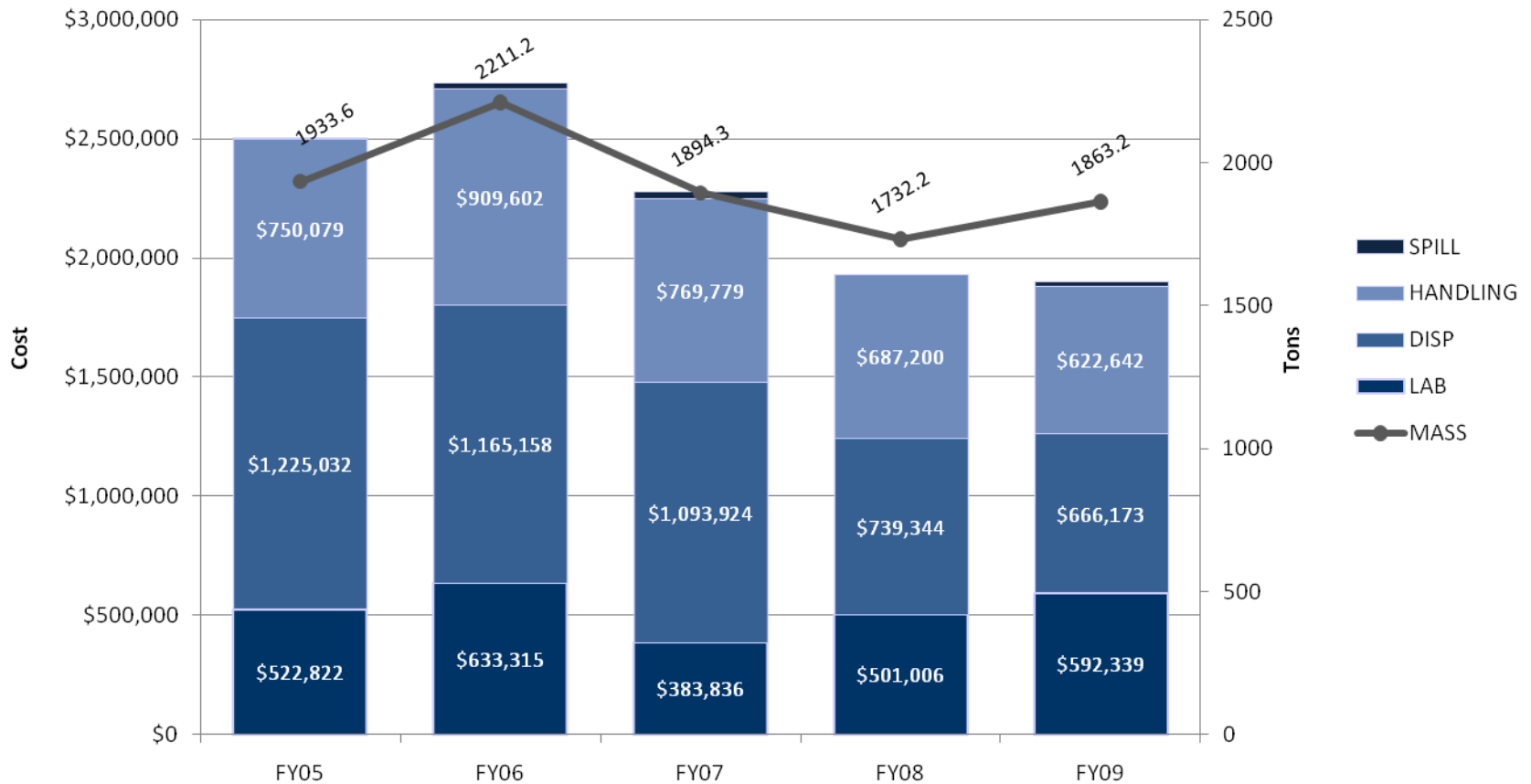


1863.2 tons Total Mass

Hill AFB Waste Management Costs



Hill AFB Waste Management Cost
FY05 thru FY09



* Metrics are base-wide

Hill AFB Waste Management Metrics



METRIC	FY05	FY06	FY07	FY08	FY09	FY05-FY09	FY08-FY09
LAB	\$522,822	\$633,315	\$383,836	\$501,006	\$592,339	13.3%	18.2%
DISPOSAL	\$1,225,032	\$1,165,158	\$1,093,924	\$739,344	\$666,173	-45.6%	-9.9%
HANDLING	\$750,079	\$909,602	\$769,779	\$687,200	\$622,642	-17.0%	-9.4%
SPILL	\$80	\$25,757	\$27,769	\$0	\$17,633	NA	NA
TOTAL COST	\$2,498,014	\$2,733,833	\$2,275,308	\$1,927,551	\$1,898,787	-24.0%	-1.5%
CONTAINER	8738	8684	8136	8123	7168	-18.0%	-11.8%
MASS (tons)	1933.6	2211.2	1894.3	1732.2	1863.2	-3.6%	7.6%
COST/LB	\$0.65	\$0.62	\$0.60	\$0.56	\$0.51	-21.1%	-7.6%



- Compliance with Air Force policy
 - Greater Defensibility and Accountability
 - Consistency and Standardization
 - Incentivizes: Waste AND Cost Minimization!
-



75TH AIR BASE WING



Wayne Downs, PhD, PE

75ABW/CEG/CEVC

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Mitch Haight

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